

## **Improvement and Change Sub-Committee**

**Monday, 07 January 2019 at 14:00**

**County Hall, West Bridgford, Nottingham, NG2 7QP**

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### **AGENDA**

- |   |  |              |
|---|--|--------------|
| 1 | Minutes of the last meeting held on 5 November 2018  | 3 - 6        |
| 2 | Apologies for Absence  |              |
| 3 | Declarations of Interests by Members and Officers:- (see note below)<br>(a) Disclosable Pecuniary Interests<br>(b) Private Interests (pecuniary and non-pecuniary) |              |
| 4 | Improvement, Change and Transformation in the Children and Families Department   | 7 - 32       |
| 5 | Changes to the Savings Delivery Profile of Existing, Previously Approved Projects  | 33 - 50      |
| 6 | Shared Lives Scheme  | 51 - 58      |
| 7 | Your Nottinghamshire Your Future – Departmental Strategy Six Month Review of Progress (April – September 2018)   | 59 - 72      |
| 8 | Your Nottinghamshire Your Future – Council Plan Review of Progress in 2018-19  | 73 - 100     |
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### **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>

Meeting      IMPROVEMENT AND CHANGE SUB-COMMITTEE

Date            5 November 2018 (commencing at 10.30 am)

**Membership**

Persons absent are marked with an 'A'

**COUNCILLORS**

Reg Adair (Chairman)

Jim Creamer  
John Cottee  
Kate Foale  
Roger Jackson

David Martin **A**  
Diana Meale  
Philip Owen **A**  
Steve Vickers

**OFFICERS IN ATTENDANCE**

Keith Ford  
Neil Marriott  
Jo McCarthy  
Iain Macmillan  
Sue Milburn  
Nigel Stevenson  
Ben Taylor  
James Ward

Chief Executive's Department

**1. MINUTES**

The Minutes of the last meeting held on 4 September 2018, having been previously circulated, were confirmed and signed by the Chairman.

**2. APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor Philip Owen.

The following temporary changes of membership for this meeting only were reported:-

- Councillor Roger Jackson had replaced Councillor Richard Jackson;
- Councillor Steve Vickers had replaced Councillor Stuart Wallace.

**3. DECLARATIONS OF INTERESTS**

None

**4. SMARTER WORKING PROGRAMME UPDATE**

Iain Macmillan, Programme Manager, Programme and Projects Team, introduced the report which provided an update on the Programme and sought approval for revised governance arrangements.

In response to issues raised by Members in discussion, the next update report would underline the benefits of the Programme, including findings of staff surveys.

#### **RESOLVED 2018/019**

- 1) That the progress of the Smarter Working Programme be noted.
- 2) That the revised governance arrangements for the Programme be agreed.
- 3) That the acceleration of the Programme be noted.

#### **5. DATA CENTRE MODERNISATION (CLOUD) PROGRAMME UPDATE**

Neil Marriott, Group Manager, Operational Delivery (ICT) introduced the report which provided Members with an update on the progress of the Cloud Services Programme.

#### **RESOLVED 2018/020**

- 1) That the governance structure, detailed in Appendix A to the committee report, be approved.
- 2) That a further update report be submitted to the March 2019 meeting.

#### **6. PROJECT MANAGEMENT METHODOLOGY USE IN ICT SERVICES**

Sue Milburn, Group Manager, Build, Change and Engagement, introduced the report which compared the current project management methodology approach within ICT services with the corporate standard and outlined the benefits being delivered.

#### **RESOLVED 2018/021**

That the potential rollout of the Project Management methodology approach adopted within ICT Services to other areas of transformation and change within the Authority be approved.

#### **7. PROGRESS REPORT ON DELIVERY OF IMPROVEMENT AND CHANGE PROGRAMMES, PROJECTS AND SAVINGS**

Sue Milburn, Group Manager, Build, Change and Engagement, introduced the report which provided an update on departmental Improvement and Change portfolios and outlined progress on the Council's current savings and strategically significant programmes and projects.

#### **RESOLVED 2018/022**

That a further update for quarter 3 of the 2018-19 financial year be submitted to the Committee in March 2019.

## **8. ICT PROGRAMMES AND PERFORMANCE QUARTER 2 – 2018-19**

Sue Milburn, Group Manager, Build, Change and Engagement, introduced the report which detailed progress on key projects and performance measures for ICT Services and outlined the major activities planned over the next six month period.

### **RESOLVED 2018/023**

- 1) That the proposed change to reporting progress to the Committee be approved.
- 2) That a further update report on the next quarter of the 2018-19 financial year be submitted to the Committee in March 2019.

## **9. WORK PROGRAMME**

Following discussions, Members requested that:-

- the Departmental Update on Improvement & Change for Adult, Social Care and Health be rescheduled from April 2019 to March 2019;
- a report on Investment in Shared Lives be prepared for the Committee meeting of January 2019.

### **RESOLVED 2018/024**

That the Work Programme be amended to reflect Members' discussions.

The meeting closed at 11.39 am

**CHAIRMAN**



7 January 2019

Agenda Item: 4

## **REPORT OF THE SERVICE DIRECTOR, COMMISSIONING AND RESOURCES**

### **IMPROVEMENT, CHANGE AND TRANSFORMATION IN THE CHILDREN AND FAMILIES DEPARTMENT**

#### **Purpose of the Report**

1. The purpose of this report is to update the Committee on the approach to service improvement and transformation within the Children and Families department. There will be a short presentation provided for Committee.

#### **Information**

2. Within the Children and Families Department there are a number of key drivers for improvement and change. These include:
  - Improving outcomes for children, particularly the most vulnerable
  - Delivery of the Departmental Strategy to support the Council Plan
  - Meeting regulatory standards
  - Maximising value for money and productivity and meeting the challenges of increasing need and reducing resources.
3. The department currently has a Group Manager whose responsibilities include transformation of social care practice, 2 management grade staff and 2.5 Senior Practitioners who manage quality assurance, inspection readiness and support improvement and transformation across the whole department. There is the facility to request additional support from the Programmes and Projects Team in the Chief Executive's Department for specific projects.

#### **Improving outcomes for children**

4. In September 2018 the department revised its approach to overseeing change and planning through the implementation of both a monthly Continuous Improvement Board and a Resources Board. The Continuous Improvement Board ensures that the department takes an annual thematic look at the main areas of departmental business including not just current relative performance but historic and predicted trends, the impact of service improvements, new academic research and good practice. This information, alongside information from regulatory and peer review activity, is used to populate a rolling

improvement plan. The Resources Board is used to oversee the financial and workforce aspects of change including the improvement plan, Options for Change and programmes agreed by the Children and Young People's Committee.

5. Working with regional partners to improve performance and outcomes for children is a central strategy for the department. The government legislated to regionalise adoption services in the 2016 Education and Adoption Act, stating its intention that all individual local authority adoption agencies be combined into regional adoption agencies by 2020. The rationale is that, with 180 adoption agencies placing children in England, the system is too fragmented, and this has led to delay for children. Regionalisation is intended to improve outcomes for children, adopters and adoptive families. In November 2018 Policy Committee approved the establishment of a regional adoption agency for Derby, Derbyshire, Nottingham and Nottinghamshire (D2N2) by March 2019. This will be hosted by Nottinghamshire County Council.
6. One of the key change programmes in the department is the Remodelling Practice Programme. The purpose of this programme is to create a sustainable delivery model for services for vulnerable children and families which is high quality and financially sustainable. The programme aims to develop a positive working environment and provide teams with the tools and support to do their jobs in the most effective and efficient way, enabling the improvement of outcomes for children and families. There is also a programme of work underway to continue to make the front door to children's services, the MASH (Multi-Agency Safeguarding Hub), as efficient and streamlined as possible given the continuing increase in levels of referral.
7. The wide ranging changes made by government in 2014 to how children's Special Educational Need and Disability (SEND) are supported by a multi-agency Accountability Board to improve outcomes has been set up which includes, alongside the school and health partners, parent and carer representation. This is an agenda where there has been legislative change which has increased demand alongside a growing population and a considerable pressure on resources. Predictive analytics show demand growing at approximately 10% year-on-year for at least the next four years with an impact on County Council and schools' budgets. The work with partner agencies, alongside a commitment to co-producing strategies, plans and services with parents and service users, is key to how services are transformed to deliver high quality at the best possible cost. The Local Authority must review key aspects of SEND every three years and in 2019 it is planned for this to be a fundamental look at how young people with disabilities successfully transition to adulthood.

### **Delivery of the Departmental Strategy to Support the Council Plan**

8. During this period the Council has continued to operate in a challenging financial landscape with ongoing change to local authority funding coupled with many Council services experiencing continued increases in demand. Progress has been made against the Children and Families Departmental Strategy, with the actions contributing across the range of Council Plan Commitments. Highlights include:



### **Commitment 1 – Families prosper and achieve their potential**

- The Young People's Health Strategy continues to be implemented through a multi-agency steering group: the appointment of a young person to a 'health champion' role is underway in order to ensure that the voice of young people is heard. In addition, the Health 4 Teens website has been expanded to include Health 4 Kids (5-11 years). Final preparations are taking place for launch in January 2019.

### **Commitment 2 – Children are kept safe from harm**

- Further improve the integration of social work and early help services so that families receive a more coordinated service and have the right level of support at the most appropriate time: in April 2018 a new step down process was launched, allowing for quicker transition of children from a Child Protection or Child in Need plan to an Early Help Plan with social workers able to pass directly to early help teams rather than coming via the Early Help Unit which lead to delays. To support the implementation of the changes managers from the Family Service have co-located with District Child Protection and Assessment Teams on a regular basis. During quarter 2 a themed audit on cases stepping down from Children's Social Care was conducted and the results will be used to identify the strengths and areas for development of the current system.

### **Commitment 3 – Children and Young People go to good schools**

- Work with key partners to successfully implement the Early Years Improvement Plan to close the attainment gap and prepare children for school: the Early Years Foundation Stage Profile has identified that increasing numbers of children are achieving a good level of development, and the attainment gap between children eligible for Free School Meals and their peers is starting to reduce. However, the challenge for Nottinghamshire is to increase the attainment of target groups and to consider the needs of summer born children who are the largest cohort who do not achieve a good level of development. There has been an increased focus by all partners on literacy in the early years, closing the word gap and speech, language and communication needs.
- Create additional high quality sustainable childcare places, to ensure adequate sufficiency levels to meet increasing demand for funded childcare following new duties placed on local authorities: the 2018 Childcare Sufficiency Assessment identified that there are sufficient childcare places to meet demand in all but one ward. The challenge for Nottinghamshire is to fill the childcare places already in existence and this is particularly problematic in areas of disadvantage. Work to retain existing childcare provision is also a priority with some small pre-schools and childminders now struggling financially since the launch of the new extended childcare offer; some are unable to attract children who are eligible for 30 hours of funded childcare a week; sometimes this is due to their inflexibility to offer the full 30 hours at times suitable for parents.

9. Further progress is expected to be made against the actions in the Departmental Strategy over the remaining six months of the year. Particular attention will be given to any commitment where delivery of an action has not yet been matched by a change in the measure of success linked to it.

## Meeting Regulatory Standards

10. All aspects of children's services provision are subject to a high level of legislation or statutory guidance. The ratings provided by Ofsted and other inspectorates can have significant implications for the reputation of the council, for council spending and for the recruitment of suitably qualified and talented staff to improve service provision. The severe financial difficulties in which Northamptonshire County Council finds itself are largely attributed to poor inspection outcomes in children's services. Given this, much of the Nottinghamshire Children and Families department's focus in terms of improvement is based on the standards set by regulators. Nottinghamshire is, alongside other top tier authorities, a part of the East Midlands Regional Improvement Alliance, which helps peer networks to challenge and support improvement in children's services. This work assists in preparedness for inspection and for the "annual conversations" that the local authority must have with Ofsted about the quality of education and social care provision.
11. Ofsted's "Inspection of Local Authority Children Services" (ILACS) programme commenced in January 2018. ILACS inspections focus on the effectiveness of local authority services and arrangements in relation to:
  - help and protection of children and young people
  - the experiences and progress of children in care
  - the arrangements for permanence for children who are looked after, including adoption
  - the experiences and progress of care leavers.
12. In addition, Ofsted evaluates the effectiveness of leaders and managers and the impact they have on the lives of children and young people. Local authorities judged to be 'good' (as Nottinghamshire currently is) or 'outstanding' at their most recent inspection will usually receive a short inspection of two weeks in duration every three years in addition to ungraded "focused visits" on particular themes. Should a local authority be judged to be 'inadequate' or to 'require improvement', the longer and more regular inspections will take place until the authority improves. It is expected that Nottinghamshire will receive both a focused visit and a Short Inspection (graded) in 2019.
13. Ofsted, alongside the Care Quality Commission (CQC), also operates a programme to look at the SEND provision in an area and HMI Probation inspects Youth Justice Services. Given the time since the last inspections it is also anticipated that these inspections may take place in 2019. Residential children's homes are also regularly inspected with all in Nottinghamshire currently being 'good' or 'outstanding'.
14. The Regional Schools Commissioner (RSC) continues to be responsible for addressing underperformance in academies but also has a role in respect of schools eligible for intervention under the terms of the DfE Statutory Guidance on Schools Causing Concern, February 2018. These schools include those judged inadequate by Ofsted, those schools which fall within the definition of coasting and those schools which have failed to comply with a warning notice. RSCs can also issue a warning notice to local authority maintained schools. However, the DfE has recently announced that the RSC will no longer intervene in maintained schools which meet the coasting schools measure. Further guidance on a new measure to replace this is currently awaited. The regional Strategic School Improvement Boards, chaired by the RSCs and attended by all local authorities in the RSC's region, have now ended. The Strategic School Improvement funding (SSIF) is no longer

available for collaborative bids from Teaching School Alliances (TSAs) and Local Authorities. The department continues to support Nottinghamshire TSAs in the delivery of the successful SSIF bid to improve reading in 29 targeted Nottinghamshire primary schools.

### **Maximising value for money and productivity**

15. Both the Local Government Association and the Association of Directors of Children's Services have recently published an analysis of the current financial pressure in children's services both through increases in demand around social care and special education and disability and reduced budgets. Given the pressures more generally on Local Authority finances the department recognises accurate forecasting of need is essential to making sure there is sufficient resource to meet statutory duties without the risk of over provision. Future need in relation to looked after children and children with disabilities is now being modelled using an increasingly sophisticated "predictive analytics" approach. Whilst in its infancy this work is allowing for more accurate planning for future years and as it is refined will allow its expansion across other areas of the department's work.
16. One of the objectives of the Remodelling Practice programme is to respond to the recommendations from the Newton Europe diagnostic review of children's services around progressing cases in a timely way in order to reduce caseloads and avoid additional staffing costs. A case progression model is being developed and will be piloted in January 2019. If effective, this approach will be rolled out across services. In addition, a social work career pathway project has been established, to improve the career progression opportunities available to social workers, and thus promote improved retention.
17. The Children and Families department recently carried out a review of how technology is currently being used to support practice and increase efficiency and productivity. The findings of the review can be found in **Appendix A**. The department has also established a Digital Development Board to maximise the benefits from current systems and to consider further developments in the use of systems and technology.
18. As stated above developing the department's approaches with other local authorities is central to how the challenges around the rising demand and costs of children in the care of the local authority are being addressed. Nottinghamshire is leading on a Social Impact Bond based service, working alongside Derby and Nottingham City Councils, aimed at using private money to reduce the numbers in the care system and the costs associated with residential placements. From this a partnership is also developing, with the additional involvement of Derbyshire County Council, to use the collective power of the organisations to get economies of scale from care providers and to maximise the use of those services provided by the Council through creating a new internal market. This work should be complete by the time the current East Midlands Regional Care Framework expires in 2020 and should begin delivering benefits during 2019.
19. During 2018 the department has established a Commissioning and Contracts Board to scrutinise the performance of all of the external contracts operated by the department and to provide oversight of tendering and purchasing exercises. This is supported by procurement and finance colleagues. The Board has clarified how contract management should operate within the department so that a consistent picture of performance and value can be ascertained and challenge made to less effective contracts. The Board also looks into how the large care budget could be spent differently to deliver the same or better results

at a lower cost through carefully considered investment. All projects through this route must have 'success criteria' whereby funding can be mainstreamed and 'failure criteria' where, if the targets are not being met, projects are wound down and the money returned to the central care budget. Whilst this model is in its early stages it has driven innovation and there are signs of some early impact.

20. The Education, Learning and Skills Division continues to provide a universal traded professional development offer, which complements the offer from the seven Nottinghamshire Teaching School Alliances (TSAs). The traded offer aims to contribute to the building of the capacity of the school-led system to continue to drive and sustain school improvement. All Nottinghamshire schools have access to the traded offer and consultancy support through a range of services including the Education Improvement Service, Governor Services, SEND services, Psychology Services, including the Educational Psychology Service (EPS), the Tackling Emerging Threats to Children service (TETC), and the Coping with Risky Behaviours training. Schools can also access support, guidance and safeguarding reviews led by the Safeguarding Children in Education Officer. Council advisers and officers signpost schools to relevant training opportunities, support or consultancy from Council support services and TSAs, as appropriate on request.
21. The department is currently undertaking a significant transformation exercise around education provision for children with SEND. This is in the context of a budget, a part of the Dedicated Schools Grant, which is significantly overspending and will continue into future years. Consultations have begun with schools and other partners to look at significant transformation in respect of the structure of provisions for children with SEND with a proposition to have a distinct multi-disciplinary team around each group of schools, increased specialist provision units in mainstream schools and a reduction in the use of charitable or private educational settings. If accepted this is likely to be a large change project with a target of implementation by September 2020.

### **Other Options Considered**

22. The matters set out in the report are intended to provide proportionate updates to the Sub-Committee of progress against key milestones and on the approach of the Children and Families department to transformation and service improvement.

### **Reason/s for Recommendation/s**

23. The Council's Constitution requires each Committee to review performance in relation to the services provided on a regular basis. The terms of reference of the Improvement and Change Sub-Committee include responsibility for monitoring performance of the Council Plan and Departmental Plans are an extension of this, therefore this recommendation seeks to fulfil this requirement.

### **Statutory and Policy Implications**

24. 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**

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

### **RECOMMENDATION/S**

- 1) That the Improvement and Change Sub-Committee considers the approach to innovation and change within the Children and Families Department and whether any actions are required in relation to the detail in the report.

**Laurence Jones**  
**Service Director, Commissioning and Resources**

**For any enquiries about this report please contact:**

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### **Constitutional Comments (LM 05/12/18)**

26. The Improvement and Change Sub-Committee is the appropriate body to consider the contents of the report. Members will need to consider whether there are any actions they require in relation to the issues contained within the report.

### **Financial Comments (SAS 11/12/18)**

27. 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.

Business case for the establishment of a Regional Adoption Agency for Derby, Derbyshire, Nottingham and Nottinghamshire Councils – report to Policy Committee on 14<sup>th</sup> November 2018

### **Electoral Division(s) and Member(s) Affected**

All.

C1185



# The Use of Technology in Children and Family Services

**Departmental Review August 2018**

# **Context**

- **In recent years Children's services has become much more focused on statutory duties in relation to education , children's social care and also preventing demand in children's social care services**
- **The vast majority of spend in relation to education is in a ring fenced Dedicated Schools Grant and whilst prudent and efficient use of resources is very important it has limited impact on Council revenue**
- **Children's services has a broad statutory base and significant regulatory and inspection frameworks, mainly from Ofsted. This places limitations on flexibility and innovation in the delivery of services.**



# **Context**

- **Increasingly in the care side of children's services the clients can be termed as "involuntary" meaning that they are not seeking services, are reluctant to engage or may be highly resistant to the changes that they are required to make. Therefore, the skills of practitioners forming human relationships where individuals can be motivated to change is a core of the business that cannot be replaced by technology.**
- **Much of the work is also necessarily reactive and spontaneous or is driven by very specific timeframes. This workstyle makes some advantages present in other areas of the council (scheduling to make more efficient use of staff time and reductions in mileage) difficult to implement.**
- **The population and demand for children's services is growing year on year.**

# **Context**

- **Over recent years business support capacity (in its widest sense) has reduced significantly and it is anticipated that it will reduce further over coming years. Much of the prior, current and future planned use of technology is to automate to allow self-service for practitioners and managers, previously undertaken as a part of businesses support**
- **There is evidence of increased productivity and this needs to be set against increased service demands and, in some areas, reduced staffing**
- **Regulation and inspection standards also limit the ability to reduce staffing numbers based on technology use. A social workers case load will be judged as “overly high” by Ofsted above a certain level regardless of technology and this will impact on the authority’s overall rating.**



# **Worker Mobilisation**

- **Front line workers adopted mobile working devices a number of years ago with the benefit of the ability to work flexibly allowing for more “real time” recording of assessment, plan and records and reducing mileage and time spend returning to base to undertake such activities**
- **To date this has increased productivity to a degree but the routine under performance of both hardware and software has meant that the full potential has not been realised and the philosophy has become somewhat tarnished due to the ongoing issues. Roll out of improved hardware is underway and this should resolve many of the issues.**
- **There is only one Total Mobile form operating in Children’s despite very significant investment by the department. Options for maximising the benefits from this technology is being actively evaluated.**

# **Channel Shift**

- There has been a significant shift in the provision of information and advice to the public onto digital platforms.
- The “Nottinghamshire Help Yourself” website hosts the Local Offer for children with disabilities, information on youth service provision and
- An “app” is being proposed to host the new Care Leavers Offer
- Work is underway for non-urgent referrals to the MASH and Early Help Unit to be moved to an online form
- The new self-assessment system and resource allocation for short breaks is being developed and should be online by the year end
- Information and early help advice for young people is increasingly inline including online counselling and health advice
- Applications for school places, early years funding and free school meals can now be made online. This has good connectivity with schools and early years providers negating the need for manual processes.
- SLA Online provides a website for the East Midlands Education Support Service to market, administer and sell training courses and support services for schools available for purchase through an easy to use online tool <http://www.em-edsupport.org.uk/>.



# **Convergence of Case Recording**

- **Significant work has been undertaken to reduce the number of case management systems operating in children's services. There remains a goal for a single system but at present the total functionality is not available from a single supplier.**
- **There are now two core systems**
  - **MOSAIC (shared with adults) holding core records for social care, early help and disability services**
  - **CAPITA – holding education and youth justice information**

# **Digital Recording of Meetings**

- **Successful pilots have been completed on statutory meetings (such as Child Protection Conferences) moving from having minute takers taking verbatim minutes to digital recordings and short written summaries produced by meeting chairs**
- **This is being rolled out further with suitable advice from legal colleagues on evidential standards for Court procedures**
- **Further benefits in terms of increased engagement of external agencies in such meetings are being looked into through the use of video conferencing**

# **Automated Reporting**

- **Children's services has the most developed suite of reports derived from electronic case recording in the Council. Managers have a "self-service" approach to this through the BI Hub but previously used a different solution. Such reports are used to assist day-to-day management as well as performance analysis and reporting.**
- **Capita currently has separate dashboard reporting (One Analytics) but this is currently being moved into the BI Hub.**
- **Children's service has also significantly develop the developed use of "big data" to target demand reduction activity as part of the Troubled Families programme. Data inputs from across the Council, police, schools, probation service and health agencies are used to target activity to reduce demand on statutory services.**

# **Co-Production and Consultation**

- **Technology is increasingly being used to streamline co-production of assessment and plans in appropriate cases. This autumn IDOX will be introduced which will allow collaborations between the council's Integrated Disability Team, parents, children, school, social care and health setting to build EHC Plans.**
- **Online tools such as surveymonkey are also in regular use to undertake internal and external consultations with inbuilt analysis tools allowing creation of more timely results.**
- **Similar methods are underway to manage the audit activity across the department so that automated outcomes of quarterly exercises can be produced cutting down the time taken to produce analyses and improvement plans**



# **Use of Electronic Communication**

- **In some areas of the department there has been a significant increase in the use of text messaging and emails to communicate with service users.**
- **This is in line with service user wishes given the general younger and more tech savvy demographic**
- **A system called “MOMO” (Mind of My Own) is being proposed to increase the flow of secure communication between children and their social workers**
- **There are two notable obstacles to the further adoption**
  - **There is a legal need for the security and “assumption of delivery” required with traditional mail for Court and similar processes**
  - **The centralisation of mail budgets means that the cost of text messaging falls to the department but it would accrue none of the savings. This is difficult given the departmental budget position.**

# **Lone Worker Safety**

- **Field workers have for some time been using mobile alert system so that they can call for help if they are in a difficult or dangerous position whilst working in the community or in service users homes.**
- **Thinking on how technology can be used for these purposes is developing with the adoption of an application on a workers smart phone, as opposed to a stand alone device as at present, planned for implementation later in the year.**
- **This technology saves worker and management time alongside the adoption of electronic diaries so that location is known. It also improves health and safety at work.**

# **Business Information and Process**

- **Children's services has fully embraced BMS and allied systems such as purchase to pay**
- **The department so working closely with corporate business analysts so that there are technological methods to monitor and predict future trends and demands. Using technology is limiting the amount of rework required.**
- **The department is using online procurement systems such as DueNorth and is developing electronic Dynamic Purchasing Systems to support framework contracts.**

# **Technology Supported Practice**

- Technology is supporting some innovative practice for frontline professionals
- Routine drug and alcohol testing of service users is now available at a reasonable cost due to advances.
- Increasing online interventions can be used to deliver, support or reinforce interventions with children, young people or parents. The strength of the evidence base for how effective this is compared to face-to-face intervention is not strong at this stage.

# Other Developments

- **Child Protection – Information Sharing (CP-IS) Project (by end July 2018)**
- CP-IS is the integration of Mosaic with health systems at unscheduled NHS care settings through the use of the NHS number as a unique identifier for looked after children or those on a child protection plan. This national project will enhance existing safeguarding processes as well as providing additional benefits supporting work through increased data sharing and collaboration. The normalisation of NHS capture is an enabler for further integration with NHS partners.
- **Smarter working (Summer 2018)**
- Smart phones and Yoga deployment for frontline workers
- **Launch of open Objects EHC Hub (Autumn 2018)**
- The EHC Hub is a citizen and provider portal providing a secure shared touchpoint for families, SEN coordinators and practitioners involved in the 20 week EHC process to make their contribution, see the contributions of others and all work towards a positive outcome, improving engagement and streamlining the process. The EHC Hub offers secure information sharing and workflows that keep the process on track and everyone fully informed at every stage. In the longer term, this application will be integrated with Mosaic to streamline the process further.

# Other Developments

- **Mind of my Own procurement (January 2018)**
- Mind of my Own is a mobile app that helps children and young people express their views carefully phrased prompts and questions make conversations easier and enables workers to provide better evidence by capturing their views in a special document and sending them to the practitioner by email.
- **Regional Adoption Agency (Autumn/Winter 2018)**
- Implementation of a shared service for adoption across the D2N2 region hosted by
- **Online Applications through Firmstep (Autumn 2018)**
- Looking to establish online application processes for short breaks and potential adopters through the RAA
- **Commissioning in Mosaic (end 2019)**
- Work is underway to provide increased consistency to departmental through the enhancement of existing Mosaic configuration to include the associated payment processing as ASCH do. The key advantages for the department will be the increased data and reporting capabilities, enabling CFS us to model and project future demand and costs to inform strategy in relation to commissioning. Additionally this would support cost analysis and budget reconciliation at child level and contract level, and improve contract management arrangements

# Other Developments

- **Capita One B2B Attendance**
- Pilot of the electronic collection of school attendance information from schools using Capita's SIMS system. Efficiency and improved ability to monitor vulnerable groups of children and young people.
- **Capita One B2B Exclusions (March 2019)**
- Electronic collection of school exclusion information from schools using Capita SIMS. Efficiency and improved ability to monitor vulnerable groups of children and young people.
- **CML/CMJ File Exchange**
- Move to the electronic collection of school Starters and Leavers through the collection and import of the new nationally standardised starter and leaver forms.
- **Capita One Provider Portal (BetterStart) (March 2019)**
- Collection of Early Years attainment data electronically from Early Years providers to monitor the impact of additional funding on vulnerable groups of children and young people.
- **Capita One Provider Portal**
- Collection of Early Years place and vacancy information electronically from Early Years providers to monitor the numbers of places available in the county and help identify any gaps in provision.





7 January 2019

Agenda Item: 5

**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 this report is to:
  - seek approval of 3 project change requests to alter the delivery profile of agreed savings projects.
  - inform the Sub-Committee of extensions (approved during 2018/2019) to the savings targets of existing 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, B and C** consist of 3 change requests for the following projects; summaries of the requests can be found in the body of this report.

Appendix	Department	Project
A	ASCH	Targeted Reviews
B	CFS	Contracts Review
C	Place	Statutory School Transport

**Project Change Requests:****4. Targeted Reviews:**

This project co-ordinates the work of the Central Review Teams, which undertake targeted reviews on commissioned packages of support (mainly homecare provision) to determine if a service user's needs have changed over time, thus requiring less or different forms of support. This reviewing activity compliments the Adult Social Care & Health departments approach to promoting service users independence. Phase II of this project was approved at 11<sup>th</sup> September 2017.

In March 2018 a change request was submitted to and approved by the Improvement and Change Sub-Committee on the basis of moving £1.000m of project savings from 2018/2019 to 2020/2021. This was done in response to the advice received from the external savings partner, Newton, who undertook a detailed diagnostic with the department in late 2017. Newton had advised that the project's former savings profile did not reflect sufficiently the likely pace of reductions to the care packages of adults aged 18-64, where savings would take longer to release as a result of the complexity in these cases. They also felt that the remaining reductions available from reviewing the packages of older adults were expected

to be lower and to take longer to realise than suggested in the original profile of the project. At the time, while the project was on track to deliver its original savings profile, there had been a fall in the level of saving per review, and it was felt that to stay on track would have required proportionately more reviews to be undertaken.

Since then, based on analysis of the project's trends over the period April 2017 to August 2018, the average weekly savings from reviews has continued to decrease (and the percentage of packages that are reduced at review is decreasing), but the number of reviews being undertaken is increasing. As a result, the project is currently reporting an over-achievement against the 2018/2019 target (£2.010m) of £1.538m. In addition, there is already £982k savings achieved from activity undertaken this year that will contribute towards the project's savings target for 2019/2020 of £2.000m.

Therefore, it is proposed to accelerate all £2.000m of the project's savings target set against 2020/2021 into 2019/2020. This change will also accord with an anticipated continued lowering of the average saving per review over the longer-term, plus a lowering of the number of packages requiring review, as a result of earlier intervention and support such as reablement and adoption of the 3 Tier Model.

## 5. **Contracts review**

It was approved in February 2016 that £1.080m of contract savings within the Children and Families department would be made by 2018/2019.

When the project was originally scoped 3.1% of savings (£1.08m) from a net budget of £34.9m were proposed. However, the scope of the project has subsequently been reduced to exclude care type contracts, which are to be considered under wider commissioning proposals and cultural service contracts as a result of departmental restructures. This meant the £1.08 million of efficiency savings have needed to be delivered from a substantially reduced value of contracts.

Despite the challenges of working with a vastly reduced scope, every effort has been made to identify and deliver contract efficiencies and £920k of the £1.08m original savings have been delivered. It is now requested that the remaining £160k of savings are written off.

## 6. **Statutory School Transport**

It was approved in February 2016 that the Council would cease to provide school bus services and discounted season passes for non-statutory travellers. It was proposed that the new statutory-only service would be implemented from September 2018. This approval was agreed on the basis that this would bring us in line with the services offered by many of our neighbouring County Councils. The decision has subsequently been made not to proceed with the previously approved proposal on the basis that organisational priorities have changed since the original proposal was put forward.

It is requested that the £589k in savings identified so far by a whole system review of transport (as detailed in **appendix c**) be utilised to mitigate this proposal's undeliverable savings of £686k. The remaining £97k is requested to be written off.

## **Existing Project Savings Targets increased during 2018/2019**

## 7. **Transforming Reablement**

This project is building on success to date to further increase the capacity and effectiveness of Council's Reablement Service (START) in order to support more adults with reablement potential to maximise their independence. This has several benefits because it improves the independence and quality of life for people, which in turn results in savings to the Council from reductions, where appropriate, in homecare packages.

Project savings of £185k were approved for delivery in 2018/2019 by January 2018 ASCH Committee and this target is on track for delivery. It is now estimated that, as project work continues, START will be able to complete reablement with an additional 360 service users across 2018/2019 and 2019/2020 combined. This equates to a 23% increase over two years in the number of people reabled compared to 2017/2018. As a result of more people completing reablement, it is anticipated that savings of £2.067m will be achieved as follows:

- 2019/2020 target of £1.199m
- 2020/2021 target of £868k

ASCH Committee approved the extension to this projects savings target on 10<sup>th</sup> December 2018.

## **8. Transitions/Preparing for Adulthood**

This project sees dedicated Transitions staffing capacity working with individuals to maximise their independence and identify support available within the community.

The target for the project in 2017/2018 was £60k, but the interventions delivered savings of £117k in year and £235k full year effect. It is projected that the number of interventions undertaken by staff during 2017/2018 and the level of savings will be sustained as there is a continuous intake of new cases. The 2019/2020 and 2020/2021 savings targets were therefore increased as follows:

- 2019/2020 target of £50k increased to £100k
- 2020/2021 target of £50k increased to £100k

ASCH Committee approved the extension to this project's savings target on 8<sup>th</sup> October 2018.

## **9. Housing with Care**

This project sees the implementation of phase 1 of the Council's Housing with Care Strategy. The aim is to work with key partners to deliver new Housing with Care schemes that will provide additional units, to which the Council will have nomination rights and will provide care and support services into.

The Council's aspiration is for people to remain living in their own homes and avoid unnecessary moves for as long as possible. As people's support needs increase, however, it becomes difficult to manage some risks by supporting people individually in their own homes, especially overnight. Housing with Care offers a cost effective alternative to residential care through providing access to 24 hour on call support to people living in their own apartments/bungalows, within an overall scheme.

8<sup>th</sup> October ASCH Committee approved an extension of the implementation work with the aim of delivering 237 additional Housing with Care units by the end of 2021/2022. This will see savings be delivered through delaying and avoiding the use of residential care, as well as reviewing whether changes to the way that current individually purchased care provided in existing sheltered schemes could be better co-ordinated. Following this approval, the savings targets were extended to additional savings of £371k between 2019/2020 and 2021/2022 as follows:

- 2019/2020 target of £12k
- 2020/2021 target of £28k
- 2021/2022 target of £331k

## Other Options Considered

10. None.

## Reason/s for Recommendation/s

11. 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

12. 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

13. The net impact of the changes requested in this report and the extensions to existing projects approved by service committees during 2018/2019 is an increase in savings targets of £2.281m between 2018/2019 and 2021/2022 broken down as follows:

	2018/2019	2019/2020	2020/2021	2021/2022
Change Requests	-£846k	£2.719m	-£1.920m	-£210k
Extensions to previously approved savings		£1.261m	£946k	£331k
<b>Total</b>	<b>-£846k</b>	<b>£3.980m</b>	<b>-£974k</b>	<b>£121k</b>

## RECOMMENDATION/S

14. It is recommended that the Sub Committee approve the change requests set out in **Appendices A-C**.

**Sue Milburn**  
**Group Manager, Transformation and Change**

**For any enquiries about this report please contact:**  
**Sue Milburn, Group Manager, Transformation and Change (0115 9773196)**

### Constitutional Comments (KK 18/12/18)

15. The recommendations fall within the delegation to the Improvement and Change Sub-Committee under its terms of reference.

### Financial Comments (RWK 19/12/18)

16. The financial implications are set out in paragraph 13 of the report.

## **Background Papers**

17. 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



Project information			
<b>Project Reference</b>	ASC604 (2016) / C07 and A09	<b>Department</b>	ASC&PH
<b>Project name</b>	Targeted Reviews	<b>Date</b>	16.12.18

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

A central reviewing resource has been established in the Department since January 2011 and its areas of focus for review, and its configuration, have changed over time to adapt to ongoing business requirements and priorities.

At 11<sup>th</sup> September 2017 ASC&PH Committee Phase II of a Targeted Reviews savings project was approved, together with a new pathway approach to reviews, additional savings targets and extension of temporary posts to help support delivery. The new approach involves enabling more case working and frequent reviewing of individuals whose independence has the potential to increase with more focused support, and implementation of alternative, more proportionate review methods for those individuals whose care needs will remain constant or increase.

The Phase II additional project targets were amalgamated with the remaining savings targets to be achieved against delivery of the former Phase I Targeted Review project, and the combined target over the period 2018/19 to 2020/21 was originally profiled as follows:

- 2018/19: £3.010m
- 2019/20: £2.000m
- 2020/21: £1.000m

However, a change request was submitted to, and approved by, 12<sup>th</sup> March 2018 Improvement and Change Committee slipping £1.000m of savings from 2018/19 to 2020/21. The change was submitted in response to Newton's advice that the project's former savings profile did not reflect sufficiently the likely pace of reductions to packages of adults aged 18-64, where savings will take longer to release as a result of the complexity in these cases, and that the remaining reductions available from reviewing the packages of adults aged 65+ were expected to be lower and take longer to realise than suggested in the original profile.

At the time, while the project was on track to deliver its original savings profile, there had been a fall in the level of saving per review, and it was felt that to stay on track would have required proportionately more reviews to be undertaken.

Since then, based on analysis of the project's trends over the period April 2017 to August 2018, the average weekly savings from reviews continues to decrease (and the % of packages that are reduced at review is decreasing), however the number of reviews being undertaken is increasing.

As a result, the project is currently reporting an over-achievement against the 2018/19 target (£2.010m) of £1.552m. In addition, there is already £0.477m savings achieved from activity undertaken this year that will contribute towards the project's savings target for 2019/20 of £2.000m.

Therefore, this change request is presented proposing that all £2.000m of the project's savings target for 2020/21 is brought forward into 2019/20. The effect of this change can be seen in Section 3 below.

This change will also accord with an anticipated continued lowering of the average saving per review over the longer-term, plus a lowering of the number of packages requiring review, as a result of increased front door activity such as reablement and adoption of the 3 Tier Model.

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

The volume and level of savings will continue to be tracked and monitored closely. Should the evidenced delivery not match the agreed profile, once again approval will be sought to further amend the savings profile.

**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)?**

To re-profile savings to accelerate £2.000m of the current savings target in 2020/21 to 2019/20. The overall total savings delivered will remain the same.

Year	Expected	Revised	Change
2017/18			0
2018/19	2,010	2,010	0
2019/20	2,000	4,000	2,000
2020/21	2,000	0	-2,000
<b>Total</b>	<b>6,010</b>	<b>6,010</b>	<b>0</b>

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

As referenced above, in most cases it is more likely that other savings projects will diminish the anticipated savings from reviews, rather than the other way around. However, there are a number of projects that have the potential to overlap with the same target cohort of the Targeted Reviews project, such as: *Promoting Independence in Supported Living and Outreach Services* and *Further Expansion of Assistive Technology*. To date, this is being successfully mitigated by clarity and agreement between respective project leads on which cohorts will be reviewed by which projects, and differentiation of savings attributable to each.



## 5. What lessons can be learned from this change

Lesson Description	Learning Point
The actual delivery of savings does not always accord with anticipated profiling of savings.	That it is taking longer for the impact of increased front door activity to be seen on reviewing activity.

## 6. Recommendation

Improvement and Change Sub Committee is asked to agree the change request as set out.

**Name of Author – Paul McKay**

**Position – Deputy Corporate Director**

**Department – Adult Social Care and Public Health**

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

£2.000m of savings will be accelerated in the Council's Medium Term Financial Strategy from 2020/21 to 2019/20. The overall total savings delivered by this project will remain the same.

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

The interdependencies between the Targeted Reviews Projects and other projects within the Adult Social Care and Health Improving Lives Portfolio are being monitored through monthly highlight reporting.

Improvement and Change Sub Committee - Decision Record (INSERT DATE)	
Approval / Rejection Options	Conditions / Commentary
Change Request Approved	
Change Request Rejected	
Change Request Deferred	

To be submitted to [PMO@nottsgov.uk](mailto:PMO@nottsgov.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.



Project information	
<b>Project Reference</b>	CFC 601
<b>Project name</b>	Departmental Contracts Review
<b>Department</b>	Children and Families
<b>Date</b>	23 November 2018

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

1. The key project objective was to make savings of £1.080 million or more by 2018/19. All but £160k of the savings have been identified to be delivered
2. When the project was originally scoped the project was looking to deliver 3.1% of savings (£1.08m) from a net budget of £34.9 million. In August 2016, the scope was reduced to exclude the care type contracts. This meant the £1.08 million of efficiency savings needed to be delivered from a budget of £3.556 million. This equated to 30.3% of the value of the contracts.
3. In April 2017, when it was considered it would be difficult to deliver the savings from the reduced scope, the scope was expanded to include the care type contracts. A review of the care type contracts was carried out by the project team and reported to Project Board in May 2017. Project Board agreed the challenge, opportunities and potential areas to explore would be picked up by the Remodelling Children's Care project. These areas have subsequently been looked at by Newton Europe.

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

4. At the May 2017 meeting, Project Board asked that Purchase Cards used by the Children's and Families department were looked at to explore potential savings. A report back in June 2017 gave a small number of areas that could be explored further. These included Purchase Card expenditure and some small areas of expenditure that sat outside of Purchase Cards. In June 2017 the results were reported to Project Board. It was agreed not to pursue these areas but that as it appeared that the Council were not reclaiming all the VAT that they were entitled to claim, that discussions should take place with colleagues in Finance and the Business Support Centre (BSC) team. It was felt that any VAT reclaimed would be used to reduce overspends rather than lead to cashable savings and therefore sat outside the scope of this Project.
5. The project team spoke to colleagues in Finance and the BSC Team. And following this the BSC Team have reminded and retrained staff responsible for Purchase Cards across the Council to reclaim VAT.

6. The department has continued to seek and find contract efficiency savings and since August 2017, have reduced the shortfall from £543k to £160k.

**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)?**

7. Despite the challenges, every effort has been made to identify and deliver contract efficiencies within the reduced scope and £920k of the £1.08m original savings have been delivered. The change now being requested is to write-off the remaining £160k of savings.

<b>Cashable Benefits (Savings) by Year</b>						
<b>£000s</b>						
<u>Year</u>	<u>Expected</u>	<u>Revised</u>	<u>Change</u>			
2017/18	250	400	150			
2018/19	830	520	-310			
<b>Total</b>	<b>1,080</b>	<b>920</b>	<b>-160</b>			

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

8. No obvious wider impacts or interdependencies have been identified

**What lessons can be learned from this change**

Lesson Description	Learning Point
Scope changes have meant the change would result in over 30% reduction in the value of the remaining contracts within scope	The scope needs to reflect interdependent projects as the outset otherwise tension is caused during the project as savings are sought
The move from option for change to a full project was quick and the details of each of the contracts were not fully understood	Allow a longer time between an option for change to explore the feasibility and interdependency of projects

## **Recommendation**

9. Improvement and Change Sub Committee is asked to agree the change request as set out.

**Laurence Jones**  
**Service Director, Commissioning and Resources**  
**Children and Family Services**

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

10. The write off of the planned saving will need to be updated in the Council's Medium Term Financial Strategy and will increase the funding gap that exists within it.

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

11. Market management and cost control project activity continues within the department to manage commissioned services.

Improvement and Change Sub Committee - Decision Record (INSERT DATE)	
Approval / Rejection Options	Conditions / Commentary
Change Request Approved	
Change Request Rejected	
Change Request Deferred	



Project information	
<b>Project Reference</b>	Option reference C11-2016
<b>Project name</b>	"To provide Statutory School Transport only in relation to mainstream and Post-16 Transport"
<b>Department</b>	CFS/Place
<b>Date</b>	28/11/2018

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

As part of the Council's Budget set in February 2016, significant savings on the Home to School and Post-16 Transport budgets were agreed. The savings would generate a total of £686k in 2018/19.

Under the proposal the Council would cease to provide school bus services and discounted season passes for non-statutory travellers. Where school transport was provided to a school, the capacity on this transport would be reduced and only be available to statutory travellers.

It was proposed that the new statutory-only service would be implemented from September 2018. This would bring us in line with the services offered by many of our neighbouring County Councils.

The proposed new service would only provide home to school transport for those children who had a statutory entitlement.

Children in Year Reception to Year 3 would receive travel assistance if they were attending their nearest available or catchment school and lived more than two miles away.

Children in Years 4 to Year 11 would receive travel assistance if they were attending their nearest available or catchment school and lived more than three miles away

Children from low income families have additional statutory entitlements which would be protected under these proposals:

- For primary school pupils, free travel would be provided for all children travelling beyond two miles to their catchment or nearest available school
- For secondary age children, free travel would be provided to one of three nearest qualifying schools between two and six miles from their home
- For children attending their nearest suitable school preferred on grounds of faith, they would receive free travel where the school was between two and 20 miles (primary) or two and 25 miles (secondary) from their home

The saving would be achieved by reducing the size and cost of the fleet required to provide the bus services to reflect the smaller number of users. In a number of cases,

we understand schools would be prepared to introduce their own locally commissioned bus services, and in other cases, commercial operators would provide the service, where it was viable.

The decision has subsequently been made not to proceed with this previously approved proposal on the basis that organisational priorities have changed since the original proposal was put forward.

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

A whole system review of transport is underway and initial budget savings have been identified, please see below for details.

**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)?**

A Member led whole system review of transport is currently ongoing and it is requested that savings identified during the review are utilised to mitigate the £686k undeliverable savings. The savings in the below table have been identified so far with further saving anticipated to be identified in 2019.

OFC	Detail	Savings/Income
Transport Base Budget review	Offset Bus Services Operators Grant (BSOG) & Bus Lane Enforcement (BLE) income with the base budget. Reduce Concessionary budgets.	£719k*
Fleet Depot Relocation	Give notice on Abbey Road early and relocate to Gamston Depot	£80K

\*Please note a proportion of the Base Budget Review saving is subject to central government funding and is not guaranteed each year. The overall budget savings may therefore reduce by £210k from 2021/22, subject to Department for Transport national funding allocations. This reduction is currently factored into the Medium Term Financial Strategy (MTFS) in 2021/22 but would be deferred if funding continues at a consistent level.

The net effect of the above identified savings (shown in the below table) as mitigation for the undeliverable statutory school transport proposal is that £589k of the £686k can be delivered in an alternative way. It is requested that the remaining £97k of undeliverable savings be written off in the MTFS. As referenced above it is anticipated that the whole system review of transport will identify further savings during 2019.

£000s						
Year	Expected	Revised	Change			
2018/19	686	0	-686			
2019/20		719	719			
2020/21		80	80			
2021/22		-210	-210			
<b>Total</b>	<b>686</b>	<b>589</b>	<b>-97</b>			



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

There is no ongoing related work that is impacted by this change

**What lessons can be learned from this change:**

Lesson Description	Learning Point
Policy Change Implications	Ensure all implication of Policy Changes are considered and approved by key stakeholders prior to decisions being made.

**Recommendation**

The Improvement and Change Sub Committee is asked to agree the change request as set out.

***Derek Higton***  
***Service Director***  
***Communities and Place***

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

1. The write off of the planned saving will need to be updated in the Council's Medium Term Financial Strategy and will increase the funding gap that exists within it.

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

2. Any additional budget savings identified by the whole system review of transport will be reported to the Improvement and Change Sub Committee as part of the quarterly update on Programmes and Projects once they have been approved by the relevant Committee.

Improvement and Change Sub Committee - Decision Record (INSERT DATE)	
Approval / Rejection Options	Conditions / Commentary
Change Request Approved	
Change Request Rejected	
Change Request Deferred	



7 January 2019

Agenda Item: 6

## **REPORT OF THE SERVICE DIRECTOR, NORTH NOTTINGHAMSHIRE & DIRECT SERVICES**

### **SHARED LIVES SCHEME**

#### **Purpose of the Report**

1. The purpose of this report is to provide an overview on the progress of the Shared Lives Scheme with a particular focus on the performance of the scheme between 2016 and 2018 and the factors that have had an effect on this.

#### **Information**

##### **Background**

2. Shared Lives is a highly successful way of helping vulnerable people to live with families, and live ordinary lives in the community. It is different to other types of care arrangements and demonstrates positive outcomes for people who use it and for carers who support them.
3. The Shared Lives scheme provides long term placements, carer breaks, and day time care for vulnerable adults across Nottinghamshire. The scheme is registered with the Care Quality Commission and has been judged as providing a “good” service across all five key areas of inspection.
4. The cost of a long term Shared Lives Placement is made up of a number elements. There is a basic cost that is based on the needs of the customer being placed. The customer is liable to pay rent to the Shared Lives carer. This usually takes the form of Housing Benefit, unless the customer has savings which are over the threshold for Housing Benefit. The customer is also liable for a contribution of £8 per night or £56 per week towards the cost of their food and utility bills. The net average cost of a long term placement in Shared Lives is £379 per week.
5. The average weekly cost of long term placements for younger adults is shown in the table below. A long term shared lives placement can show considerable savings against the other forms of long term care and has been demonstrated as having excellent outcomes for individuals placed.

<b>Accommodation type</b>	<b>Average weekly cost 2018 £</b>
Younger Adults Residential Care	1,380
Younger Adults Supported Accommodation	666
Shared Lives	379

6. The budget for the Shared Lives Team in 2018/19 is £357,000. This is the cost of providing the management, assessment and monitoring of this service.
7. A person becomes a Shared Lives carer by applying to be assessed by the scheme. The assessment looks at their suitability to become a carer, the views of the family around the prospective carer and the house and environment that will be provided as a home to a vulnerable person.
8. Shared Lives is different from other types of long and short term accommodation because it takes place in the carers home with the vulnerable adult moving in with the carer and their family and taking part in everyday family life with that carer.
9. The Shared Lives scheme has grown steadily over the past two years. Below are tables which illustrate the position in October 2016 and the current position.

As at October 2016, the position was as follows:

Long term households	24
Short break households	29
Day support only households	2
Support carer households	8
Total number of households	63
Total number of customers supported of which:	71
2 are older people	
2 are mental health	
67 have learning disabilities	

The position at November 2018 is as follows:

Long term households	29
Short break households (long term carers who also provide short breaks)	20 (15)
Day support only households	2
Support carer households	12
Total number of households	63
Total number of customers supported	82

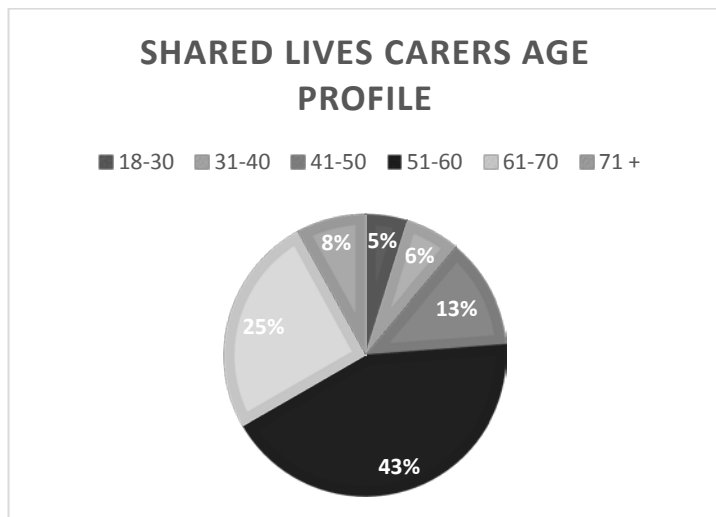
### **Growth of the scheme over the period October 2016 to November 2018**

10. The tables above show that although the total number of households has not increased the number of long term placements has increased and overall the total number of

customers supported has increased over the period. The reason why the total number of households has not increased is partly explained by a change in the way households are counted. As can be seen in the table above the number of households providing short breaks appears to have gone down from the 2016 figure. The number (15) shown in brackets is the number of long term households who also provide short breaks. These carers provide a person with long term accommodation and also provide breaks for one or more other people.

11. Additional resources were agreed in 2016 to support the growth of the scheme over a three year period. The sustained growth of the scheme was to provide 30 new carer households over the three year period with one third of these being to provide long term care arrangements. In order to do this there is a need to be able to complete robust assessments within a three to six month timescale. To date there has been a net increase in long term household placements of five.
12. The recruitment of two additional posts to support this expansion was undertaken in 2016, one being the Senior Coordinator post. This post was to lead the expansion of the scheme through marketing and new applicant assessment enabling the Shared Lives Coordinators to concentrate on customer matching, and the support, monitoring and on-going training of carers.
13. During this period the scheme has approved four new long term Shared Lives households who were previously foster carers. This has enabled the customer to remain within the carer's household and transition into adulthood within the same caring relationship. Currently there are four more foster carer households being assessed to become Shared Lives carers. This will take the number of long term carers up to 32.
14. Shared Lives placements for former fostering arrangements do provide stability for the individual placed, and they are highly cost effective compared with residential care or supported living arrangements. Foster carers who become approved as Shared Lives carers do sometimes continue to provide foster care to children as well as providing a Shared Lives placement.
15. The savings against other types of long term accommodation are shown in the table above (**paragraph 5**). In the case of former fostering arrangements, moving to a Shared Lives arrangement could be described as cost avoidance. If the foster carer was to ask the person to leave, alternative living arrangements would need to be sourced. This would result in an additional financial burden being placed on the County Council. If the four placements which transferred from Fostering arrangements to Shared Lives arrangements had all broken down and residential or supported housing options sourced the additional burden on the County Council could have been within the range of £59,000 to £208,000, based on the average cost of either supported housing or residential care.
16. Assessments of new carers are being carried out by six team members. There are currently eight being assessed with four people waiting for assessments to start. In addition to the four people waiting, the Shared Lives Scheme has been approached by two neighbouring local authorities seeking to have carers assessed within Nottinghamshire to provide Shared Lives placements for vulnerable adults from their respective counties which they will continue to fund. The scheme is currently in negotiation about the cost of undertaking the assessment and on-going monitoring of these placements.

17. The age profile of Shared Lives carers (n=63) is shown in the chart below, the largest group being in the 51-60 age range and the smallest group being in the age range 18-30. It is significant that almost one third of the carer group are over the age of 60. For the majority of carers, becoming a Shared Lives carer often happens in retirement from other occupations. This brings a wealth of experiences into the scheme and helps to enhance the quality of life for the vulnerable adults that they support.



### Factors affecting the delivery of the project 2016-2018

18. The following factors have all had an effect on the delivery of the project:
- the resignation of the Team Coordinator (Team Manager) December 2016. This created the need for the Senior Coordinator to set up into the role of manager temporarily, reducing the capacity to undertake assessments.
  - the appointment of a new Team Coordinator starting April 2017 following a successful recruitment process, this released the Senior Coordinator back to her substantive role.
  - Team Coordinator off work between August 2017 and November 2018 due to circumstances beyond the control of the County Council. The service appointed the Senior Coordinator to the Interim Manager post to cover during the absence. It was not anticipated that the absence would continue for such a protracted period.
  - during the period August 2017 to November 2018 the scheme was unable to undertake temporary recruitment to cover the absence at either Senior Coordinator level or at or Coordinator level due to budgetary constraints.
  - the recruitment of carers slowed as a result of not having the Senior Coordinator in post during this period. The decision was taken that all Coordinators undertake an assessment as part of their role and include this alongside their monitoring, training and matching role.

- in November 2018 permission was granted to undertake the temporary recruitment of a Coordinator (Grade 5) until March 2019 to support the monitoring and review of carers and placements.
- between April 2017 and November 2018 there were nine carer household resignations. The reasons for these resignations included: the death of a customer; frailty/old age of carer; carer moved house; change of caring responsibility for family; move on of existing customer and the carer retired from scheme.

### **Key achievements over the last year and plans for the coming year**

19. Over the last year the following key achievements have been made:

- continue to host the quarterly Regional Shared Lives meetings
- send out a bi-monthly newsletter to all our carers giving up to date information about the scheme, training, and events. This is well received by our carers.
- very successful summer and Christmas events for carers and the people they support being run each year. These are run on a self-funding basis at minimal cost to the Council.
- regular training updates provided to carers. A new on-line training package has been developed with the support of the Health and Safety department for fire and safety in the home training.
- all carers are encouraged to take advantage of free 'flu vaccinations to protect themselves and their families.
- payments to carers for work carried out is now done through a weekly rather than a monthly pay run. This is very positive in supporting carers who provide short breaks.
- a carer and a coordinator attended the Shared Lives Plus conference in October as part of their development and the development of the scheme.
- coordinators have taken on lead roles for safeguarding, mental capacity, assisting people to move, and medication.
- team member have been working on accessible information including an accessible version of the licence agreement.

20. Our plans for the coming year include the following:

- continue to expand and grow the scheme and meet growth targets for the Shared Lives project.
- to build carer capacity to support hospital discharge within the scheme, utilising funding for an additional 0.5 fte Coordinator post through Winter Pressures funding.

- new marketing campaign to seek new carers work particularly with people requiring long term placements
- review and update all our policies and procedures
- meet with the Transitions team to develop a clear transitions pathway into Shared Lives.

### **Other Options Considered**

21. No other options were considered.

### **Reason/s for Recommendation/s**

22. To update the Committee on progress of the Shared Lives Scheme with a particular focus on the performance of the scheme between 2016 and 2018 and the factors that have had an effect.

### **Statutory and Policy Implications**

23. 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**

24. There are no financial implications as a result of this report.

### **RECOMMENDATION/S**

1) That the Sub-Committee continues to support the expansion of the Shared Lives Scheme to increase the volume of Shared Lives placements available to vulnerable adults in Nottinghamshire.

**Ainsley Macdonnell**

**Service Director, North Nottinghamshire & Direct Services**

**For any enquiries about this report please contact:**

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### **Constitutional Comments (SLB 21/12/18)**

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

### **Financial Comments (CT 24/12/2018)**

26. The financial implications are contained in paragraph 24 of the 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.

ASCPH621 final



7 January 2019

Agenda Item: 7

## **REPORT OF THE SERVICE DIRECTOR FINANCE, INFRASTRUCTURE AND IMPROVEMENT**

### **YOUR NOTTINGHAMSHIRE YOUR FUTURE – DEPARTMENTAL STRATEGY SIX MONTH REVIEW OF PROGRESS (APRIL – SEPTEMBER 2018)**

#### **Purpose of the Report**

1. This report provides the Improvement and Change Sub-Committee with an overview of performance against the Resources Departmental Strategy at the end of quarter 2 of the year 2018-19.

#### **Information**

2. The Council Plan - Your Nottinghamshire, Your Future - sets out the strategic ambition for the future of Nottinghamshire and the Council. It is focused on the future of Nottinghamshire as a prosperous place where people want to live, work, visit and invest.
3. The Council Plan is the core component of the Council's Planning and Performance Framework. The Framework sets out that delivery of the Council Plan will be through four Departmental Strategies detailing the activity and key measures to achieve the Council's strategic ambition. The first four Departmental Strategies – for Adults, Childrens, Place and Resources - were developed during 2017 and agreed by Policy Committee in January 2018.
4. The Planning and Performance Framework also sets out how the Council will plan and manage its performance. The approach and format for reporting this was agreed by the Improvement and Change Sub-Committee on 12 March 2018. As part of that approach Members agreed that progress against the four departmental strategies will be reported to committee every six months.

#### **Review of Progress from April – September 2018**

5. The Dashboard set out at Appendix A provides an overview of performance for the key activities and measures set out at part 3 of the Resources Departmental Strategy. The Dashboard is focused on the Council Plan approach and covers the first six months of April – September 2018
6. During this period the Council has continued to operate in a challenging financial landscape with ongoing change to local authority funding coupled with many Council services experiencing continued increases in demand.

7. Notably during this period the Resource Department has been disestablished by the Council. In its place a Chief Executive's Department has been established with a new emphasis and structure. Work is underway across the new leadership team to develop a Chief Executive's Departmental Strategy to take the department forward and deliver for the County Council.
8. Pending the adoption of a new Departmental Strategy for the Chief Executive's Department progress that has been made against the Resources Departmental Strategy includes the following highlights:

### **Commitment 10 – Nottinghamshire is a great place to invest and do business**

- Increased economic productivity across the county – The report reflects the Council's commitment to maintaining strong working relationships and the reduction in financial risk to those the Council engages in business with, by ensuring the payment of all invoices are done so within timescales.

Commitment 10 - Nottinghamshire is a great place to invest and do business					
Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous
Increased economic productivity across the county	Payment of invoices within timescales	95%	95%	High	98%

### **Council Plan approach – Be creative and work in new ways**

- Technology and business intelligence are used to improve service delivery – The report highlights the work of the Council to promote the use of information and intelligence in policy and decision making, and the on-going ambition of becoming a more data centric organisation through exploration of new opportunities into the way in which data can be used to improve service delivery. This can be observed most in the Council's adoption of a Business intelligence Strategy and the delivery of it through phase 4 of the BRMI project.

Council plan approach - Be creative and work in new ways					
Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous
Technology and business intelligence are used to improve service delivery	Completion of phase three of the BRMI project by April 2018	100%	100%	High	100%
	Completion of the Business Intelligence Strategy by March 2018	Yes	-	High	-

### **Council Plan approach – Stand up for local people**

- Local people feel more in control of the work taking place to improve their communities and engage with councillors – The report highlights the Council's commitment to service its citizens with transparency and not put up unnecessary barriers. Progress in this area is reflected in the high rates of Freedom of Information Act requests responded to within deadline.

Council plan approach - Stand up for local people					
Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous
Local people feel more in control of the work taking place to improve their communities and engage with councillors	% FOIA requests responded to within deadlines	90%	85%	High	86%
	% of people who agree that they can influence decisions affecting the local area	64%	61%	High	59%

### Council Plan approach – Empower people and support their independence

- Fulfil our responsibilities and support those who need our services the most – The report shows the work to promote first call resolution within the Customer Service Centre for enquiries relating to Adult Social Care and Health. This has been accomplished through a project designed to ensure service users can be assessed quickly and easily, and achieve an outcome that best suits their needs.

9. As the Council moves to a new Chief Executive's Departmental Strategy further progress is expected to be made against the existing actions over the remaining six months of the year. Particular attention will be given to any Council Plan approach where delivery of an action has not yet been matched by a change in the measure of success linked to it. This will include:

### Council Plan approach – Spend money wisely

- The council makes best use of resources to deliver value for money – As set out in the appendix significant work has been completed to convert Internal Audit from an annual plan to a termly plan to ensure that services are working with appropriate levels of governance. While, overall, a satisfactory level of internal control continues to operate within the Council, this work is yet to be reflected in the related measure for the % of planned audits completed, due a combination of reduced resources and sickness within the department.

Council plan approach - Spend money wisely					
Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous
The Council makes best use of resources to deliver value for your money	% of planned audits completed	75%	90%	High	92%
	% of audit recommendations implemented	81% Priority 1 90% Priority 2	75%	High	88%

### Commitment 6 – People are healthier

- We have a healthy workforce – As highlighted in the appendix, the ongoing challenge of reducing levels of sickness based absence is still underway. Particular focus remains on the significant reduction in employee stress and stress related absence through enabling employees to improve their resilience and mental wellbeing.

Priority 2 - A great place to fulfil your ambition					
Commitment 6 - People are healthier					
Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous
We have a healthy workforce	Level of sickness absence	8.42	7.0	Low	8.42

10. The Committee is invited to consider the progress reported in the appendix and any further information that it might require.

### Other Options Considered

11. The matters set out in the report are intended to provide effective and proportionate performance management reporting to the Department and the Committee. This approach was agreed by the Improvement and Change Sub-Committee in March 2018 and no other options were considered

## **Reason/s for Recommendation/s**

12. The Council's Constitution requires each Committee to review performance in relation to the services provided on a regular basis. The recommendation contributes to this requirement.

## **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. There are no financial implications arising directly from this report.

## **RECOMMENDATION/S**

- 1) The Improvement and Change Sub-Committee consider the performance issues outlined in the report and whether any additional information or actions are required in relation to them.

**Nigel Stevenson**

**Service Director for Finance, Infrastructure & Improvement**

**For any enquiries about this report please contact:**

Matthew Garrard, Performance, Intelligence and Policy Team Manager

## **Constitutional Comments (xx)**

15. The Committee is the appropriate body to consider the content of the report. If Committee resolves that any actions are required it must be satisfied that such actions are within the Committee's terms of reference.

## **Financial Comments (xxx)**

16. 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







# Your Nottinghamshire Your Future Council Plan

## Resources Departmental Strategy

### Our commitments measuring our success

#### Council plan approaches

##### Council plan approach - Put local people at the heart of everything we do

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Services are shaped around the people who use them to reflect the way that they live their lives	Review the customer access strategy by 31 March 2018.	The Customer Access Strategy has been reviewed. A new Strategy is to develop this further with a view to presenting to members in early 2019/20 (Q1)				
	Develop a Council Transformation Strategy by June 2018	Yes	-	High	-	n/a
Information is shared so that residents can express their views and engage with decision-making	% of people who agree that they can influence decisions affecting the local area	31.0%	Increase	High	30.0%	n/a
	% of people who are satisfied with the way the Council runs things	64.0%	61.0%	High	59.0%	n/a

##### Council plan approach - Spend money wisely

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
The Council makes best use of resources to deliver value for your money	Implementation of the Medium Term Financial Strategy	This is a live document that is regularly updated and reported to Committee.				
	Achieve monthly budget monitoring within 5 working days	Monthly monitoring within 5 days has been dropped as a target. The Council will continue with the current 7 day cycle.				
	Unqualified audit opinion on statement of accounts and value for money	The Council has received an unqualified audit opinion on the 2017/18 accounts.				
	Regular updates of local government finances provided to committee	Finance Service report monthly to Finance and Major Contracts Management (MCM) Committee on financial matters.				
	Investment portfolio out performs benchmark (based on FTSE indices in various markets)	Reports on investment performance are reported to the Pension Fund Committee on a quarterly basis. Overall investment performance has been excellent with good returns.				
	Regular benchmark of services	Yes	-	High	Yes	n/a
		The Council subscribes and report annually to the Chartered Institute of Public Finance & Accountancy (CIPFA), through their benchmarking clubs these assess our services as a value for money offer in addition to our costs and performance against other local authorities. We benchmark on Procurement, Legal Functions, Estate Management, Information and Communications Technology, Human Resources, Finance, Communications, Corporate Services, Social Care and Audit.				
	% of people who agree that the Council provides value for money	46%	46%	High	45%	n/a
	% of planned audits completed	75%	90%	High	92%	n/a
	% of audit recommendations implemented	81% Priority 1 90% Priority 2	75%	High	88%	n/a
	Total debt level	£20m	-	Low	£26.2m	n/a
	% of debt greater than 6 months	31%	-	Low	22%	n/a
	% of services achieving their business objectives following completion of the Commercial Development Unit process	67%	-	High	-	n/a

Council plan approach - Be creative and work in new ways						
Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
The Council takes innovative and commercial approaches to service delivery	Income generated from sold services	The Business Support Centre (BSC) generates income throughout the year this not reported on a quarterly basis and the vast majority of the income is confirmed at year end.				
Technology and business intelligence are used to improve service delivery	Completion of phase three of the BRMI project by April 2018	100%	100%	High	100%	n/a
	Completion of the Business Intelligence Strategy by March 2018	Yes	-	High	-	n/a
Council plan approach - Stand up for local people						
Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Local people feel more in control of the work taking place to improve their communities and engage with councillors	Review and revise the Communications and Marketing Strategy	A revised Council Communications and Marketing Strategy is under development pending Member approval to support the delivery of the Council Plan and Departmental Strategy.				
	% of people who feel well informed about the services and benefits the Council provides	51%	55%	High	52%	n/a
	Number of urgent decisions taken	None	-	Low	None	n/a
	Approval of the Annual Governance Statement	Yes	-	Yes	Yes	n/a
	Number of waiver of financial regulations approved	3	-	Low	4	n/a
	Number of events attended by the Chairman	43	-	High	47	n/a
	% FOIA requests responded to within deadlines	90%	85%	High	86%	n/a
	% of complaints upheld	26.4%	n/a	Low	27.3%	n/a
	% of people who agree that they can influence decisions affecting the local area	64%	61%	High	59%	n/a
	% of divisional fund applications dealt within 10 days	75.26%	65.0%	High	80.71%	n/a
Priority 1 - A great place to bring up your family						
Commitment 2 - Children are kept safe from harm						
Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Children at risk are appropriately identified, supported and protected	% of child protection matters completed within 26 weeks of commencement	The Legal Services are not able to report performance for this quarter because of the temporary reprioritisation of resources to support the IICSA inquiry. The data for this quarter period will be available and reported on during the following quarter period.				
Priority 2 - A great place to fulfil your ambition						
Commitment 6 - People are healthier						
Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
We have a healthy workforce	Level of sickness absence	8.42	7.0	Low	8.42	
	% uptake of flu vaccinations	27.5% (2017/18)	40%	High	16.5% (2016/17)	70%
	Employee health checks	29 (Welbeck House, Lawn View)	-	High	-	n/a
Priority 4 - A great place to start and grow a business						
Commitment 10 - Nottinghamshire is a great place to invest and do business						
Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Increased economic productivity across the county	Measuring local spend on an annual basis					
	Payment of invoices within timescales	95%	95%	High	98%	n/a

# Your Nottinghamshire Your Future Council Plan

## Resources Departmental Strategy

### Our commitments measuring our success

#### Council plan approaches

##### Council plan approach - Put local people at the heart of everything we do

Success means	Council Plan Key Measures of Success	Progress
Services are shaped around the people who use them to reflect the way that they live their lives	We will review our customer access strategy to ensure it best reflects expectations of providing services that can be accessed easily and through the most appropriate means. Where possible we will continue to encourage services to move to digital access.	The Customer Access Strategy has been reviewed and some changes made. The recent changes in the Chief Executive's department has meant that we now need to look at this along with our Digital and Social Media Strategy, and combine these. Work is underway with a view to having this ready for members in Q4 with a launch in Q1 of 19/20.
	The development and delivery of a new strategy for transformation which will have at its core a set of principles, based upon those developed by central Government. These principles include understanding service users' needs and collecting feedback from service users to inform improvements.	The Council's Business Intelligence Strategy provides a platform for developing understanding of need to inform future Transformation. The Corporate Leadership Team and Extended Leadership Team have begun the process of reviewing the Council's approach to transformation and change.
Information is shared so that residents can express their views and engage with decision-making	Our high quality marketing campaigns are designed to engage residents with the work of the Council.	A number of high quality marketing campaigns have been undertaken throughout this period which are high performing against objectives. All campaigns are fully evaluated.

##### Council plan approach - Spend money wisely

Success means	Council Plan Key Measures of Success	Progress
The Council makes best use of resources to deliver value for your money	We will ensure the Council is financially robust and sustainable through the delivery of our Medium Term Financial Strategy, a balanced budget, and we will improve the quality of financial management support to departments.	The County Council continues to face significant financial pressures, but has delivered a balanced budget for 2018/19. The MTFS is regularly reviewed and updated and savings proposals are being identified to meet the budget gap over the next 4 years.
	Regular updates of local government finances provided to committee	Monthly reports are provided to Finance & MCM Committee. In addition regular reports are provided to Policy Committee.
	We will support the pension pooling process and ensure that the Nottinghamshire Pension Fund assets are protected.	The pooling process is well underway with the setting up of the jointly owned company LGPS Central Ltd. The transition of assets to the company has commenced. Regular reports on progress are taken to Pension Fund Committee.
	Through the Planning and Performance Framework we will monitor delivery of services and assess and report on value for money. The provision of business intelligence aligned to business process and good quality performance analysis will help departments identify potential areas for improvement.	The Planning and Performance Framework is monitored and reported regularly to Members and Senior Officers on the effectiveness of service delivery against agreed targets. The Council benchmarks the Medium Term Financial Statement against other local authorities to ensure the robustness of the MTFS reflects the current and future financial environment.

<p>We will undertake a programme of audits to seek assurances that services are working with appropriate levels of governance.</p>	<p>From 2018/19, Internal Audit converted from delivery of an annual plan to a termly (4-monthly) plan. Agreement and transition to this arrangement took place during Term 1 of 2018/19, therefore a separate plan for Term 1 (April to July 2018) was not identified. Nonetheless, a report is being presented to Governance &amp; Ethics Committee in November 2018 to report the outcomes of the Internal Audit work carried out in Term 1. This sets out 23 reports for which an audit opinion was issued on the level of assurance available. This confirmed that, overall, a satisfactory level of internal control continues to be in operation in the council.</p> <p>The Term 2 Plan (August to November 2018) is currently in progress, the outcomes of which will be reported to the Governance &amp; Ethics Committee in March 2019. The Term 3 Plan (December 2018 to March 2019) will be agreed by the Governance &amp; Ethics Committee in November 2018, and the outcomes will be reported in July 2019 as part of the Head of Internal Audit's Annual Report for 2018/19.</p> <p>The extent of coverage in the termly plans is currently being impacted by reduced availability of resources in Internal Audit (due to a combination of sickness and recruitment difficulties). These issues have been flagged up to CLT and the Governance &amp; Ethics Committee, along with the actions being taken to address them.</p>
<p>We will aim to reduce debt levels and long-term debt.</p>	<p>The debt recovery processes are divided between Sundry Debtors and Statutory debtors where charges are levied in accordance with the Care Act Legislation.</p> <p>Reminder cycles for overdue accounts are fully automated in the BMS system with staff workloads refreshed and allocated daily. These processes ensure that no overdue account goes unchallenged.</p> <p>Barriers to recovering charges which lead to higher debt levels are mainly associated with Statutory Debtors where benefit claim delays, access to managing financial affairs in cases of mental incapacity and income due from property assets prevent timely payments from debtors.</p> <p>However, Cipfa benchmarking returns do show that NCC are performing well in respect of costs, debtor days and recovery performance.</p>
<p>We will look to support the development of commercial opportunities across the Council and keep our approach to commercial development under review.</p>	<p>The development of a commercial strategy is being progressed which will set a framework for the development of commercial opportunities. A review of the Commercial Development project upon its completion will inform the future approach of commercial development.</p>

Council plan approach - Be creative and work in new ways		
Success means	Council Plan Key Measures of Success	Progress
The Council takes innovative and commercial approaches to service delivery	We will continue to explore opportunities to sell selected services to external organisations. This will include looking at the possibility of some shared service arrangements in the Resources department.	Three more services have been identified to undertake the Commercial Development Unit process as an outcome of the Services for Schools review. Services having already undertaken the process continue to be monitored and further services are being explored.
	Work will continue to optimise transactional activities and support the channel shift to on-line and self-serve options.	This is an ongoing process and success so far have included: <ul style="list-style-type: none"> <li>- Adding an online booking and payment facility for the removal of asbestos</li> <li>- Adding an online booking facility and payment to enable people to book onto 15-17 driver training</li> <li>- Enhancements to the Blue Badge process enabling customers to be able to order, be validated and apply over the phone for badges (this was a purely paper and cheque based service prior to this).</li> <li>- Scope and build work on an online form for professional safeguarding referrers (testing and go live in Q3)</li> <li>- Review and scoping the work required for the School Admissions pages</li> <li>- The development of social media campaigns raising awareness of what can be done online and how to do so</li> </ul>
	We will continue to explore new concepts, ideas, best practice and provide resources to support departments to carry out projects allowing them to explore new approaches.	Support for the further adoption of mobile working and automatic scheduling has continued. Multi disciplinary team environments have been supported in Mid Notts. The ICT business analysts have been supporting the central and departmental transformation teams in defining how the technology available to them can enable new process and efficiency improvements. The Council is also progressing with new data visualisations and types of business intelligence to support service delivery.
Technology and business intelligence are used to improve service delivery	The ICT strategy 2017-20 sets out the roadmap for how ICT will drive and support organisational change and transformation. The emphasis of the strategy is on delivering increasingly joined up services that are effective, affordable and designed around the needs of the service user.	New and improved services have been developed in areas such as the home first service, home based care service, day care services and MASH. These include technology solutions to better integrate our citizen facing technology such as the firmstep platform, with our back end systems such as Mosaic and Confirm(HAMS).
	The next phase of the Business Reporting Management Information project will build on the data warehouse and business intelligence hub which is making data more accessible and readily available.	Phase 4 of the BRMI project was tendered and contracted for. Delivery has progressed to support key Council areas of work, in particular the ASCH Change programme, the CFCS Change Programme and the revised Homecare service. Work is also focussed on knowledge transfer to Council staff from the project's technical partner, Acuma Solutions, and the potential incorporation of data from other council systems in the data warehouse, which will enable new and better analysis and reporting to be delivered.
	The emerging business intelligence strategy will provide a framework to ensure that decision making is underpinned by a timely, high quality, reliable evidence base.	The Council's Business Intelligence Strategy has been agreed creating a framework for how the Council's data and information is effectively managed. Through implementation of the Strategy the Business Intelligence is being developed to inform the delivery of services and high quality analysis leading to evidenced based decision making and experimentation with new data driven technology and data science techniques.

Council plan approach - Stand up for local people		
Success means	Council Plan Key Measures of Success	Progress
Local people feel more in control of the work taking place to improve their communities and engage with councillors	We will ensure that messages are communicated clearly, timely and effectively.	<p>Press releases issued to the media communicating key council messages and priorities 124 press releases</p> <p>Social media posts issued to support key council messages, priorities and campaigns Facebook: 404 posts Twitter: 571 tweets Instagram: 76 posts LinkedIn: 26 posts Total social posts: 1,077</p> <p>The number of people we have been following our social media channels Facebook: 11,485 page likes Twitter: 44,962 followers Instagram: 1,288 followers LinkedIn: 7,285 followers Total social followers: 65,020</p> <p>The number of Emailme bulletin issued to residents who have subscribed to various topics about Council information: 248 bulletins. The total number of Emailme bulletin subscribers: 64,351</p>
	Our open and transparent decision-making process means that members of the public are notified of decisions that the Council is to make, can attend Committee and Council meetings, and can speak to their local Councillors about any areas of concern.	All agendas for the Council's Public Committee and Full Council meetings continue to be published in line with legislative requirements. The public are able to access the agenda and reports online and to attend such meetings. Details of how Councillors can be contacted are maintained on the Councillors web pages on the internet.
	The Chairman is the first citizen of the County whose duty includes visiting all parts of Nottinghamshire in recognition of the work done by communities and individuals. The Chairman represents Nottinghamshire County Council at other public and civic occasions.	The Chairman is attending an increasing number of community events throughout the County, as well as representing the Council at other public and civic occasions.
	We investigate and respond to any complaints made and fully comply with the Freedom of Information Act and Environmental Information Regulations.	The Council responds to complaints in accordance with the Council's complaints procedures and responds to Freedom of Information and Environmental Information Regulation requests in a timely manner.
	We will continue to improve our information management to ensure that data is appropriately and securely processed, shared, stored and used to drive decision making.	Data Protection Officer and new Information Governance Team in place. E learning for all PC-using staff rolled-out and specific training undertaken for groups of staff, including elected members. Data protection impact assessments being undertaken for all new high risk personal data use. Discover and design work on an NCC-wide document management system initiated.
	We will consult with residents around important decisions, especially those linked to significant financial plans.	From 2 July to 30 September 42 consultations were carried out with a total of 2663 responses. 20 of these consultations were in regard to Traffic Regulation Orders.
	We will support Elected Members in the work they do for their local communities.	Democratic Services continue to support all 66 County Councillors, enabling them to represent their local communities to the best of their abilities.
Council plan approach - Empower people and support their independence		
Success means	Council Plan Key Measures of Success	Progress
Fulfil our responsibilities and support those who need our services the most	The Customer Service Centre will continue to develop the service provided to Adult Social Care, so that residents can access and be assessed for services they need quickly and easily.	The 3 Tier project has been successfully launched within ASCH with the Customer Service Centre picking up Tier 1 conversations (resolution, where possible, during the first call into the Authority). Current resolution rates have increased from 50-60% to 70-80%.
	We will champion the equalities agenda and ensure that appropriate equality impact assessments are carried out to assess the impact of a change to services or policy on people with protected characteristics.	The Council has championed the equalities agenda and been particularly successful in gaining recognition for this through the charity Stonewall. This includes being ranked as the 2nd highest Council and 22nd Overall organisation for workplace equality. The Council's LGBT Network continues to receive recognition and the former Corporate Director Resources was the East Midlands Equality Ally of the year, with the Council the East Midlands top performer. Proposed service changes are actively reviewed to ensure, where appropriate, equality impact assessments are correctly carried out and published in a timely manner.

### Priority 1 - A great place to bring up your family

#### Commitment 2 - Children are kept safe from harm

Success means	Council Plan Key Measures of Success	Progress
Children at risk are appropriately identified, supported and protected	The legal team will continue to review and refine our digital working arrangements with Nottingham Family Courts. We will continue to monitor the percentage of child protection matters completed within 26 weeks of commencement	Legal Services continues to actively manage the digital way of working with the Nottingham Family Courts. As soon as any issues are reported by staff, they are addressed immediately and resolved in consultation with the Nottingham Family Courts. This is so that issues do not adversely impact our ability to continue using e-court bundles in child safe guarding cases.

### Priority 3 - A great place to enjoy later life

#### Commitment 9 - People receive the right care and support at the right time

Success means	Council Plan Key Measures of Success	Progress
Services improve as a result of better integration of health and social care	One of the four business transformation themes of the ICT strategy is health and social care technology integration, which will support the delivery of the Sustainable Transformation Plan (STP) through a shared approach to developing technology infrastructures, sharing relevant information between health and care professionals where appropriate and automating workflows between health and social care services.	Following the successful implementation of workflow automation with King's Mill Hospital, including automatic referrals for patients who require a supported discharge, this has been successfully extended to Mansfield Community and Newark Hospitals ahead of target. Implementation in Bassetlaw hospitals is planned for early 2019 and the scope of work required to support implementation at Nottingham University Hospitals Trust has now been agreed.

### Priority 4 - A great place to start and grow a business

#### Commitment 10 - Nottinghamshire is a great place to invest and do business

Success means	Council Plan Key Measures of Success	Progress
Increased economic productivity across the county	In 2016/17 overall supplier spend was £622.188m. We will work to increase the use of the local supply market by holding pre-market engagement events prior to commencing individual procurement projects, and undertaking wider generic "meet the buyer" events aimed at enabling more organisations to feel empowered about tendering for locally-available work	<p>All procure that involve a full tendering process ie over the value of £25k have pre-market engagement events scheduled in as a standard approach.</p> <p>Generic meet the buyer events are run on a bi annual basis in collaboration with the East Midlands Chamber of Commerce and other local Public Sector Partners.</p> <p>Notts CC specific supplier engagement events are held on a more ad hoc basis as required.</p> <p>All events are advertised in the public domain at Source Nottss <a href="http://www.sourcenottinghamshire.co.uk/">http://www.sourcenottinghamshire.co.uk/</a></p> <p>Or through a partner agency</p>





7 January 2019

Agenda Item: 8

## **REPORT OF THE SERVICE DIRECTOR FINANCE, INFRASTRUCTURE AND IMPROVEMENT**

### **YOUR NOTTINGHAMSHIRE YOUR FUTURE - COUNCIL PLAN REVIEW OF PROGRESS IN 2018/19**

#### **Purpose of the Report**

1. This report provides the Improvement and Change Sub-Committee with an overview of the activity undertaken to support delivery of the Council Plan for the first six months of 2018-19.

#### **Information**

2. The Council Plan - Your Nottinghamshire, Your Future - sets out the strategic ambition for the future of Nottinghamshire and the Council. It is focused on the future of Nottinghamshire as a prosperous place where people want to live, work, visit and invest.
3. The Council Plan is the core component of the Council's Planning and Performance Framework. The Framework sets out that delivery of the Council Plan will be through four Departmental Strategies detailing the activity and key measures to achieve the Council's strategic ambition.
4. The Planning and Performance Framework also sets out how the Council will plan and manage its performance. The approach and format for reporting this was agreed by the Improvement and Change Sub-Committee on 12 March 2018.
5. Whilst the Council continues to operate in a challenging financial landscape with ongoing change to local authority funding coupled with many Council services experiencing continued increases in demand, this report represents the second update on delivery of the progress being made to deliver on the commitments in the Council Plan.

#### **Review of Progress**

6. Four new Departmental Strategies – Adults, Childrens, Place and Resources - were developed during 2017 and agreed by Policy Committee in January 2018. Part three of each Departmental Strategy sets out the contribution that it makes to the Council Plan.
7. For the Adults, Childrens and Place Strategies this is focused on the 12 Council Plan commitments, whilst the Resources Strategy makes a greater contribution to the 5 Approaches:

- Put local people at the heart of everything we do
- Spend money wisely
- Be creative and work in new ways
- Stand up for local people
- Empower people and support independence

8. The summary set out at Appendix A bring together an overview of performance against the Council Plan based on the key supporting activities and measures set out in each Departmental Strategy. Progress across the four priorities includes:

### **A Great place to bring up your family**

- Commitment 1 - The Council has brought forward a range of actions to further this commitment, many of which are at an early stage. Progress is not yet reflected across all of the performance measures with further improvement expected in areas that sit below the national comparator.
- Commitment 2 - Services contributing to this commitment are high performing with particular improvements in assessments timescales and looked after children health assessments. There are significant projects underway that contribute to this commitment including the development of a Regional Adoption Agency.
- Commitment 3 - Significant activity is being progressed to improve schools in Nottinghamshire – and to provide sustainable funding from future housing development through the implementation of the new Developer Contributions Strategy. Work is also focused on the retention of childcare provision to manage the financial impact on providers of the national extended childcare offer.

### **A Great place to fulfil your ambition**

- Commitment 4 – The Council has brought forward a number of initiatives as an employer - such as the Adult Social Care Workforce Plan - that both contribute to a thriving local jobs market and support future service delivery. Further progress with this commitment should increase the availability of data for performance management and target setting in the future.
- Commitment 5 – During the period the County hosted a major event – the Tour of Britain – contributing to the commitment and has commenced work on a wider Visitor Economy Strategy. A broad range of activity is underway across the commitment which will also be used to identify new data sets to support future performance management of progress.
- Commitment 6 – Overall improvements to public health take a longer period of time to evidence than most performance measures, however progress has been made against the contributing 'preventative' measures including take up of NHS Health Checks and reductions in smoking prevalence, overweight and physically inactive adults.

## **A Great place to enjoy later life**

- Commitment 7 - Significant work is underway across the commitment to support the independence, dignity and safety of older and vulnerable people. The related measure for the percentage of safeguarding services users who were satisfied that their outcomes were fully achieved has yet to reflect this work and additional focus is expected to be placed on this in the remainder of the year.
- Commitment 8 – A new Carers Strategy has been developed following consultation and an increased level of support was provided to improve access to the relevant benefits.
- Commitment 9 – Through the ‘three tier model’ and Home First Response service the Council has been improving access to the right care and support in Adult Social Care. The Council achieved one of the lowest rates of delayed transfers of care in the Country.

## **A Great place to start and grow a business**

- Commitment 10 – The Council has developed a number of programmes over the first part of the year including a Property Transformation Programme to look at how the Council’s assets can be used to contribute to this and other strategic priorities. Much of the work in this commitment will be delivered over a longer period with progress made establishing this during the early part of the year.
  - Commitment 11 – Progress against this commitment has included a mix of delivery of established programmes including the latest phase of Better Broadband for Nottinghamshire and work to explore opportunities for new programmes including 5G, full fibre broadband and terabit schools. Progress has also been made unlocking the benefits of HS2 in Nottinghamshire.
  - Commitment 12 – The Council has engaged with a range of partner organisations to develop skills and apprenticeship opportunities across Nottinghamshire. Expansion of these programmes will be explored further in the remainder of the year.
9. Progress against each individual Departmental Strategies is being considered by the relevant service committees. This covers all of the key activities and measures during the first six months of 2018-19
10. The Performance reporting to these Committees includes a narrative overview of progress, highlighting key performance outliers and also the context within which delivery had been progressed. As previously requested by the Improvement and Change Sub-Committee, Appendix B provides a summary of some of the performance highlights and challenges considered by these Committees across the key activities and measures of each Departmental Strategy.

11. The Improvement and Change Sub-Committee is invited to consider the progress made to date and any considerations regarding the ongoing performance management of delivery of the Council Plan.

### **Other Options Considered**

12. The matters set out in the report are intended to provide effective and proportionate performance management reporting to the Sub-Committee. This approach was agreed by the Sub-Committee in March 2018 and no other options were considered

### **Reason/s for Recommendation/s**

13. The Council's Constitution requires each Committee to review performance in relation to the services provided on a regular basis. The terms of reference of the Improvement and Change Sub-Committee include responsibility for monitoring performance of the Council Plan and the recommendation seeks to fulfil this requirement.

### **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.

### **Financial Implications**

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

## **RECOMMENDATION/S**

- 1) The Improvement and Change Sub-Committee consider the performance issues outlined at Appendix A and whether any actions are required in relation to the detail in the report.

**Nigel Stevenson**

**Service Director, Finance, Infrastructure and Improvement**

**For any enquiries about this report please contact:**

Matthew Garrard, Performance, Intelligence and Policy Team Manager

### **Constitutional Comments ([initials and date xx/xx/xx])**

16. Improvement and Change Sub-Committee is the appropriate body to consider the content of the report. If Committee resolves that any actions are required it must be satisfied that such actions are within the Committee's terms of reference.

**Financial Comments ([initials and date xx/xx/xx])**

17. 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







## Key activities that support delivery of the council plan

## Commitment 1 - Families prosper and achieve their potential



## Commitment 2 - Children are kept safe from harm

Success means	Activities to progress the outcome	Progress
Children at risk are appropriately identified, supported and protected	R The legal team will continue to review and refine our digital working arrangements with Nottingham Family Courts. We will continue to monitor the percentage of child protection matters completed within 26 weeks of commencement	Legal Services continues to actively manage the digital way of working with the Nottingham Family Courts. As soon as any issues are reported by staff, they are addressed immediately and resolved in consultation with the Nottingham Family Courts. This is so that issues do not adversely impact our ability to continue using e-court bundles in child safe guarding cases.
Improved outcomes for children, young people and families accessing our safeguarding and family services, as a result of high quality interventions	C Continue to review our social work practice in Nottinghamshire, including services for Looked After Children and Care Leavers, to ensure that we are delivering high quality social care at the best possible value	The quality of social work practice continues to be reviewed through both routine and thematic case audits and external audit. Practice issues identified through audit are addressed through bespoke support provided to teams by the department's Practice Consultants, as well as through additional training sessions. An example of the training provided to social workers over the April to September period includes "different conversation" training for looked after social workers and personal advisors to care leavers, which focusses on personalising care, and training on developing good quality, effective child protection plans.
Looked After Children and care leavers are well supported through improved placement provision, health services and learning opportunities	Continue to deliver a comprehensive set of recruitment and retention activities to enable further reductions in the number and cost of social work agency staff	During the 6-month period we have received 87 applications and recruited 28 new social work staff - though this period does include the summer months, when recruitment activity can quieten down considerably. Turnover within our hard to recruit to teams remains below 5% at the current time. Length of service statistics continue to improve, with 60% of the workforce in post for 5+ years. External advertising of our social work roles has been maintained via the BASW website, and recent inclusion in Professional Social Work magazine (a special focus on Court Team roles). Our link with local universities continues to generate a good level of graduate applications
Continued good quality, targeted youth services	Further improve the integration of social work and early help services so that families receive a more coordinated service and have the right level of support at the most appropriate time	In April 2018 a new step down process was launched, allowing for quicker transition of children from a Child Protection or Child in Need plan to an Early Help Plan with social workers able to pass directly to early help teams rather than coming via the Early Help Unit which lead to delays. To support the implementation of the changes managers from The Family Service have collocated with DCPT and Assessment teams on a regular basis. During Q2 a themed audit on cases stepping down from CSC was conducted and the results will be used to identify the strengths and areas for development of the current system.
	Transform our safeguarding board arrangements in accordance with the recommendations set out in the Wood Review	Work has been undertaken with the new 'safeguarding partners'(NCC/CCGs and Police) who have agreed to a new model to replace the existing NSCB arrangements. These arrangements will meet the statutory requirements of the children and social work Act 2017 and Working together 2018 (these reflect the accepted areas from the Wood review). The NSCB has been engaged in this process. The new arrangements will become live from January 2018 and formally replace the NSCB in April 2018.
	Cooperate with other East Midlands authorities to improve timeliness for children and young people waiting to be adopted	Nottinghamshire continue to engage with the East Midlands Adoption Consortium to ensure choice for children. Within the D2N2 partnership we are working co-operatively in the recruitment and assessment of adopters. Nottinghamshire, Nottingham, Derby and Derbyshire are working towards forming a regional adoption agency. Adoptive families are shared between these authorities, to maximise opportunity to place children without delay, and links are established with Leicester, Leicestershire, Lincolnshire and Rutland, to do the same. Nottinghamshire timeliness continues to improve, whilst also placing children who have waited a substantial period of time for the right adoptive placement.
	Launch a Social Impact Bond to help young people remain out of care and/or to transition from residential to foster care placements	The County Council has led and managed a joint procurement exercise with Nottingham City and Derby City Councils to procure a provider and social investor to deliver the SIB intervention programme to help young people remain out of care and/ or transition from residential to foster care placements. A preferred bidder has been selected work is progressing towards formal contract signature alongside the necessary mobilisation activity to enable referrals from the 3 Councils into the SIB programme.



### Commitment 3 - Children and Young People go to good schools

Success means	Activities to progress the outcome	Progress
Children and young people are provided with sufficient early years provision and school places in their local communities	A We will commission a Healthy Families Programme to support school readiness, secure improved emotional and physical health of school age children, and contribute to reducing the number of young people not in education, employment or training due to unplanned pregnancy.	A HFP for 0-19's was commissioned and the contract commenced on 1st April 2017. The range of activity includes: • Level one interventions for emotional and mental health issues including depression, low mood, self-harm, anxiety, risk-taking behaviour, and anger management, working closely with schools and families • Support around healthy relationships, contraception and sexual health, including pregnancy testing and chlamydia screening In addition, bookable Healthy Child sessions for parents/carers of primary school age children provide further access to one to one support; drop-in sessions for young people are established in or near each secondary school.
Vulnerable children are less likely to miss education		
Educational outcomes for vulnerable children improve	C Create additional high quality sustainable childcare places, to ensure adequate sufficiency levels to meet increasing demand for funded childcare following new duties placed on LAs	The 2018 Childcare Sufficiency Assessment identified that there are sufficient childcare places to meet demand in all but 1 ward. The challenge for Nottinghamshire is to fill the childcare places already in existence and this is particularly problematic in areas of disadvantage.  Work to retain existing childcare provision is also a priority with many preschools and childminders now struggling financially since the launch of the new extended childcare offer. The Business Sustainability Officer is providing support and guidance to these settings to prevent the closure of childcare settings.
More than 90% of Schools are classified as Ofsted "good" or "outstanding"		
Fewer young people are not in education, employment or training (NEET)	Work with key partners to successfully implement the Early Years Improvement Plan to close the attainment gap and prepare children for school	The Early Years Improvement Plan 2018-20 will be refreshed in the new financial year. Two priority work streams have been developed which focus on improving attainment of target groups; and increasing parental engagement in home learning.  The Early Years Foundation Stage Profile has identified that increasing numbers of children are achieving a good level of development, and the attainment gap between children eligible for FSM and their peers is starting to reduce. However, the challenge for Nottinghamshire is to increase the attainment of target groups and to consider the needs of summer born children who are the largest cohort who do not achieve a good level of development.  There has been an increased focus by all partners on literacy in the early years, closing the word gap and speech, language and communication needs.
	P Ensure delivery of high quality, good value school places to meet basic need	New School Bestwood: The project commenced on site on 28 August 2018, with a forecast completion date of 30 August 2019. The contractor on site is currently forming foundations for the structure. Replacement of Newark Orchard School and Newark Day Service: A new 140 place Special School to replace the existing Orchard School. The school is to be capable of expansion in the future, to at least 170 places. The County Council is also committed to providing a new, replacement Day Service. A series of stakeholder and public pre-planning information events took place week commencing 8 October 2018. These were positively received. The planning application for both the replacement school and Day Service has subsequently been submitted.
	Devise and agree a revised Developer Contributions Strategy	The revised Developer Contributions Strategy was adopted as council policy at the September meeting of Policy Committee. Work is underway with developers and partner authorities to ensure that the strategy is considered as part of any discussions about the impact of development proposals
	Review of the Catering and Facilities Management service delivery model including for the provision of school meals	The review of the Catering and Facilities Management service delivery model including the provision of is proceeded. A full management restructure has been completed. A business case has been commissioned to carry out an option appraisal. This will produce a draft report in December 18 for a final decision in March 19.



# Your Nottinghamshire Your Future Council Plan

## Priority 2 - A great place to fulfil your ambition

### Our commitments measuring our success

#### Commitment 4 - Nottinghamshire has a thriving jobs market

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
People leave education with better qualifications and skills	A Number of people supported by the Council in apprenticeships and placements related to social care and public health	43 (11 Public Health, 23 apprenticeships in ASCH, 9 Social Work placements)	-	Maintain at same level	-	-
More people are in higher paid and skilled jobs		328 (Number of people supported by I-work team at period end)	-	High	324	-
More apprenticeships available for people of all ages	P Number of apprenticeship opportunities available	Total: 4,720 Under 19: 1,460 19-24: 1,380 25+: 1,840	-	High	-	-
More graduates choose to stay in Nottinghamshire for further work or study		200+ new courses planned for Autumn term for ages 19+	-	High	-	-

#### Commitment 5 - Nottinghamshire is a great place to live, work, visit and relax

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
People live in communities supported by good housing and infrastructure	A The fraction of deaths in adults attributable to air pollution	5.7% (2016)	Reduce	Low	-	5.3% (2016)
	Proportion of adults with learning disabilities who live in their own home or with their family	74.80%	76.0%	High	74.2%	75.4%
People enjoy a wide range of leisure and cultural activities	P % of household waste sent to reuse, recycling or composting	43.40%	45.50%	High	43.70%	-
	Number of flood risk projects completed within timescale	10	-	High	-	-
People can travel safely and quickly across urban and rural Nottinghamshire	Number of properties with enhanced levels of flood Protection	236	-	High	51	-
	Satisfaction levels at Rufford Abbey Country Park	97.90%	90%	High	93%	-
	Number of visits to libraries	1,262,601	2,500,000	High	1,317,931	-
People look after and enjoy the local environment	Total value of successful bids for government funding for transport and highways projects	£20,304,000	-	High	-	-
	% of transport projects within target	100%	-	High	100%	-

#### Commitment 6 - People are healthier

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Healthy life expectancy increases	A Average number of years people live in good health (male/female)	61.7 (male) 62.4 (female) 2014-16	Increase	High	61.7 (male) 62.4 (female) 2014-16	63.3 (male) 63.9 (female) 2014-16
Life expectancy rises fastest in those areas where outcomes have previously been poor	Reduction in the proportion of adults who smoke, are overweight, or who are physically inactive.	15.1% (2017) 64.4% (16/17) 23.2% (16/17)	Reduce	Low	15.7% (2016) 64.4% (16/17) 23.2% (16/17)	14.9% (2017) 61.3% (16/17) 22.2% (16/17)
We have a healthy workforce	Smoking prevalence   Overweight adults   Physically inactive adults					
	Proportion of eligible population who are offered / invited an NHS Health Check	Cumulative offered a health check: 57.7% Cumulative uptake of offer: 58.8% (2014/15 Q1 – 2018/19 Q1)	66% (invites) 66% (uptake) (Targets as from 2018/19)	High	Cumulative offered a health check: 56.4% Cumulative uptake of offer: 56.7% (2014/15 Q1 – 2017/18 Q1)	Cumulative offered a health check: 76.7% Cumulative uptake of offer: 48.3% (2014/15 Q1 – 2018/19 Q1)
	R Level of sickness absence	8.42	7.0	Low	8.42	-
	% uptake of flu vaccinations	27.5% (2017/18)	40%	High	16.5% (2016/17)	70%



# Your Nottinghamshire Your Future Council Plan

## Priority 2 - A great place to fulfil your ambition

### Key activities that support delivery of the council plan

#### Commitment 4 - Nottinghamshire has a thriving jobs market

Success means	Activities to progress the outcome	Progress
<p>People leave education with better qualifications and skills</p> <p>More people are in higher paid and skilled jobs</p> <p>More apprenticeships available for people of all ages</p> <p>More graduates choose to stay in Nottinghamshire for work or further study</p>	<p>A We will promote careers in social care and public health for young people, through apprenticeships and placements</p>	<p>The Adult Social Care Workforce Plan for 2018-20 was approved at committee in September 2018. One of the key priorities within this is to focus on recruitment and retention of core roles, ensure effective leadership and succession planning in relation to an ageing workforce and career pathways, and this will involve improvement in the number and range of apprenticeships and range of work experience available in the Department. There have been 2 interns from the Change 100 programme in the department and both have secured fixed term contracts with the Adult Social Care and Health department. Change 100 brings together the UK's top employers and talented disabled students and graduates to offer three months of paid work experience. Public Health provides placements as part of rotational training programmes for Public Health Consultants and for doctors. In the period April-Sept the division hosted two FY2 doctors, three Public Health Registrars, and two GPs on a fellowship placement. Public Health also provides shorter work experience placements for local students. From July to September it provided part-time placements for three students on the Masters in Public Health course at Nottingham University. There was also one short term work experience placement for a local graduate interested in a career in Public Health analysis. The Public Health division continued to contribute to development of a national apprenticeship framework for Public Health practitioners. The full apprenticeship standard was submitted on 26 September. Once the framework is approved, the division will examine arising vacancies for suitability to be offered as apprenticeships.</p>
	<p>We will work with partners and the wider community to improve the number of adults with disabilities in meaningful employment</p>	<p>The Council has approved considerable investment from the capital programme to support the redevelopment of the County Horticulture service which provides employment and training opportunities for people with disabilities. This will involve some rationalisation of the existing service model, but expansion plans at the main Brooke Farm site will increase the number and range of work experience opportunities available. The Council's I-Work Team continues to support more people into employment on a year on year basis. The NES team for younger adults with disabilities works with individuals to increase their independence and reduce their reliance on social care services for up to 12 weeks; this includes preparing for and connecting people with opportunities for voluntary and paid work, and there have been a number of success stories with regard to this.</p>
	<p>P Work with partners and business to develop the Apprenticeship programme</p>	<p>This is proceeding via the Compact Agreement with the local Universities and internal teams within Place, plans afoot to regularise meetings to develop a County position.</p>
	<p>Develop an action plan for expanded delivery with Futures Advice, Skills &amp; Employment and INSPIRE, related to skills</p>	<p>A dedicated 'skills' lead has been appointed to the Growth and Economic Development Team to develop the action plan for expanded delivery with Futures and INSPIRE. Work is underway in developing bid submissions aligned to Council priorities, following the recent launch of EU funds</p>
	<p>Implementation of the Area Based Review's recommendations, including addressing quality and the alignment of the curriculum with employer needs</p>	<p>The reviews were intended to enable a transition towards fewer, larger, more resilient and efficient providers, which are more specialised and collaborate more effectively. The college mergers took place and colleges have developed their strategies and relationships to other colleges. This has acted as a stimulus for working collaboratively and the additional skills resource within the Growth &amp; Economic Development Team will have as part of her responsibility reaching out to the FE sector to align with working with our internal education, learning &amp; skills section.</p>





## Commitment 5 - Nottinghamshire is a great place to live, work, visit and relax

Success means	Activities to progress the outcome	Progress
<p>People live in communities supported by good housing and infrastructure</p> <p>People enjoy a wide range of leisure and cultural activities</p> <p>People can travel safely and quickly across urban and rural parts of the county</p> <p>People look after and enjoy the local environment</p>	<p><b>A</b> We will work with partners to develop housing, built environment, and transport which supports healthy lifestyles and reduces exposure to poor air quality.</p> <p>We will work with partners to develop housing that will meet the needs of an ageing population and increasing numbers of people with disabilities.</p>	<p>NCC Public Health and Planning are updating the county's Health &amp; Wellbeing Board-endorsed spatial planning and health framework in line with local and national policy changes. This is due to be completed in December 2018.</p> <p>During Q2 Public Health provided advice on 7 Neighbourhood Plans, 1 Development Brief and 1 Local Plan.</p> <p>The commissioned Obesity Prevention and Weight Management Service is supporting the Travel Choices workplace travel planning initiative in Newark &amp; Sherwood and provided health &amp; wellbeing support in the first business worked with during Q2.</p> <p>NCC Public Health-led refresh of the County &amp; City air quality strategy commenced in Q2, which aims to have a refreshed document for consultation by January 2019.</p> <p>The Housing with Care Strategy for older adults was approved by Policy Committee in June 2018. Work continues with partners to seek appropriate opportunities to develop more schemes across the county. For younger adults work is well underway to develop a younger adults' accommodation strategy, which will be presented to committee for approval in due course. The department has recently secured £25k (funded by the Improved Better Care Fund) to enable a consultant to work on a countywide housing strategy, concentrating on supported accommodation but also looking at how the wider housing market can contribute to meet the needs of vulnerable adults and how disabled facilities grants may be better utilised across the county to keep people living in the community.</p>
	<p><b>P</b> Develop and deliver the 'Investing in Economic and Social Regeneration' commissioning programme</p>	<p>Again this is one of our Commissioning Programmes and there are a number of activities taking place in order to achieve this, as well as the items listed below other progress is:</p> <ul style="list-style-type: none"> <li>• A visitor economy strategy is under development based on three strategic priorities of: creating compelling places to visit; building private sector marketing capacity, and; extending the benefits of tourism.</li> <li>• The Council is reviewing its office accommodation and modelling future portfolio options. This work identified an opportunity relating to Sir John Robinson House (SJRH), which could result in this building being surplus to operational requirements. In the event of this occurring, an alternative and appropriate use for the building needs to be secured. Focus Consultant's have been appointed to guide the strategic future of SJRH and is producing a number of detailed assessments and supportive evidence over two phases. The first phase a rigorous market assessment of the current demand and supply for office and workspace. The second phase relates to the feasibility and EU funding detailed submission work.</li> <li>• An integrated strategic model for health and work in Nottinghamshire is under development with Public Health colleagues. An immediate priority is preparing a bid for the anticipated D2N2 funding calls. Our longer term approach aims to develop a more coordinated and joined up programme around health and work, which has clarity around health need, existing delivery, gaps and actions required to improve productivity.</li> </ul>
	Develop a Heritage Strategy	<p>This has now been combined with the work to develop a visitor economy strategy as the two are closely linked. This has now been combined with the work to develop a visitor economy strategy as the two are closely linked.</p> <ul style="list-style-type: none"> <li>• Support the continued operation of the Greenwood Community Forest partnership</li> </ul>
	Support the Tour of Britain event 2018	The 2018 Nottinghamshire Stage of the Tour was successfully delivered on 8th September, with over 250,000 people watching the event live. Initial estimates indicate an overall positive economic impact of £3m+ for the event.
	Open an additional Household Waste Recycling Centre for residents of Rushcliffe	Site searches continue, and Veolia, as the Councils key waste contractor, has commissioned a specialist planning consultant to help identify a suitable site. The work is due to be complete in the next few weeks.



Review and monitor Flood Risk Assessments and plans for towns and villages at risk	Flooding experienced throughout Nottinghamshire over the past decade has demonstrated the vulnerability of local communities. The Flood Risk Management Team are actively undertaking and reviewing flood risk assessments and planning matters throughout the county, working with other risk management authorities to manage all flood risk in a join-up way. We are developing initiatives in partnership with other organisations, including the seven District and Borough Councils, the Environment Agency, Severn Trent Water and Town and Parish Councils to help ensure the residents of Nottinghamshire more resilient.
Deliver a comprehensive and efficient Public Transport network in partnership with commercial providers, community providers and County Council fleet	Communities and Place Committee has approved a new staffing structure to support the Transport Review and the development of future transport provision. TTS continues to work with commercial operators and Community Transport providers to identify opportunities to improve transport provision across the County.
Bid for Clean Bus Technology Fund and Low Emission Bus Scheme to reduce NOX emissions and improve Air Quality	The bid for the Clean Bus Technology Fund was successful and the operators have started their retrofit programmes to reduce exhaust Emissions. A second bid to the Low Emission Bus Scheme has been completed for four electric buses and the outcome of the bid should be known by December 2018.
Invest in reducing our own energy usage, increasing energy efficiency and reducing cost	We are launching a '4PM Power Down' campaign across Council offices. This will be trialled during Green Great Britain Week, 15-19 October. It aims to save energy and cut costs at the most expensive time of the day. We are also continuing to invest available capital, including that from our revolving load fund, LAEF, in energy saving projects. These include a low energy lighting and an upgraded and networked Building Energy Management System to control heating across our major sites.
Support the continued operation of the Greenwood Community Forest partnership	The Greenwood Community Forest Partnership continues to operate, although in a different format, support for the community groups continues. The 2018 Greenwood awards ceremony will be held at the beginning of October 2018.
Bring forward revised Minerals and Waste Local Plans for approval	Minerals Local Plan – the six week consultation for the draft local plan has just ended. The consultation responses are currently being considered prior to the production of the Submission draft plan. Waste Local Plan – This is a joint plan with Nottingham City Council. A cross authority members working group has been established. The first stage of the plan, an Issues and Options consultation will take place early 2019
Review and monitor Local Transport Strategy (LTP) to ensure efficient use of entire network	The LTP contains an extensive set of outcomes to monitor progress towards its stated objectives and targets. Data is collected annually to allow the efficient use of the network to be reviewed.

### Commitment 6 - People are healthier

Success means	Activities to progress the outcome	Progress
<p>Healthy life expectancy increases</p> <p>Life expectancy rises fastest in those areas where outcomes have previously been poor</p>	<p>A We will commission services which provide support for residents seeking a healthier life-style including reducing their exposure to substance misuse, tobacco, excess weight and low physical activity, and sexually transmitted infections.</p>	<p>The Council has continued to review and commission services which provide support for residents seeking a healthier life-style including reducing their exposure to substance misuse, tobacco, excess weight and low physical activity, and sexually transmitted infections.</p>



# Your Nottinghamshire Your Future Council Plan

## Priority 3 - A great place to enjoy later life

### Our commitments measuring our success

#### Commitment 7 - People live in vibrant and supportive communities

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Older people are treated with dignity and their independence is respected	A Number of adults referred/linked to community resources to promote independence and social inclusion	1276	-	High	-	-
	% of safeguarding services users who were satisfied that their outcomes were fully achieved	70.90%	80%	High	-	-
Our most vulnerable residents will be protected and kept safe from harm	P Number of tailored interventions to protect vulnerable residents	229	250	High	180	-
	Increase in number of approved traders	2	-	High	3	-
Communities will support each other through volunteering and involvement in local organisations						

#### Commitment 8 - People live independently for as long as possible

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Carers receive the support they need	A Number of carers given advice and information	3329	-	-	1922	-
	Number of carers who are supported	1996	-	-	1012	-
People will have the opportunity to live independently in their local community	Number of people who receive financial or benefits advice	1681 (through Adult Access team); 606 (Adult Care Financial Services)	-	High	-	-
	Number of people who receive short term services to recover, recuperate and maximise independence	1856	-	High	1052	-
Better access to financial advice so that older people can make more informed decisions						

#### Commitment 9 - People can access the right care and support

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
	Proportion of people whose needs are resolved at the first point of contact	75.00%	-	High	-	-
	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services (effectiveness of the service)	82.40%	80.0%	High	80.6%	82.70%
	Average daily rate of delayed transfers of care attributable to social care	0	0.7	Low	0.1	-



# Your Nottinghamshire Your Future Council Plan

## Priority 3 - A great place to enjoy later life

### Key activities that support delivery of the council plan

#### Commitment 7 - People live in vibrant and supportive communities

Success means	Activities to progress the outcome	Progress
Older people are treated with dignity and their independence is respected	A We will work with people to connect them to their community and local networks in order to remain as independent as possible.	The Connect services are aimed at older people and people with long term conditions to provide early interventions to promote good self-care and continued self-management. The service is provided by three external organisations, who each cover one part of the county. They provide brief interventions and up to three months' support to improve health management; promote independence; address the impacts of social isolation; support people to live in safe and suitable accommodation; and improve economic well-being. Feedback shows that the most common achieved outcome is around income maximisation, with the people in Mid Notts alone supported to access over £20,000 in additional weekly benefits, the equivalent of over £1 million per year during 2017/18. The service also works closely with the Council's Falls Prevention project to identify individuals at risk of falls and advise and support on actions to reduce this risk.
Our most vulnerable residents will be protected and kept safe from harm	We will work with people to ensure they feel safe in their homes and communities. Where people experience abuse and neglect, we will provide support that is responsive to their needs and personalised	The department continues to undertake a regular audit three times a year whereby peers review the safeguarding practice of their colleagues and provide feedback. This allows the department to identify good and excellent practice which can be shared as well highlighting areas that require attention and improvement, such as increasing the number of people who felt their outcomes had been fully met as above. There has been an increase in the number of advocates involved in safeguarding enquiries where this is relevant, meaning those individuals who have difficulty in engaging with the safeguarding process are supported to do so.
Communities will support each other through volunteering and involvement in local organisations	Deliver and evaluate the Age Friendly pilot	Evaluation has now been completed by Nottingham Trent University, and has identified the project as being a unique approach to Social Prescribing combining a resident-centred model with a programme of community activation. Analysis identifies that an overall saving of £1.26 per £1 spent (£243k spent) has been delivered from improved health and reduced care costs. In addition, the economic benefit of volunteering as a result of the programme may be £200k. The evidence demonstrates the fundamentally important service now provided to older isolated individuals, and the transformative impact it has had. Quantitative evidence demonstrates the improvements in participants' health.
	Using Trading Standards powers and our community safety service to protect vulnerable residents, build resilience and independence	Nominated Neighbour - this scheme now has 53 Nominated Neighbours giving vulnerable individuals support, and has recently been set up for residents in a retirement housing complex with the complex manager acting as the Nominated neighbour. The Service is currently engaging with other complex housing managers to join the scheme. Leaflet for the Bereaved - a new leaflet is being developed on 'Doorstep Crime and Scams' which informs residents on what to look for and how to protect themselves from uninvited doorstep callers and be aware of the various forms of scams.
		Friends Against Scams - these vulnerable residents have been supported where concerns have been raised by friends or relatives to help prevent the victims from handing further monies to the perpetrators. Prosecution - One individual recently received a 21 month prison sentence following an investigation where 2 victims were targeted and paid £12,800 in total for unnecessary and substandard roofing work. The service are working with Nott's Watch volunteers to support local residents to overcome isolation and loneliness. Together they are encouraging people to volunteer more within their communities.





### Commitment 8 - People live independently for as long as possible

Success means	Activities to progress the outcome	Progress
Carers receive the support they need	A We will provide support for carers	Following considerable consultation work with carers, partners and the Council's workforce to identify what carers value and how they would like to see services develop in the future, a new Carers' Strategy has been produced to cover the period 2018-2020. It has also informed development of a revised carers support offer, to be implemented by April 2019. This will include changes to the Council's assessment and support planning process as well as its commissioned information, advice and support services.
People will have the opportunity to live independently in their local community		Up to end of August a total of £2.4m in benefits has been achieved as a result of support from the Council's benefits advice staff in the Adult Access Service. The Adult Care Financial Service teams have supported people to claim £6,000 per week in eligible benefits.
Better access to financial advice so that older people can make more informed decisions	We will provide information, advice and guidance to support people to live independently	Following a review of the Independent Financial Information and Advice Service delivered by Age UK Nottingham and Nottinghamshire, a decision was taken to bring the sign-posting and support function in-house, utilising more effectively the existing skills and capacity held within the Customer Service Centre, the Benefits Advice Team and NottsHelpYourself. From June 2018 the Customer Services Centre began providing information regarding the importance of receiving independent financial information and advice directly to people contacting the Council. Between July and Sept 2018 50 self-funders received advice and were directed to independent financial advisers and other sources of information and advice.

### Commitment 9 - People can access the right care and support

Success means	Activities to progress the outcome	Progress
People's needs are met in a quick and responsive way	A We will provide good quality advice, information and support to people with disabilities and long term health conditions to enable them to lead productive and independent lives for as long as possible	The department continues to roll-out the implementation of the three tier model, which is a new way of delivering social care whereby staff have a conversation with an individual to identify the reason for their initial phone call and to see what short term solution or community resource will be available to meet that need. In addition social care clinics are operating across all 7 districts for older adults and the majority of younger adults with the aim of providing a response to people as quickly as possible after they contact the Council.
Services improve as a result of a better integration of health and social care	We will provide intensive support at times of crisis and care needs will be reviewed once the immediate crisis has passed.	The Home First Response service is a short term rapid response home care service which supports people who have social care needs in their own home for up to seven days. There are two parts to the service: hospital discharge and community crisis, which is for people who are at home but at risk of being unnecessarily admitted to hospital or short term care due to a short term crisis. The service has a reablement and enablement approach to service delivery. Within this period 729 people have been supported by the service.
	We will work with the health service colleagues to provide more seamless services (where there is a benefit), with people at the centre of the care and support provided.	Nottinghamshire has continued with its good performance in relation to delayed transfers of care from hospitals across the county. In July we were 11th best performing council (of 151 local authorities) in the country. In March 2018 Nottinghamshire was announced as one of three sites to pilot a proactive and joined up approach to assessment and support planning for people with health and social care needs, and offering more integrated personal budgets for health and social care funding. The aim of this work is to ensure people receive better and more joined up care across health and social care boundaries.
	R One of the four business transformation themes of the ICT strategy is health and social care technology integration, which will support the delivery of the Sustainable Transformation Plan (STP) through a shared approach to developing technology infrastructures, sharing relevant information between health and care professionals where appropriate and automating workflows between health and social care services.	Following the successful implementation of workflow automation with King's Mill Hospital, including automatic referrals for patients who require a supported discharge, this has been successfully extended to Mansfield Community and Newark Hospitals ahead of target. Implementation in Bassetlaw hospitals is planned for early 2019 and the scope of work required to support implementation at Nottingham University Hospitals Trust has now been agreed.



# Your Nottinghamshire Your Future Council Plan

## Priority 4 - A great place to start and grow a business

### Our commitments measuring our success

#### Commitment 10 - Nottinghamshire is a great place to invest and do business

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
An increased amount of inward investment in the county	P Number/value of successful investments - Business births - Five year survival rates	Business Births: 3,475  Survival rates: 1,085 (45.1%)	-	High	Business Births: 3,840  -	-
High quality business accommodation is available for businesses to start and grow						
Increased economic productivity across the county	R Payment of invoices within timescales	95%	95%	High	98%	-
More visitors spending more money in our count						
Increased economic vibrancy and improved appearance of market						

#### Commitment 11 - Nottinghamshire is a well-connected county

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Improved roads and transport infrastructure with better connectivity across the county and region	P % of highway capital programmes delivered on target	100%	-	High	-	-
	Total value of successful bids for broadband	Awaiting EAFRD bid results - £1,000,000	-	High	-	-
Improved superfast broadband coverage	Total value of NCC investment on broadband programme	£163,589	-	-	£1,332,833	-
Local people have the right skills to benefit from employment opportunities	Total value of successful bids for government funding for transport and highway projects	£20,304,000	-	High	-	-

#### Commitment 12 - Nottinghamshire has a skilled workforce for a global economy

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
People have a higher level of skills  There is a flexible and varied workforce that is able to meet the needs of local businesses in the future	P Number of apprenticeship opportunities taken up	Under 19: 1,460 19-24: 1,380 25+: 1,840 Total: 4,720	-	High	-	-
	Number of adult learners	825 enrolments with a further 1653 course bookings	7000	High	2,427	-
	Care Leavers in employment	18.50%	-	High	-	-



# Your Nottinghamshire Your Future Council Plan

## Priority 4 - A great place to start and grow a business

### Key activities that support delivery of the council plan

#### Commitment 10 - Nottinghamshire is a great place to invest and do business

Success means	Activities to progress the outcome	Progress
<p>An increased amount of inward investment in the county</p> <p>High quality business accommodation is available for businesses to start and grow</p> <p>Increased economic productivity across the county</p> <p>More visitors spending more money in our county</p> <p>Increased economic vibrancy and improved appearance of market towns</p>	P Deliver the D2N2 Growth Hub business support programme	In July 2018, Policy Committee approved the County Council as a partner in the Growth Hub 2.0 bid for European funds and a contribution of up to £193,561 to be allocated from the Growth and Economic Development base budget over the period 2019-2022, towards the £11.7 million total programme. Officer negotiations currently underway to decide the operational management arrangements to consider and finalised the partner agreement and outcomes
	Generate investment opportunities and trade as part of the Midlands Engine and Friendship Agreement with China	The Council's Friendship Agreement and links with the Zhejiang province have been central to the Midlands Engine China Strategy, particularly because the Friendship Agreement complements the work of the City of Nottingham and the University of Nottingham in Ningbo, which is the second city of Zhejiang. The Chief Executive has been invited to join a Midlands Engine Trade Mission to China from 23 to 30 November 2018
	Develop and deliver the 'Investing in Economic and Social Regeneration' programme	Work is progressing to develop our proposition relating to Investing in Economic and Social Regeneration' programme. Performance management of the programmes constituent parts and ensuring that robust mechanisms are in place to ensure effective oversight and accountability
	Develop a Visitor Economy Strategy and delivery plan	The emerging themes of the Council's Strategy to grow Nottinghamshire's Visitor Economy (supported by Blue Sail Consultants) were presented to September 2018 Policy Committee. Two primary market have been identified (a) Country loving traditionalists and (b) active family fun seekers. There are additional opportunities via the forthcoming 202 400th commemoration of the sailing of the Mayflower to help capitalise on international tourism via the IIS and domestic market
	In 2016/17 overall supplier spend was £622.188m. We will work to increase the use of the local supply market by holding pre-market engagement events prior to commencing individual procurement projects, and undertaking wider generic "meet the buyer" events aimed at enabling more organisations to feel empowered about tendering for locally-available work	All procure that involve a full tendering process ie over the value of £25k have pre-market engagement events scheduled in as a standard approach. Generic meet the buyer events are run on a bi annual basis in collaboration with the East Midlands Chamber of Commerce and other local Public Sector Partners. Notts CC specific supplier engagement events are held on a more ad hoc basis as required. All events are advertised in the public domain at Source Notts <a href="http://www.sourcenottinghamshire.co.uk/">http://www.sourcenottinghamshire.co.uk/</a>
	Develop and adopt a D2N2 Town Centre Strategy	The N2 Town Centre Programme was approved in January 2018. Agreements are in place. External assessors - Genecon - have undertaken business case assessments for all the projects within the Programme. A Programme Board has been established and the inaugural meeting held. We have now reached the stage where projects are being approved and delivery is getting underway. The first project being Mansfield Old Town Hall.
	Develop a Property Strategy and Asset Management Plan to align use of Council Assets to strategic priorities	A Property Transformation Programme commenced in April 2018 with the appointment of Turner & Townsend in June 2018. One Strand of this programme is the Corporate Property Strategy. The Strategy will be presented at Policy committee in October 2018. The Strategy will provide an overarching, coherent plan to set out how the Council estate will support the delivery of Council and Place targets.
	Lead the Nottinghamshire strand of the OPE North Midlands Partnership	The County Council continues to play a pivotal leadership role as a lead partner in the governance of the OPE North Midlands Partnership and is hosting the N2 OPE Programme Manager post. A key outcome of the N2 element of this partnership is providing a structure and practical support for all public sector partners across the county area to work more collaboratively to make the most effective and efficient use of their property assets as well as developing specific proposals.



**Commitment 11 - Nottinghamshire is a well-connected county**

Success means	Activities to progress the outcome	Progress
Improved roads and transport infrastructure with better connectivity across the county and region	P Develop and deliver the 'Investing in Opportunity Areas' and 'Economic and Social Regeneration' commissioning programmes	Progress against this commissioning programme is listed under commitment 1.
Improved superfast broadband coverage	Lead the development of HS2 at Toton Nottinghamshire, including the Innovation Campus and network of 'garden villages'	First meeting of Toton Delivery Board has been held . Policy committee has agreed a partnership arrangement with LCR to bring forward delivery on the site. HIF bid has been developed and submission is pending. A programme team has also been established and a planning and delivery route map established. We have received £2m from government for the creation of a development body plus 1.8m from government to develop plans for the site.
Local people have the right skills to benefit from employment opportunities generated by HS2 and other major infrastructure developments	Deliver contract 3 of the Better Broadband for Nottinghamshire programme	£2.7m deal signed with BT £1.3m of County Council and Broadband Delivery public funding PLUS £1.4m Openreach match private investment) to deliver fibre to the premises broadband to 2,500 premises in Bassetlaw and Rushcliffe by September 2019. Officers are currently preparing a business case to receive a £10,000 grant to provide an interactive map on the Council's online postcode checker webpage
	Develop plans for the County's first terabit school and (if appropriate) apply to the Government's Local Full Fibre Network (LFFN) Challenge Fund	The Department for Education (DfE) and DCMS estimate that 1200 schools in the UK receive below Superfast broadband speeds. They are running a pilot to connect 100 schools with 1 gigabyte so that the results can help build the business case for the other 1100. Work is underway to identify schools in Nottinghamshire which meet the sub-superfast definition and would be eligible to be part of the pilot. Bringing gigabyte capable infrastructure to the County would be the building block towards terabyte availability
	Work with operators to establish a 5G testbed for the Midlands Engine to trial Augmented Reality (AR) on the rural visitor experience	Discussions underway with Openreach to explore full fibre broadband options to some of our key visitor attractions/assets with a view to developing immersive visitor attractions
	Develop a significant programme of investment in the highway network using Council resources and by accessing Government funding	The Investment Programme has previously been approved by Communities and Place Committee and has now been delivered. An update is going to C&P Committee in November.
	Review Highway maintenance and integrated transport measures policy framework including with Via East Midland	The review of Highway Maintenance has been completed and has resulted in the adoption of a new Code of Practice. This was approved by C&P Committee.

**Commitment 12 - Nottinghamshire has a skilled workforce for a global economy**

Success means	Activities to progress the outcome	Progress
People have a higher level of skills	P Develop a European Social Investment Funding (ESIF) Skills programme	Two ESIF funding call windows, the first in October 2018 and other in Spring 2019 will provide the opportunity for the County Council to consider options to supporting the skills development of Nottinghamshire residents at all levels. Discussions in advanced stages with Council owned, Futures, Employment, Skills & Employment around collaborative bids.
There is a flexible and varied workforce that is able to meet the needs of local businesses in the future	Support the delivery of the County Council Apprenticeship Scheme	All business support practitioners are directed to the NottsHelpYourself online advice pages. This is promoted via the Growth Hub, the Council's business advisers, the Building Better Opportunities Stakeholder Manager and the Nottinghamshire Business Engagement Group membership.
	Develop a series of pathways to work and progression routes into higher value employment	The award winning Careers Local Programme is hosted by the Growth & Economic Development Team. The success of this project which has entered its final stages of a 2 year programme aims to reduce the number of young people who are not in education, employment and training (NEET). A UK first of a kind, multi-funded project operating across 4 East Midlands local authorities, will be expanded as part of future EU funding calls.
	Support the NTU Anchor Institution programme	Nottingham Trent University continues to play a significant and recognised role in the locality by making a strategic contribution to the economy. To support NTU's graduate retention strategy, the Council is exploring how it can offer assessed employment related placements as part of NTU students courses





# Your Nottinghamshire Your Future Council Plan

## Council plan approaches

### Our approaches measuring our success

#### Council plan approach - Put local people at the heart of everything we do

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Services are shaped around the people who use them to reflect the way that they live their lives	Review the customer access strategy by 31 March 2018.	The Customer Access Strategy has been reviewed. A new Strategy is to develop this further with a view to presenting to members in early 2019/20 (Q1)				
	Develop a Council Transformation Strategy by June 2018	Yes	-	High	-	-
Information is shared so that residents can express their views and engage with decision-making	% of people who agree that they can influence decisions affecting the local area	31.0%	Increase	High	30.0%	-
	% of people who are satisfied with the way the Council runs things	64.0%	61.0%	High	59.0%	-

#### Council plan approach - Spend money wisely

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
The Council makes best use of resources to deliver value for your money	Achieve monthly budget monitoring within 5 working days	Monthly monitoring within 5 days has been dropped as a target. The Council will continue with the current 7 day cycle.				
	Regular updates of local government finances provided to committee	Finance Service report monthly to Finance and Major Contracts Management (MCM) Committee on financial matters.				
	Regular benchmark of services	Yes	-	High	Yes	-
		The Council subscribes and report annually to the Chartered Institute of Public Finance & Accountancy (CIPFA), through their benchmarking clubs these assess our services as a value for money offer in addition to our costs and performance against other local authorities. We benchmark on Procurement, Legal Functions, Estate Management, Information and Communications Technology, Human Resources, Finance, Communications, Corporate Services, Social Care and Audit.				
	% of people who agree that the Council provides value for money	46%	46%	High	45%	-
	% of planned audits completed	75%	90%	High	92%	-
	% of audit recommendations implemented	Priority 1: 81% Priority 2: 90%	75%	High	88%	-
	Total debt level	£20m	-	Low	£26.2m	-
	% of debt greater than 6 months	31%	-	Low	22%	-
	% of services achieving their business objectives	67%	-	High	-	-



### Council plan approach - Be creative and work in new ways

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
The Council takes innovative and commercial approaches to service delivery	Income generated from sold services	The Business Support Centre (BSC) generates income throughout the year this not reported on a quarterly basis and the vast majority of the income is confirmed at year end.				
Technology and business intelligence are used to improve service delivery	Completion of phase three of the BRMI project by April 2018	100%	100%	High	100%	-
	Completion of the Business Intelligence Strategy by March 2018	Yes	-	High	-	-

### Council plan approach - Stand up for local people

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Local people feel more in control of the work taking place to improve their communities and engage with councillors	Review and revise the Communications and Marketing Strategy	A revised Council Communications and Marketing Strategy is under development pending Member approval to support the delivery of the Council Plan and Departmental Strategy.				
	% of people who feel well informed about the services and benefits the Council provides	51%	55%	High	52%	-
	Number of urgent decisions taken	None	-	Low	None	-
	Approval of the Annual Governance Statement	Yes	-	Yes	Yes	-
	Number of waiver of financial regulations approved	3	-	Low	4	-
	Number of events attended by the Chairman	43	-	High	47	-
	% FOIA requests responded to within deadlines	90%	85%	High	86%	-
	% of complaints upheld	26.4%	n/a	Low	27.3%	-
	% of people who agree that they can influence decisions affecting the local area	64%	61%	High	59%	-
	% of divisional fund applications dealt within 10 days	75.26%	65.0%	High	80.71%	-

### Council plan approach - Empower people and support their independence

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Fulfil our responsibilities and support those who need our services the most	% of first call resolution	85% overall	-	-	-	-
	% of assessments completed at the front door (Tier 1 conversations resolved during the first call)	70-80%	-	-	-	-



# Your Nottinghamshire Your Future Council Plan

## Council plan approaches

### Key activities that support delivery of the council plan

#### Council plan approach - Put local people at the heart of everything we do

Success means	Council Plan Key Measures of Success	Progress
Services are shaped around the people who use them to reflect the way that they live their lives	We will review our customer access strategy to ensure it best reflects expectations of providing services that can be accessed easily and through the most appropriate means. Where possible we will continue to encourage services to move to digital access.	The Customer Access Strategy has been reviewed and some changes made. The recent changes in the Chief Executive's department has meant that we now need to look at this along with our Digital and Social Media Strategy, and combine these. Work is underway with a view to having this ready for members in Q4 with a launch in Q1 of 19/20.
	The development and delivery of a new strategy for transformation which will have at its core a set of principles, based upon those developed by central Government. These principles include understanding service users' needs and collecting feedback from service users to inform improvements.	The Council's Business Intelligence Strategy provides a platform for developing understanding of need to inform future Transformation. The Corporate Leadership Team and Extended Leadership Team have begun the process of reviewing the Council's approach to transformation and change.
Information is shared so that residents can express their views and engage with decision-making	Our high quality marketing campaigns are designed to engage residents with the work of the Council.	A number of high quality marketing campaigns have been undertaken throughout this period which are high performing against objectives. All campaigns are fully evaluated.

#### Council plan approach - Spend money wisely

Success means	Council Plan Key Measures of Success	Progress
The Council makes best use of resources to deliver value for your money	We will ensure the Council is financially robust and sustainable through the delivery of our Medium Term Financial Strategy, a balanced budget, and we will improve the quality of financial management support to departments.	The County Council continues to face significant financial pressures, but has delivered a balanced budget for 2018/19. The MTFS is regularly reviewed and updated and savings proposals are being identified to meet the budget gap over the next 4 years.
	We will aim to reduce debt levels and long-term debt.	The debt recovery processes are divided between Sundry Debtors and Statutory debtors where charges are levied in accordance with the Care Act Legislation.  Reminder cycles for overdue accounts are fully automated in the BMS system with staff workloads refreshed and allocated daily. These processes ensures that no overdue account goes unchallenged.  Barriers to recovering charges which lead to higher debt levels are mainly associated with Statutory Debtors where benefit claim delays, access to managing financial affairs in cases of mental incapacity and income due from property assets prevent timely payments from debtors.
	We will look to support the development of commercial opportunities across the Council and keep our approach to commercial development under review.	The development of a commercial strategy is being progressed which will set a framework for the development of commercial opportunities. A review of the Commercial Development project upon its completion will inform the future approach of commercial development.











Adults	Childrens	Place
<p><b>Commitment 4</b> <b>Nottinghamshire has a thriving jobs market</b></p> <p>One of the key priorities within Adult Social Care Workforce Plan for 2018-20 is to focus on recruitment and retention of core roles, to ensure effective leadership and succession planning in relation to an ageing workforce and career pathways. Improving the range of apprenticeships and work experience available in the Department contribute to this. There have been two interns from the Change 100 programme in the department and both have secured fixed term contracts with the Adult Social Care and Health department. Change 100 brings together the UK's top employers and talented disabled students and graduates to offer three months of paid work experience. Public Health provides placements for consultants, doctors and local students. The Public Health division contributed to the development of a national apprenticeship framework for Public Health practitioners. The full apprenticeship standard was submitted on 26 September. Once the framework is approved, the division will examine arising vacancies for suitability to be offered as apprenticeships. This work supports the ambition for Nottinghamshire to be a great place to fulfil your ambition.</p> <p><b>Commitment 8</b> <b>People live independently for as long as possible</b></p> <p>Despite a difficult financial climate, there has been good progress in promoting independence approaches to support the delivery of the Adult Social Care Strategy. The report shows nearly 1,800 older people received short term services to</p>	<p><b>Commitment 1</b> <b>Families prosper and achieve their potential</b></p> <p>The Young People's Health Strategy continues to be implemented through a multi-agency steering group. The appointment of a young person to a 'health champion' role is underway in order to ensure that the voice of young people is heard. In addition, the Health 4 Teens website has been expanded to include Health 4 Kids (5-11 years). final preparations are taking place for launch in January 2019,</p> <p><b>Commitment 2</b> <b>Children are kept safe from harm</b></p> <p><i>Further improvements to the integration of social work and early help services so that families receive a more coordinated service and have the right level of support at the most appropriate time -</i> In April 2018 a new step down process was launched, allowing for quicker transition of children from a Child Protection or Child in Need plan to an Early Help Plan with social workers able to pass directly to early help teams rather than coming via the Early Help Unit which lead to delays. To support the implimentation of the changes managers from The Family Service have colocated with District Child Protection and Assessment Teams on a regular basis. During Q2 a themed audit on cases stepping down from Children's Social Care was conducted and the results will be used to identify the stregnths and areas for development of the current system.</p> <p>Page 99 of 104</p>	<p><b>Commitment 4</b> <b>Nottinghamshire has a thriving jobs market</b></p> <p><i>People leave education with better qualifications and skills –</i> The report highlighted the work of Inspire, who have implemented a programme of investment to modernise public libraries and develop a range of cultural and learning services on behalf of the Council, to support the Councils ambition of having more people in higher paid and skilled jobs. This can be evidenced by Inspire's commitment to a range of over 200 new courses, commencing autumn 2018, for the 19+ provision, in addition to the current range of courses currently offered by Inspire.</p> <p><b>Commitment 7</b> <b>People live in vibrant and supportive communities</b></p> <p><i>Communities will support each other through volunteering and involvement in local organisations –</i> The report indicated the work done to support and protect Nottinghamshire's most vulnerable residents, including the protection of doorstep crime victims, through tailored intervention organised by the service and supported by officers and partners. Progress in this area is reflected by the large number of tailored inventions already in place for the period of April to September 2018, with no signs of repeat doorstep crime victims where schemes are already in action.</p>

<p>help them recover, recuperate and maximise independence after an illness or crisis. This increase of 800 people reflects the increased investment in short term support including the Home First Response Service. This is a short term rapid response service for people who need social care support to remain or return home. It helps people get home from hospital quickly and support someone at home in crisis and are at risk of admission to a hospital or care home. There has also been an expansion of assessment beds as part of new Extra Care Schemes. This enables people who are not able to return home to have a period of further assessment in the community and maximise their independence. There has been additional investment in the reablement service, which provides therapeutic short term support to enable people to achieve their independence goals. The majority of people who complete a period of reablement need no long term home care in the short or medium term. This work supports the Council's ambition to support people's well-being and independence and avoid the use of long term costly services, where they are not required.</p> <p><b>Commitment 7</b> <b>People live in vibrant &amp; supportive communities</b></p> <p>Significant work is underway to identify and learn from good and excellent practice to ensure that where people experience abuse and neglect, the Council provides support that is responsive to their needs and personalised. This work is yet to be reflected in the related measure for the percentage of safeguarding services users who were satisfied that their outcomes were fully achieved and additional focus will be placed on this in the coming months.</p>	<p><b>Commitment 3</b> <b>Children and Young People go to good schools</b></p> <p><i>Work with key partners to successfully implement the Early Years Improvement Plan to close the attainment gap and prepare children for school –</i> The Early Years Foundation Stage Profile identified that increasing numbers of children are achieving a good level of development, and the attainment gap between children eligible for FSM and their peers is starting to reduce. However, the challenge for Nottinghamshire is to increase the attainment of target groups and to consider the needs of summer born children who are the largest cohort who do not achieve a good level of development. There has been an increased focus by all partners on literacy in the early years, closing the word gap and speech, language and communication needs.</p> <p><b>Commitment 3</b> <b>Children and Young People go to good schools</b></p> <p><i>Create additional high quality sustainable childcare places, to ensure adequate sufficiency levels to meet increasing demand for funded childcare following new duties placed on LAs -</i> The 2018 Childcare Sufficiency Assessment identified that there are sufficient childcare places to meet demand in all but 1 ward. The challenge for Nottinghamshire is to fill the childcare places already in existence and this is particularly problematic in areas of disadvantage. Work to retain existing childcare provision is also a priority with many preschools and childminders now struggling financially since the launch of the new extended childcare offer. The Business Sustainability Officer is providing support and guidance to these settings to prevent the closure of childcare settings.</p>	<p><b>Commitment 5</b> <b>Nottinghamshire is a great place to live, work, visit and relax</b></p> <p><i>People live in communities supported by good housing and infrastructure &amp; People look after and enjoy the local environment –</i> Work is underway to identify a suitable site for the opening of an additional Household Waste Recycling Centre in Rushcliffe, to support the challenges faced with Nottinghamshire's increasing and more mobile population. This work is yet to be reflected in the related measure for the New recycling centre opened within timescale, however the Council's key waste contractor, Veolia, had commissioned a specialist planning consult to help identify suitable sites for the additional centre.</p>
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7 January 2019

Agenda Item: 9

## **REPORT OF THE SERVICE DIRECTOR, CUSTOMERS, GOVERNANCE AND EMPLOYEES**

### **WORK PROGRAMME**

#### **Purpose of the Report**

1. To review the Committee's work programme for 2018/19.

#### **Information and Advice**

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.

#### **Other Options Considered**

4. None.

#### **Reason/s for Recommendation/s**

5. To assist the 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**

- 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:**

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### **Constitutional Comments (SLB)**

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**

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 27 DECEMBER 2018)**

<b><u>Report Title</u></b>	<b><u>Brief summary of agenda item</u></b>	<b><u>Lead Officer</u></b>	<b><u>Report Author</u></b>
<b>4 March 2019</b>			
Data Centre Modernisation (Cloud) Programme Update	Update report as agreed at Committee meeting of 5 November 2018.	Nigel Stevenson	Neil Marriott
Transformation Strategy	To consider the Council's new transformation strategy	Nigel Stevenson	TBC
Programmes, projects and savings - Quarter 3	Progress report on delivery of programmes, projects and savings	Nigel Stevenson	Celia Morris
ICT Programmes and Performance – Quarter 3	Progress report on ICT programmes and projects	Nigel Stevenson	Sue Milburn
Departmental Update on Improvement & Change	Update on progress from the Corporate Director of the Adult, Social Care and Health	TBC	TBC
<b>30 April 2019</b>			
Smarter Working Programme Update	To provide a progress report to the Committee	Nigel Stevenson	Iain McMillan
<b>24 June 2019</b>			
Council Plan – Review of Progress Quarter 4	Overview of progress against the Council Plan	Nigel Stevenson	Celia Morris
Programmes, projects and savings - Quarter 4	Progress report on delivery of programmes, projects and savings	Nigel Stevenson	Celia Morris
ICT Programmes and Performance – Quarter 4	Progress report on ICT programmes and performance.	Nigel Stevenson	Sue Milburn
Departmental Update on Improvement & Change	Update on progress within one of the Council's Departments from the Chief Executive	Anthony May	TBC

