

The ASCH Improvement and Change Portfolio – March 2019 Update

Programme 1 - Deliver the next stage of the Adult Social Care Strategy

Programme Outline: This programme will focus on helping more people to help themselves through the provision of good quality advice and information, resolving queries in a timely and responsive way and providing a proportionate and appropriate response where people have social care needs, with the aim of maximising their independence.

Overview of progress: Work on the milestones described below continues to progress.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Increasing the number of people who on contacting the Council receive earlier support to help them resolve their issues using the 3 Tier Model approach to conversations with the public.	Spring 2020	Staff at the Customer Service Centre and Adult Access Service are using the new approach so that more people are being offered support at an earlier stage to resolve their enquiries. In the first year of the approach, whilst the number of total enquiries has increased, the number of people who need to be referred to district social care teams for further work has actually decreased. This means that people get a more timely response and that district social care teams can concentrate on promoting independence and more complicated cases. The project targets for resolution continue to increase in 2019/20 and 2020/21 so close monitoring of progress will take place.
Social care clinics in community settings	April 2019	As more people's enquiries are being resolved at the Customer Service Centre and Adult Access Service there is now less requirement for an expansion of clinics as less people are being referred through to district teams. However, for those people who are referred through to district teams the Adult Access Service will offer a clinic appointment where this is appropriate for the person referred.
Approval and implementation of a new carers' strategy with partners to enable carers to access good quality advice, information and support	November 2019	This work will change how carers are offered support, so that there will no longer be an automatic direct payment to all eligible carers – instead they will be offered advice and support and a direct payment only if individual circumstances mean that they will benefit. The joint Carers' Strategy with Health has been approved at Adult Social Care & Public Health Committee and is scheduled for May 2019 Policy Committee.

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Deliver the Improving Lives Programme	March 2020	<p>The Improving Lives Programme is the programme of work delivering service transformation and budget savings for the Adult Social Care and Health Department over the period 2018/19 to 2019/20. The programme supports the Department to deliver the next stage of the Adult Social Care Strategy by:</p> <ul style="list-style-type: none">• Identifying ways to deliver better outcomes for service users through promoting independence• Making sure that our services remain sustainable• Identifying further ways to improve the quality of the advice, guidance and services we are providing <p>Activity across the different areas of work within the Improving Lives Programme is designed to:</p> <ul style="list-style-type: none">• increase the number of queries resolved as early as possible after contacting social care• increase the number of people offered a reablement service• ensure people are on the most appropriate care and support pathway; and where short-term care is required to recover and rehabilitate, ensure that people are supported to regain independence and return home, where possible• identify opportunities to work more actively with people who have potential to achieve more independence• provide live information to teams to support decision making. <p>A key enabler to the programme is the establishment of a cycle of continuous improvement within teams. This way of working seeks to identify best practice for sharing and areas for improvement or change as part of everyday performance management. To support this, information dashboards are being developed for teams, which will provide accessible information about service delivery, at a team level to inform local decision making and drive performance against agreed targets. To facilitate continuous improvement in practice, social care teams are introducing Promoting Independence Meetings (PIMs) – these are an opportunity for the whole team to share good practice and success; to discuss cases together, ensuring that</p>
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		service users are on the right pathway, and to look for opportunities to maximise a person's independence; and to identify obstacles to service delivery that can be addressed locally or escalated to senior officers if appropriate. PIMs have been introduced in the Adult Access Service, Reablement, Hospital Teams and some Younger and Older Adults Assessment Teams - the roll out of the meetings to the rest of the teams will happen as part of a phased approach between now and March 2020.
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Programme 2 - Commercialisation of the Council's directly provided social care services

Programme Outline: Working with the Council's Commercial Development Unit to explore and develop a range of initiatives to generate new business opportunities and income within the Council's directly provided social care services, subject to Local Authority powers to trade; promote greater community use of the services and their assets; and create opportunities for people who fund their own care to purchase support from the Council's direct service provision.

Overview of progress: A proposal to reduce the annual running costs of the County Horticulture & Work Training Service is being implemented. Work continues, with oversight from the Council's Commercial Development Unit, to assess the commercialisation potential of County Enterprise Foods.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Project: Redesigning the strategic management of assets to generate a revenue return for the County Council.		
Assessment of the commercialisation potential of County Enterprise Foods.	Summer 2020	Work on this continues in a design and discovery phase.
Implementation of the business plan for the Council's County Horticulture Service	Summer 2022	Work on improvements to the Brooke Farm site are subject to designs being approved and planning permission gained, it is hoped work will start in late Summer 2019 and be completed by Winter 2019. The site at Skegby has already been vacated and service users who had received a service on this site have transferred to Brooke Farm or to a Day Service. The Grounds Maintenance and Golden Gardens services ceased to operate at the end of November 2019 and the Horticultural Operatives, who continue to work supernumerary at Brooke Farm, are being supported by the Council's i-Work team.

		Key activity, as well as making improvements to the site, includes redesigning the employment hub to improve the commercial elements at Brooke Farm and increase employment readiness outside of the hub for people with disabilities.
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Programme 3 - High quality and sustainable public health and social care services

Programme Outline: The vast majority of adult social care services are commissioned from independent sector providers, with a mixture of large and small, national and local, private organisations and some not for profit/ charitable organisations. There are various pressures faced by the care and support providers and there is wide recognition that the care market is facing considerable challenges to deliver sufficient volumes of care and support services to meet needs due to difficulties in staff recruitment and retention. The Council is working with care providers to understand their pressures and to ensure the fees paid for care services reflect the cost of delivery of good quality care.

The public health budget is invested in a range of evidence-based services which fulfil statutory duties, and deliver clear public health outcomes and a good return on investment for public money. Many of these services will be due for reprocurement in the period of this plan. Previous rounds of procurement have yielded significant savings and service improvements. The challenge will be to identify ways to sustain outcomes and secure improved value for money using a reduced budget and public health workforce. The scope will include all public health commissioned services, emerging evidence from other areas of innovations which are proving effective, best available intelligence about the national and local market for service provision, and consideration of how best to engage with these markets to get best value for money.

Overview of Progress: This programme is progressing on target and in line with the identified milestones.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Home care contracts awarded and services to commence	Autumn 2018	The first phase of the new contracts commenced on 1 July 2018 followed by an implementation and transition phase until October 2018. Over 700 care packages were successfully transferred with little disruption to service users. New services have been commissioned with an outcome focus and a payment system that moves away from 'time and task'. Overall there has been a significant reduction in the number of people awaiting a long-term package since new contracts began.

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		After the initial procurement exercise and following a number of providers withdrawing during the first few months of new contracts, not all areas have a sufficient number of providers. Further procurement 'rounds' are now being planned to address this.
Fair Price for Care review – report to ASCPH Committee on outcome of survey and any resulting proposals	April 2020	The review of the fees has been completed. A reported to the Adult Social Care & Public Health Committee in January 2019 provided information on the outcome and the options going forward but no final decision has yet been reached and this review is on-going The quality audit tool has been reviewed and the new version will be out for consultation in May 2019.
Commence the procurement stage for the Commissioning of Public Health Services (Integrated Wellbeing Service and Substance Misuse Service)	February 2019	The selection stage commenced in January 2019. Both services invited successful providers to attend the competitive dialogue phase in late February 2019. This action is now complete.
Complete the commissioning of Public Health services (Integrated Wellbeing Service and Substance Misuse Service) and commence the new services	April 2020	A competitive dialogue approach has been taken for both services, which means that the public health team has been working with providers in the market to shape and refine both service specifications. The competitive dialogue process is due to complete in June 2019 and the final tender to be reviewed in August 2019, with a view to final selection in September 2019 and submission for approval by Committee in October 2019. Mobilisation phase is planned to run from October 2019 to March 2020 (six months) with new services due to commence on 1 April 2020.

Programme 4 - Work with our local health services

Programme Outline: We are working with health partners to develop and evaluate new models of care that meet both the social care and health needs of people in the county.

Overview of Progress: This programme is progressing on target and in line with the identified milestones.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Embed a home first approach in hospitals to ensure that a significant proportion of people are assessed for long term services outside of a hospital setting	March 2019	Work is ongoing across the 3 health planning areas to gain a consistent approach to ensure a home first is the default pathway. Over the past year the south of the county has completed (across health and social care) on average 90% of assessments for long term services in the community, which is 5% above the national target.
Countywide roll out of best practice model for an integrated care team (ICT)	July 2019	All 3 health planning areas continue to work towards a consistent practice model for ICTs. Social care staff and managers are being aligned with the community-based health teams within the Primary Care Networks (PCNs). Options for co-location and greater collaborative working are being developed in each area and shaped according to resources and building availability; undertaking necessary organisational development work as appropriate. Referral pathways are being reviewed to enable a consistent approach for staff working with health colleagues. The Smarter Working project is supporting with the necessary changes for the social care staff group. Health partners have been very helpful and welcoming to date. Mansfield Older Adults assessment staff have been co-located with Community Health staff since the 30th July 2018 and Ashfield Older Adults staff co-located with Health colleagues in February 2019. Accommodation options are being progressed in Newark and Sherwood. The South are exploring hot desking and shadowing as short term aims, given the lack of space for full co-location. New ways of working are also being adopted to align to the best practice model, with Rushcliffe being the first team to pilot accessing health data through Mosaic (via the

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		Care Centric Portal). Bassetlaw older adults staff group are aligned with the 3 PCNs due to the current lack of space within buildings they are using hot desking, drop ins and attending weekly hand over meetings in each PCN and monthly multi-disciplinary team meetings.
Develop a multi-agency toolkit on prevention and early intervention for key staff groups and pilot	Spring 2019	A draft tool kit has been shared widely with partners and the East Midlands Workforce Network for amendments and a final version will then be presented to Integrated Care System (ICS) Strategic Workforce Group before going live.
Successful testing and delivery of a new joined up approach across Health and Social Care to assessment and support planning	March 2019	This national pilot is underway with participation from health and social care staff in the Rushcliffe and the two Mansfield integrated care teams. The teams are using a new template called "All about Me" to capture person-centred information about each service user, and in Rushcliffe they are exploring "huddles" which are virtual case management conversations with health colleagues to provide a joined-up approach to an individual's complex needs. Phase 2 of the pilot will involve further teams in Ashfield and Mansfield
Roll out of information sharing across Health and Social Care, to Bassetlaw Hospital, automated referrals at Sherwood Forest Hospital Trust (SFHT) and Nottingham University Hospitals (NUH)	June 2019	<p>Bassetlaw Hospital went live in November 2018 with Social Care information now available to Doncaster Bassetlaw Teaching Hospital (DBTH) staff in their clinical portal. It is used daily by ward discharge coordinators to establish details of existing social care package directly with providers, in some cases reducing the time spent in Hospital.</p> <p>A discovery phase is ongoing to scope out the digitisation of the primary documentation (Fact Find) used across DBTH within Integrated Discharge Teams (IDT).</p> <p>There has been some delay to SFHT due to other NHS priorities however resources were made available and development has continued. A workshop is set up to demonstrate the benefits of a new digital discharge notice at the end of April 2019. It is hoped that this can be developed to go live in summer 2019.</p> <p>At Nottingham University Hospitals good progress has been made and the automation of referrals for social care</p>

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		assessments from health is due for go live at the end of April 2019. For patients this means they will benefit from a more timely response, helping to resolve need as early as possible. For health and social care staff this means time taken to access the right information will be reduced and the quality of information available will improve.
Access to Health and Care Community Portal	<p>June- August 2019</p> <p>Autumn 2019</p>	<p>Rushcliffe Older Adults have now been pilot users since the end of January 2019. There have already been example cases where having access to the portal has saved social care and health staff time and improved outcomes for individuals. The final GP practices have now signed the relevant Information Sharing Agreement, so the GP data can also be made available through this Portal which will significantly increase its value to social care staff. Following this addition, the roll-out to remaining front-line teams in ASC will commence, starting first with the Adult Access Service and the remaining social care teams in the summer.</p> <p>Social Care are in development with the system suppliers and NUH to implement a live social feed data from Mosaic later in the year. This will give live up to date social care information to all health partners using the portal.</p>

Programme 5 - Promote decision-making across the Council and with partners which prioritises health and sustainability

Programme Outline: The range of functions for which the Council and our partners are responsible means that more or less everything we do can make a difference to people's health. This goes beyond the specific public health and social care responsibilities of the Adult Social Care and Public Health department, and extends to (for example) economic development, transport, leisure, trading standards, community safety, education and housing, each of which make a significant and cumulative contribution to the way our social and physical environment shapes our health and the health of generations who follow.

Overview of Progress: The Council resolved in March 2018 to adopt 'Health in all Policies', guidance that supports local government organisations to think about the impact that every strategic decision may have on the health of local residents. Good progress has already been made in sharing this approach with partners through the Health and Wellbeing Board. The agreed Joint Health and Wellbeing Strategy 2018–2022 includes "Healthier Decision Making" as one of its 4 ambitions. Further implementation is focusing on specific areas of activity aligned to the Healthy and Sustainable Places coordination group.

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Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Implement changes in Council processes	April 2019	Colleagues from Public Health and Place have worked to develop a revised spatial planning & health guidance to improve the way spatial planning decisions for communities can help to support and sustain good health for residents. The spatial planning and health guidance has been refreshed in line with local and national policy changes and following consultation with partners in Nottinghamshire. It has been endorsed by the Health & Wellbeing Board and is now being disseminated with District councils, the NHS and taken to NCC Place & Communities Committee.
Secure ownership for equivalent changes in the decision-making processes of other organisations, starting with Health and Wellbeing Board partners	Summer 2019	The Health and Wellbeing Board's Healthy and Sustainable Places Coordination Group has met twice since October 2018 and initiated a programme of work with focus on physical activity and food environment, utilising the principles of the Health in All Policies approach and developing case studies. Public Health is working with Place (Planning & Transport), District and Borough Council Environmental Health and City Council functions on an Air Quality strategy document to reduce impact of air pollution on human health in the County and City. This is intended to go before the County Health and Wellbeing Board in the summer.

Programme 6 - Provide specialist Public Health advice to support commissioning of health and social care services to improve health and wellbeing

Programme Outline: To address the gaps in health and wellbeing, care and finance we will promote a system-wide commitment to embedding prevention in all clinical pathways, a relentless focus on commissioning according to evidence of need and systematically implementing what is known to be clinically and cost effective. The Council has a statutory duty to provide specialist public health advice to local NHS commissioners and assessments of need including the evidence of what works. This will also ensure that the local health and social care system has access to timely public health intelligence with which to prioritise prevention of ill health.

Overview of Progress: Public Health capacity has been aligned to ensure appropriate support across health and social care services, including the allocation of dedicated consultant support aligned to the Clinical Commissioning Groups (CCGs) and dedicated capacity to support the

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County's Sustainability and Transformation Plan (STP), now known as the Integrated Care System (ICS). Specific responsibilities have been allocated for individual workstreams and commitments on prevention have been secured.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Secure commitment from the ICS to enabling health and social care staff and pathways to systematically offer brief advice and referrals to public health services for residents at risk from their exposure to tobacco, excess weight and low physical activity, alcohol or substance misuse.	March 2019	<p>Specific commitments on prevention have been secured from other ICS workstreams. By February 2019, all ICS workstreams had worked up a draft Prevention "plan on a page" – these include a minimum of two priorities at least one of which was tobacco or alcohol.</p> <p>Through the provision of timely public health intelligence which demonstrated the burden of alcohol related harm, the ICS approved the prioritisation of alcohol as the local system's one year prevention priority. The impact of this work has resulted in the development of a Nottinghamshire Alcohol Harm Reduction Plan in December 2018 with the subsequent and ongoing oversight from the Nottinghamshire Alcohol Pathways Group. This action is now complete.</p>
Put in place additional resources to support Joint Strategic Needs Assessment (JSNA) and mental health workstreams within the Nottingham and Nottinghamshire Integrated Care System.	June 2019	<p>Support for additional capacity in respect of JSNA and mental health was agreed by ASC&PH Committee in December 2018. Work is underway scoping out the future development of the JSNA approach in order to meet the requirements of the forthcoming ICS / Integrated Care Partnership / Primary Care Network footprints to assess population health needs. The following JSNA chapters have been refreshed and published – Demography, Substance Misuse, Cancer, Autism, Sexual Health and HIV. Consultant in Public Health capacity (0.2wte for 12months) is now in place to support the mental health prevention workstream as Senior Responsible Officer.</p>

The Childrens Improvement and Change Portfolio – March 2019 Update

Programme 1 - Remodelling Practice

Programme Outline: The purpose of the Remodelling Practice programme is to create a sustainable delivery model for services for vulnerable children and families which is high quality and financially sustainable. We aim to develop a positive working environment and provide our 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.

Overview of progress: The set-up phase of the programme is now complete. A number of projects are in the implementation stage.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Framework for Practice <ol style="list-style-type: none"> 1. Develop future framework for practice 2. Hold framework for practice events 3. Embed framework for practice 	Launch – April to October 2019	<p>1. The new framework for practice and the plans for its launch have been approved by Children and Young People's Committee.</p> <p>A pilot within Bassetlaw District Child Protection Team to introduce reflective group supervision is currently being evaluated. Feedback from the team has been positive.</p> <p>2 and 3. Awareness raising and training sessions are underway with teams. A full-scale launch event will be held in October 2019. The launch will be supported by new intranet pages, a monthly staff newsletter and promotional materials. Operational colleagues are currently working to align daily practice with a strengths-based approach to practice, our chosen practice model.</p>

<p>Staffing Model</p> <ol style="list-style-type: none"> 1. Increase the Social Work Support Officers (SWSO) capacity in safeguarding teams 2. Develop child and family facing non-Social Work qualified roles in Social Work teams 3. Developing options for introducing a multi-disciplinary approach to safeguarding teams 4. Review of capacity within the Court Team 5. Re-aligning the Child and Adolescent Mental Health Service (CAMHS) Social Work Team with Social Care 6. Leaving Care Demand Review 7. Schwartz Rounds 	<p>January 2019 – March 2020</p>	<ol style="list-style-type: none"> 1. All new SWSOs are now in post and inductions have been undertaken. An evaluation of the roles will be undertaken in summer 2019. Recruitment of Business Support posts within the Assessment Service is currently underway. 2. The Social Work Assistant pilot has been evaluated and will be considered by the Remodelling Practice board. A joint action plan has been developed in relation to District Child Protection Teams, Children's Disability Service and the Family Service working more closely. Regular joint management meetings are now held to progress the action plan. Engagement with teams is planned to consider the required skills mix and staffing model within teams. 3. An options paper regarding introducing a multi-disciplinary approach to safeguarding teams is being considered by the senior leadership team. 4. A pilot is underway within District Child Protection Teams and the Court Team, the aim of which is to reduce drift and delay in the cases, provide more timely outcomes for children, and upskill Social Workers in Court work. The pilot will be evaluated in Summer 2019. 5. Work continues with the CAMHS team regarding re-alignment with Social Care. Engagement is underway with stakeholders. 6. A review is currently being undertaken to identify the capacity and associated resources required to respond to an increase in demand from new legislation alongside impact of the new Local Offer. 7. Nottinghamshire has been chosen as one of six Local Authorities to pilot Schwartz Rounds, a confidential, multidisciplinary forum designed for staff to come together once a month to reflect on the emotional and social experiences associated with social work. The rounds will begin in June. The pilot will be evaluated by Cardiff University in March 2020.
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Business Intelligence <ol style="list-style-type: none"> 1. Develop workforce reporting 2. Develop caseload reporting 3. Develop performance dashboards 	Timescale TBC	<ol style="list-style-type: none"> 1. The interim workforce reporting solution is now in use. The initial data from this will be available in May 2019. A specification is currently being developed for a sustainable reporting solution. 2. Development of the caseload reporting is pending the development of workforce reporting. 3. Performance dashboards have been developed however, access to the dashboards is limited.
Career Pathway <ol style="list-style-type: none"> 1. Career Pathway 2. Knowledge and Skills Statement Embedding 3. Improved Digital Content 	March 2020	<ol style="list-style-type: none"> 1. The career pathway has been developed and can be found on the intranet. 2. Service representatives are attending training events in May 2019 regarding embedding the Knowledge and Skills Statement and the National Assessment and Accreditation System. It is planned that an enhanced training offer will be produced for experienced Social Workers and Team Managers, mirroring our successful training programme for new Social Workers. 3. New workforce development pages are now live on the intranet. This aims to make information regarding career development and progression opportunities clear and accessible for all staff.

Programme 2 - Remodelling Children's Care

Programme Outline: The objective of Remodelling Children's Care is to deliver consistent and improved care outcomes for children and young people whilst reducing the overall cost of care provision.

Overview of progress: A number of proposals are under development and implementation to achieve efficiencies, whilst maintaining good outcomes for children and young people.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
The new operational structure agreed for the Integrated Placement and Commissioning Service	Autumn 2018	Complete.
Growth of the fostering service	Ongoing	A revised payment and support offer is being developed which will support a significant campaign to recruit more foster carers to Nottinghamshire. The focus will be on carers who will look after

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		<p>children and young people with complex and challenging needs, who would otherwise be placed in a residential or agency foster placement. This strategy will help manage the need for costly external placements, reduce pressure on the placements budget, and provide loving family placements for Nottinghamshire children. A paper was submitted to CYP Committee for February 2019 to obtain approval for the approach and the investment involved. The project has three key workstreams:</p> <ul style="list-style-type: none"> • Revised foster carer fee structure, to improve remuneration and support the recruitment and retention of foster carers • The implementation of a dedicated team to manage the recruitment, assessment and training of new foster carers • Development of the overall offer to foster carers and the children they look after, to include more available respite support, targeted support to strengthen placements, as well as leisure and transport discounts. <p>Foster carers have been consulted and their feedback will inform the deliverables of the three key workstreams. The dedicated team is currently being recruited and is expected to be operational in May 2019.</p>
Market management and cost control	<p>Jan 2020</p> <p>2020/2021</p>	<p>A number of avenues are being explored, including development of block contracts, a new provider framework agreement, and the development of an NCC-run home to care for children and young people with significant needs. A joint-working group has been set up across the D2N2 footprint to design ways of obtaining the best value for money by pooling requirements. The initial scope of the procurement is confined to residential care placements, i.e. residential homes and foster carers. This is driven by the fact that the existing East Midlands Regional Care Framework, through which these types of placements are currently secured, comes to a close on 31 January 2020. It has been agreed that Nottinghamshire County Council will lead the procurement process. Internal and external sites are being explored for the development of a residential children's home. A paper will be prepared for Policy Committee in summer 2019 to define the business case for the build</p>

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		or procurement of a new children's group home for Nottinghamshire County Council.
Sale of excess disability beds	April 2019	A marketing strategy is in development to drive the sale of excess capacity in NCC residential homes, which will reduce unit costs and thereby reduce pressure on the residential budget. This is on target to deliver a reduction in budget from April 2019.
Social Impact Bond Edge of Care - launch of project	September 2019	The implementation activities for the launch commenced in November 2018. However, the original investor has withdrawn from the process and the provider is now in discussions with alternative investors. The effective date for the service to be fully operational is now planned for September 2019, rather than April 2019.
New Short Breaks offer that has been co-produced with families	Assessments: July 2018 Applications: September 2018	Data from the initial review of the Short Break offer operations covering the period 3 rd September to 28 th November 2018 has been provided within a wider CYP report being taken by the Service Director, Commissioning & Resources. Furthermore, the initial operational data in conjunction with data taken from a customer satisfaction survey conducted in November 2018 was taken back to the Co-production working group on the 16 th January 2019. Parents/carers felt that the results were very positive and wanted a further meeting in the following quarter when more data is available to get a more detailed picture. Now the project has transitioned into 'Business as Usual' the project board has been replaced by a service led board to monitor implementation issues and to lead on the continuous improvement process.

Programme 4 - Remodelling Early Help

Programme Outline: A review of our Early Help provision in Nottinghamshire and includes the following activity

Overview of Progress: Project work is focused on provision of services to the most vulnerable.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Continue to monitor and maximise take up of new childcare entitlements	Commenced September 2017	30 hours: Parental awareness of the extended entitlement (30 Hours) has continued to increase since its launch in September 2017 this has been reflected in the increase in numbers taking up their entitlement.

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		<p>Figures for this Spring term 2019, show that 5786 children have taken up their extended childcare entitlement compared to 3,634 children in autumn term. DFE figures for January 2019 show that Nottinghamshire had 6094 codes issued of which 6008 had been validated (99% validated). Actual number accessing their entitlement as at March 2019 was 5786 (includes children resident outside of Nottinghamshire). Nottinghamshire ranks 20th out of 152 LA's listed. (Source: https://www.gov.uk/government/statistics/30-hours-free-childcare-eligibility-codes-issued-and-validated January 2019)</p> <p><u>2 year olds:</u></p> <p>This year has also seen an improvement in take-up rates for eligible 2 year olds from low income families, with 75.34% (2,004 of 2,660 children), taking up their place in Spring 2019, compared to 73.04% (2166 of 2897 children) in Spring 2018.</p>
Implement the review of the Integrated Child Disability Service (ICDS) structure	March 2019	<p>Changes to the ICDS staffing structure were approved by Children and Young Peoples Committee in March 2019. This approved making a range of temporary posts within the ICDS and the Commissioning and Placements Team permanent; and sought establishing an additional Qualified Social Worker (Band B) within ICDS.</p>

The Place Improvement and Change Portfolio – March 2019 Update

Programme 1 - Our internal journey of improvement

Programme Outline: Putting in place the foundations to move towards excellence and strengthening our approach to, Intelligence, Technology, Programme Management, Performance Management, Integrated Assurance, Business Continuity and Leadership development

Overview of progress: Good progress made in all areas and all milestones have been achieved. In some areas ongoing work is taking place and we will continue to monitor our progress to ensure outcomes are achieved.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Leadership skills/behaviours diagnostic phase complete	February 2018	Complete
Department Programme Board established	February 2018	Complete
Risk Assessments review complete	February 2018	Complete
Business Continuity Plans refreshed	February 2018	Complete
Definition of values/behaviours	February 2018	Complete
Systems Leadership programme	March 2019	Complete
New core data set established	April 2019	Complete

Programme 2 - Investment and commercial returns

Programme Outline: This programme focuses on the development of proposals that generate new sources of income for the County Council to help reduce the public subsidy for the services we provide for residents and businesses. This is comprised of a number of projects.

Overview of progress: Progress has been made with all milestones. The Strategic Management of Assets and Catering and Facilities Management are large projects and detailed plans for how they will be delivered are being developed. These will be used to monitor our progress.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Project: Redesigning the strategic management of assets to generate a revenue return for the County Council.		
Diagnostic Phase complete	April 2018	Turner & Townsend Property Review Diagnostic stage is now complete. A new Corporate Property Strategy went to Policy Committee in October for approval. A revised structure is to be presented to Policy Committee in May.
Review findings implemented	April 2019	
Project: Catering and facilities management commercial model to generate a surplus for reinvestment by the Council		
Options appraisal for Committee approval	March 2019	The business case and option appraisal has been delivered and is under consideration. A range of additional cost saving measures are also being explored and delivered to minimise service costs and
Full business case approved	December 2018	
New models live	March 2020	

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		generate additional income in 2019/20, including price increases agreed by Finance and Major Contracts Committee in March 2019, and the transfer of the County Supplies service to another local authority provider, as agreed by Finance and Major Contracts Committee in March 2019.
Project: Increasing income in trading standards and registration and celebratory services		
New Principal Trading Standards Officer (Commercial) recruited	October 2018	New Officer has now started in the Service
Explore option of whether ASDM could deliver more income generation	March 2019	Initial work has highlighted that this would not currently offer the levels of return that pursuing other areas such as partnership with other regulators does. A report was taken by Committee and a decision was made to cease this work.
Increased income from registration and celebratory services	On going	Projected total income and marriage income both greater than previous year. And both showing overall upward trend over the past five years.
Identify new potential sources of income generation	March 2019 (and ongoing)	New Principal TSO (Commercial) will play a lead role in this work. TS Service is on track to exceed its income generation target for 2018/19. Significant progress has been made to establish a new 'one stop' regulatory support offer with partners which will open up more contracts to bid for. The first regulatory partnership has been entered into and a number of other opportunities have been bid for.

Programme 3 - Doing things differently with less

Programme Outline: This programme is focused on getting the maximum value from our reducing resources. Taking a fresh look at how we operate and aligning our priorities across service areas in a joined-up approach. This is comprised of a number of projects.

Overview of Progress: Good progress against milestones. Will continue to monitor our progress and ensure comprehensive plans are in place for our larger projects.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Project: Libraries and youth art service		
Annual review of Cultural Strategy	January 2019	The Strategy will be incorporated within the developing Visitor Economy and Tourism Strategy, which is currently in development.
Project: Integrated Local Improvement Scheme supporting communities and the voluntary sector		
Initial funding announcements	April 2018	The Scheme is providing funding to in excess of 200 community and voluntary groups, including Parish Council's across Nottinghamshire to the value of £2.2 million in 2018/19 through revenue and capital

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		funds. Some of this funding will be provided to a pool of Nottinghamshire's Talented Athletes. The funding for Talented Athletes 2018/19 has now been agreed by Committee. Applications for Capital Funding has recently closed and are currently being scored. A report will be taken back to Committee for them to consider.
Developing the new Communities function	November 2018	The new community strategy is being finalised. This will focus on a place based approach to how the council works with its communities across the county and how the Communities function specialist resource can support this ambition going forward. The Communities Strategy has now been approved at Committee and action plans to support the strategy are now being developed.
Project: Future Transport - Potential partnership working with NHS Commissioning groups		
Senior Leadership approval to carry out further detailed scoping work with the Nottinghamshire and Nottingham City Clinical Commissioning Group's to develop more integrated transport solutions for Nottinghamshire residents.	Summer/Autumn 2019	The Commissioner has decided to continue with the current NEPTS delivery model as the partners were unable to find a workable solution. However, it has been agreed to consider this again when the contract comes up for renewal in the future.
Project: Future Transport – Community Transport Sector		
To seek approval to appoint a new Development officer to develop Community Transport provision and Demand Responsive Transport (DRT) / Taxi/ Bus provision	May 2019	A second attempt is underway to recruit to the post.
To develop Community Transport Strategy to build capacity within the sector to provide further transport options to strengthen resident's connectivity to work, training and essential services including Health.	Oct 2019	This is predicated on the recruitment of the Community Transport officer.
Project: Future Transport - Local bus, alternative delivery options:		
Further investigation of 'alternative', delivery models	May/June 2019	A proposed Staffing restructure which will include the recruitment of a dedicated resource (Transport Review Officer) to investigate and devise an alternative delivery model over the medium to long term has been approved. The Transport and Review Officer has now been recruited and looking at best practice elsewhere.
Develop further Demand Responsive Transport (DRT) / Taxi pilots and seek approval to implement	Sept/Oct 2019	These proposals will be developed as part of the Transport Review project and some feasibility work is currently being undertaken with the East Midland Enterprise Gateway Steering Group to tackle identified accessibility issues to existing and emerging employment opportunities in the area. The work is being carried out in parallel

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		<p>with the investigation into alternative delivery models for other parts of the supported bus network.</p> <p>The implementation of such pilots will depend on funding</p>
Implement a DRT, Taxi/bus or similar pilots replacing existing contracted services	June 2020	These will follow successful trials of alternative local bus solutions.

Programme Outline: This programme will look to build on examples of good practice both in Nottinghamshire and in public services elsewhere to improve customer experience through digital development.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Select core board members including Lead Members and confirm programme scope.	March 2019	Governance structure agree, Board Members confirmed and draft Terms of Reference produced.
	June 2019	<p>Further engagement will now take place during quarter 1 of 2019/20 with lead officers from key services to identify the digital development work that is being undertaken/ in discovery /or emerging across the authority to finalise the initial scope of the programme and to undertake prioritisation.</p> <p>Learning events / knowledge sharing is also taking place with PwC & Microsoft to identify best practice examples that can be integrated into this programme.</p>
Update the Improvement and Change Sub Committee on Digital Development.	April 2019	An update on Digital Development including this emerging programme of work was presented to the Improvement and Change Sub Committee on the 30th April. A draft overarching Digital Strategy was appended to the update report.
Development of a digital front door for the Council (MyNotts app)	June 2019	<p>The procurement exercise to select a preferred supplier to support the development of the MyNotts App has been commenced.</p> <p>Engagement with members of the digital team at Staffordshire County Council to learn from their experiences of the development of the MyStaffs App has also been undertaken.</p>

Programme Outline: Successful organisational change and transformation increasingly relies on effective information to support better decision making. Through the Business Intelligence Strategy, the Council will develop the technology and approaches that it uses for the collection, analysis,

and presentation of that information and the data that it is derived from. Our business intelligence will be driven by service needs and designed to reflect our business processes; strengthening our approach to performance, analysis and advanced analytics - building a much richer picture of our customers.

Overview of progress: The Council agreed a Business Intelligence Strategy in March which provides the framework of activity for the Programme to deliver. Work is underway to enhance the detail of the BI strategy and to scope the timetable for delivery.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Scoping the Business Intelligence Strategy	Ongoing	A fully scoped delivery plan is being produced aligning the delivery of the strategy to the new structure of the Chief Executives Department.
BRMI – Phase 4 – remaining workstreams and knowledge transfer.	July 2018 to May 2019	As the project enters its final stage the transition to Business as Usual is progressing. The Governance Board meets fortnightly to oversee delivery and to agree any de-scoping or change requests requiring authorisation. An extension of the Project duration to end of May has been agreed with Acuma to ensure delivery of the remaining elements of the workstreams, this is within the original funding agreed.

Programme 3 - Information Governance

Programme Outline: The purpose of the information governance improvement programme is to improve our approach to the management of information across the Council to ensure we retain the trust and confidence of our residents and are compliant with legal requirements. The programme is split into two phases over two years. Phase one is focussed on preparing the Council for General Data Protection Regulation compliance, the new legislation which comes into force in May 2018. The second phase, due to commence in September 2018, will focus on document management.

Overview of Progress: Initial discovery work complete including 'high level as is state' of NCC document management; business / compliance requirements; high level governance design and recommendations for implementation. Intended approach to initial delivery phase agreed by Information Governance Board March 2019 involved taking an incremental approach to document management exploiting the opportunities afforded by the migration to the Cloud and the implementation of Office 365.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Document Management – External Sharing Sites	Apr 19 - Oct 19	Gather business use, data protection and security requirements. Scope, design and build pilot external sharing site(s), test use, evaluate and refine. Use the pilot to design templates for provisioning of external sharing sites within the Council.

Document Management – Existing SharePoint sites	Apr 19 – Dec 19	Scope, design and implement governance processes and requirements for existing SharePoint sites. Note that these two workstreams are linked and will interrelate with each other.
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Programme 4 - Our Workforce

Programme Outline: People are the Council's greatest asset and we need to ensure that we have a work force that is flexible and has the right knowledge and skills to deliver the Council's key priorities and improve outcomes for local people. We will look at how we encourage and support staff to develop, nurture talent and encourage the right culture of engaging, motivating and empowering people to work together as one organisation to deliver the commitments set out in the Council Plan.

The workforce strategy is being reviewed to reflect the refreshed Departmental Strategies and to continue to enable our ambition to be an employer of choice.

Overview of Progress: Personnel Committee have approved action plans setting out the activities which underpin the development of the refreshed Workforce Strategy and will continue to receive regular reports on progress in relation to delivery of the Strategy.

Key Milestones for next year:	Implementation Date	Delivery Status, key updates and risks to delivery
Employee Focus Groups/workshops	April 2019	Employee focus groups and workshops took place across the County over the summer and early Autumn with the Chief Executive to discuss "what it's like to work at the Council" and proposals for saving money. Approximately 10% of workforce were involved. Feedback from the workshops was collated to inform the content of focus groups with Team and Group Managers which were held in October 2018 to reflect upon feedback from employees and identify alternative measures to achieve savings. The feedback has been discussed with senior leaders and with trade union colleagues.
Employee Engagement Strategy	July 2019	Given the positive outcomes from the employee workshops, work is now underway to use the views and feedback from employees and managers about how they would like to be involved going forward to develop an Employee Engagement Strategy and tools and approaches for use across the Council.
Refreshed Workforce Strategy	By July 2019	The Workforce Strategy will be refreshed to reflect the revised departmental strategies which will be considered by Policy Committee in May 2019.

Programme 5 - Commercial Strategy

Programme Outline: Many Councils are recognising that we need to take a more ‘business-like approach’ to how they design and deliver certain services. We developed the Commercial Development Unit with the purpose of identifying services that would be appropriate for such an approach, and over the past year have supported nine service areas to explore their commercial potential. During the next year we will look at how we develop this approach further. We will also develop an approach to ensure that the Council is getting the maximum return on all its assets, whether they be land, money, buildings or people. This will include reviewing our approach to contract management and compliance.

Overview of Progress: The approval of the Commercial Strategy will help to put in place a wider framework for commercial activity across the Authority. The Commercial Development Unit will be embedded within Transformation to ensure commercial options are looked at with commercial support being available outside of the CDU process creating a wider commercial support offer across the Authority.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
1 st Quarterly progress update on Commercial Strategy	June 2019	Update report to go to Finance & Major Contract Committee in June
Support for commercial services or commercial projects	Ongoing	Support has recently been provided
Explore options for the contract management function	Ongoing	Opportunities continue to be explored.
Exploring the potential for some shared resources services with another County Council		
Develop Commercial Awareness Training	Ongoing	External provider Loughborough College has been selected to deliver Commercial Awareness training to employees at different levels. This will form part of the key competencies for all Council employees to help provide a basic understanding of commercial concepts and how to apply them.

Programme 6 - Health and Social Care Technology Integration

Programme Outline: The Local Digital Roadmap (LDR) sets out how Nottinghamshire Health Trusts and local authorities support the improvement of health and wellbeing of the local population through technology enabled integrated health and social care services. This underpins the delivery of the Sustainability and Transformation Plan (STP). The focus is on improving the productivity and efficiencies of the health and social care workforces, improving services to service users (particularly with regard to assessments, discharges and transfers of care provision), improving professional collaboration and supporting independent living.

Overview of Progress: It should be noted that while progress on the delivery of the LDR across the Health and Social Care community has been constrained by a delay in the allocation of national funding, the funding secured from the Improved Better Care Fund has enabled this authority to make progress on the elements that significantly improve workflows and aim to reduce delayed transfers of care.

Key Milestones	Implementation	Delivery Status, key updates and risks to delivery
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	Date	
Improving referral workflows with King's Mill Hospital and other hospitals within Sherwood Forest Hospital Trust (SFHT)	SFHT Phase 1 delivered July 2018 Phase 2 planned for May 2019	Phase 1 delivered automated social care referrals in the three hospitals in mid-Notts. There are now over 300 referrals per month automatically generated from hospital systems directly into the social care system, reducing the processing time from over four hours to seconds. Phase 2 is on track to deliver a real-time hospital dashboard for the Social Care Teams based in the hospitals supported by automated discharge notices and change of circumstances.
Developing a secure technology approach for automating workflows amongst a number of health and social care partners	Bassetlaw Hospital Phase 1 delivered Nov 18 Phase 2 in Discovery Nottingham University Hospitals (NUH) Phase 1 April 19	The underpinning technology platform has been deployed to enable this capability to be scaled at pace. The first instance of this successfully deployed at Sherwood Forest Hospitals Trust as part of the project above. This supports the following phases: Bassetlaw Phase 1 delivered a real-time view for clinical staff of Social Care packages and safeguarding status. NUH phase 1 plans to deliver automated referrals from QMC and City Hospitals.
Implementing a standard for Wi-Fi access for staff and partners across health and local authority sites	Ongoing	Project ongoing to enable wi-fi. Live in a number of sites and overseen by Connected Notts.
Use of portal technology for sharing agreed information between health and social care practitioners	Phase 1 Pilot Jan 19	Project under way with other NHS partners (NUH, Healthcare Trust and Sherwood Forest) to allow NCC social care access to clinical information. Hosted by NUH using the Graphnet Carecentric solution. Phase1 pilot went live with Rushcliffe Older Adults Social Care Team enabling access through the Mosaic system to Hospital and Mental Health information on our service users.
Use technology to support improvements to home-based care services	April 2019	The Home first project went live on the 10 th July and has been successfully operating since that date supporting the Hospital and community teams to safely discharge patients to short-term Home Based Care services. The next phase of the project is to develop a solution to support the new Countywide Home Based Care Contracts so that services can be commissioned and monitored using the latest technology and innovation.
Use technology to support vulnerable children.	Complete	The 12 th July was the launch of the Child Protection – Information Sharing (CP-IS) project which is a national initiative led by NHS

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		Digital and is being implement by Councils across England. CP-IS links the Mosaic system used in children's social care (CSC) to those used across health and will help health and social care staff to share information better and protect the most vulnerable children.
Deliver a proof of concept using predictive analytics to create an early warning system to identify service users at risk of requiring long term care.	March 2019	<p>Nottinghamshire County Council has been awarded NHS Digital funding to create an early warning system to identify local residents aged over 65 at most risk of losing their independence.</p> <p>The £50,000 of funding will be used to start developing an IT programme to detect older people with health conditions that make them at greater risk of needing long-term care using data available to health and social services. Long-term conditions such as diabetes, dementia and limited mobility will be considered alongside life events such as a fall or death of a loved one or other issues such limited social engagement and living alone.</p> <p>The project will look at the potential for this information to identify people who are unknown to social care. Once identified they can then refer to social care earlier for extra care and support and prevent a loss of independence.</p>

Programme 7 - Smarter Working

Programme Outline: Over the past few years, we have seen a major change in the style of working in our offices bases. The vision for the smarter working programme is "A workforce able to work flexibly, where and when it best suits them, their customers and service users and managed by results". The smarter working programme continues to respond to the changing shape of the organisation, changing working patterns, and new technologies.

Overview of Progress: The Smarter Working Programme is progressing well, key milestones of progress are detailed below:

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Device Deployment complete (excluding Customer Service Centre (CSC))	June 2019	Final device order placed, and kit should arrive in May. Rollout (excluding CSC agents) is on target to be completed early June 2019.
The move from desktop PC working to mobile solutions to create more flexible working	March 2020	We are now ahead of our schedule and expect that this milestone will be reached within 2019.

Programme 8 - The Cloud (off-site data centres)

Programme Outline: The move to the Cloud is one of the themes of the ICT Strategy. The target is to move away from owning and operating a data centre to using off-site solutions, known as cloud services, by the end of 2019. The programme will involve identifying the full requirements, assessing the most cost-effective options, procuring and implementing the solutions, along with designing the ongoing support for the systems.

Overview of Progress:

Following the completion of the design for the NCC environment within Microsoft Azure 12 applications have been successfully migrated. A further 77 applications are scheduled for migration starting on 22nd April and will continue throughout May. Remediation work is on-going with the existing email service to ensure a smooth transition to the online service. We have now completed the planning stage for migrating 200 email accounts and this is due to start in April. 520 SharePoint / Onespace site migration has been completed with a further 130 deleted. Hybrid SharePoint solution is now being designed and investigated. Finally, there is a requirement to upgrade all desktop / laptops with Office 2016 to future proof the estate and increase the user experience using Microsoft products. The upgrade has commenced with the majority of County Hall now complete. The key milestones have been updated to take into account the above.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Migrate to an Office 365 platform (SharePoint)	Complete	
Migrate to an Office 365 platform (email)	Dec 18 200 accounts. Remainder of accounts Jan to Mar 19	Remediation work on the existing email service is complete and the migration of 200 accounts to the online service will begin w.c 22/04/19.
Office 365 Pro Plus deployment – 50% of estate deployed	June 2019	Through a combination of this project and the deployment of devices through the Smarter Working Programme, 42% of the estate has now been upgraded to Office Pro Plus
Office 365 Email – proof of concept completed for 200 users	31 st May 2019	Users have been identified and batches created ready for migration. First round of comms sent to users outlining plans. Post POC user survey created and being reviewed. All POC users scheduled to complete by mid May
Office 365 Email migration – full rollout commenced	June 2019	The rollout plan will be completed in May when the POC 200 have been migrated and feedback assessed. Currently on target.
Enterprise Modernisation – Migrate 50 web apps to the Cloud	June 2019	7 web applications have been planned for migration w/c 29.04.19 as the first tranche of migrations.

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Enterprise Modernisation – Migrate 66% or more of 27 standard apps migrations (i.e. no less than 18)	June 2019	5 applications have had workshops completed; of these 3 apps have had deployment plans and runbook completed with migrations planned for w/c 22.04.19. 2 apps have been de-scoped. 5 apps workshops are planned for w/c 06.05.19 7 apps workshops are planned for w/c 13.05.19 10 apps have yet to progress past the discover assessment phase by Microsoft
SharePoint Phase 2 – complete proof of concept for migration and plan for the migration of archived and complex/ CLED sites	June 2019	The migration tool has been purchased and installed on a test machine for testing. Virtual Machines requested and Change Advisory Board arranged for 7 th May for installation into the production environment. Planning ongoing to identify the migration waves for the archived sites
Upgrade of desktop / laptop Office image from 2013 to 2016	November 18 to – April 19	County Hall is complete except for Councillors and CLT whose dates are being agreed.
Creation of a high level design for Log Analytics	March 2019	The design has now been completed. The software has been installed and configured. Monitoring is now in place for the applications migrated so far. Ongoing configuration will take place during May that will enable further detailed statistics
Cloud Log Analytics – Agree the minimum viable product with Cloud Board	June 2019	Work against this milestone is in progress.