

24 June 2019

Agenda Item: 8

REPORT OF THE SERVICE DIRECTOR – FINANCE, INFRASTRUCTURE & IMPROVEMENT

CHIEF EXECUTIVE'S DEPARTMENTAL UPDATE ON IMPROVEMENT AND CHANGE

Purpose of the Report

1. This report provides an overview of improvements and savings made by the Chief Executive's department during 2018/19 and information on the impact of some of these cross-council programmes have made to support wider change and transformation.

Information

2. The Council's Departmental Strategies were considered and approved by Policy Committee in January 2018. The Resources Departmental Improvement and Change Portfolios consisted of eight cross-council programmes of work which were focussed on creating the right conditions for a 21st century council. The programmes included developing our approach to designing service and the use of business intelligence, maximising the use of technology, managing information entrusted to the Council and ensuring that we develop, support and engage our first-class work-force.
3. The Resources Departmental Strategy also committed to undertake a review of the Department's operating model within the context of the Council's financial position and future operating requirements. As a result, Full Council on 22 March 2018 approved the creation of the new Chief Executive's Department and changes to the high-level management of the County Council's corporate services. The purpose of the review was to ensure that the structure of the new department is fit for purpose and provides value for money. This review was set against the principles of:
 - being customer focussed,
 - being modern and creative,
 - being efficient and effective
4. With effect from 1 July 2018, the Resources Department was renamed as the Chief Executive's department. The Chief Executive's strategy replaced the Resource Department Strategy. Over the last few months, a new Operating Model for the department has been developed to provide joined up services that empower the Council to deliver its commitment to the people of Nottinghamshire.

5. The Council's Departmental plans are currently being reviewed to ensure they remain consistent with the Council's commitments and priorities as outlined in Council's Plan. The current Departmental plan sets out 11 cross-council programmes of work which are focussed on ensuring a council that fit for the future. The 11 programmes are:

- Consolidating our new department
- Tools for Transformation
- Intelligence led Performance
- Information Governance
- Our Workforce
- Health and Social Care Technology Integration
- The Cloud (off-site data centres)
- Investing in Nottinghamshire
- Improving Customer Experience through Digital Development
- Member Communication and Engagement
- Local Government Association Peer Challenge

Savings and Improvement during 2018/19

6. During 2018/19 the Chief Executive's Department delivered savings of £2.053m, this included a management restructure at Corporate Director, Service Director and Group Manager levels which delivered efficiency savings of £569k. Another service which continues to deliver significant efficiency savings is the Business Support Service which delivered £700k in savings during 2018/19. Looking forward, further savings of £1.298m are scheduled for delivery in the 3 years 2019/20-2021/22 (March 2019 reporting period), this figure will however increase as new proposals are agreed. For example, a revised staffing structure for the Communications and Marketing service was approved at Policy Committee in April 2019 which will deliver additional savings to the Medium-Term Financial Strategy totalling £250k and the transition to a new mobile network provide will deliver £300k in savings.

7. As part of the establishment of the Chief Executives department, the Business Change and Engagement team within ICT was brought together with the Programme and Projects team into a single Transformation and Change Group. This brought together two teams, both involved in supporting corporate and departmental programmes and projects, into a single entity. This was undertaken in recognition that there was a clear synergy between the teams and that whole could be greater than the sum of the parts.

8. During the last year, the department has continued to work closely with colleagues across the Council to:

- Identify options for change
- Take advantage of opportunities provided by new technology
- Provide business and data analysis
- Support the development of business cases
- Provide resources for programme and project management
- Provide a corporate assurance and reporting framework

9. This report does not seek to provide information about all the improvements made by the Chief Executive's Department during 2018/19 but rather provides a selection of examples that

demonstrate the impact of some of the improvements has on cross-council services and departments. The examples describe the enabling work that has underpinned the transformational activity within other departments. These include:

Smarter Working Programme (SWP)

10. The vision for this programme is “A workforce able to work flexibly, where and when it best suits them, their customers and service users and managed by results “ This programme has worked towards delivering this vision by providing staff with the appropriate ICT equipment, office settings and policy framework to support a step-change in the flexibility staff have in how and where they work.
11. A number of transformational projects have also been delivered under the umbrella of this programme. These include:
 - (a) Mobilisation project – This deployed over 2,000 tablet devices to mainly frontline staff allowing them to have connectivity to their back-office systems whilst working in communities and freeing them up from being tied to their office base.
 - (b) Lync telephony – The provision of Lync telephony was rolled out across the office estate as a key enabler for the SWP as this allows staff to be freed from a specific desk due to their dependency on a dedicated phone.
 - (c) Scheduling – As part of the mobilisation, staff had access to new software that acted as a bridge from their device through to the back-office systems. One of the additional features of this software was a scheduling function that has been utilised to schedule all activity within the START reablement service and the to schedule appointments for social workers and occupational therapists.
12. This programme has had a dramatic impact on the way in which our staff work and has resulted in them having a greater work-life balance. Some of the quotes used by staff regarding new tablet devices are:

“Transition from old computers to new was really smooth and it’s clear that a lot of work went into it”.

“In a team meeting today – everyone was saying that Yoga’s are making it so much easier to do their jobs.”

“The device is easy to use and having dual screens is great. Little things make a lot of difference, like not having to customise every workstation I use.”

“Quick to log on and connectivity is always great and having the option to use the device in clients’ homes is great. As an Occupational Therapist (OT), being able to show clients certain web sites is so useful.”

Health and Social Care Technology Integration Programme

13. The focus of this programme 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.

14. The initial phase of improving referral workflows with King's Mill Hospital and other hospitals within Sherwood Forest Hospital Trust (SFHT) is now complete. 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.
15. The Nottinghamshire Health and Care portal has been set up to share patient information for all organisations involved in supporting the health and care needs of Nottinghamshire citizens. The portal allows staff across all health and care organisations to have access to the information they need, to make faster and more informed decisions for the people they care for across Nottinghamshire.
16. As part of this programme, further work is underway to create an early warning system to identify local residents aged over 65 at most risk of losing their independence. An IT programme will be developed 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. 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.

Information Governance Programme

17. The purpose of this 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. Phase 1 of the programme was focussed on preparing the Council for General Data Protection Regulation compliance, the new legislation which came into force in May 2018. That Phase closed in December 2018, having put in place new policies, procedures, training and approaches which have significantly improved the way the Council protects and manages data as well as establishing a new Information Governance Team to take the work forward. The second phase is focusing on document management and some initial discovery work has been completed.

Regional Adoption Agency

18. In 2017, in line with government direction to regionalise adoption through the establishment of regional adoption agencies, Nottinghamshire County Council (NCC) began work with Derbyshire County Council, Derby City Council and Nottingham City Council to form a regionalised adoption agency (RAA) in the East Midlands. The name chosen for the RAA was Adoption East Midlands (AEM). Following evaluation by the four partners, NCC was selected to host the RAA.
19. The key benefit of providing adoption services via an RAA is that the pool of adopters and children is wider, and so good matches can be made more quickly. This has a positive effect on outcomes for children, on the adopters' journey, and on budgets – the quicker a child is adopted, the shorter their stay in a foster or residential placement. Other benefits include sharing of best-practice, and a reduction in inter-authority fee payments.

20. The project was set to plan and organise actions in pursuit of the launch of AEM; to identify and seek mitigation for risks; to identify and monitor the delivery of benefits; and to identify and maintain an appropriate governance structure. This was an extremely complex project as it involved the delegation of adoption functions and transfer of staff and data from the partner Councils to NCC, as well as the need to design a network and case-management architecture so that AEM staff could work across all four Council sites. The RAA was successfully launched on April 3, 2019.

The Business Reporting and Management Information (BRMI) project

21. This project started in February 2016 and is ending this month and has been delivered in partnership with Acuma. Whilst the closure of this project is currently being written, we know that this project has provided a big improvement in our reporting capacity and has delivered 144 reports for the ASCH department, 223 reports for the CFS department and a significant number of performance dashboards.

22. As part of the project, data from several systems has been brought together into a unified data warehouse to improve combined reporting from multiple systems. This project has provided a significant improvement in our reporting capacity and provided a solid foundation for future developments.

Other Options Considered

23. No other options have been considered. The matters set out in the report are intended to provide update to the Sub-Committee of improvements and savings made by the Chief Executive's Department to transformation and service improvement.

Reason/s for Recommendation/s

24. Under the terms of the Council's constitution, the Governance and Ethics committee is responsible for maintaining an overview of the Council's Financial Regulations, and it is best practice to ensure that those charged with decision-making have effective knowledge and skills.

Statutory and Policy Implications

25. 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

26. There are no financial implications arising from this report.

RECOMMENDATION/S

- 1) That the Improvement and Change Sub-Committee considers the progress against the Chief Executive's Improvement and Change Portfolio outlined in the report and recommends 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: Nigel Stevenson

Constitutional Comments (KK – 29/05/2019)

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

Financial Comments (RWK 06/06/2019)

28. There are no specific financial implications arising directly from 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