

Improvement and Change Sub-Committee

Tuesday, 30 April 2019 at 10:30

County Hall, West Bridgford, Nottingham, NG2 7QP

AGENDA

1	Minutes of the last meeting held on 4 March 2019	3 - 4
2	Apologies for Absence	
3	Declarations of Interests by Members and Officers:- (see note below) (a) Disclosable Pecuniary Interests (b) Private Interests (pecuniary and non-pecuniary)	
4	Technology Update	5 - 8
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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 4 March 2019 (commencing at 2.00 pm)

Membership

Persons absent are marked with an 'A'

COUNCILLORS

Reg Adair (Chairman)

Richard Butler
John Cottee
Jim Creamer
Kate Foale

David Martin
Diana Meale
Steve Vickers
Stuart Wallace

OFFICERS IN ATTENDANCE

Sara Allmond	Chief Executive's Department
Neil Marriott	Chief Executive's Department
Sue Milburn	Chief Executive's Department
Ben Taylor	Chief Executive's Department

1. MINUTES

The Minutes of the last meeting held on 7 January 2019, having been previously circulated, were confirmed and signed by the Chairman.

2. APOLOGIES FOR ABSENCE

None

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

- Councillor Richard Butler had replaced Councillor Philip Owen;
- Councillor Steve Vickers had replaced Councillor Richard Jackson.

3. DECLARATIONS OF INTERESTS

None

4. TECHNOLOGY UPDATE

The item was deferred to the next meeting.

5. ICT OPERATIONAL PERFORMANCE QUARTER 3 2018-19

Neil Marriott, Group Manager – Operational Delivery introduced the report and responded to questions.

RESOLVED 2019/007

To receive a further progress report for the next quarter

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

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

RESOLVED 2019/008

- 1) To receive a further update report for the next quarter in June 2019
- 2) To move the Improving Lives Portfolio Status Reports to the Adult Social Care and Public Health Committee for future quarterly updates.

7. WORK PROGRAMME

RESOLVED 2019/009

That the Work Programme be agreed.

The meeting closed at 2.25 pm

CHAIRMAN

4 March 2019

Agenda Item: 4

REPORT OF THE SERVICE DIRECTOR FOR FINANCE, INFRASTRUCTURE AND IMPROVEMENT

TECHNOLOGY UPDATE

Purpose of the Report

1. To brief Members on the purpose and content of the presentation titled 'Technology update'.

Information

Background

2. The presentation aims to brief Members on how the investment in new technology has enabled transformation of service delivery across a number of service areas and is divided into four themes:
 - Automatic Scheduling
 - Interoperability and Integration
 - Portals
 - Future technology

Automatic Scheduling

3. In July 2017, a presentation and report was presented to this Committee briefing Members on the implementation of automatic scheduling in the START Re-ablement service which had just completed a pilot phase. The first theme of the presentation will update Members on the impact of the full adoption of the technology across the whole START service and the opportunities to exploit this technology in other service areas.

Interoperability and Integration

4. The second theme of the presentation will focus on how the development and deployment of this type of technology has addressed some of the challenges and inefficiencies within the Health and Social Care system and has delivered significant benefits to the Council, our health partners and the citizens of Nottinghamshire.

Portals

5. The use of portal technology has enabled opportunities for the Council to engage with citizens, partners and suppliers in new ways. This theme of the presentation will brief Members on how this technology has been deployed and the further opportunities it makes available to the Council.

Future technology

6. The opportunities to exploit new technology to change the way in which the Council delivers services are emerging and evolving rapidly. This theme of the presentation will provide an overview of the technology available and how it may be exploited to the benefit of the Council and its citizens.

Other Options Considered

7. None

Reason for Recommendations

8. To ensure the committee is kept up to date on how the investment in new technology has enabled transformation of service delivery.

Statutory and Policy Implications

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

RECOMMENDATION/S

- 1) That the Committee considers if there are actions arising from the report and presentation.
- 2) That the Committee agree to receive regular updates on new technology deployments and opportunities

Nigel Stevenson

Service Director Finance, Infrastructure and Improvement

For any enquiries about this report please contact:

Adam Crevald, Group Manager Design (ICT)

0115 977 2839

Constitutional Comments (GR 22/2/19)

10. Pursuant to the County Councils Constitution the recommendations contained within this report fall within the scheme of delegation to this committee

Financial Comments (NS 22/2/19)

11. There are no direct financial implications arising 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

30th April 2019**Agenda Item: 5****REPORT OF THE SERVICE DIRECTOR FOR FINANCE, INFRASTRUCTURE
AND IMPROVEMENT****APPROACH TO TRANSFORMATION AND CHANGE****Purpose of the Report**

1. To propose the approach to developing an operating model and organisational structure for transformation and change.

Information**Background**

2. The creation of the Chief Executive's Department and the subsequent restructure at Group Manager level within Finance, Infrastructure and Improvement Service resulted in the creation of the Transformation and Change team. This brought together the corporate Programmes and Projects team and the Build, Change and Engagement team from ICT services under a single Group Manager, and offered the opportunity to review the approach to transformation and change within the organisation which has evolved over a number of years.

Progress to date

3. A set of principles for transformation and change has been worked up and agreed with Council's Extended Corporate Leadership Team (ECLT) (see appendix 1).
4. A temporary structure has been implemented to reduce the number of team managers reporting directly to the Transformation & Change Group Manager from 12 to 6. This has included the creation of temporary Lead Programme Manager and Lead Technology Partner roles and the temporary allocation of other resources to the Cloud Programme and the Group Manager for Architecture and Technical Design.
5. In discussion with the Corporate Leadership Team (CLT) it has been agreed that in parallel to the development of a new operating model and organisational structure we need to focus on ensuring that new programmes and projects identified by members and CLT are initiated and under way, and that CLT have oversight of any resourcing and scoping implications and prioritisation decisions to support them.
6. Discussions with departmental leads confirmed that there is nothing broken within the current process but there are things we could do better and need to consider in order to ensure that our approach is fit for the future:

- a. Corporate oversight and decision making on initiation, prioritisation and resourcing of programmes and projects
 - b. Reviewing the naming convention and standards adopted for the development of business cases at the appropriate level, moving away from current nomenclature of Options for Change to the Prince II convention of Outline Business Cases and Full Business Cases
 - c. Engagement and deployment of business and data analysts within departments
 - d. Provision of commercial advice and support where appropriate
 - e. Sharing good practice between departments and across the organisation
 - f. Capturing lessons learnt and initiating learning and development activities where appropriate to build on these
 - g. Reviewing our processes to ensure we have the right level of oversight and governance without unnecessary bureaucracy
 - h. Establishing principles for prioritisation which ensure we invest the organisation's resources in a way that maximises benefits
 - i. Ensuring we adopt the project management methodology (for example Prince, Agile) which best supports the nature of the work being undertaken.
 - j. Ensuring that we have a consistent approach to the positioning of resources such as programme managers, project managers/officers and business analysts within the organisation
 - k. Reviewing NHS and Central Government principles for change to establish whether they may be worth adopting for larger programmes
7. In addition to this, the operating model needs to ensure that central supporting services (including ICT, Procurement, Assurance, Finance, HR, Information Governance, Legal Services etc) are involved as appropriate within new pieces of work to ensure that opportunities and implications are understood, and that the corporate support model is well joined up.
8. Where existing governance and gateway processes are in place (eg within the Programmes and Projects team and ICT) these need to be streamlined where possible to minimise bureaucracy while ensuring the appropriate levels of challenge and governance are in place.
9. This work offers the opportunity to embed the concept of a Design Authority within the process for initiating new pieces of work to ensure the organisation does the right things in the right way.

Next Steps

10. In response to the need to provide progression and oversight at pace we propose to establish a governance group on behalf of CLT which will comprise of the following departmental leads:
- a. Jane North, Transformation Programme Director, Adult Social Care and Health
 - b. Laurence Jones, Service Director Children and Family Services
 - c. Derek Higon, Service Director, Place and Communities
 - d. Nigel Stevenson, Service Director, Chief Executives

In addition the meetings will be attended by Sue Milburn (Group Manager, Transformation and Change) and Iain MacMillan (Lead Programme Manager, Programme and Projects Team).

11. The group will meet monthly to approve new programmes and projects and prioritise the change portfolio as required
12. The group will report back to the Extended Corporate Leadership team on a regular basis to give an overview of the change portfolio, progress made, and any decisions made or required
13. The group will also provide advice and oversight on the development of the operating model for transformation and change within the authority and addressing the opportunities for improvement outlined in paragraph 5 along with the more generic aspects of an operating model:
- a. **Processes**, including a consistent approach to initiation, prioritisation, funding, resourcing, governance and assurance across the organisation.
 - b. **Organisation**, including clarification of what the “hub and spoke” model means in practice and how this will relate to various models currently in place across departments and the centralised services within the Chief Executives department
 - c. **Technology**, including the incorporation of technology implications and opportunities
 - d. **Information**, including providing the information required to enable ECLT to take ownership and accountability for the overall portfolio of transformation and change within NCC

14. Terms of Reference for the group will be developed for approval at CLT

15. The Improvement & Change Sub-Committee will receive a further report on the development of the proposed operating model and outline supporting organisational structure June 2019

Other Options Considered

16. The option of restructuring the Transformation and Change Team without reviewing the operating model has been considered but would miss the opportunity to reflect on what works well at the moment and what could be improved to ensure our approach to Transformation is fit for the future and supports NCC's aspirations

Reason/s for Recommendation/s

17. To update the committee on progress on the development of a new operating model and organisational structure and seek approval for the proposed way forward.

Statutory and Policy Implications

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

RECOMMENDATION/S

That the Improvement and Change Sub-Committee agrees the proposed approach for developing an operating model and organisational structure for transformation and change

Nigel Stevenson

Service Director Finance, Infrastructure and Improvement

For any enquiries about this report please contact:

Sue Milburn, Group Manager, Transformation & Change

Constitutional Comments (KK 09/04/2019)

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

Financial Comments (NS 8/4/2019)

20. There are no specific financial implications arising 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



Extended Corporate
Leadership Team

Transformation and Change principles

Principles

- ▶ Collective accountability for NCC's transformation and change portfolio at ECLT level, with corporate oversight, ownership and control of scope, priorities, progress, outcomes and benefits.
- ▶ An organisation-wide operating model, methodology, standards and language across all departments
- ▶ A joined-up approach, making sure we understand the knock on effect, dependencies and opportunities when changing processes and systems, both horizontally across the organisation and with partners, and vertically within departments
- ▶ Transformation and change will be driven by departments (and sometimes from the corporate centre) and supported by central expertise, resources and governance.
- ▶ There will be a "hub and spoke" approach to resourcing, with department-specific skills (eg social care workers, highways staff) and business leadership embedded within the departments, and cross-cutting transformation and change skills (Programme and project management, business and data analysis etc) based at the centre .
- ▶ Allocation of transformation & change team resources from the centre will be agile and flexible, avoiding the risk of staff becoming embedded within departments.

Principles

- ▶ We will be risk aware, not risk averse. If a programme or project fails we will be transparent and honest to enable us to stop, take stock and reprioritise quickly
- ▶ We will encourage cross-departmental learning from both our successes and our failures
- ▶ We will trust our people - they know what to do - but enable some independent challenge
- ▶ Service Directors and Group Managers should feel empowered and supported to drive transformation.
 - To do this they need to understand their responsibility in ensuring a joined up approach compliant with NCC's standards, policies and infrastructure
 - Leading business change should be included as a key element of recruitment to these roles
 - Training and coaching may be required.
 - Capacity may be an issue
 - Cultural change may be required to move us from compliance to proactive problem solving

Principles

- ▶ Transformation and change will be driven by :
 - The Council plan and supporting Departmental Strategies
 - Savings and ROI
 - Big data and predictive analytics identifying challenges and opportunities within the region
- ▶ We need to retain our focus on ethics and outcomes for service users
- ▶ We need to take members on the journey with us

30th April 2019**Agenda Item: 6****REPORT OF SERVICE DIRECTOR- CUSTOMERS, GOVERNANCE AND
EMPLOYEES****UPDATE ON DIGITAL DEVELOPMENT****Purpose of the Report**

1. To update members on progress in relation to digital development within the Council; seek views on the proposed scope and terms of reference for a new cross-council programme of work entitled “Improving Customer Experience through Digital Development” and draft Digital Strategy.

Information**Background**

2. The Council has made positive progress in incorporating digital technologies into service transformation in a number of service areas. To date this work has been led by individual service areas and, whilst delivering improvements in particular areas of the Council’s activities, the benefits have not always been considered and maximised across the whole Council for the benefits of all local residents.
3. It is now proposed to initiate a cross-council programme of work to build on good practice in Nottinghamshire and elsewhere and ensure that work is undertaken, and new developments are consistently applied across the Council to improve efficiency, maximise value for money and improve the customer experience for all residents in all service areas. The draft terms of reference for this programme “Improving Customer Experience through Digital Development” are attached as Appendix 1.
4. The work of the proposed programme will begin with a scoping and mapping exercise to ensure that any new programme of work aligns with existing activities already underway or planned. Early work will also involve mapping of digital and technology applications, tools and approaches already being used in some service areas to identify the potential for these to be applied more widely across the Council to maximise the benefits for residents and value for money provided for local taxpayers.
5. One of the early deliverables of the programme will involve developing the Council’s “digital front door” through the roll out of a MyNotts App making it easier for residents to access Council services and effectively resolve issues and queries at their first point of contact with the Council.

6. The programme will also involve end to end review of services and processes to drive further service change and transformation. This will involve streamlining processes and removing manual and duplicative steps; redesigning processes to maximise the use of automation and technology and identifying opportunities to deploy artificial intelligence, machine learning and making greater use of predictive analytics, insight and intelligence. These approaches will be consistently applied across the Council to maximise the benefits and ensure we get the most out of any investment and any developments and that learning from review and roll out of technology in one area is applied in the next.
7. Considering issues in relation to potential information sharing and data storage, access, management and usage will be critical to the work of the programme and be a key area of activity and focus in considering potential options.
8. It is intended that the Council's overall approach to digital development will be reflected in a new overarching strategy to ensure effective overview and Council-wide engagement. This will pull together work from a variety of different service areas and other programmes in a high-level document. An early draft of the proposed Strategy is set out in Appendix 2 for consideration of the direction of travel by members. The Strategy, once developed and finalised, will require formal approval by Policy Committee.

Other Options Considered

9. The Council could continue with its current approach of the development and application of bespoke solutions for individual service areas, but this would miss the opportunity to maximise the benefits of digital and other technological tools and approaches across all service areas for the benefit of local people and businesses.

Reason/s for Recommendation/s

10. The Council has previously undertaken programmes of work involving various aspects of digital development. A more integrated, whole-council approach; led and sponsored directly by the Corporate Leadership Team with greater member involvement is likely to deliver greater benefits for local residents, improve outcomes and deliver better overall value for money.

Statutory and Policy Implications

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

Data Protection and Information Governance

12. An overall high-level Data Privacy Impact Assessment will be completed for the programme and kept under regular review. The potential data protection impacts of specific developments will be considered and reviewed on an ongoing basis as the work of the programme progresses. Early identification, consideration and resolution of data and information issues will be integral to and a key strand of work within the programme.

Financial Implications

13. The proposed new programme of work and Digital Strategy are at a very early stage of development. At this point it is not possible to quantify the level of any potential savings which could be delivered or the potential costs of any new tools or technology which may be rolled out across the Council or extension of existing applications. Further work will be undertaken as the programme progresses to identify and seek to quantify this.

Human Resources Implications

14. It is not possible to identify the potential implications for employees in any great detail at this stage. These could include changes to the skills the Council requires in its workforce; new and more flexible ways of working and developing a more collaborative and digital mindset amongst our employees. The need for the development of digital leaders, digital enablers and change champions is likely to be necessary to embed new and different ways of working and more creative and innovative approaches. This will be developed as the programme is developed and will be reflected in the refreshed Workforce Strategy currently being developed.

Public Sector Equality Duty implications

15. An Equality Impact Assessment will be completed for the overall programme and kept under review. The potential impact of any potential changes on specific groups will be considered as the programme of work progresses. Individual Equality Impact Assessments on specific aspects will be completed as necessary to ensure that no residents are disadvantaged.

Smarter Working Implications

16. "Investing in Nottinghamshire" (Phase 2 of the Smarter Working Programme) is a key interdependency for the new programme of work the implications of which will become clearer as the new programme is developed. This will be reflected in the initial mapping and scoping exercises to ensure the deliverables, outcomes and timelines are aligned.

Implications for Service Users

17. The aim of the programme of work set out within the report is to make it easier and improve access to Council services and improve outcomes for local residents. In reviewing processes and considering technological and automated developments consideration will be given to the needs and abilities of all residents to access services to ensure that any approaches developed do not disadvantage particular groups.

RECOMMENDATION/S

It is recommended that members consider the progress on digital development and activities set out in the body of the report and appendices including:

- 1) The draft terms of reference for the cross-council programme of work “Improving Customer Experience through Digital Development” set out in Appendix 1 and agree to receive regular update reports on progress.
- 2) The further development of the Council’s draft Digital Strategy as set out in Appendix 2 for formal approval by Policy Committee.

Marjorie Toward
Service Director - Customers, Governance and Employees

For any enquiries about this report please contact: Marjorie Toward, 0115 9774404

Constitutional Comments (KK 17/04/2019)

18. The proposals in this report are within the remit of the Improvement and Change Sub-Committee.

Financial Comments (SES 17/04/19)

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

HR Comments (GME 17/04/2019)

20. As mentioned in paragraph 14, there are no immediate implications for employees arising from the content of this report. However, the refreshed Workforce Strategy will identify key skills requirements for future digital development as an area of priority.

Background Papers and Published Documents

- ‘None’

Electoral Division(s) and Member(s) Affected

- ‘All’

Phase II Your Nottinghamshire Your Future 2019 – 2021 New Cross Council Programmes & Projects

Project Name: Improving Customer Experiences through Digital Development	
Senior Responsible Officer(s)	
Adrian Smith (SRO) Marje Toward Nigel Stevenson	Departmental Service Leads (TBC) Marie Lewis Adam Crevald/Neil Mariott Senior users input Programme Manager TBC Project Officer TBC
Member lead	
Cllr Kay Cutts	
Summary Overview	
<p>The County Council has made positive progress in incorporating new digital technologies into service transformation in a number of areas. There remains scope to both improve this in a number of services, and to increase the consistency of digital/tech tools used in service delivery and customer experience.</p> <p>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.</p> <p>The programme will include:</p> <ul style="list-style-type: none"> - Digital front door – use of digital interfaces, chatbot, development and deployment of a Nottinghamshire app – making service access easier for people - Back to back processes – driving service transformation through increased use of technology and automation of processes – stripping out unnecessary manual and duplicative processes across the Council (integration and alignment of functions) - Opportunities to employ AI and machine learning, building on use of predictive analytics and big data - Ensuring consistency of application across all Council Depts, driving up standards - Relationship with customer service interface including with comms/media – targeted and tailored messaging pushed to service users. - Issues related to data security and information governance - Service integration with other public sector partners (including but not limited to Health partners and District Councils). <p>A key interdependency is the Smarter Working Programme Phase 2 and existing programmes of change including the journey to the cloud.</p>	

Key Outputs/Outcomes

Improving productivity of the workforce in delivery of outcomes

More joined up access to services for customers (including with partner services where appropriate)

Reduced response times to service requests

Increased resident satisfaction with services

Increased knowledge and understanding of Council services – provision of consistent Council messages to residents, tailored to patterns of service access.

Savings through automation and use of new technology

How will this programme be cross cutting?

All services will benefit from new technologies and digital approaches to service delivery.

Digital Strategy 2019 – 2021



Introduction

The Council Plan “Your Nottinghamshire Your Future” sets out a clear and ambitious vision for the future of Nottinghamshire. A county that is a great place to bring up a family, to fulfil ambition, to enjoy later life and to start and grow business. This is underpinned by Departmental Strategies and Plans which set out how we intend to achieve these ambitions and ensure the provision of the best possible services for local people and improve the place in which we live, study, work and do business.

The way we operate as a Council and our approach to change are fundamental to the delivery of these plans. We want to ensure local people are supported to remain independent whilst continuing to have access to a diverse range of services; to protect and shape our local environment; to create the right conditions for a strong local economy and encourage visitors to our historic County.

It is widely acknowledged that expectations of public services are changing and the way we live our lives is changing at an unprecedented rate with ever-increasing demands for good quality services to be delivered how, when and where is most convenient for local people. We need to understand demand and our customers fully, so that services are delivered in the most effective way with customer needs and expectations at the heart of everything we do.

As resources decrease it has never been more important that we put value for money at the forefront of our thinking to make sure that we continue to provide the best possible value for our taxpayers, spending their money wisely and ensuring that we get the most out of every penny spent.

This strategy has also been developed to help ensure we have the right infrastructure in place and are doing the right things to become better connected across the whole County to support the delivery of our ambitious plans.

The Digital Strategy is about connecting people, businesses, visitors, partners and our employees to deliver independence, information, improved efficiency and improved outcomes for local people, businesses and visitors to Nottinghamshire. This Strategy sets out the overarching approaches that we will take when looking to technology to support the people of Nottinghamshire and how we will innovate and be creative in the way that we do this.

Section 1 Strategic Context

The Council is having to adapt to new ways in which local government will be funded. Services are continuing to explore ways they can work differently, both internally and in collaboration with partners, to make public money go further. We need to find innovative ways of doing business, generating sound returns for all residents and making Nottinghamshire an even better place to live, work and visit.

To meet the changing needs and ambitions of our residents, visitors and businesses, we need to think differently about how we can achieve the outcomes that are most important.

The digital strategy has been developed in the context of the key drivers which will support the County Council in delivering its commitments as set out in the Council Plan. These drivers fall into three main categories:

Strategic Drivers

A sustained reduction in Central Government funding for Councils allied to increased demand and costs for children's and adults social care mean that current forecasts show a potential funding gap which we need to address. These long term financial constraints and the increased demand for services continually challenges the County Council's existing models of service delivery to remain affordable, sustainable and relevant to service users. Key to the success of any new/revised operating models will be how we deliver services differently and more cost effectively but also how we enable people to become more connected with their communities and

how we support them to remain more independent.

Service Drivers

Managing a continuing increase in service demand from a wide range of stakeholders including citizens, visitors, businesses, partners, and employees. Key to the success of this new strategy will be the ability for us to: make it easier for all stakeholders to understand changes; improve access to services; make all stakeholders feel part of something through better connectivity and links to us and to their communities.

Technology Drivers

Technology keeps improving, is ever changing and more easily available. As a Council we want to stay ahead of the game when it comes to improving access channels and using the most effective tools to communicate; educate and inform people; make available self-service options; have a variety of tools available to enable people to be, and remain, more independent.

Section 2 Digital Transformation

Why Digital?

Digitalisation isn't about developing digital services or doing ICT projects better; it's about doing and thinking about things differently, in response to customer and user needs and expectations. Moving along our digital journey will involve the active engagement of the Council's leaders, managers and staff as well as local people and our partners – ***it needs to be a lived reality and embedded in how we do things.***

The case for change is compelling. We face the challenges that many other local government organisations face; providing better services whilst coping with reduced funding, increased demand and higher customer expectations.

At the moment many local government organisations are structured in a way that residents find it difficult to understand and hard to navigate. This is changing however, and our approach needs to keep pace with the need to provide more efficient, joined-up, easily accessible solutions.

The full benefits of a more integrated digital approach will materialise over time but through effective leadership and change management, the embedding of a digital approach and culture can enable us to meet our overall strategic priorities enabling the people of Nottinghamshire to be:

- Healthier and more independent.
- Happy, safe and better supported in, and by, their local communities.
- Confident that their money is being spent wisely and efficiently.

- Able to feel the benefit of strong economic growth and access more work opportunities.

Where are we now?

Whilst we have made some progress, this work has to date been developed in particular service areas, often in isolation to address a specific issue. We are in the early stages of our digital transformation journey as a whole organisation. We have the appetite to do more and to move forward maximizing the use of technology and digital tools, working collaboratively and applying these across the Council to support our ambitions to improve things for local residents.

The transformation journey will never be complete as we will have to constantly respond to new challenges and to find and exploit new digital resources as they become available.

Principles:

“Digital” and the use of technology needs to be embedded in our culture and part of our way of working. To assist with this, we have developed a set of principles which will underpin our work going forward. These will need to be consistently applied to help us achieve our vision in a more cohesive whole Council approach.

We need to:

- Ensure that information and services for local people are readily

accessible and easy to use for all and no-one is disadvantaged by changes.

- Enable a degree of choice for residents, visitors and businesses in how they engage with the Council.
- Enable customers to self-serve so that they can control their interactions with the Council.
- Harness and maximise the benefits of technology for local people, their communities, businesses and people visiting the County.
- Support local people to become involved with their local communities and the Council.
- Facilitate creativity and innovation and inspire digital advancement across the County.
- Enable the Council to be more efficient and provide value for money on a sustainable basis.
- Develop a digital culture by effective digital leadership and collaborative working.
- Work collaboratively across the Council, with key stakeholders and partners to maximise the benefit and improve outcomes.
- Future proof systems, tools, processes and technology by designing and implementing with in-built flexibility and future needs in mind where possible.

Where do we want to be?

We have set out our ambitions for the future in relation to the role and vision for digital transformation in more detail in the next section.

Section 3 – Vision

NOTTINGHAMSHIRE – A SMART PLACE

Connecting local people, communities, workers, businesses and visitors.

Digital inclusion

We will work with others to create the climate and develop and deploy digital platforms, tools and approaches to:

- Ensure that local people and their communities are better connected.
- Ensure that local people are kept well informed and able to provide feedback and share their experiences.
- Enable local people to have access to information and services. This will include improving existing access and developing new self-service channels.
- Ensure local service provisions designed around local people.
- Enable residents to engage fully in their local communities and helping each other.
- Provide choice and manage service demand by enabling people to self-serve.
- Support the development of digital skills for local people in local communities.
- Enable people to remain independent and manage their own health and wellbeing. This will include roll out of digital health tools and greater use of assistive technology to improve the lives of local people.
- Support the development and roll out of “Smart Homes” and buildings as part of our wider approach to Investing in Nottinghamshire and Economic Regeneration.

Digital County

We will use proven economic drivers to create a digital economy, improve business growth and generate a positive economic climate by:

- Digital skills development working with local schools, colleges, universities, training providers and businesses to ensure we have the skills we need for the future.
- Encouraging the creation of jobs, apprenticeships and opportunities working in the digital economy across the County.
- Encouraging inward investment, new business growth and start up and growth of digital business.
- Developing the digital infrastructure across the County including fast, accessible broadband across the whole County.
- Continuing to secure funding for large infrastructure projects including new road and rail networks, cross-county developmental opportunities along with economic regeneration projects using new technology.
- Continuing our engagement with wider regional and national infrastructure and development programmes for the benefit of Nottinghamshire.
- Working with partners to be a catalyst for wider digital public services.
- Use digital tools to promote Nottinghamshire, improve the accessibility of the County and develop the local visitor economy.

Digital Council

We will embed digital principals, tools and approaches consistently across the work of the Council to deliver our corporate objectives, provide value for money and improve outcomes by:

- Investing in Nottinghamshire and using technology to help us work in a more agile way to ensure the provision of local services designed around local people.
- Using digital tools to understand, forecast and effectively manage increasing demands and changing needs for services.
- Using local intelligence, data, feedback and information to assess risk and potential impact of change and inform how we design more efficient services in the future.
- Developing our approach to service review and change to embed a more consistent application of digital principals across the Council.
- Using digital tools to embed and drive a cycle of continuous improvement as part of our performance management culture and framework.
- Developing digital leadership and champions across the Council to embed a new culture and ways of working where innovation and creativity is encouraged, and digital expertise developed.
- Developing specific digital skills and improving the broader knowledge and skill base across our workforce as part of our ongoing development programmes.
- Ensuring that our systems and processes are lean, convenient, straightforward, accessible and easy to use.
- Ensuring that service change and transformation is collaborative, cross-council and designed around the needs of customers and service users to embed and exploit the benefits of technology.
- Maximising the use of cloud-based technologies and other tools and approaches developed or used across the whole Council.
- Horizon scanning and keeping up to date on potential new ideas and approaches which could be beneficial to service re-design and delivery.

Section 4 – Approach

Maximising the use of technology, application of our digital principles and our digital infrastructure are key strands which run through the Council's overarching approach to change and transformation. Technology can provide the catalyst for change opening new possibilities for how we manage and deliver services. If digital is the engine driving change then our principles will be used to keep it on track supported by a refreshed approach to change and transformation.

Technology is not the universal solution and must be fit for purpose and used where and in a way, which is most appropriate to meet the needs of our residents. We need to have the right technology in place, consolidate and simplify our technology solutions and reduce dependency on legacy systems. This is reflected in other programmes of work such as the Cloud Programme.

One of the first areas of work will be the more detailed scoping of this programme to ensure that it builds on and aligns with work previously undertaken or already underway and sets out clear, achievable objectives and outcomes for this programme which can be clearly articulated and measured.

This early stage will also include the mapping of digital and technology applications already in place in some service areas and identify the potential for these applications to be applied more widely across the Council as a series of potential early wins. This will maximize the benefits for residents and value for money and avoid duplication and waste.

Work on the Council's "Digital Front Door" through the development of a MyNotts App is already underway to make it easier for residents to access services and resolve issues first time when and where they want.

It is also envisaged that the programme will involve further reviews of services, processes and systems to drive further change and transformation, utilising our digital principles and technology as key drivers. Clear, simple, transparent processes for implementing improvements will be developed.

One of the key aspects of this new programme of work is a whole Council approach. This will require the Council's leaders to act collectively as digital enablers, promoting the right culture and developing a digital mindset thriving on creativity, innovation and trust. Current approaches to digital skills development will be reviewed as part of the Workforce Strategy to ensure that employees have the broader digital skills they need to work effectively in new ways and that the Council has access to the more specialist skills it may require in future. Digital change leaders will inspire and ensure people are equipped to embrace these changes, identify and ensure that we capitalise on future technology and opportunities.

The Council will need to develop and work collaboratively across its services and with partners to take a consistent approach to collecting, storing and using data, insight and intelligence to inform decision making as we move towards a shared view to provide compelling evidence of the case for change. Online data and analytics and their application will enable us to predict the potential impacts of change; measure and monitor performance in a cycle of continuous improvement and identify potential solutions in real time.

30th April 2019

Agenda Item: 7

REPORT OF THE SERVICE DIRECTOR FOR FINANCE, INFRASTRUCTURE AND IMPROVEMENT

CLOUD PROGRAMME UPDATE

Purpose of the Report

1. To brief Members on the purpose and content of the presentation titled 'Cloud update'.

Information

2. The presentation aims to further inform Members of the objectives of the Cloud Programme, progress to date and what the next steps will be.
3. The discovery phase and high level design phases are now complete providing clarity regarding which Cloud service models are to be delivered : These being:

Model	Description
Software as a Service (SaaS)	<p>This model enables an organisation to rent an application and its underlying infrastructure. This is often chargeable on a per user per month basis.</p> <p>The first solution delivered through this model will be Microsoft Office 365. This is Microsoft's SaaS solution for the delivery of their office productivity software e.g. Outlook (e-mail, calendar, contacts), Word, Excel, PowerPoint, SharePoint (team and project spaces), OneNote, OneDrive (file and folder storage and sharing), Teams etc.</p>
Infrastructure as a Service public Cloud (IaaS)	<p>The supplier builds, provides and supports the server infrastructure that the software, databases and data are hosted on. This is delivered through the provider data centre(s) in the form of <i>virtualised</i> servers (physical servers that are segmented to run multiple systems) and accessed through secure network connections. The County Council would retain responsibility for the provision and support of the systems.</p>

Co-location model	The County Council will retain a small amount of infrastructure and some systems in a supplier provided data centre(s), in the same way that we currently use the Node 4 data centre. This is because not all technologies currently lend themselves to the above 2 models.
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Progress

4. There were three primary objectives over the past few months:
 - i. agree the design and build the offsite data centre capability. This is now complete.
 - ii. migrate sharpoint from an onpremise to an online service . This is now complete
 - iii. Upgrade office 2013 – Office 2016 This is underway.

Next Steps

5. Key milestones for the next phase include:
 - i. Roll out office 365 mail across the estate (pilot of 200 users under way)
 - ii. Migrate applications to Microsoft Azure. (underway)
 - iii. Move remaining applicatiосn out of County Hall data centre and relocate in Node 4 Derby (design completed)

Other Options Considered

6. None

Reason/s for Recommendation/s

7. To help the committee understamd the context behind the cloud programme and repprt on progress to date.

Statutory and Policy Implications

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

RECOMMENDATION/S

- 1) That the Committee considers if there are actions arising from the report and presentation.
- 2) That the Committee agree to receive regular updates from, the cloud programme.

Nigel Stevenson
Service Director Finance, Infrastructure and Improvement

For any enquiries about this report please contact:
Neil Marriott, Group Manager Operational Delivery (ICT)
0115 977 4842

Constitutional Comments (EP 18/04/19)

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

Financial Comments (CSB 18/04/19)

10. There are no financial implications arising 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

30 April 2019**Agenda Item: 8****REPORT OF CORPORATE DIRECTOR, FINANCE, INFRASTRUCTURE &
IMPROVEMENT****SMARTER WORKING PROGRAMME****Purpose of the Report**

1. The purpose of this report is to provide an overview on the progress of the Smarter Working Programme (SWP) and to seek approval for the proposed approach to the closure of the programme.

Information**Background**

2. 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 “

3. In November 2016, Policy Committee agreed funding for the SWP for the provision of new ICT equipment and the reconfiguration of office buildings over a three year period. We are now in the third year of this programme.

Progress

4. In 2018 the SWP delivered:

- An upgrade in the scheduling software was rolled out across all Social Work and Occupational Therapy teams in Adult Social Care & Health (ASC&H) that provided an improved functionality for staff
- The deployment of new ICT equipment and a reconfiguration of the office space in County Hall resulted in an additional 356 staff working out of the building – taking the headcount up to 1,144
- New ICT equipment was deployed to 256 staff based at Trent Bridge House
- The Social Work team based at City Hospital were moved from Valebrooke House to a site within the main hospital. As part of this move they have received new equipment, access to Lync telephony and there has been a review of the Wi-Fi coverage

- New ICT equipment was deployed to over 100 staff based at Prospect House in Beeston.

Prioritised deployment

5. Following the completion of the roll-out of new equipment at Trent Bridge House and Prospect House, it was decided to have a period of deployment that prioritised Social Care. This was undertaken in recognition of the impact that the new equipment is having with these staff.
6. A schedule was agreed, in consultation with the deployment steering group that reflected the impact of providing additional engineer support to increase the capacity for the deployment. This saw an additional 800 devices deployed between October and the end of the calendar year, which represented a significant increase in the pace of deployment.

Deployment of new kit during 2019

7. Following on from the period of prioritised deployment we have been completing the deployment of kit at the remaining office bases across the County and have now completed the deployment at:
 - (i) Sir John Robinson House
 - (ii) Sherwood Energy Village
 - (iii) Meadow House
8. This leaves County House, Mercury House and The Piazza which are set to have kit deployed by mid-May.
9. Following these deployments we will work with colleagues in ICT to complete deployments at smaller sites across the County

Summary of the overall deployment

10. The following table provides a summary of the equipment deployed since the start of the programme:

Equipment	Laptop	Laptop	Yoga	Total
Department	(Carbon)	(L460)		
ASCH	15	151	792	958
CFCS	18	155	1,020	1,193
CE	110	643	54	807
Place	16	198	151	365
Total	159	1,147	2,017	3,323

11. This excludes devices that have been funded by the SWP but that have been deployed directly to staff through the usual business route.

Reconfiguration of offices

12. We are currently reconfiguring the offices at Sherwood Energy Village. As part of this we are also re-locating teams within the buildings which will improve the working synergies between the team and introducing the same average 6:10 desk:staff ratio deployed in other buildings.
13. The resulting reduction in the office requirement is sufficient for us to vacate one of the three buildings currently in use.
14. The last building to be reconfigured under this programme will be Meadow House in Mansfield. It is currently anticipated that this work will commence over the summer and be completed in Autumn 2019.

Revised profile of the funding secured in November 2016

15. In November 2016, Policy Committee approved £3.6m of capital funding for the SWP- which was profiled over three years from April 2017 through to March 2020.
16. Due to a slight acceleration in the deployment of ICT equipment, the out-turn for spend against this allocation in 2017/18 was exceeded by £0.2M. The funding was re-profiled accordingly, having highlighted this requirement to the Improvement and Change Sub-Committee in December 2017.
17. Following the decision to undertake a period of accelerated deployment, we highlighted the requirement to re-profile the budget to Improvement and Change Sub-Committee in November 2018.
18. These changes are detailed in the following table:

	2017/18	2018/19	2019/20	Total
	£'000	£'000	£'000	£'000
Original Profile				
ICT Equipment	1,090	1,005	579	2,674
Furniture & Refurbishment	350	437	148	935
Total	1,440	1,442	727	3,609
Revised profile (Dec 17)				
ICT Equipment	1,290	1,005	379	2,674
Furniture & Refurbishment	350	437	148	935
Total	1,640	1,442	527	3,609
Potential profile (Nov 18)				
ICT Equipment	1,290	1,384	0	2,674
Furniture & Refurbishment	350	437	148	935
Total	1,640	1,821	148	3,609

PROGRAMME CLOSURE

Proposed approach to the closure of the programme

19. The programme will end with the re-configuration of the office space at Meadow House in Mansfield. This will complete the planned activity for the programme and will initiate the closure of the programme.
20. As part of the closure process we plan to identify areas where functions that have been provided from the SWP, and the previous Ways of Working (WoW) programme, will need to be continued.
21. We will then identify and agree where and how this functions will be provided as part of the business as usual arrangements for the Council.
22. The areas, functions and initial perspective of how those functions will be provided in the future are summarised in appendix A and these will be refined and signed off for inclusion within the programme closure report.
23. The closure report for the SWP will be presented to the Improvement and Change Sub-Committee later in the year.

Link to the Investing in Nottinghamshire Programme

24. As the SWP comes to a close the next phase of this work will now be taken forward under the Investing in Nottinghamshire programme. A report was taken to Policy Committee in March 2019 and received approval to:
 - Redirect the Smarter Working Programme with a new set of principles to drive transformation across County Council services in the pursuit of Council Plan outcomes, investing in Nottinghamshire
 - A number of changes to the Council's operational estate in order to facilitate Phase 2 of the Smarter Working Programme and support service based transformation
 - Funding to undertake detailed analysis, concept, planning and design work to support the review of the current accommodation portfolio and develop firm proposals to deliver revenue savings.
25. A modern and sustainable corporate estate is critical to the success of new models for service delivery. Many of the buildings from which critical services operate currently are now beyond their 30-year average life, and require substantial planned maintenance over and above the budget. Many of these buildings are not fit to deliver modern, flexible and integrated public services.
26. The overall annual running costs of these 12 buildings is £2,975,000 (2018/2019 budget). In addition, over the next 5 years, there is an estimated £5,215,000 of planned maintenance costs to these buildings.

27. This new programme will be underpinned by a set of robust principles:

- a. Investing in Nottinghamshire to maximise the strategic impact of the location of the Council's office estate and the use of the Council's assets for economic impact and regeneration.
- b. To facilitate the productivity and effectiveness of our workforce and services, driven through, new technology, integration of service transformation and realignment of the operational estate.
- c. To develop more fit for purpose local accommodation in a way that meets operational need, is reflective of changing service models, including through joint or integrated working with partners, and is future-proofed for the future.
- d. To ensure the Council has appropriate buildings in local communities, close to where service users live.
- e. To mobilise and empower the Council's workforce with new technology and an average, 6:10 desk ratio in all office buildings.
- f. To maximise the Council's current assets, maximising the use of these properties, releasing surplus accommodation to offer best value for money in the overall programme.
- g. To achieve greater certainty and security by operating in office accommodation owned by the County Council rather than leased from the market.
- h. To support a more effective workforce, with less travel "downtime", less costly travel and improved access to our offices/services through public transport and better parking provision.
- i. To ensure effective and efficient deployment of Facilities Management in a way that provides a safe, sustainable, corporate and compliant office and service environment.
- j. To improve our environmental impact through a reduced carbon footprint of the Council's estate and improved sustainable transport solutions.

28. The report to Policy Committee identified a number of buildings that would be vacated, subject to further work:

Geographical area	Buildings considered for release/disposal
Bassetlaw	Chancery Lane
Newark and Sherwood	Bevercotes House
Mansfield and Ashfield	Mercury House and the Piazza
Broxtowe, Gedling, Rushcliffe	Trent Bridge House, Sir John Robinson House and Prospect House

Note: Of the initial 12 buildings in scope the ones which will be retained are County Hall, Welbeck House, Thoresby House, Meadow House and Lawn View House.

29. Based on initial modelling, gross revenue annual revenue savings in the region of £1.348 million are estimated, with potential net capital receipts of approximately £5.5 million. These estimates do not include potential other cashable and non-cashable benefits (such as the avoidance of planned maintenance), which will be quantified through further work. The necessary capital investment will also be determined by the more detailed work.
30. Policy Committee approved funding, of up to £2.4m to undertake detailed design and planning work to deliver the realignment of the Council's property estate and provide further details on costs and revenue savings.

Other Options Considered

31. No other options were considered

Reason/s for Recommendation/s

32. To update the Committee on progress of the Smarter Working Programme and seek approval for the revised governance arrangements.

Statutory and Policy Implications

33. 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.

RECOMMENDATIONS

- 1) That the Improvement and Change Sub-Committee consider whether there are any actions arising from the report.
- 2) That the Improvement and Change Sub-Committee agrees the proposed approach to the closure of the programme.

Nigel Stevenson

Service Director, Finance, Infrastructure & Improvement

For any enquiries about this report please contact:

Iain Macmillan, Lead Programme Manager, Programme & Projects Team
(0115 9772341)

Constitutional Comments (SLB 11/04/2019)

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

Financial Comments (RWK 11/04/2019)

35. 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

Electoral Division(s) and Member(s) Affected

- All

How functions to support smarter working will be provided after the programme closes

Area	Function	Future provision
Property	Office rationalisation	This will be delivered as part of the Investing in Nottinghamshire programme
	Office moves and space planning	Posts are being considered within the revised structure for Property
	Management of building occupancy	
	Consistent management of office buildings	This will be managed from within the Place department
	Car Parking strategy	This will be picked up within Place department
	Co-location of Health & Social Care staff	The current programme manager will continue to take an overview of this work and review the future requirements towards the close of the programme
ICT	Future funding for ICT equipment	The ongoing funding will be evaluated and a bid submitted to CAMG before the closure of the programme
	Support	The revised support model for the new ICT equipment will be managed by ICT
		The support implications of co-located Health & Social Care staff will be evaluated before the closure of the programme and will be managed within ICT
	Printing for co-located staff	This will be picked up by the print strategy
	Fax	Hopefully resolved before the end of the programme
HR	Business System Support Officers	The future provision of support provided by these staff will be managed within the BSA service
	Support for managers and staff	This will be picked up through the work undertaken in partnership with Timewise

30 April 2019**Agenda Item: 9****REPORT OF THE TRANSFORMATION PROGRAMME DIRECTOR, ADULT
SOCIAL CARE AND HEALTH, AND THE DIRECTOR OF PUBLIC HEALTH****IMPROVEMENT, CHANGE AND TRANSFORMATION IN THE ADULT SOCIAL
CARE AND HEALTH DEPARTMENT****Purpose of the Report**

1. This report provides an overview of improvements and savings made by the Adult Social Care and Health Department during 2018/19, with particular reference to performance and progress against section four (the Improvement and Change Portfolio) of the [Adult Social Care and Public Health Departmental Strategy](#). The strategy sets out how the Department will deliver the [Council Plan](#) commitments.

Information

2. The Adult Social Care and Public Health Departmental Plan was agreed by Policy Committee in January 2018. The Council's Departmental Plans are currently being reviewed to ensure they remain consistent with the Council's commitments to residents of Nottinghamshire. Section four of the current Departmental Plan sets out six programmes of activity aimed at improving health and wellbeing across the population and improving the way the Council delivers social care support to adults in Nottinghamshire. The six programmes are:
 - Deliver the next stage of the Adult Social Care Strategy
 - Commercialisation of the Council's directly provided social care services
 - High quality and sustainable public health and social care services
 - Work with local health services
 - Promote decision-making across the Council and with partners which prioritises health and sustainability
 - Provide specialist Public Health advice to support commissioning of health and social care services to improve health and well being

Savings and improvement during 2018/19

3. In 2018/19, the Adult Social Care and Health Department is projected to make savings of £13.068m. This is £4.499m more than the target and is primarily due to the early delivery of future savings and the over-achievement of increased joint funded income.

4. This report does not seek to provide information about all the improvements and savings made by the Adult Social Care and Health Department during 2018/19 but rather provides a selection of examples that demonstrate the impact of some of the improvements on Nottinghamshire residents. The examples describe the enabling work that has underpinned the transformational activity, which may be of interest to other departments in the Council. These include:
 - a. Work to establish a cycle of continuous improvement within business as usual service delivery
 - b. Engagement with key stakeholders, including staff, service users and carers
 - c. Partnership working with internal and external teams
 - d. Use of innovation and technology in service improvement.

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

Improving Lives Programme

5. The Improving Lives Portfolio 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. A key enabler to the programme is the establishment of a cycle of continuous improvement within all teams. This way of working seeks to identify best practice for sharing and areas for improvement or change as part of everyday performance management. Information dashboards are being developed for teams to support this. The dashboards will provide accessible information about service delivery, at a team level, that will be used to inform local decision making and to drive performance against agreed targets. To facilitate continuous improvement in practice, social care teams are introducing Promoting Independence Meetings (PIMs). These meetings are an opportunity for the whole team to share good practice and success; to discuss cases together, ensuring that service users are supported on the right pathway, and to look collectively 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.
6. A case study: during a PIM, an Older Adults Team reviewed the case of a service user who had recently had a stroke. Prior to the stroke, the service user had a job and was an active member of his community. The man was receiving some social care in his own home but was keen to regain his full independence and manage his disability himself. The case was discussed at a PIM. A referral to the Notts Enabling Service, which had not been previously considered, was recommended - it was agreed that this service would support the service user to regain his independence and put him back in touch with activities in the community. There was also discussion regarding his housing situation and one team member informed the others that grants were available from the local district council to help people who need to move home to somewhere more practical for their needs. It was agreed that this option would be looked in to, as the service user's current property was relatively unsuitable to supporting his long-term reablement goals. As a result of the meeting two clear actions had been identified as steps to support the service user to achieve his goal of moving towards full independence.

Enablement Focused Services

7. The Department continues to develop enablement focused services that provide service users with the skills and confidence to be as independent as possible and to link them in with services and activities in their local communities, where possible.
8. A case study: the Notts Enabling Service (NES) provides support to promote independence for up to 12 weeks at a time. The Transitions Team provide planning, assessment, advice and support services for young people preparing for adulthood. Both these teams work together to bridge the gap between Children's and Adult's services. The teams worked with an 18-year-old service user who lives at home with his mum. He had just started at college where they were focussing on academic development and life skills. In the future he hopes to find a paid job. The service user was referred to NES to improve his independent living skills, including cooking, travel training, and accessing more activities in the community. Together, they agreed what goals he would like to achieve. The young man is now able to attend new groups, travel independently and to lead a much more fulfilled and full life. He is very proud of himself now and his confidence has grown.

Programme 3: High quality and sustainable public health and social care services

9. The majority of adult social care services are commissioned from independent sector providers. These providers face various pressures and there is wide recognition that the care market is not able to deliver sufficient volumes of care and support services to meet needs due to the difficulties in staff recruitment and retention. The Department 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.
10. For example, the Department has worked with home-based care providers to introduce an outcome focused home care service and to take steps towards improving the quality of services by encouraging guaranteed hours and salaried contracts. This will encourage a more reliable and consistent workforce which in turn will improve the quality of home-based care services being delivered to residents in Nottinghamshire. To monitor that provider staff terms and conditions are improving, the new home-based care contract requires providers to evidence an annual increase in the number of care workers offered a salaried contract. Since the introduction of the new contracts one of the main providers is advertising posts at hourly rates up to £10.00 for care staff and two providers have introduced some guaranteed hour or salaried contracts. This is a significant change for those providers, and it is hoped that this will encourage other providers to adopt similar approaches.
11. The Department has also introduced an electronic portal for the Home First Response Service (HFRS). HFRS is a short-term rapid response service, mainly for adults aged over 65, who are either in hospital and ready for discharge or at home having a temporary crisis and at risk of admission to hospital or urgent short-term care in a care home. The portal allows referrals to the service to be transmitted electronically to the service provider via a web-based portal, reducing referral time and allowing services to be put in place more quickly, and providing a more secure system for the transfer of information. This has been so successful that the model is being further developed to create a portal for the management of the home-based care services.

Programme 4: Work with local health services

12. The Council is 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.

Closer integration of frontline health and social care staff

13. A report commissioned by the Council demonstrated the improved outcomes for service users and better cost-effectiveness of services delivered through integrated care team models (where social care and community health staff work together). The report described the best practice features for integrated working, including co-location of staff; joined up assessment activity; multi-disciplinary meetings; and trust and respect between professionals. In April 2018, work started on the roll out of these best practice features across all districts and to bring Older Adults assessment staff into closer working arrangements with their local community health colleagues. Mansfield North and South Older Adults assessment teams were the first to co-locate into the same physical base as the Mansfield Health teams, in July 2018. In January 2019, Ashfield North and South Older Adults assessment staff moved into the same space as Ashfield community health staff.
14. Case study: *"I worked with a very elderly gentleman and the family said there's no way my dad can go home, he's too poorly, he's too frail, he needs long term care ... I could also see the potential of getting other team members involved from the Integrated Team to actually work together and look at the potential of getting this person home ... We had the community matron involved, we had the oxygen therapy matron involved, we had the physiotherapist, the occupational therapist and myself, and we worked with him and we did manage to get him home and I think it provided reassurance for the gentleman himself and for his family that we were all working together. I think if I'd been working sort of in isolation with him, I don't think I would have got past the point of "my dad's not well enough, that he can't go home". But I think once we were working together, meeting together, arranging the joint home visit, the service user and the son could see that actually the oxygen matron's sorting this out, the District Nurse is sorting the hospital bed out, I'm sorting the care out, the physio was organising equipment with the occupational therapist. They could see that we were all working together ... I think that gave them reassurance that this you know it, it could work."* (Social Care Worker, Integrated Primary Care Team).

Sharing information across health and social care boundaries

15. An ICT solution which facilitates the electronic sharing of some social care service user information with health professionals has been developed for Sherwood Forest Hospitals NHS Foundation Trust and Bassetlaw and Doncaster Hospitals NHS Foundations Trust. There is already evidence that this is saving time for health professionals, it is improving the quality of referrals from health to social care and delivering a timelier response to service users. A separate pilot is providing access to health information for staff in Rushcliffe.
16. A case study: a service user was not present at a pre-arranged visit with a Social Worker. Due to the nature of the support being received the Community Psychiatric Nurses in Notts Healthcare Trust were also involved. They were also unable to gain access to the service user's home. They had involved the service user's GP and the Consultant in the Community Mental Health Team who also could not make contact. The Social Worker used

the portal to establish that the service user had been admitted to hospital and could see the current ward location. This not only saved considerable time for the workers across organisations but eliminated the concerns they had for the service user's safety.

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

17. This programme of activity was developed in order to improve joint working and make the most of opportunities to prioritise health and well-being. It was based on a recognition that there are a range of functions that the Council and partners are responsible for that can contribute to good health and well-being, including economic development, transport, leisure, trading standards, community safety, education and housing.
18. The Council resolved in March 2018 to adopt the Health in All Policies guidance published by the Local Government Association. A workshop was held with Health and Wellbeing Board partners and areas of focus agreed. Some examples are set out below:
 - a. Reducing the impact of air pollution on health by working with Place (Planning & Transport), District and Borough Council Environmental Health departments and Nottingham City Council. This include enabling a shift to zero and low emission transport and reducing emissions; ensuring new housing and built environment developments are positive for air quality; reducing emissions from domestic and commercial outlets; and engaging and communicating with residents.
 - b. A food charter is being developed with partners to improve access, availability and affordability to healthy food for residents. Partners can contribute to the food charter through how they procure, provide, promote and engage residents around food. To support this, additional investment through the Public Health grant is being put into a whole-school approach to food with Nottinghamshire County Council Catering school meals service, and a series of district place-based approaches.

Programme 6: Provide specialist Public Health advice to support commissioning of health and social care services to improve health and well being

19. As an example, the provision of specialist public health advice to the local health and social care system has led to the development of a system-wide approach to reducing alcohol related harm. 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.

Other Options Considered

20. No other options have been considered. 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 Adult Social Care and Health Department to transformation and service improvement.

Reason for Recommendation

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

Statutory and Policy Implications

22. 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

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

RECOMMENDATION

- 1) That the Improvement and Change Sub-Committee considers the progress against the Adult Social Care and Public Health Improvement and Change Portfolio outlined in the report and recommends whether any actions are required in relation to the detail in the report.

Jane North
Transformation Programme Director
Adult Social Care and Health

Jonathan Gribbin
Director of Public Health

For any enquiries about this report please contact:

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Constitutional Comments (EP 28/03/19)

24. Adult Social Care and Public Health 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 (OC20 28/03/19)

25. The financial implications are contained within paragraph 23 of 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.

Adult Social Care and Public Health Departmental Plan – report on Departmental Strategies to Policy Committee on 24 January 2018

Council Plan 2017-2021

“Evaluation of the Social Care Role in Integrated Primary Care Teams for Older Adults who have Complex Needs in Nottinghamshire”. Prepared for Nottinghamshire County Council by Professor Di Bailey, Dr Dominic Holland and Dr Gabriella Mutale in collaboration with PeopleToo, December 2017

Electoral Division(s) and Member(s) Affected

All.

ASCPH643 final

**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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E-mail: sara.allmond@nottscc.gov.uk

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 18 APRIL 2019)

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>Lead Officer</u>	<u>Report Author</u>
24 June 2019			
Council Plan – Review of Progress Quarter 4	Overview of progress against the Council Plan	Nigel Stevenson	Matthew Garrard
Programmes, projects and savings - Quarter 4	Progress report on delivery of programmes, projects and savings	Nigel Stevenson	Sue Milburn
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
23 September 2019			
Departmental Update on Improvement and Change	Update on progress from the Corporate Director, Place	Adrian Smith	TBC
Programmes, projects and savings	Progress report on delivery of programmes, projects and savings	Nigel Stevenson	Sue Milburn
ICT Programmes and Performance	Progress report on ICT programmes and performance.	Nigel Stevenson	Sue Milburn
25 November 2019			
Departmental Update on Improvement and Change	Update on progress from the Corporate Director, Children and Families	Colin Pettigrew	TBC
Programmes, projects and savings	Progress report on delivery of programmes, projects and savings	Nigel Stevenson	Sue Milburn
ICT Programmes and Performance	Progress report on ICT programmes and performance.	Nigel Stevenson	Sue Milburn
27 January 2020			
Your Nottinghamshire Your Future - Departmental Strategy Six Month Review of Progress April - Sept 2019	Progress report on delivery of Departmental Strategy	Nigel Stevenson	Matthew Garrard / Rob Disney
Your Nottinghamshire Your Future - Council Plan Review of Progress 2019-2020	Progress report on delivery of Council Plan	Nigel Stevenson	Matthew Garrard / Rob Disney

30 March 2020			
Departmental Update on Improvement and Change	Update on progress from the Corporate Director, Adult Social Care and Public Health	Melanie Brooks	TBC
Programmes, projects and savings	Progress report on delivery of programmes, projects and savings	Nigel Stevenson	Sue Milburn
ICT Programmes and Performance	Progress report on ICT programmes and performance.	Nigel Stevenson	Sue Milburn
1 June 2020			
Departmental Update on Improvement and Change	Update on progress from the Chief Executive's Department	Nigel Stevenson / Marje Torward	TBC
Programmes, projects and savings	Progress report on delivery of programmes, projects and savings	Nigel Stevenson	Sue Milburn
ICT Programmes and Performance	Progress report on ICT programmes and performance.	Nigel Stevenson	Sue Milburn
21 July 2020			
Your Nottinghamshire Your Future - Departmental Strategy Year-End Review of Progress April - March 2020	Progress Report on delivery of Departmental Strategy	Nigel Stevenson	Matthew Garrard / Rob Disney
Your Nottinghamshire Your Future - Council Plan Review of Progress 2019-2020	Review of delivery of Council Plan 2019-20	Nigel Stevenson	Matthew Garrard / Rob Disney