Nottinghamshire County Council

Improvement and Change Sub-Committee

Tuesday, 22 September 2020 at 10:30
Virtual meeting, **https://www.youtube.com/user/nottscc**

AGENDA

Notes

(1)   Councillors are advised to contact their Research Officer for details of any Group Meetings which are planned for this meeting.

(2)   Members of the public wishing to inspect "Background Papers" referred to in the reports on the agenda or Schedule 12A of the Local Government Act should contact:-

Customer Services Centre 0300 500 80 80

(3)   Persons making a declaration of interest should have regard to the Code of Conduct and the Council's Procedure Rules. Those declaring must indicate the nature of their interest and the reasons for the declaration.

Councillors or Officers requiring clarification on whether to make a declaration of interest are invited to contact Sara Allmond (Tel. 0115 977 3794) or a colleague in Democratic Services prior to the meeting.

(4)   Councillors are reminded that Committee and Sub-Committee papers, with the exception of those which contain Exempt or Confidential Information, may be recycled.

(5)   This agenda and its associated reports are available to view online via an online calendar - http://www.nottinghamshire.gov.uk/dms/Meetings.aspx

Nottinghamshire County Council

minutes

Meeting	IMPROVEMENT AND CHANGE SUB-COMMITTEE
Date	21 July 2020 (commencing at 10.30 am)

Membership
Persons absent are marked with an 'A'

COUNCILLORS

Reg Adair (Chairman)

John Cottee	Richard Jackson
Jim Creamer	David Martin
Kate Foale	Diana Meale
Tony Harper	Philip Owen

OTHER MEMBERS PRESENT

Councillor Mrs Kay Cutts MBE

OFFICERS IN ATTENDANCE

Adrian Smith   Deputy Chief Executive

Sara Allmond
Mark Davies
Sue Milburn   Chief Executive's Department
Nigel Stevenson
Marjorie Toward

1. CHAIRMAN

The appointment by the County Council on 11 June 2020 of Councillor Reg Adair as Chairman of the Committee was noted.

2. COMMITTEE MEMBERSHIP

The membership of the Committee for the 2020-21 municipal year as Councillors Reg Adair, John Cottee, Jim Creamer, Kate Foale, Tony Harper, Richard Jackson, David Martin, Diana Meale and Philip Owen was noted.

3. MINUTES

The Minutes of the last meeting held on 27 January 2020, having been previously circulated, were confirmed and signed by the Chairman.

4. APOLOGIES FOR ABSENCE

None

5. DECLARATIONS OF INTERESTS

None

6. PROGRESS REPORT ON DELIVERY OF IMPROVEMENT AND CHANGE PROGRAMMES, PROJECTS AND SAVINGS

Sue Milburn, Group Manager Transformation and Change introduced the report and responded to questions.

RESOLVED 2020/08

That the project change requests outlined in Appendix D and E of the report be approved.

7. ICT UPDATE

Mark Davies, Interim Head of ICT introduced the report and responded to questions.

RESOLVED 2020/009

That there were no actions arising from the report.

8. UPDATE ON PROGRESS WITH FUTURE APPROACH TO TRANSFORMATION AND CHANGE

Adrian Smith, Deputy Chief Executive introduced the report and responded to questions.

RESOLVED 2020/010

1) That the proposed model for transformation and change as set out in the report be approved.

2) That the establishment of 1 full time equivalent Service Director post be approved to lead on transformation and change with immediate effect.

3) That a further report with business cases for transformation and change programmes and proposals for resourcing the Transformation Model be received at the next meeting.

The meeting closed at 11.33 am

CHAIRMAN

Nottinghamshire County Council

REPORT OF THE SERVICE DIRECTOR, TRANSFORMATION AND CHANGE

TRANSFORMATION AND CHANGE PROGRAMMES AND THE TRANSFORMATION MODEL

Purpose of the Report

1. To update on progress on implementing the model for transformation, improvement and change, and establishing programmes of work to improve outcomes for residents whilst enabling the Council to meet its financial challenges, and seek approval for way forward.

Information

2. The previous report to Improvement and Change Sub-Committee on 21st July 2020 gained approval to the proposed model for transformation, improvement and change set out in the report, and the establishment of a Service Director post to lead on transformation, improvement and change with immediate effect . This is an update on progress made and the way forward

3. The Service Director post has been established and Derek Higton has been appointed to the role on an interim basis. This has given us the focused leadership and capacity to be able to drive the work on defining the way forward.

4. In consequence, consideration has now been given to how best to implement the members agreed model for transformation, improvement and change, and the proposed cross cutting themes for transformational programmes developed in conjunction with Newton Europe, the Councils partner for that work. A range of options have been considered, ranging from the full, long term engagement of Newton for their support on the implementation of the new model and the delivery of transformational programmes, to a shorter, phased approach focusing on "proof of concept" pilot programmes. However, in the end it has been concluded that in view of the current financial and operational challenges facing the Council, and the ongoing impact of the COVID pandemic, the level of financial investment required, and the risk profile of this investment, is not acceptable. It is also the case that with the development of the new model for transformation now underway, the Council will be better placed to continue its record of successfully delivering significant transformation and change programmes that deliver revenue budget savings and improve service delivery.

5. As such, work is now under way to implement the transformation and change model principles and to develop and deliver a number of cross cutting transformation programmes. The conversion of the model for transformation and change into an agreed staffing structure,

supported by effective business processes and governance will be a priority in the coming months. The new approach will be critically informed by the establishment of a corporate strategic insight unit, which will include skills and capacity for data insight, analytics and data science. Research, policy & strategy planning, and development will also be part of the role of the unit.

6. The business cases for transformation and change programmes and proposals for resourcing the transformation model are now under development. We are reviewing the outputs from the work with Newton collaboratively with all departments to ensure the programmes we take forward build on our learning from COVID-19 and are aligned with the financial pressure timescales faced by the Council.

7. Improvement and Change Sub Committee will be kept informed on progress and an update will be brought to the meeting in November.

Other Options Considered

8. The option of procuring further work from external partners Newton to assist in moving forward was considered. However, given current financial and operational circumstances for the Council, and with the implementation of the new model for transformation now underway, it is felt that the best value solution is for the Council to take forward further transformation work with its own resources and capacity.

Reason/s for Recommendation/s

9. To enable the Council to bring about sustainable change for the benefit of residents and their communities within the current financial and operational circumstance faced by the Council.

Statutory and Policy Implications

10. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATION/S

It is recommended that members:

1)   Approve the proposed way forward for implementing the agreed model for transformation, improvement and change as set out in the body of the report

2)   Agree to receive further updates on the implementation of the model and the definition, initiation and delivery of transformation programmes going forward.

Derek Higton
Service Director, Transformation and Change

For any enquiries about this report please contact: Sue Milburn

Constitutional Comments (CEH 09.09.2020)

11. The recommendation falls within the remit of the Improvement and Change Sub-Committee terms of reference.

Financial Comments (NS 10/09/2020)

12. There are no direct financial implications arising from this report.

HR Comments (GME 10/9/20)

13. This is a high-level report seeking approval to further work being undertaken on a future delivery model. There are no direct staffing implications at this time. However, as the detail of any proposed future resourcing model emerges, the existing agreed policies and procedures around consultation and enabling, including skills matching, will be applied.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- Update on Progress with Future Approach to Transformation and Change report to Improvement and Change Sub Committee – 21 July 2020

Electoral Division(s) and Member(s) Affected

- All

Nottinghamshire County Council

REPORT OF SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND EMPLOYEES

MYNOTTS APP – PROGRESS UPDATE

Purpose of the Report

1. To present an update to members on the MyNotts App in terms of stats, feedback, improvements since launch, and progress made to date.

Information

2. The presentation will cover:
    a. The changes and improvements already made to MyNotts App since launch
    b. Work that is scheduled to be completed by Nottinghamshire County Council Customer Service Team around look and feel and additional buttons and services
    c. The development requirements and additions requested from the meetings held with service departments
    d. The take up, feedback and stats to date
    e. The communication plan and work underway to drive new users
    f. Future development work that will require ICT, web development and Supplier input.

Reasons for Recommendation

3. To update members on progress to date.

Statutory and Policy Implications

4. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Data Protection and Information Governance

5. Within the current options there is no intention to capture personal information relating to customers and users. Information Governance colleagues are being involved in the project at all stages to ensure compliance and security of data is considered throughout and any potential issues identified, and risks mitigated. Future development may include options for personalisation of the App which will require careful consideration and development.

Finance Implications

6. There are no financial implications at this stage. Should the additional work proposed move forward with ICT and Cantarus (MyNotts App Supplier) there may be additional costs associated. If this is the case a further report will be brought to committee for approval.

Human Resources Implications

7. None

Public Sector Equality Duty implications

8. The MyNotts App has been built to government accessibility standards. The supplier has given assurances that their product complies with all the necessary accessibility standards and legislation.

9. Customers and members of the Council's Disabled Employee Support Network will continue to be involved and engaged in testing of any changes.

10. The new Accessibility Legislation will improve the website and, in turn, the overall experience of using the MyNotts App ensuring it is easy to use and accessible to residents of all abilities.

Implications for Service Users

11. The aim of MyNotts App is to provide an additional, easy to access channel for residents, to improve engagement and access to Council information, services and the wider Nottinghamshire organisations. In reviewing processes and considering technological and automated developments, consideration will be given to the needs and abilities of all residents to access services to ensure that any approaches developed do not disadvantage particular groups.

RECOMMENDATION

To request approval from members on the approach being taken to further develop the MyNotts App and for them to consider the proposed changes and options presented during the meeting.

Marjorie Toward
Service Director - Customers, Governance and Employees

For any enquiries about this report please contact:
Marie Rowney, Group Manager Customer Service, Tel: 0115 9772054, Mobile: 07540 272161

Constitutional Comments (KK12/09/19)

23. The proposal in this report is within the remit of the Improvement and Change Sub-Committee.

Financial Comments (SES 03/09/2020)

 24. There are no specific financial implications arising directly from this report.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

*   None

Electoral Division(s) and Member(s) Affected

*   All

Nottinghamshire County Council

Report to Improvement and Change Sub-Committee

22 September 2020

Agenda Item: 6

REPORT OF THE GROUP MANAGER, TRANSFORMATION AND CHANGE, CHIEF EXECUTIVE'S DEPARTMENT

CHANGES TO THE SAVINGS DELIVERY PROFILE OF EXISTING, PREVIOUSLY APPROVED PROJECTS

Purpose of the Report

1. The purpose of the report is to seek approval of two project change requests to alter the delivery profile of agreed savings projects.

Information

2. This sub-committee receives quarterly updates on the delivery of the current portfolio of savings programmes and projects which are a key component of the delivery of the Council's Medium Term Financial Strategy.

3. **Appendices A and B** consist of two change requests for the following projects; summaries of the requests can be found in the body of this report.

Appendix	Department	Project
A	CFS	Fostering Development
B	CFS	Social Impact Bond

Project Change Requests:

4. **Fostering Development:** Over the past two years, as part of the Remodelling Care programme, plans have been developed to increase the profile and capacity of the NCC fostering service, by improving recruitment and retention and resulting in a net increase of 50 CYP placed with an internal foster carer over the current MTFS. This will provide better placement choice for CYP, will reduce costs, and will promote NCC as an exemplar of best practice in fostering. Members have committed to invest in the service so that fees can compete with independent fostering agencies and recruitment approaches are modern, relevant and effective. The proposal was

approved at CYP Committee on 11/2/19 subject to final approval of the detailed business case and the project is in the implementation stage.

5. The original proposal was based on having the improvements above in place from April 2019, but delays occurred which put the start date back. The business case took longer to develop than was expected and so CYP Committee approval was not obtained until July 2019. It was anticipated that the service could catch up with the business case but delays in recruitment of the assessment social workers meant that an increase in enquiries and assessments did not happen until October 2019. This meant that the forecast number of new foster carers were not recruited as quickly as the business case anticipated; however, the small increase that were recruited offset a larger proportion of deregistrations than has been seen in preceding years, which put the department in a better position than it would otherwise have been.

6. The Covid-19 lockdown has also had a significant effect on the throughput of potential carers through the assessment process, as there is a statutory duty to conduct face-to-face assessments of carers in their homes, which the service was unable to do.

7. A review has been conducted of the number of foster carers moving through the recruitment and assessment process since September 2019 and has concluded that the original savings are achievable, given the upward trend in enquiries and the speed at which potential carers are being approved. However, due to the delays described above cashable budget savings have not be achieved this financial year and it is proposed that the savings profile is moved back by one year. The overall budget saving remains unchanged.

8. **Social Impact Bond:** DN2 is a partnership comprising Nottinghamshire County Council, Nottingham City Council and Derby City Council. The overall objective of the DN2 Social Impact Bond is to work with a delivery partner to support children and young people to remain in a family type environment or return to live with birth families or primary carers, where it is safe and in their best interests to do so, using grant funding from the government Life Chances Fund (LCF) which provides a funding contribution of 25% of the outcome payments (circa £3m across DN2). The delivery partner is a provider called Outcomes for Children (Core Assets) Ltd.

9. In order to access this funding Outcomes for Children required a social investor. Delays in securing a social investor (exacerbated by COVID-19) has resulted in the deferral of contract signature and consequentially a delay in the start of implementation. DN2 is now proposing to begin a phased implementation from September 2020, quickly after contract signature.

10. Due to the delays described above cashable budget savings have not be achieved this financial year and it is proposed that the savings profile is moved back by one year. The overall budget saving remains unchanged.

Other Options Considered

11. None

Reason/s for Recommendation/s

12. To allow the Medium Term Financial Strategy to be amended to reflect revised delivery projections for existing, previously approved savings projects.

Statutory and Policy Implications

13. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

14. The net impact of the changes requested in this report is as follows:

Fostering Development:

Year	Expected	Revised	Change
2019/20	-169,000	-169,000	0
2020/21	283,000	0	-283,000
2021/22	357,000	283,000	-74,000
2022/23	0	357,000	357,000
Total	**471,000**	**471,000**	**0**

Social Impact Bond:

Year	Expected	Revised	Change
2019/20	250,000	0	-250,000
2020/21	250,000	0	-250,000
2021/22	0	250,000	250,000
2022/23	0	250,000	250,000
Total	**500,000**	**500,000**	**0**

RECOMMENDATION/S

1)   It is recommended that the Sub Committee approve the change requests set out in **Appendices A-B**.

Sue Milburn
Group Manager, Transformation and Change

For any enquiries about this report please contact: Tara Pasque, Programme Manager, Transformation and Change (01159772329)

Constitutional Comments (EP 07/09/20)

15. The Improvement and Change Sub-Committee is the appropriate body to consider the content of this report.

Financial Comments (SES 08/09/2020)

16. The finance implications are set out in paragraph 14 of the report. The changed saving profile has been factored in the revised MTFS.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- None

Electoral Division(s) and Member(s) Affected

- All

For changes to project cashable benefits of £100,000 in-year or in total

Project information			
Project Reference	CFS1803	**Department**	CFCS
Project name	Social Impact Bond	**Date**	25th August 2020

1. What were the project objectives and what issues have been encountered with the delivery of these?

DN2 is a partnership comprising Nottinghamshire County Council, Nottingham City Council and Derby City Council. The overall objective of the DN2 Social Impact Bond is to support children and young people to remain in a family type environment or return to live with birth families or primary carers, where it is safe and in their best interests to do so. Alongside this the service aims to deliver cashable efficiency savings of £0.5million

Original projected savings on the intervention:

Financial Year	Projected Savings
2019/20	£250k
2020/21	£250k
Total savings	**£500k**

DN2's contract would be with a provider called Outcomes for Children (Core Assets) Ltd. To access grant funding from the government Life Chances Fund (LCF) which provide a funding contribution of 25% of the outcome payments (circa £3m across DN2), the provider required a social investor. The original social investor pulled out in November 2018 and other investors were approached.

The National Lottery Community Fund (who manage the LCF grant funding on behalf of the government) have continued to be supportive throughout the project's progress and have confirmed they continue to ringfence the £3m of grant funding for DN2.

A new social investor has been sourced. Futures, a Teckal company (jointly owned by Nottinghamshire County Council and Nottingham City Council) have agreed to invest in the DN2 SIB. The negotiations with Futures as an investor are now in their final stages with contract signature scheduled in September 2020.

The delay in securing a social investor (exacerbated by COVID-19) has resulted in the deferral of contract signature and consequentially a delay in the start of implementation. DN2 are now proposing to begin a phased implementation from September 2020, quickly after contract signature. The projected savings of £500k for the County Council remain the same, although there has been slippage in the timescale for delivering the savings.

2. **What efforts have been made to mitigate those issues and what has been the outcome?**

Once the initial investor communicated that they had some issues, several meetings and discussions took place between all parties involved to try and resolve the issues raised. However, the original investor said they did not wish to proceed.

The provider (Core Assets Group) engaged the services of an independent social investment broker to source a new investor. Two potential investors reviewed the project but were concerned about a recent change in the ownership of the provider. Various other potential means of social investor finance were explored to mitigate delays which led to the current investment agreement with Futures. This is now expected to draw to a positive conclusion with implementation planned for 14th September.

3. **What change is being requested (describe the proposed alternative way of delivering the savings) and what is the impact on the cashable benefits (profile and total)?**

Due to the significant delays, as previously described, encountered by the project, cashable budget savings will not be achieved this financial year but will be moved back to 2021/22.

Although the implementation of the project will start in September 2020, actual outcome payments (which are the trigger point for realising savings) will not be made until 6-7 months after the start of the programme (Q1 2021/22). This factors into account a 3 month 'stabilisation period' where outcome payments will not be made to the provider. This was deliberately done as part of the contractual negotiations to incentivise the provider and maximise success as the first 3 months of each 24-month tracking period for outcomes is at the provider's risk.

The request is for savings of £250k from 2019/20 being re-profiled into budgeted savings for 2021/22 resulting in a total saving of £250k in 2021/22 and £250k in 2022/23 respectively.

Double click in embedded spreadsheet to enter details of proposed changes

Year	Expected	Revised	Change
2019/20	250,000	0	-250,000
2020/21	250,000	0	-250,000
2021/22	0	250,000	250,000
2022/23	0	250,000	250,000
Total	500,000	500,000	0

4. **Describe any wider impacts on other programmes projects as a result of the proposed change?**

No wider impact on other programmes projects expected.

The savings target was submitted as part of the 2018 Options for Change a new Options for Ghange, increasing the savings target, will be submitted later this year.

5. **What lessons can be learned from this change** (these will be collated within the wider organisation programme lessons log).

Lesson Description	Learning Point
The longer a project continues the more changes it is likely to experience in personnel and other factors. New personnel may view the same project differently or may require additional due diligence	View all possibilities to minimise this risk by looking at options to take the project on a faster track.
It takes a long time to get partner authorities to sign up to a complex project, such as a Social Impact Bond, which has not been tried before by Nottinghamshire County Council. This therefore increases the timescales (for example, timescales allowing for elections and getting Members on Board) and the risk to the project. Having a social investor increases the complexity further.	Consider if it is in NCC's best interests to work in partnership for a project, balancing it against the risk to reach a successful conclusion because of increased timescales. If relying on third party investment, recognise that despite the provider being willing to sign the contract, the investor may require further due diligence and approval by an Investment Committee this can create significant delays to project implementation.
Maintain regular communication with government departments providing funding and give them updates on issues encountered.	The government departments understood the issues being faced by DN2 as these were also being encountered elsewhere in other social impact bonds. By maintaining the open communication with them, the government departments have continued to be supportive of the work the DN2 partnership is aiming to achieve.

6. **Recommendation**

Corporate Leadership Team is asked to agree the change request as set out.

   Name of Author: Colin Blain
   Position: Programme Officer
   Department: Programmes and Projects Team, Chief Executives Department.

7. **Comments on the impact of the change request on the in-year budget and the MTFS (to be completed by Finance)**

8. **Comments on the impact of the change on the wider Transformation Portfolio etc (to be completed by PMO)**

9. Background Papers

CLT - Decision Record (INSERT DATE)	
Approval / Rejection Options	Conditions / Commentary
Change Request Approved	
Change Request Rejected	
Change Request Deferred	

To be submitted to PMO@nottscc.gov.uk. The submitter will receive an acknowledgement of receipt and liaison will take place about scheduling on the CLT agenda.

Change Request to be presented at CLT by Sponsor or designated representative.

For changes to project cashable benefits of £100,000 in-year or in total

Project information			
Project Reference	CFS1801	**Department**	CFCS
Project name	Fostering Development	**Date**	26-08-2020

1. What were the project objectives and what issues have been encountered with the delivery of these?

Our internal foster placement provision is under capacity and as a result children and young people are placed in external placements, which is not ideal for them and places pressure on the Council placements budget. The current overspend on the placements budget is £8m which includes the latest estimate of Covid-19 related costs of £6.8m (additional LAC/excess demand, specific additional/anticipated costs, and temporary additional internal residential provision. The remaining £1.2m is mainly due to general price increases observed towards the end of 2019/20, and additional support for complex cases.

Over the past two years, as part of the Remodelling Care programme, plans have been developed to increase the profile and capacity of the NCC fostering service, by improving recruitment and retention and resulting in a net increase of 50 CYP placed with an internal foster carer over the current MTFS. This will provide better placement choice for CYP, will reduce costs, and will promote NCC as an exemplar of best practice in fostering.

Members have committed to invest in the service so that fees can compete with independent fostering agencies and recruitment approaches are modern, relevant and effective.

Key deliverables so far are:

- The development of a targeted and robust marketing plan, including increased information events across the County and a visible presence in countywide publications – as a result enquiries and assessments have increased significantly and a third monthly approval panel is needed to manage the increase
- The establishment of a dedicated recruitment & assessment team which has been operational since October 2019 – this team has conducted the recruitment events and managed potential carers through the assessment process in a streamlined and efficient manner, in spite of the limitations imposed around face to face meetings during lockdown. Approvals are currently 75% up on the previous years' figures. The current forecast expects 41 new foster carers by the end of the calendar year (note that these will be offset by deregistrations however).
- Improvements to the fostering offer in order to attract and retain foster carers. This has included an increase and simplification of fees, better communication about the financial benefit for foster carers by way of clarity on fees, tax and

other benefits, and new discounts for carers to make their income go further. Since these improvements have been made one significant success has been that not one of our foster carers has left NCC to work for an independent agency; on the contrary, we have had an independent agency foster carer come to work for NCC.

The original proposal was based on having the improvements above in place from April 2019, but delays occurred which put the start date back. The business case took longer to develop than was expected and so CYP approval was not obtained until July 2019. It was anticipated that the service could catch up with the business case but delays in recruitment of the assessment social workers meant that we didn't see an upturn in enquiries and assessments until October 2019. This meant that the forecast number of new foster carers were not recruited as quickly as the business case anticipated; however, the small increase that were recruited offset a larger proportion of deregistrations than has been seen in preceding years, which put the department in a better position than it would otherwise have been.

The Covid-19 lockdown has also had a significant effect on the throughput of potential carers through the assessment process, as there is a statutory duty to conduct face-to-face assessments of carers in their homes, which the service was unable to do.

2. **What efforts have been made to mitigate those issues and what has been the outcome?**

Although recruitment took longer than expected the service deployed existing Supervising Social Workers to absorb some of the increase in enquiries to try to increase throughput, but this was an interim rather than permanent solution as SSWs had to continue their normal duties as well. This approach meant that the increase in enquiries which began from

The service worked with Comms & Marketing colleagues to develop strong messaging and ran this out as a drip-feed campaign to build interest in becoming a foster carer, which developed into an increase in enquiries processed once the Recruitment & Assessment team was in place in November.

The Recruitment & Assessment team has developed creative ways to conduct initial assessments and home tours using video technology and have therefore ensured that potential carers have been moved along the assessment pipeline as quickly as possible in the circumstances, pending a final face to face assessment.

3. **What change is being requested (describe the proposed alternative way of delivering the savings) and what is the impact on the cashable benefits (profile and total)?**

Due to the delays described above cashable budget savings have not be achieved this financial year and it is proposed that the savings profile is moved back by one year.

The Business Change Analyst team has conducted a review of the enquiry and assessment pipeline and has confirmed that the original savings are achievable, given

the upward trend in enquiries and the speed at which potential carers are being approved.

The overall budget saving remains unchanged.

Double click in embedded spreadsheet to enter details of proposed changes

Year	Expected	Revised	Change
2019/20	-169,000	-169,000	0
2020/21	283,000	0	-283,000
2021/22	357,000	283,000	-74,000
2022/23	0	357,000	357,000
Total	471,000	471,000	0

4. Describe any wider impacts on other programmes projects as a result of the proposed change?

Newton proposals with regards to fostering may overlap with this project, although that would have been the case even if the savings had not slipped. Newton proposes that more internal foster carers can be recruited; these would have to be over and above those being recruited as part of the Fostering Development project.

5. **What lessons can be learned from this change** (these will be collated within the wider organisation programme lessons log).

Lesson Description	Learning Point
We thought that we would be able to recruit social workers into the Recruitment and Assessment team more quickly than we did, but there was less interest than was expected and recruitment took more than 4 months	Need to factor in difficulties in recruitment, and allow adequate time for teams to be trained and up to speed.
The business case changed slightly for each week it was delayed in getting to CYP Committee, which resulted in a catch-up situation	There is a difficult balance between proposing adequate savings within the MTFS timescales and the reality of having lost ground due to delays which could result in the savings budget decreasing.

6. Recommendation

Corporate Leadership Team is asked to agree the change request as set out.

Name of Author: Tara Pasque
Position: Programme Manager
Department: Programmes and Projects Team, Chief Executives Department.

7. Comments on the impact of the change request on the in-year budget and the MTFS (to be completed by Finance)

8. **Comments on the impact of the change on the wider Transformation Portfolio etc (to be completed by PMO)**

9. **Background Papers**

CLT - Decision Record (INSERT DATE)	
Approval / Rejection Options	Conditions / Commentary
Change Request Approved	
Change Request Rejected	
Change Request Deferred	

To be submitted to PMO@nottscc.gov.uk. The submitter will receive an acknowledgement of receipt and liaison will take place about scheduling on the CLT agenda.

Change Request to be presented at CLT by Sponsor or designated representative.

Nottinghamshire County Council

REPORT OF THE GROUP MANAGER OPERATIONAL DELIVERY, CHIEF EXECUTIVE'S DEPARTMENT

ICT OPERATIONAL PERFORMANCE QUARTER 1 2020-21

Purpose of the Report

1. To provide the Improvement & Change Sub-Committee with the 1st quarter progress update on operational performance measures for ICT Services.

Information

Performance Update

2. To provide a balanced assessment of performance, ICT Services measure four groups of indicators that cover business activities, customers, staff and finance. Information regarding performance metrics for the 1st quarter of 2020-21 is provided in an **Appendix** to this report.

Business Activity Indicator

3. The business activity indicators measure some of the key day to day operational performance areas, with the two most significant being systems availability and incident resolution. The focus is to ensure that business critical systems are operational during business hours and that any incidents are resolved speedily and within Service Level Agreement (SLA).

4. Availability of ICT services has been high this quarter, for the 8th consecutive quarter, with performance above the target of 99.98%.

5. The percentage of mobile devices within the ICT client estate has increased by a further 4% over the last quarter. This shows the continued positive contribution that ICT is making to underpin several activities listed in Chief Executive's departmental strategy that will enable the delivery of specific commitments in the Council Plan.

6. The impact of Change upon services provided from the operational infrastructure is a key measure for ensuring quality of process for handling and managing changes successfully. This quarter there were 186 technical changes made, with just 3 having negative impact upon service provision (classed as failed Changes). This ensured a positive outcome of a success rate of 98.41% against a target of 98%.

7. The business activity indicators also show two project performance indicators that are used by the Chartered Institute of Public Finance and Accountancy (CIPFA). The project delivery index is used to measure conformance to good project management standards e.g. adoption of PRINCE 2 methodology, business case produced, delivery to timelines, business benefits achieved etc. Performance against this indicator remains consistently high since we reorganised the service and incorporated dedicated programme and project management resources.

   The second indicator is related to delivery of milestones and measures the overall percentage of milestones delivered by the planned timelines. This metric is below target at 71%, largely attributed to COVID19, reductions in project resources and similar delays with external partners.

Customer Indicator

8. The primary access channel into ICT Services is the Service Support Desk which receives and handles incidents, service requests and enquiries. The efficiency and effectiveness of this function is crucial for the user perception of the whole range of services provided. Daily customer satisfaction feedback is collected from corporate and school users of the Service Desk and is being measured against a target score of 4.5 (score 1-poor, 5-excellent). The combined Q1 performance is above target at 4.89 displaying generally positive satisfaction of ICT applications and services.

Staff Indicator

9. Training activity for ICT Services staff is crucial to ensuring that the relevant and required skills are available, with training delivery continuing to be above the target level as we introduce and transition to new technologies and service models including the move to Cloud-based delivered services.

Financial Indicator

10. The annual revenue spending is in line with the overall budget plans as forecast although there was a small increase due to additional resource requirement to manage the consequences of the COVID pandemic. The profile of capital spend is as expected with large portions of spend being realised in this quarter; this is due the to annual renewal of Microsoft Licences and milestone spend on the WAN programme.

11. ICT Services also continues to provide very favourable cost comparisons with other public sector bodies with the cost of ICT support within the 2 lowest cost quartiles of the current annual CIPFA benchmarking.

Other Options Considered

12. No other options have been considered in this report.

Reason/s for Recommendation/s

13. To provide continual assurance of ICT's Operational performance against an agreed set of understandable and measurable criteria.

Statutory and Policy Implications

14. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATION/S

1) That members consider the opportunities arising from this progress report and agree to receive a further report for the next quarter.

Mark Davies
Head of ICT (Interim), Operational Delivery (ICT Services)

For any enquiries about this report please contact:

Mark Davies on 01159772441

Constitutional Comments (KK 25/08/20)

15. The proposal in this report is within the remit of the Improvement and Change Sub-Committee.

Financial Comments (SS 26/08/20)

16. For information the period 3 monitoring report (end of quarter 1) did indeed show a 'small' net overspend of £117k (compared to a budget of £11.999m) – so fair to say a 'small increase'. The £117k was the net effect of a COVID overspend of £268k and a £151k non-covid underspend in the ICT budget. The Microsoft Enterprise Agreement is showing an in-year variance of £1.4m - presuming to reflect the annual renewal if the licences as detailed in the report.

Background Papers and Published Documents

- None

Electoral Division(s) and Member(s) Affected

- All

Nottinghamshire County Council

Report to Improvement & Change Sub-Committee
22 September 2020

Agenda Item:

ICT OPERATIONAL PERFORMANCE Quarter 1 2020 – 2021

Key symbols table:

Status	Indicators
✕	Below target by more than 10%
▬	Below target by up to 10%
✓	On or above target
⬤	No reported data or no target

Business Activity Indicator	Performance 2019-2020			Performance 2020-2021			Comments
	Q2 Actual	Q3 Actual	Q4 Actual	Q1 Actual	Q1 Target	Q1 Status	
Average Availability of Business Critical Services (B001)	99.87%	99.97%	99.99%	99.98%	99.80%	✓	There are 96 services identified as Business Critical to the County Council e.g. e-mail, internet, Mosaic, BMS, Capita ONE etc. Contributory factors to this high level of availability are the investment in the ICT infrastructure (such as the network, servers, cabling and data centres), a proactive approach to infrastructure alerts and monitoring (taking pre-emptive action where necessary), plus the rapid response of technical teams should issues occur. During Financial Quarter 1 2020 - 2021 there were 0 Major Incidents. Availability missed 100% due to 2 very minor outages against Hybrid Mail (NEOPOST).

1

Percentage of Mobile Devices* Within the ICT Estate (B062) *Laptops or Tablets compared to desktop devices	70.80%	71.21%	76.39%	80.43%	85.00%	✓	Laptop and tablet computer devices now account for just over 80% of our computer estate. At the end of Financial Quarter 1 2020 - 2021 there were 7092 supported desktops, laptops and tablet devices within the estate. 5704 of these are considered "Mobile Devices". The current COVID19 pandemic has resulted in additional desktop devices being replaced with more effective tablet and laptop offerings to enable a more flexible approach to working. The last quarter has seen a reduction of 369 Desktop devices (1757 to 1388), 236 Tablet devices (3279 to 3043) alongside an increase of 254 Laptops (2266 to 2661). We've seen a higher than expected 4% increase to the percentage equating to 'Mobile Devices' due to the current pandemic and requirement to provide alternative solutions for desktop devices still in use across NCC offices.
Percentage of Incidents Resolved within SLA (B009)	92.74%	90.88%	92.99%	94.15%	92.00%	✓	This indicator assesses the performance of the ICT function in restoring service and responding to incidents reported to the Service Desk. During Financial Quarter 1 2020 - 2021 we closed 6640 incidents of which 6248 were closed within their assigned Service Level Agreement continuing the positive trend seen over the previous two quarters. SLA performance continues to be maintained and improved through sustaining targeted focus on effective incident management.
Percentage of ICT Changes Successful Completed (B032)	99.73%	98.92%	98.08%	98.41%	98.00%	✓	The ICT Change Management process aims to ensure that upgrades and new services are implemented without any negative impact on service provision and ensure that all changes to Business Critical services have been comprehensively planned, tested and authorised before being carried out. This quarter 186 changes have been completed successfully with 3 reporting failures against Standard changes resulting in no end user downtime. The issues related to an OS update against a database server, a virtual disk upgrade and MAPS viewer software installation.
Compliance to CIPFA Project Delivery Index (B052)	8.45	9.00	8.13	7.33	8.00	▬	This indicator measures the effectiveness of ICT project management and delivery by assessing approved projects completed in the quarter against a set of 9 defined criteria established by CIPFA and based around PRINCE 2.

2

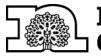|							Eleven projects were completed this quarter; 3 of which did not complete to expected timescales therefore CIPFA scoring was slightly affected, however, the target was still achieved. The Cipfa score has dipped this month due to emergency relief projects set up as a rapid response option for emergency Covid response projects. To enable speed some formal project controls were bypassed to allow quick initiation of these projects which has impacted upon the Cipfa scoring for this period.
High Level Sprint Plan Milestones Delivered (B053)	84.00%	81.60%	89.30%	70.80%	85%	✕	Each project and priority activity incorporates a series of milestones (both for ICT Services and the business) that are the basis for assessing progress. These can be updated by Project Boards to reflect revisions to scope, priorities etc. Incomplete milestones were mostly attributed to Covid 19. Some projects were put on hold through the quarter which led to delays in milestone achievement. For other projects, resources were reassigned for emergency Covid response work and were unavailable to complete the required tasks. This was mirrored in those milestones that required work with 3rd party partners.

	Performance 2019-2020			Performance 2020-2021			
Customer Activity Indicator	**Q2 Actual**	**Q3 Actual**	**Q4 Actual**	**Q1 Actual**	**Q1 Target**	**Q1 Status**	**Comments**
Average Customer Satisfaction Score* *Corporate Support) (C001A01) / Schools (C002A01)	4.82/ 4.96	4.69/ 4.95	4.78/ 4.91	4.82/ 4.95	4.50/ 4.50	✓	The access channel into ICT Services is the Service Desk which receives and handles the incidents, service requests and enquiries. The efficiency and effectiveness of this function is crucial for the user perception of the whole range of services provided. ICT Services collects information regarding customer's satisfaction (score 1-poor, 5-excellent) of the ICT incident management process for both corporate and school users (weekly sample sizes are approximately 30 corporate users and 20 school users). Corporate High standards are being maintained through ensuring and promoting high standards across all teams. The continued use of additional quality assurance processes, including a customer feedback loop, has further aided performance.

3

							We're seeing the highest performance for Customer Satisfaction ever reached and several factors are believed to be influencing the trend. These include the stability of the team, increased knowledge regarding the services we support and the maturity of the Quality Assurance process in place to improve the overall customer journey. Schools School service desk continues to achieve high levels of customer satisfaction with positive additional feedback from school customers for both SIMS & ScholarPack support. We've seen a further Increase in scores this quarter with just 1 responder providing a score less than the maximum 5. Over 30% of customers also providing further complimentary comments using a new submission process managed through the Firmstep Platform.
Percentage of 1st Call Resolutions (C010)	69.66%	69.21%	72.45%	72.86%	50.00%	✓	First call resolution measures the effectiveness of the Service Desk at first point of call. The 50% target of incidents resolved at 1st point of call is a balance of being able to manage the call volumes through the desk and maintaining a high percentage success rate within the call-time allocated to each call (6 minutes). During the 1st quarter there were: • 171 VIP calls taken • 12,210 other calls taken In addition, there were: • 5,785 emails received • 289 webchats completed The constant work on quality, centralised knowledge storage and staff training is clearly delivering excellent results. During the 1st quarter there were 5421 potential first time fixes and 3938 were fixed first time.
Average Call Duration (C011)	00:05:19	00:05:20	00:05:59	00:06:54	00:06:00	✗	To manage call volumes and achieve a lower call abandonment rate, a target of 6 minutes (ICT industry practice) is allocated to each call to the first line Service Desk.

4

							Due to the current pandemic, more time is being apportioned to call durations in order to provide further assistance around home working. This has resulted in a failure to meet the target this period, however, other related KPI metrics are not displaying any negative impact as a result. During the 1st quarter there were 12,209 phone calls to the Service Desk. The total duration of these calls was 1403 hours or 58.45 days. The duration is measured from the engineer point of view and only includes time that the engineer spends talking to the customer. Targeted time per call continues to be met by staff on consistent basis.
Percentage of Calls Dropped (C014)	8.14%	6.16%	6.11%	4.17%	10.00%	✓	This measures the proportion of calls unanswered by the Service Desk and significant improvements have been made throughout the last year in call handling management. Despite an increasing number of calls the Service Support team are performing very well and maintaining the level of abandoned calls within the target. The percentage of dropped calls during the 1st quarter is based on receiving a total of 12,209 telephone calls with 516 of these not reaching the Service Support (1st Line) team.

Staff Activity Indicator	Performance 2019-2020			Performance 2020-2021			Comments
	Q2 Actual	Q3 Actual	Q4 Actual	Q1 Actual	Q1 Target	Q1 Status	
Average Number of Training Days Per Full Time Employee (S004)	2.47	3.84	5.28	1.68	0.75	✓	The annual target is 3 days formal training for each member of staff and incorporates attending training courses, gaining internal knowledge transfer/coaching across ICT and 'Computer Based Training' for people studying/exams for various technology disciplines. The training score for this period calculates to 1.68 against the 0.75 target, compared with 1.53 for Q1 2019-20 and 0.93 for Q1 2018-19. The score equates to a quarterly total of just over 97 days across ICT with the biggest single area being ICT Design with just over 50 days of training completed.

5

Finance Activity Indicator	Performance 2019-2020			Performance 2020-2021			Comments
	Q2 Actual	Q3 Actual	Q4 Actual	Q1 Actual	Q1 Target	Q1 Status	
Percentage of Expenditure against Revenue (F001)	46.00%	88.00%	100%	28.00%	25.00%	▬	Expenditure above target. This is principally due to contractors working on Covid-19 response, a cost that will lead to an overspend for the year, and annual Maintenance contracts being renewed during the quarter.
Percentage of Expenditure against Capital (F002)	55.00%	82.00%	100%	70.00%	25.00%	✗	Capital spend is as expected at this time of year, with the Enterprise Agreement renewal taking place at this time. • EA – 94% commitment to this programme. • WAN – 41% commitment for this programme, with contractors now in place in addition to the MLL site works. • CERP - Due to devices being secured via China delays have ensued resulting in us not using funding.
Percentage of Income Recovery (F003)	32.00%	68.00%	100%	7.00%	25.00%	✗	Although income is profiled equally throughout the year the majority is represented by internal charges which are not realised until Financial Quarter 4 20-21. ASDM based income is charged quarterly in arrears resulting in a timing difference.

6

REPORT OF THE SERVICE DIRECTOR, CUSTOMERS, GOVERNANCE AND EMPLOYEES

WORK PROGRAMME

Purpose of the Report

1. To review the Committee's work programme for 2019/20.

Information

2. The County Council requires each committee to maintain a work programme. The work programme will assist the management of the committee's agenda, the scheduling of the committee's business and forward planning. The work programme will be updated and reviewed at each pre-agenda meeting and committee meeting. Any member of the committee is able to suggest items for possible inclusion.

3. The attached work programme includes items which can be anticipated at the present time. Other items will be added to the programme as they are identified. The meeting dates and agenda items are subject to review in light of the ongoing COVID-19 period.

Other Options Considered

4. None

Reason/s for Recommendation/s

5. To assist the Sub-Committee in preparing and managing its work programme.

Statutory and Policy Implications

6. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATION/S

1) That the Committee considers whether any amendments are required to the work programme.

Marjorie Toward
Service Director, Customers, Governance and Employees

For any enquiries about this report please contact:
Sara Allmond, Advanced Democratic Services Officer, Democratic Servivces Tel. 0115 9773794
Email: sara.allmond@nottscc.gov.uk

Constitutional Comments (HD)

7. The Committee has authority to consider the matters set out in this report by virtue of its terms of reference.

Financial Comments (NS)

8. There are no financial implications arising directly from this report.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- None

Electoral Division(s) and Member(s) Affected

- All

IMPROVEMENT AND CHANGE SUB-COMMITTEE - WORK PROGRAMME (AS AT 9 SEPTEMBER 2020)

Report Title	Brief summary of agenda item	Lead Officer	Report Author
23 NOVEMBER 2020			
Departmental Update on Improvement and Change	Update on progress from the Corporate Director, Adult Social Care and Public Health	Melanie Brooks	Jennifer Allen
Your Nottinghamshire Your Future – Council Plan Review of Progress	Review of delivery of Council Plan	Nigel Stevenson	Rob Disney
Update on the Social Care Digital Pathfinders		Nigel Stevenson / Ann Morgan	1 June 2020
Cloud Programme Update	To provide an update on the Cloud Programme	Nigel Stevenson / Mark Davies	1 June 2020
Update on the Transformation Model and Programmes	To provide an update to members on progress with the transformation model and programmes	Derek Higton	Sue Milburn
4 JANUARY 2021			
Departmental Update on Improvement and Change	Update on progress from the Chief Executive's Department	Nigel Stevenson / Marjorie Toward	TBC
ICT Programmes and Performance	Progress report on ICT programmes and performance.	Nigel Stevenson	Mark Davies
Technology Update	To receive and update on new and emerging technologies	Nigel Stevenson / Mark Davies	1 June 2020
Update on wide area network tender	To provide an update on progress in preparing for implementation of the new contract	Nigel Stevenson / Mark Davies	1 June 2020
22 MARCH 2021			
Departmental Update on Improvement and Change	Update on progress from the Corporate Director, Place	Adrian Smith	TBC
ICT Programmes and Performance	Progress report on ICT programmes and performance.	Nigel Stevenson	Mark Davies
Update on the Transformation Model and Programmes	To provide an update to members on progress with the transformation model and programmes	Derek Higton	Sue Milburn

1

20 JULY 2021			
Departmental Update on Improvement and Change	Update on progress from the Corporate Director, Children and Families	Colin Pettigrew	TBC
Your Nottinghamshire Your Future – Council Plan Review of Progress	Review of delivery of Council Plan	Nigel Stevenson	Rob Disney
Update on the Transformation Model and Programmes	To provide an update to members on progress with the transformation model and programmes	Derek Higton	Sue Milburn

2