Nottinghamshire County Council

Improvement and Change Sub-Committee

Monday, 04 March 2019 at 14:00

County Hall, West Bridgford, Nottingham, NG2 7QP

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AGENDA

Notes

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

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

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

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

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

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

Nottinghamshire County Council

minutes

Meeting	IMPROVEMENT AND CHANGE SUB-COMMITTEE
Date	7 January 2019 (commencing at 10.30 am)

Membership
Persons absent are marked with an 'A'

COUNCILLORS

Reg Adair (Chairman)

Jim Creamer
Richard Jackson
John Handley
David Martin

Diana Meale
Philip Owen
Liz Plant
Stuart Wallace

OFFICERS IN ATTENDANCE

Ainsley Mcdonnell	Adult Social Care and Health Department
Laurence Jones	Children and Families Department
Colin Pettigrew	Children and Families Department
Sara Allmond	Chief Executive's Department
Rob Disney	Chief Executive's Department
Matthew Garrard	Chief Executive's Department
Sue Milburn	Chief Executive's Department

1. <u>MINUTES</u>

The Minutes of the last meeting held on 5 November 2018, having been previously circulated, were confirmed and signed by the Chairman.

2. <u>APOLOGIES FOR ABSENCE</u>

None

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

- Councillor John Handley had replaced Councillor John Cottee;
- Councillor Liz Plant had replaced Councillor Kate Foale.

3. <u>DECLARATIONS OF INTERESTS</u>

None

4. IMPROVEMENT, CHANGE AND TRANSFORMATION IN THE CHILDREN AND FAMILIES DEPARTMENT

Laurence Jones, Service Director, Commissioning and Resources provided members with a presentation on the report and responded to questions.

RESOLVED 2019/001

That no actions were arising from the report.

5. CHANGES TO THE SAVINGS DELIVERY PROFILE OF EXISING, PREVIOUSLY APPROVED PROJECTS

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

RESOLVED 2019/002

That the change requests set out in appendices A-C of the report, be approved.

6. SHARED LIVES PROJECT

Ainsley Macdonnell, Service Director, North Nottinghamshire & Direct Services introduced the report and responded to questions.

RESOLVED 2019/003

That the expansion of the Shared Lives Scheme to increase the volume of Shared Lives placements available to vulnerable adults in Nottinghamshire be supported by the Committee.

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

Matt Garrard, Performance, Intelligence and Policy Team Manager introduced the report and responded to questions.

Additional information on sickness absence and Weils disease was requested to be provided to members of the Committee.

RESOLVED 2019/004

That the additional information requested be provided to committee members.

8. YOUR NOTTINGHAMSHIRE YOUR FUTURE – COUNCIL PLAN REVIEW OF PROGRESS IN 2018/19

Matt Garrard, Performance, Intelligence and Policy Team Manager introduced the report and responded to questions.

Additional information on apprenticeships was requested to be provided to members of the Committee.

RESOLVED 2019/005

That the additional information requested be provided to committee members.

9. WORK PROGRAMME

Following discussions, Members requested that:-

- the Departmental Update on Improvement & Change for Adult, Social Care and Health be rescheduled from April 2019 to March 2019;

- a report on Investment in Shared Lives be prepared for the Committee meeting of January 2019.

RESOLVED 2019/006

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

The meeting closed at 3.13 am

CHAIRMAN

Nottinghamshire County Council

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 it's 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

Nottinghamshire County Council

Report to Improvement & Change Sub-Committee

4 March 2019

Agenda Item: 5

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

ICT OPERATIONAL PERFORMANCE QUARTER 3 2018-19

Purpose of the Report

1. To provide the Improvement & Change Sub-Committee with the 3rd quarter progress update on operational performance measures for ICT Services.

Performance Update

2. To provide a balanced assessment of performance, ICT Services measures four groups of indicators that cover business activities, customers, staff and finance. Performance for the 3rd quarter of 2018-19 is attached as an Appendix.

Business Activity Indicator

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

4. Availability of ICT services has been good this quarter, with performance above the target of 99.8%.

5. The percentage of mobile devices within the ICT client estate has increased by a further 5% over the last quarter. This shows the continued positive contribution that ICT are making to the underpinning Smarter Working programme.

6. The previous dip in incident response rates from last quarter has been reversed and shows significant improvement, largely as a result of a positive change in team process for the proactive management of impending breached tickets.

7. The impact of Change upon services provided from the operational infrastructure is a key measure for ensuring quality of process for handling and managing changes successfully. This quarter there were 318 technical changes made, with only 5 having

a negative impact upon service provision (classed as failed Changes). This ensured a positive outcome of a success rate of 98.34% against a target of 98%.

8. The business activity indicators also show two project performance indicators that are used by the Chartered Institute of Public Finance and Accountancy (CIPFA). The project delivery index is used to measure conformance to good project management standards e.g. adoption of PRINCE 2 methodology, business case produced, delivery to timelines, business benefits achieved etc. Performance against this indicator remains consistently high since we reorganised the service and incorporated dedicated programme and project management resources. The second indicator is related to delivery of milestones and measures the overall percentage of milestones delivered by the planned timelines. At 76% it is well below the target of 85%. There are a number of contributing factors which have impacted on delivery including difficulty in recruiting specialist technical resources and complex interdependencies between current programmes of work. The resources required have now been recruited and more detailed mapping of programme interdependencies is under way to ensure milestones set are realistic and deliverable.

Customer Indicator

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

Staff Indicator

10. The average number of sick days per staff member in ICT Services is above the corporate annual target level with higher than normal levels of sickness due to colds and flu over this quarter. Training activity for ICT Services staff is crucial to ensuring that the relevant and required skills are available, with training delivery continuing to be above the target level as we introduce and transition to new technologies and service models.

Financial Indicator

11. Revenue spending is in line for the year with overall budget plans and financial savings of £140k delivered as per Options for Change. The capital spend has been reprofiled for 2018-19 and subsequent two years with the Cloud Services Programme progressing after successful negotiations with our Microsoft Partners. Actual spend up to end of Dec was at 61% and there is a further commitment of capital expenditure of 28% - The Cloud Programme was delayed due to Microsoft contract negotiations which meant that a proportion of this funding will be slipped to next year and reprofiled. However, the Smarter Working Programme have overspent their funding and have had to bring forward next year's capital to keep the momentum of the programme going. So, although nearly 90% of the Capital has either been spent or

committed there are slippages in funding.   The Capital Accountants have been directly involved in the planning for this.

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

Statutory and Policy Implications

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

RECOMMENDATIONS

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

Neil Marriott
Group Manager, Operational Delivery (ICT Services)

For any enquiries about this report please contact: Neil Marriott on 0115 9774842

Constitutional Comments: (CEH 19/10/18)

The recommendation falls within the remit of the Improvement & Change Sub-Committee under its terms of reference.

Financial Comments: (SES 19/10/18)

The financial implications are set out in paragraphs 12 and 13 of the report.

Background Papers

None

Electoral Division(s) and Member(s) Affected

All

Key symbols table:

Status	Indicators
🔴	Below target by more than 10%
⚠️	Below target by up to 10%
✅	On or above target
⚪	No reported data or no target

Business Activity Indicator	2017-18	Performance 2018-19					Comments
	Q4 Actual	Q1 Actual	Q2 Actual	Q3 Actual	Q3 Target	Status	
Average Availability of Business Critical Services (B001)	99.88%	99.33%	99.81%	99.83%	99.80%	✅	There are 96 services identified as Business Critical to the County Council e.g. e-mail, internet, Mosaic, BMS, Capita ONE etc. Contributory factors to this high level of availability are the investments in the ICT infrastructure (such as the network, servers, cabling and data centres), a proactive approach to infrastructure alerts and monitoring (taking pre-emptive action where necessary), plus the rapid response of technical teams should issues occur.
Percentage of Mobile Devices* Within the ICT Estate (B062) *Laptop or Tablet devices, compared to desktop devices	44.97%	47.60%	50.50%	55.17%	55.00%	✅	Laptop and tablet computer devices now account for over 55% of our computer estate. The increase in the percentage of Mobile Devices is due to continued Smarter Working Programme rollouts which are replacing older (often desktop based) devices. The client device estate now contains 644 fewer desktops, with 204 additional laptops and 364 additional tablet devices having been added since the end of quarter 2.

Business Activity Indicator	2017-18	Performance 2018-19					Comments
	Q4 Actual	Q1 Actual	Q2 Actual	Q3 Actual	Q3 Target	Status	
Percentage of Incidents Resolved Within Agreed Service Levels (B009)	91.26%	90.39%	93.03%	94.30%	92.00%	✅	This indicator assesses the performance of the ICT function in restoring service and responding to incidents reported to the Service Desk. Continued improvement has been made in over-achieving the SLA target since August, through process improvements that were implemented to decrease the number of breached incidents.
Percentage of ICT Changes Successfully Completed (B032)	98.95%	100%	99.44%	98.34%	98.00%	✅	The ICT Change Management process aims to ensure that upgrades and new services are implemented without any negative impact on service provision and ensure that all changes to business critical services have been comprehensively planned, tested and authorised before being carried out. This quarter 318 changes were processed with only 5 failures being recorded, each of which had a minimal impact upon service availability and service quality.
Compliance to CIPFA Project Delivery Index (B052)	8.2	8.1	8.2	9.0	8.0	✅	This indicator measures the effectiveness of ICT project management and delivery by assessing approved projects completed in the quarter against a set of 9 defined criteria established by CIPFA and based around PRINCE 2. Six projects were formally closed in this quarter. The CIPFA Project Delivery Index score was 9/9, the highest score possible, above both the previous quarter, which was 8.2/9, and the target which remains at 8.00. Projects closed: 1. Mosaic Upgrade – 9/9 2. County Supplies Office Move – 9/9 3. TotalMobile Scheduling – 9/9 4. Three Tier Model - 9/9 5. CPS ATI Volume Print Reduction – 9/9 6. Cotgrave Multi-Purpose Hub – 9/9

Business Activity Indicator	2017-18	Performance 2018-19					Comments
	Q4 Actual	Q1 Actual	Q2 Actual	Q3 Actual	Q3 Target	Status	
Percentage of Project Milestones Delivered (B053)	86%	84%	67%	76%	85%	🔴	Each project and priority activity incorporates a series of milestones (both for ICT Services and the business) that are the basis for assessing progress. These can be updated by Project Boards to reflect revisions to scope, priorities etc. Progress has been made against all priorities as outlined in paragraph 3 of the report. In Q3 2018/19, ICT were reporting on 29 milestones. The overall score was 76% of milestones delivered. Performance this quarter is below the target of 85%, but above the previous quarter's score of 67%. For the current year, ICT milestones are now categorised by six different options: • Complete – all work on this milestone has been completed • Awaiting sign off – ICT have completed all necessary work relating to this milestone, but it is awaiting sign off from a customer or partner. • Incomplete – work has been ongoing but has not completed. Milestone will carry forwards into the next quarter • Not started – work on this milestone is yet to begin • On Hold – work on this milestone has stopped due to a change within the project that has meant this work is no longer a priority or required in this quarter • Cancelled – following a change to scope this milestone was no longer required to be delivered. This scoring system has replaced the previous Red/Amber/Green status given to milestones which were incomplete. Progress on milestones was as follows: • Completed: 15 • Awaiting Sign Off: 2 • Incomplete: 7 • On Hold: 3 • Cancelled: 2 Reasons why milestones were incomplete included:

Business Activity Indicator	2017-18	Performance 2018-19					Comments
	Q4 Actual	Q1 Actual	Q2 Actual	Q3 Actual	Q3 Target	Status	
							• Discrepancies with billing information meaning not all mobile phone users had been correctly identified. • Technical issues requiring resolution that have taken longer to resolve than expected • Resourcing - competing demands for the same resources to deliver multiple milestones • Unavailability of resource to schedule site surveys • Contract delays with suppliers An Improvement Plan is now in place that addresses these issues.

Customer Indicator	2017-18	Performance 2018-19					Comments
	Q4 Actual	Q1 Actual	Q2 Actual	Q3 Actual	Q3 Target	Status	
Average Customer Satisfaction Score* *Corp (C001A01) / Schools (C002A01)	4.50/ 4.75	4.68/ 4.89	4.73/ 4.93	4.71/ 4.96	4.50/ 4.50	✅	The access channel into ICT Services is the Service Desk which receives and handles the incidents, service requests and enquiries. The efficiency and effectiveness of this function is crucial for the user perception of the whole range of services provided. ICT Services collects information regarding customer's satisfaction (score 1-poor, 5-excellent) of the ICT incident management process for both corporate and school users (weekly sample sizes are approximately 30 corporate users and 20 school users). Corporate Average for the quarter continues to remain above target. Schools Customer satisfaction continues to improve. Excellent feedback for the team from schools for support for their SIMS and ScholarPack software.

Customer Indicator	2017-18	Performance 2018-19					Comments
	Q4 Actual	Q1 Actual	Q2 Actual	Q3 Actual	Q3 Target	Status	
Percentage of Service Desk 1st Call Resolutions (C010)	61.40%	57.61%	58.68%	55.31%	50.00%	✅	First call resolution measures the effectiveness of the Service Desk at first point of call. The 50% target of incidents resolved at 1st point of call is a balance of being able to manage the call volumes through the desk and maintaining a high percentage success rate within the call-time allocated to each call (6 minutes). During Q3 there were: 12,460 calls taken 121 VIP calls taken 6,846 emails received 391 webchats
Average Service Desk Call Duration (C011)	6:04 mins	5:51 mins	5:41 mins	5:55 mins	6.00 mins	✅	In order to manage call volumes and maintain a lower call abandonment rate, a target of 6 minutes (ICT industry practice) is allocated to each call to the first line Service Desk. Continues to be below target for Q3.
Percentage Service Desk Calls Dropped (C014)	7.47%	13.14%	10.89%	10.67%	10.00%	⚠️	This measures the proportion of calls unanswered by the Service Desk. Significant improvements have been made throughout the last year in call handling management. The percentage of dropped calls is based on 12,460 calls presented, of which 1342 were terminated by the user before speaking to a Service Desk Specialist. (Dropped calls include calls that are terminated by the user having heard recorded incident updates and as such should not be seen as been representative of customer dissatisfaction)

Staff Indicator	2017-18	Performance 2018-19					Comments
	Q4 Actual	Q1 Actual	Q2 Actual	Q3 Actual	Q3 Target	Status	
Average Number of Absence Days Per Staff Member (S003)	8.22	1.42	2.42	3.87	5.25	✅	The figures represent 235 days of absence across ICT with 88 days related to stress/depression related issues and 48 days related to colds, influenza, sore throats and coughs.
Average Number of Professional Training Days Per Staff Member (S004)	4.96	1.07	2.07	2.82	2.25	✅	The annual target is 3 days formal training for each member of staff and incorporates attending training courses, gaining internal knowledge transfer/coaching across ICT and 'Computer Based Training' for people studying/exams for various technology disciplines. The training score for this period calculates to 2.82 against the 2.25 target. The score equates to a total of 41 days of training across ICT.

Financial Indicator	2017-18	Performance 2018-19				Status	Comments
	Q4 Actual	Q1 Actual	Q2 Actual	Q3 Actual	Q3 Target		
Expenditure Against Revenue (F001)	100%	24%	46%	80%	82%	✅	Revenue Spending for 2018-19 remains in line with budget plans, however some expenditure identified for Q2, associated to contract renewals, slipped into Q3. The majority of maintenance contracts with Vendors, aligned to their Financial Year cycle, are renewed in December which means that a large proportion of the budget will either be spent or committed by this time.
Expenditure Against Capital (F002)	100%	62%	70%	89%	75%	🔴	Capital Spending for the Smarter Working Programme, Microsoft Licensing and infrastructure upgrades are in line with plans. Capital spending on the Cloud Services Programme has been re-profiled into 2018-19 and the Capital Budget was adjusted in line with this.
Cost of ICT Support Per User (F006)	£223	£201	£198	£199	£224	✅	Our current cost of £199 per user puts the County Council at the lowest cost quartile of CIPFA 2016-17 benchmarking. The target of £224 is based on remaining at the lowest cost quartile.
Cost of ICT Support Per Workstation (F007)	£190	£202	£204	£209	£217	✅	Our current cost of £209 per workstation puts the County Council in the lowest cost quartile of CIPFA 2016-17 benchmarking. The target of £217 is based on the threshold line of moving into the next quartile.

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

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

Purpose of the Report

1. The purpose of this report is to:
   - provide an update on departmental Improvement and Change Portfolios.
   - inform the Sub-Committee on the progress towards delivery of the Council's current savings and strategically significant programmes & projects.
   - inform the Sub-Committee on the future approach to reporting for the Adult Social Care and Health portfolio of savings and strategically significant programmes & projects.

Information

2. The Council's Departmental Strategies were considered and approved by Policy Committee in January 2018. These set out the 'departmental Improvement and Change Portfolios being undertaken or planned'.

3. This report focuses upon the detail in the following appendices.

4. **Appendix A** provides a summary of progress in delivering departmental Improvement and Change Portfolios.

5. **Appendix B** provides a full status report as at December 2018, for all savings projects and some other strategically significant projects by portfolio. This status report is produced on a monthly basis from individual project highlight reports.

6. Improvement and Change Sub Committee on the 25th June 2018 approved a revised approach to monitoring savings within the ASCH Portfolio. The ASCH Improving Lives Portfolio status report can be found at **appendix c** and provides a programme level status update. This is currently dual reporting with the traditional project status report (**appendix b**).

7. The overall financial position set out in the Project Status report, including savings at risk and amendments to the profile of savings approved through formal change control, is contained within the body of the financial monitoring report that will be regularly considered by the Finance and Major Contracts Management Committee.

Overall Savings Position

8. **Appendix B** to this report outlines in detail the delivery status of individual projects.

9. Across all portfolios the total savings target across the four years 2018/19-2021/22 is £32.9m. This represents an increase in savings targets of £7.3m during quarter 3, this increase is the result of additional savings being approved by Service Committees either as part of new projects or extensions to existing projects.

10. New projects approved during quarter 3 include:
    - Chief Executive Department management review
    - Review of the benefit rates and minimum income guarantee levels used to calculate service users' contributions towards the cost of their care and support.
    - Registration and Celebratory Services
    - Delivering Sustainable Waste Services

11. Projects with additional savings approved during quarter 3 include:
    - Housing with care phase 1
    - Preparing for Adulthood
    - Reabling more older people to regain their independence by increasing capacity in the START Service

12. When taking into consideration savings at risk, slippage and over delivery it is currently projected that the £32.9m savings target will be over achieved by £5.4m. This is a reduction of £0.6m from the over delivery reported at the end of quarter 2, this is as a result of a reduction in the package commitments resulting in the collection of continuing health care funding and a slight reduction in the over achievement recorded against the Targeted Review project following analysis of reviewed cases.

13. The breakdown of savings delivery, by Portfolio across the four years 2018/19-2021/22 as at December 2018 is as follows:

    - Adult Social Care & Health Portfolio - total savings target of £24.2m which is projected to be over achieved by £6.1m.
    - Children & Families Portfolio - total savings of £2.4m which is projected to be over achieved by £25k.
    - Place Portfolio - total savings of £3.1m with £686k currently assessed as being at risk.
    - Chief Executives Portfolio - total savings of £3.2m which are projected to be delivered as planned.

 Projects at risk or compromised

14. **Reduction in long-term care placements**
    This project has been working to reduce the number of adults living in Long Term Care by developing more alternative services and moving suitable individuals from long-term residential care into supported living. A lack of supply of suitable housing has meant that less people have been able to move out of residential care and into supported living than planned, resulting in slippage of £251k from previous years. Significant progress continues to be made this year with 34 service users having moved out of residential care to more independent settings, a further 4-5 moves are anticipated this financial year. It is now projected that £115k will remain for delivery against this project in 2019/2020.

    Adult Social Care and Public Health Committee on 12th November 2018 approved the extension of 8 Community Care Officers and 1 Advanced Social Work Practitioner until March 2020. This resource will continue to support Younger Adults Promoting Independence Interventions projects. As a result there is increased confidence in the delivery of the remaining £115k in 2019/2020. This amount does currently however remain at risk.

2

A report is scheduled to go to February ASCH Committee to provide an overview of the Council's draft Housing with Support Strategy for working age adults (18-64) and to seek approval for further public engagement. The proposed strategy will take forward the work that has been ongoing as part of the Reduction in long-term care placements and other related projects and its purpose is to ensure that:

- the right support is provided at the right time, in the right place for all Nottinghamshire residents who have an assessed need
- individuals have access to the right kind of housing to ensure maximum independence whilst their care and support needs are appropriately met
- people lead as fulfilling and positive lives as possible in a place they can call home

The Strategy also sets out how the Council optimises the commissioned services that make up its supported accommodation offer for working age adults (18-64) in Nottinghamshire who have care and support needs

15. **Investment in Shared lives**
    Project savings are based on new carer households joining the scheme to provide additional capacity within the Shared Lives service which provides a lower cost alternative to residential care and supported living.

    As detailed in the Shared Lives update report that was presented to January Improvement and Change Sub Committee the required number of additional carer households have not been added to the scheme to deliver savings targets. This has been as the result of capacity issues within the Shared lives Team and also due to existing carers leaving the scheme.

    The service is currently recruiting to the Team Manager post which will free up additional capacity to secure more households to the scheme. Finance validation is underway to assess the budget savings that have been achieved and the remaining shortfall will be mitigated by underspends elsewhere within the service.

16. **Contracts Review**

    It was approved in February 2016 that £1.080m of contract savings would be made by 2018/2019.

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

    Contract efficiencies to the value of £400k have been delivered in 2017/2018 and £520k have been identified for 2018/2019. A Change Request was approved by the January Improvement and Change Sub Committee to write off the remaining £160k of savings from the Medium Term Financial Strategy. This amount will therefore be removed from the Project Status Report (**appendix b**) and the project closed during January reporting.

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

17. **Statutory School Transport**
    It was approved in February 2016 that the Council would cease to provide school bus services and discounted season passes for non-statutory travellers. It was proposed that

3

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

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

A Change Request was approved by January Improvement and Change Sub Committee to utilise initial savings identified by the ongoing whole system review of transport to offset this projects undeliverable £686k. The £686k savings will therefore be removed from the Project Status Report (**appendix b**) and the Project closed during January Reporting. The following savings that are being utilised as mitigation will be added to the Project status Report in January:

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

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

Further savings are anticipated to be identified by the whole system review of transport during 2019.

18. **Future reporting for the Adult Social Care and Health Portfolio**

As outlined in paragraph 6 above the ASCH Improving Lives Portfolio status report which provides a programme level status update is currently dual reporting with the traditional project status report. This Sub-Committee has now received both reports in quarter 2 and quarter 3 2018/2019 reporting. Following this trial period it is now proposed that reporting moves exclusively to the ASCH Improving Lives Portfolio Status Report (**Appendix C**). The reporting of other departments' portfolios of savings and strategically important programmes will remain unchanged.

Other Options Considered

19. None.

Reason/s for Recommendation/s

20. To ensure opportunities for the effective and proportionate performance management of departmental Improvement and Change Portfolios and savings and strategically important Projects.

21. To confirm the reporting format for future progress updates on the delivery of savings other strategically significant programmes and projects within the Adult Social Care and Health Portfolio

4

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. The delivery of the projects set out in **appendix B** is a key component of the Council's Medium Term Financial Strategy.

24. Across all portfolios the total savings target across the four years 2018/19-2021/22 is £32.9m. When taking into consideration savings at risk, slippage and over delivery it is projected that this target will be over achieved by £5.4m.

RECOMMENDATION/S

1) It is recommended that the Committee considers the departmental Improvement and Change portfolio update and the quarterly projects and savings update and agrees to receive a further update for quarter 4 in June 2019.

2) Approve the move exclusively to the ASCH Improving Lives Portfolio Status Report for future quarterly updates.

Sue Milburn
Group Manager, Transformation & Change

For any enquiries about this report please contact:
Sue Milburn, Transformation & Change (0115 9773196)

Constitutional Comments (SLB 31/01/2019)

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

Financial Comments (SES 01/02/19)

26. The financial implications are set out in paragraphs 23 and 24 of the 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

6

The ASCH Improvement and Change Portfolio – December 2018 Update

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

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

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

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Roll-out of the 3 Tier Model, a new approach which aims to resolve people's needs at the earliest possible opportunity	Autumn 2018	The 3 Tier approach is fully implemented at the Customer Service Centre and Adult Access Service and is being used for all new enquiries coming into the Council. By a combination of these two services more people are being offered support at an earlier stage to resolve their enquiries. This means that less people need to be referred through to district social care teams so these teams can concentrate on promoting independence and more complicated cases. The project is on track to deliver outcomes and achieve savings.
Expansion of social care clinics in community settings	Winter 2019	As more people's enquiries are being resolved at the Customer Service Centre and Adult Access Service there is now less requirement for an expansion of clinics as less people are being referred through to district teams. However for those people who are referred through to district teams the Adult Access Service will still offer a clinic appointment where this is appropriate for the person referred. Also work will be undertaken with individual district teams to determine what clinic provision is required and to develop new clinics where this is required.
Approval and implementation of a new carers' strategy with partners to enable carers to access good quality advice, information and support	19/20	The ASC&PH October 2018 Committee recommended that Policy Committee (date to be confirmed) approve a new carers' strategy, and approved proposals to implement a new carer's support offer for 2019/20.

Deliver the Improving Lives Programme	March 2020	The Improving Lives Programme was approved by the Adult Social Care & Health Committee in March 2018. The programme supports the Department to deliver the next stage of the Adult Social Care Strategy by: • Identifying ways to deliver better outcomes for service users through promoting independence • Making sure that our services remain sustainable • Identifying further ways to improve the quality of the advice, guidance and services we are providing Work continues on milestones that will: • increase the number of people we can offer a reablement service to • increase the number of queries that can be resolved as early as possible after contacting social care • identify opportunities to work more actively with people who have potential to achieve more independence • ensure people are on the most appropriate care and support pathway and where short-term care is required to recover and rehabilitate; people are supported to regain independence and return home, where possible • provide live information, available at a team level, to help support day to day decision making. Work is now underway in a few services (Adult Access Service, Reablement, Hospital Teams and Younger Adults Teams) to identify the main issues and barriers to promoting people's independence and to support the sharing of best practice in order to help minimise these. In January the focus of the Improving Lives Programme will turn to supporting staff in the Younger and Older Adults Teams to use new or enhanced services and approaches to shape practice going forward. There will be a phased approach to the roll out of this work between now and March 2020.

Programme 2 - Commercialisation of the Council's directly provided social care services

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

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

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Project: Redesigning the strategic management of assets to generate a revenue return for the County Council.		
Assessment of the commercialisation potential of County Enterprise Foods.	Spring 2019	Work on this continues in a design and discovery phase. Proposals to committee are planned for spring 2019.
Implementation of the business plan for the Council's County Horticulture Service	Summer 2022	Following a period of consultation with service users, their carers and staff, the Adult Social Care & Public Health Committee approved proposals in April 2018 to implement a commercial business plan for the Council's County Horticulture Service. The key milestones include making improvements to the Brooke Farm site, vacating the site at Skegby and ceasing all grounds maintenance activity. Works on the improvements to the Brooke Farm site are due to start in Spring 2019 and be completed by Summer 2019. The site at Skegby has already been vacated and service users who had received a service on this site have transferred to Brooke Farm or to a Day Service. The Grounds Maintenance and Golden Gardens services ceased to operate at the end of November 2019 and the Horticultural Operatives, who continue to work supernumerary at Brooke Farm, are being supported by the Council's i-Work team in job searching and employment readiness. It is anticipated that the full effect of the business plan will take up to 4 years to deliver.

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

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

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

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

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Home care contracts awarded and services to commence	Autumn 2018	The first phase of the new contracts commenced on 1 July 2018 followed by an implementation and transition phase until October 2018. This was successfully completed with little disruption to service users and services have been commissioned with an outcome focus and a payment system that moves away from 'time and task'. Over 700 packages of care were recommissioned and transferred to one of the new providers through the new arrangements. Providers also picked up care packages from the existing waiting list in place on 1 July 2018 in addition to requests for new referrals and overall there has been a significant reduction of the number of people awaiting a long-term package. Bassetlaw, a previously difficult to serve area, is working well with both Lead and Additional

		Providers responding to the majority of referrals for that area. After the initial procurement exercise not all areas had sufficient providers so a second phase of tenders was held for a Lead Provider in Rushcliffe and more Additional Providers in Bassetlaw, Newark & Sherwood and Rushcliffe. These were concluded in October.
Fair Price for Care review – report to ASCPH Committee on outcome of survey and any resulting proposals	December 2018	The review of the fees has been completed. A reported to the Adult Social Care & Public Health Committee in January 2019 provided information on the outcome and the options going forward but no final decision has been made yet.
Complete the pre-procurement stage for the Commissioning of Public Health Services (Integrated Wellbeing Service and Substance Misuse Service)	December 2018	Premarket events for the Integrated Wellbeing Service and Substance Misuse Service in October 2018 were well attended. Potential providers were invited to tender in November 2018. Submissions closed in January 2019 for both services. This action is now complete.
Commence the procurement stage for the Commissioning of Public Health Services (Integrated Wellbeing Service and Substance Misuse Service)	February 2019	The selection stage commenced in January 2019 and is on track for both services to invite successful providers to attend the competitive dialogue phase in late February 2019.
Complete the commissioning of Public Health services (Integrated Wellbeing Service and Substance Misuse Service) and commence the new services	April 2020	The competitive dialogue process is due to complete in June 2019 and the final tender to be reviewed in August 2019, with a view to final selection in September 2019. Mobilisation phase will run from October 2019 to March 2020 (six months) with new services due to commence on 1 April 2020.

Programme 4 - Work with our local health services		
Programme Outline: We are working with health partners to develop and evaluate new models of care that meet both the social care and health needs of people in the county.		
Overview of Progress: This programme is progressing on target and in line with the identified milestones.		

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Embed a home first approach in hospitals to ensure that a significant proportion of people are assessed for long term services outside of a hospital setting	March 2019	In the south of the county performance data is showing that across health and social care 92% of assessments for long term services are now completed in the community, which is an improvement of 7% against last quarter. The equivalent information for Mid-Notts and Bassetlaw is not currently reportable, but it is estimated that the percentage would be high.
Countywide roll out of best practice model for an integrated care team	July 2019	Mansfield Older Adults assessment staff have been co-located with Community Health staff since the 30th July 2018. Discussions are underway in all other areas of the County to explore options for co-location, develop direct referral mechanisms and undertake necessary organisational development work as appropriate. Smarter Working are supporting the changes. Health partners have been very helpful and welcoming to date.
Develop a multi-agency toolkit on prevention and early intervention for key staff groups and pilot	March 2019	This work has been reviewed and the toolkit will focus on the person-centred approach but link to the MECC toolkit which is being developed as part of the wider Prevention work stream. A first draft of the toolkit will be available at the end of January 2019 but we will be looking to adapt this based on feedback from the staff in the accelerator project who will be the practitioners initially piloting the toolkit.
Successful testing and delivery of a new joined up approach across Health and Social Care to assessment and support planning	March 2019	This national pilot is underway with participation from health and social care staff in the Rushcliffe and the two Mansfield integrated care teams. The teams are using a new template called "All about Me" to capture person-centred information about each service user.

Roll out of information sharing across Health and Social Care, as developed at Kings Mill Hospital, to Bassetlaw Hospital and Nottingham University Hospitals	November 2018 (Bassetlaw) End February 2019 (Kings Mill – Next Phase)	Bassetlaw Hospital went live in November 2018 with Social Care information now available to the Emergency Department and the Integrated Discharge Team health staff. This is used daily to check basic information. Benefits for this project will begin reporting in February 2019 for NHS Digital and the Bassetlaw Accountable Care Partnership Digital Workstream. There has been some delay due in the roll out to Kingsmill due to NHS priority work reducing technical resources available for development. Sherwood Forest Hospital Trust approved digitisation of the patient Discharge Notice in December. Resources have now been allocated from Nottingham University Hospital to support the project and work on design and discovery has now commenced. Timescales are still to be confirmed for the roll out to Nottingham University Hospitals.
Access to Health and Care Community Portal	January 2019	Some minor technical and Information Governance delays were experienced in December. Rushcliffe Older Adults Team is going live in January with the Portal. Information initially will be hospital activity and admissions from Nottingham University Hospitals and Sherwood Forest Hospital Trust, and Mental Health information from Notts Healthcare. GP information is due to follow once all sign up is confirmed. Rollout to the rest of adult social care staff will happen in one launch in Mid 2019 once the pilot team access has been reviewed and training and engagement activities completed.

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

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

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

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

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

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

Overview of Progress: Public Health capacity has been aligned to ensure appropriate support across health and social care services, including the allocation of dedicated consultant support aligned to the Clinical Commissioning Groups (CCGs) and dedicated capacity to support the County's Sustainability and Transformation Plan (STP), now known as the Integrated Care System (ICS).

Key Milestones	**Implementation Date**	**Delivery Status, key updates and risks to delivery**
Realign specialist public health capacity to emerging CCG, Accountable Care Partnership (ACP) and STP structures and governance processes	November 2018	This action is now complete. By November 2018, a framework for action was developed for the ICS Prevention workstream which indicates the ICS transformation work which requires specialist input. Public Health Consultant capacity has been aligned to the CCG, ICS and ACP structures with specific responsibilities for individual workstreams allocated.
Secure commitment from the STP to enabling health and social care staff and pathways to systematically offer brief advice and referrals to public health services for residents at risk from their exposure to tobacco, excess weight and low physical activity, alcohol or substance misuse.	March 2019	This commitment is now incorporated in the ICS workstream strategy and framework for action for Prevention. Specific commitments on prevention have been secured from other ICS workstreams, of which brief advice and referrals is one aspect.
Put in place additional resources to support Joint Strategic Needs Assessment (JSNA) and mental health workstreams within the Nottingham and Nottinghamshire Integrated Care System.	April 2019	Support for additional capacity in respect of JSNA and mental health was agreed by ASC&PH Committee in December 2018, with allocation of resources from Public Health reserves. Work is underway to mobilise this support from 1 April 2019.

The Childrens Improvement and Change Portfolio – December 2018 Update

Programme 1 - Remodelling Practice
Programme Outline: The purpose of the Remodelling Practice programme is to create a sustainable delivery model for services for vulnerable children and families which is high quality and financially sustainable. We aim to develop a positive working environment and provide our teams with the tools and support to do their jobs in the most effective and efficient way, enabling the improvement of outcomes for children and families. **Overview of progress:** The set-up phase of the programme is now complete. A number of projects are in the implementation stage.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Framework for Practice 1. Develop future framework for practice 2. Hold framework for practice events 3. Embed framework for practice	Launch – May 2019	1. Youth, Families and Social Work Divisional Leadership team have developed a model of practice, vision and principles for the service, jointly with front line staff. A pilot is currently underway within Bassetlaw District Child Protection Team to introduce reflective group supervision. The focus of these sessions will be cases where there is potential drift or delay. The pilot will run until Easter 2019. 2 and 3. A communication plan to launch and embed the new framework for practice is currently being developed. This will involve a variety of methods of communication including: face to face briefings and meetings, newsletters and new intranet pages. The project team are working closely with Social Work Practice Consultants, Communication and Digital on this project and the aim is to involve frontline colleagues in detailed development work.

Staffing Model		
1. Increase the SWSO capacity in safeguarding teams 2. Develop child and family facing non-Social Work qualified roles in Social Work teams 3. Developing options for introducing a multi-disciplinary approach to safeguarding teams 4. Review of capacity within the Court Team 5. Re-aligning the CAMHS Social Work Team with Social Care	January 2019 – Summer 2019	1. All new Social Work Support Officers are now in post and inductions have been undertaken. An evaluation of the roles will be undertaken in summer 2019. Workshops have been undertaken with the Assessment Service and Business Support to identify the support requirements of the Assessment Service. This identified that Business Support Administrator posts best fit with the service's support requirements. As such, CYP Committee agreed to a recommendation in January 2019 that previously approved funding for Social Work Support Officer posts will instead be used to create Business Support posts within Assessment Service. The service will now begin the recruitment process for these posts. 2. A pilot is currently underway in the Mansfield and Ashfield District Child Protection Teams to introduce Social Work Assistants into the skill mix of the team. The pilot will be evaluated in January 2019. Engagement work is currently underway with the Family Service, District Child Protection Teams, Children's Disability Service and their managers with the aim to identify the impact of the Family Service on cases of Level 4 of the Pathway to Provision and to recommend potential areas for improvements. A report will be presented to the Remodelling Practice Board in March 2019. 3. An options paper regarding introducing a multi-disciplinary approach to safeguarding teams will be presented to the Remodelling Practice board in February 2019. 4. A pilot is underway within DCPTs and the Court Team, the aim of which is to reduce drift and delay in the cases, provide more timely outcomes for children, and upskill Social Workers in Court work. The pilot will be evaluated in Summer 2019. 5. A workstream description and project plan are being developed regarding re-aligning the CAMHS Social Work team with Social Care. Early engagement has begun with the team.

Business Intelligence 1. Develop workforce reporting 2. Develop caseload reporting 3. Develop performance dashboards	Timescale TBC	1. Work has begun to develop an interim workforce reporting solution. The timescale for this was November 2018, however, there has been a delay in the delivery of this and the expected timescale is now February 2019. This has been escalated to the Business Intelligence project team. 2. Development of the caseload reporting is pending the development of workforce reporting. 3. Work has begun to develop performance dashboards, however, there has been a delay in the delivery of this. This has been escalated to the Business Intelligence project team.

Programme 2 - Remodelling Children's Care
Programme Outline: The objective of Remodelling Children's Care is to deliver consistent and improved care outcomes for children and young people whilst reducing the overall cost of care provision. **Overview of progress:** A number of proposals are under development and implementation to achieve efficiencies, whilst maintaining good outcomes for children and young people.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
The new operational structure agreed for the Integrated Placement and Commissioning Service	Autumn 2018	In progress
Growth of the fostering service	Ongoing	A revised payment and support offer is being developed which will support a significant campaign to recruit more foster carers to Nottinghamshire. The focus will be on carers who will look after children and young people with complex and challenging needs, who would otherwise be placed in a residential or agency foster placement. This strategy will help manage the need for costly external placements, reduce pressure on the placements budget, and provide loving family placements for Nottinghamshire children. A paper has been prepared for CYP Committee for February 2019 to describe the approach and the investment involved. Work is underway to improve the overall offer to foster carers. This includes investigating whether discounts can be obtained for leisure pursuits such as parks and leisure centres, travel etc. It will also explore the provision of stronger and more targeted support to stabilise foster placements.

		The recruitment campaign is in the early stages of design and has taken direction from examples of successful campaigns. Consultation is currently underway with foster carers so that the particulars of the improved offer will include their feedback.
Market management and cost control	May/June 2019	A number of avenues are to be explored, including development of block contracts, a new provider framework agreement, and the development of an NCC-run home to care for children and young people with significant needs. A joint-working group has been set up across the D2N2 footprint to design ways of obtaining the best value for money by pooling requirements. A paper has been prepared for CYP Committee in February to outline the overall approach to joint working and the initiatives included in the scope. A paper will be prepared for Policy Committee in May/June 2019 to define the business case for the build or procurement of a new children's group home for Nottinghamshire County Council.
Sale of excess disability beds	April 2019	A marketing strategy is in development to drive the sale of excess capacity in NCC residential homes, which will reduce unit costs and thereby reduce pressure on the residential budget. This is on target to deliver a reduction in budget from April 2019.
Social Impact Bond Edge of Care – Procurement process completed	September 2018	The procurement process has been completed as at September 2018.
Social Impact Bond Edge of Care - launch of project	May 2019	The implementation activities for the launch commenced in November 2018. However, the original investor has withdrawn from the process and the provider is now in discussions with alternative investors. The effective date for the service to be fully operational is now planned for May 2019, rather than April 2019.
New Short Breaks offer that has been co-produced with families	Assessments: July 2018 Applications: September 2018	Data from the initial review of the Short Break offer operations covering the period 3rd September to 28th November 2018 has been provided within a wider CYP report being taken by the Service Director, Commissioning & Resources. Furthermore, the initial operational data in conjunction with data taken from a customer satisfaction survey conducted in November 2018 was taken back to the Co-production working group on the 16th January 2019. Parents/carers felt that the results were very positive

<table>
<tr><td></td><td></td><td>and wanted a further meeting in the following quarter when more data is available to get a more detailed picture.
Now the project has transitioned into 'Business as Usual' the project board has been replaced by a service led board to monitor implementation issues and to lead on the continuous improvement process.</td></tr>
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Programme 4 - Remodelling Early Help

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

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

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Continue to monitor and maximise take up of new childcare entitlements	September 2017 – September 2018	Parental awareness of the extended entitlement (30 Hours) has continued to increase since its launch in September 2017 this has been reflected in the increase in numbers taking up their entitlement. 3,634 children accessed extended hours at a Nottinghamshire early years provider in the first term (Autumn 2017), this Autumn this had increased to 4,450, a 22% increase. Early figures for this year's Spring term show that 5.617 children have taken up their entitlement. This year has also seen an improvement in take-up rates for eligible two year olds, with 77.49% (2,141 children) taking up a place (Autumn 2018), compared to 75.78% (2,178 children) in Autumn 2017.
Implement the review of the Integrated Child Disability Service (ICDS) structure	March 2019	Budget pressures will be included in the future budgets to acknowledge the projected increase in the population size who are likely to require a Education, Health and Care Plan. ICDS management structure and team job descriptions were revised in 2018 to increase capacity within the Assessment Team. A report is scheduled to be presented to the Children and Young Peoples Committee in March 2019 to establish permanent a ICDS Assessment Team Structure.

The Place Improvement and Change Portfolio – December 2018 Update

Programme 1 - Our internal journey of improvement

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

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

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Leadership skills/behaviours diagnostic phase complete	February 2018	Complete
Department Programme Board established	February 2018	Complete
Risk Assessments review complete	February 2018	Complete
Business Continuity Plans refreshed	February 2018	Complete
Definition of values/behaviours	February 2018	Complete
Systems Leadership programme	March 2018	Phase 1 complete, Phase 2 to take place in Corporate Organisation Development Programme.
New core data set established	April 2019	Identified with departmental strategy and now working with performance team to establish new performance reports.

Programme 2 - Investment and commercial returns

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

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

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Project: Redesigning the strategic management of assets to generate a revenue return for the County Council.		
Diagnostic Phase complete	April 2018	Turner & Townsend Property Review Diagnostic stage is now complete. A new Corporate Property Strategy went to Policy Committee in October for approval. Implementation is ongoing.
Review findings implemented	April 2019	
Project: Catering and facilities management commercial model to generate a surplus for reinvestment by the Council		
Full business case approved	December 2018	

Options appraisal for Committee approval	March 2019	A revised timetable is being established to ensure effective
New models live	March 2020	appraisal. The business case has been commissioned and is on track to deliver to the planned timeline.

Project: Increasing income in trading standards and registration and celebratory services		
New Principal Trading Standards Officer (TSO) (Commercial) recruited	October 2018	New Officer has now started in the Service
Explore option of whether ASDM could deliver more income generation	March 2019	Initial work has highlighted that this would not currently offer the levels of return that pursuing other areas such as partnership with other regulators does. A report to committee is in development.
Increased income from registration and celebratory services	On going	Projected total income and marriage income both greater at Period 5 than last year, and both showing overall upward trend over the past five years.
Identify new potential sources of income generation	March 2019 (and ongoing)	New Principal TSO (Commercial) will play a lead role in this work. TS Service is on track to exceed it's income generation target for 2018/19. Significant progress has been made to establish a new 'one stop' regulatory support offer with partners which will open up more contracts to bid for.

Programme 3 - Doing things differently with less		

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

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

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

Developing the new Communities function	November 2018	A new communities division was approved and implemented late 2018. The new community strategy is now being finalised. This will focus on a place based approach to how the council works with its communities across the county and how the Communities function specialist resource can support this ambition going forward.
Project: Future Transport - *Potential partnership working with NHS Commissioning groups*		
Senior Leadership approval to carry out further detailed scoping work with the Nottinghamshire and Nottingham City Clinical Commissioning Group's to develop more integrated transport solutions for Nottinghamshire residents.	Summer/Autumn 2019	Discussions with the Nottinghamshire and Nottingham City Clinical Commissioning Group's has taken longer than expected due to the complexity of developing up workable options that have mutually beneficial outcomes for all partners .
Communities and Place Committee approval to proceed with different transport solution for the provision of Non-Emergency Patient Transport (NEPTS) and Notts County Council Transport.	March/April 2019	
Implementation of new joint NEPTS and Notts County Council transport provision.	June/ October 2019	
Project: Future Transport – *Community Transport Sector*		
To seek approval to appoint a new Development officer to develop Community Transport provision and Demand Responsive Transport (DRT) / Taxi/ Bus provision	October 2018	The new staffing restructure has been approved by Committee and the recruitment of a Community Transport Officer is underway.
To develop Community Transport Strategy to build capacity within the sector to provide further transport options to strengthen residents connectivity to work, training and essential services including Health.	May/June 2019	This is predicated on the recruitment of the Community Transport officer.
Project: Future Transport - *Local bus, alternative delivery options:*		
Further investigation of 'alternative', delivery models	May/June 2019	A proposed Staffing restructure which will include the recruitment of a dedicated resource (Transport Review Officer) to investigate and devise an alternative delivery model over the medium to long term has been approved. The Transport and Review Officer has now been recruited and looking at best practice elsewhere.
Develop further Demand Responsive Transport (DRT) / Taxi pilots and seek approval to implement	Sept/Oct 2019	These proposals will be developed as part of the Transport Review project and some feasibility work is currently being undertaken with the East Midland Enterprise Gateway Steering Group to tackle identified accessibility issues to existing and emerging employment opportunities in the area. The work is being carried out in parallel

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

The Chief Executives Department Improvement and Change Portfolio – December 2018 Update

Programme 1 - Designing Services in a Digital Age

Programme Outline: A new, more outward looking and citizen-focussed Digital Strategy is under development for consideration by Members. This will support the Council's digital development as part of wider transformation and change. The first phase of work within this programme will involve the delivery of a MyNotts App.

Overview of progress: Project Officer appointed, Project Initiation Documentation (PID) and scope being developed for consideration by key stakeholders prior to formal Committee approval being sought.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Appoint dedicated Project Officer	Jan 2019	Overall project documentation, scope and specification of MyNotts App being developed for member approval.
Approval of project documentation	Feb 2019	
Develop and agree specification, scope etc. of MyNotts App	March 2019	Key stakeholders, including members and key services, involved in development.
Roll out implementation of MyNotts App	April-July 2019	
Digital Strategy formally agreed by Policy committee	By July 2019	Researching other Councils to support development of overall Digital Strategy.

Programme 2 – Business Intelligence

Programme Outline: Successful organisational change and transformation increasingly relies on effective information to support better decision making. Through the Business Intelligence Strategy, the Council will develop the technology and approaches that it uses for the collection, analysis, and presentation of that information and the data that it is derived from. Our business intelligence will be driven by service needs and designed to reflect our business processes; strengthening our approach to performance, analysis and advanced analytics - building a much richer picture of our customers.

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

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Scoping the Business Intelligence Strategy	Ongoing	A fully scoped delivery plan is being produced aligning the delivery of the strategy to the new structure of the Chief Executives Department.
Phase 4 Delivery of workstreams 1. ACFS - change programme; 2. CFCS - change programme	July 2018 to April 2019	As the project enters its final stage the transition to Business as Usual is progressing.

3. Integrating other systems - Capita One 4. Homecare - contract management 5. Standard unit cost models - service user journeys, pilots 6. Organisational structure 7. Knowledge transfer	The Governance Board meets weekly to oversee delivery and to agree any de-scoping or change requests requiring authorisation. An additional workstream has been approved to deliver the migration of reports to the new Sharepoint BI Hub, this will be funded within the existing project cost envelope from agreed de-scoping of the scale of other proof of concept deliverables. The Governance has flagged the risk that the definitions required to develop reporting for the RAA (Regional Adoption Agency) are still awaited and this could impact their delivery within the project

Programme 3 - Information Governance

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

Overview of Progress: Work of the Programme now turning to the second phase (document management) following the recruitment of a new Information Governance Team

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Phase One – GDPR compliance. Complete.	Dec 2018	New Information Governance Team will consolidate work initiated through the first phase of the Information Governance Improvement Programme and set this out in an Annual Work Plan. This will include actioning the recommendations of the recent Internal Audit Report on the Information Governance Improvement Programme (rating: substantial assurance)
Data Protection Training for Social Care staff	Feb 19 – Mar 19	A residual Programme task. A series of workshops are planned for approximately 1200 staff in social care to give them role specific training on data protection and security.
Phase Two – Document Management - Discovery and Design	Nov 18 – Feb 19	Expert contractor engaged to support discovery and design work for Document Management Programme. Products will include 'as is state' of NCC document management; business / compliance requirements; high level governance design and recommendations for implementation.
Phase Two – Document Management – Business Case	Feb 19 – Apr 19	Business case developed for Document Management Programme based on findings of discovery and design work.

Programme 4 - Our Workforce

Programme Outline: People are the Council's greatest asset and we need to ensure that we have a work force that is flexible and has the right knowledge and skills to deliver the Council's key priorities and improve outcomes for local people. We will look at how we encourage and support staff to develop, nurture talent and encourage the right culture of engaging, motivating and empowering people to work together as one organisation to deliver the commitments set out in the Council Plan.
The workforce strategy is being reviewed to reflect the refreshed Departmental Strategies and to continue to enable our ambition to be an employer of choice.

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

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

Programme 5 - Commercial Strategy		
Programme Outline: Many Councils are recognising that we need to take a more 'business-like approach' to how they design and deliver certain services. We developed the Commercial Development Unit with the purpose of identifying services that would be appropriate for such an approach, and over the past year have supported nine service areas to explore their commercial potential. During the next year we will look at how we develop this approach further. We will also develop an approach to ensure that the Council is getting the maximum return on all its assets, whether they be land, money, buildings or people. This will include reviewing our approach to contract management and compliance.		
Overview of Progress: The approval of the Commercial Strategy will help to put in place a wider framework for commercial activity across the Authority. The Commercial Development Unit will be embedded within Transformation to ensure commercial options are looked at with commercial support being available outside of the CDU process creating a wider commercial support offer across the Authority.		
Key Milestones	**Implementation Date**	**Delivery Status, key updates and risks to delivery**
Commercial Strategy to be approved by Policy Committee	December 2018	The Commercial Strategy was approved by December Policy Committee.
Further services to go through the Commercial Development Unit	Ongoing	The unit will continue to support the work undertaken so far across numerous projects over previous years and will review services that have commercial potential.
Explore options for the contract management function	Ongoing	Opportunities continue to be explored.
Exploring the potential for some shared resources services with another County Council		
Develop Commercial Awareness Training	Ongoing	External provider Loughborough College has been selected to deliver Commercial Awareness training to employees at different levels. This will form part of the key competencies for all Council employees to help provide a basic understanding of commercial concepts and how to apply them.

Programme 6 - Health and Social Care Technology Integration		
Programme Outline: The Local Digital Roadmap (LDR) sets out how Nottinghamshire Health Trusts and local authorities support the improvement of health and wellbeing of the local population through technology enabled integrated health and social care services. This underpins the delivery of the Sustainability and Transformation Plan (STP). The focus is on improving the productivity and efficiencies of the health and social care workforces, improving services to service users (particularly with regard to assessments, discharges and transfers of care provision), improving professional collaboration and supporting independent living. **Overview of Progress:** It should be noted that while progress on the delivery of the LDR across the Health and Social Care community has been constrained by a delay in the allocation of national funding, the funding secured from the Improved Better Care Fund has enabled this authority to make progress on the elements that significantly improve workflows and aim to reduce delayed transfers of care. .		

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Improving referral workflows with King's Mill Hospital and other hospitals within Sherwood Forest Hospital Trust (SFHT)	SFHT Phase 1 delivered July 2018 Phase 2 planned for March 2019	Phase 1 delivered automated social care referrals in the three hospitals in mid-Notts. There are now over 300 referrals per month automatically generated from hospital systems directly into the social care system, reducing the processing time from over four hours to seconds. Phase 2 is on track to deliver a real-time hospital dashboard for the Social Care Teams based in the hospitals supported by automated discharge notices and change of circumstances.
Developing a secure technology approach for automating workflows amongst a number of health and social care partners	Bassetlaw Hospital Phase 1 Nov 18 Nottingham University Hospitals (NUH) Phase 1 April 19	The underpinning technology platform has been deployed to enable this capability to be scaled at pace. The first instance of this successfully deployed at Sherwood Forest Hospitals Trust as part of the project above. This supports the following phases: Bassetlaw Phase 1 delivered a real-time view for clinical staff of Social Care packages and safeguarding status. NUH phase 1 plans to deliver automated referrals from QMC and City Hospitals.
Implementing a standard for Wi-Fi access for staff and partners across health and local authority sites	Ongoing	Project ongoing to enable wi-fi. Live in a number of sites and overseen by Connected Notts.
Use of portal technology for sharing agreed information between health and social care practitioners	Phase 1 Pilot Jan 19	Project under way with other NHS partners (NUH, Healthcare Trust and Sherwood Forest) to allow NCC social care access to clinical information. Hosted by NUH using the Graphnet Carecentric solution. Phase1 pilot went live with Rushcliffe Older Adults Social Care Team enabling access through the Mosaic system to Hospital and Mental Health information on our service users.

Use technology to support improvements to home-based care services	April 2019	The Home first project went live on the 10th July and has been successfully operating since that date supporting the Hospital and community teams safely discharge patients to short-term Home Based Care services. The next phase of the project is to develop a solution to support the new Countywide Home Based Care Contracts so that services can be commissioned and monitored using the latest technology and innovation.
Use technology to support vulnerable children.	Complete	The 12th July was the launch of the Child Protection – Information Sharing (CP-IS) project which is a national initiative led by NHS Digital and is being implement by Councils across England. CP-IS links the Mosaic system used in children's social care (CSC) to those used across health and will help health and social care staff to share information better and protect the most vulnerable children.
Deliver a proof of concept using predictive analytics to create an early warning system to identify service users at risk of requiring long term care.	March 2019	Nottinghamshire County Council has been awarded NHS Digital funding to create an early warning system to identify local residents aged over 65 at most risk of losing their independence. The £50,000 of funding will be used to start developing an IT programme to detect older people with health conditions that make them at greater risk of needing long-term care using data available to health and social services. Long-term conditions such as diabetes, dementia and limited mobility will be considered alongside life events such as a fall or death of a loved one or other issues such limited social engagement and living alone. 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.

Programme 7 - Smarter Working

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

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

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Deployment of new ICT equipment to over 800 Social Care staff based at Meadow House, Sherwood Energy Village and Sir John Robinson House	December 2018	This phase commenced in October and is set to be completed by mid-February.
The move from desktop PC working to mobile solutions to create more flexible working	March 2020	We are now ahead of our schedule and expect that this milestone will be reached with 2019.
An extension in the use of technology for scheduling workforce activities.	Ongoing	The use of scheduling for the reviews of service user needs is now live for the Adult Reviewing team (South)

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

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

Overview of Progress:
Following the completion of the design for the NCC environment within Microsoft Azure 4 applications have been successfully migrated. A further 10 applications are scheduled for migration during February. Remediation work is on-going with the existing email service to ensure a smooth transition to the online service. We are now in the planning stage for migrating 200 email accounts starting in February. 520 SharePoint / Onespace site migration has been completed with a further 130 deleted. Hybrid SharePoint solution is now being designed and investigated. Finally, there is a requirement to upgrade all desktop / laptops with Office 2016 to future proof the estate and increase the user experience using Microsoft products. The upgrade has commenced with all of floor 3 being complete and floor 4 at County Hall having commenced. The key milestones have been updated to take into account the above.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Migrate to an Office 365 platform (SharePoint)	Complete	

Migrate to an Office 365 platform (email)	Dec 18 200 accounts. Remainder of accounts Jan to Mar 19	Remediation work on the existing email service continues with a planned completion date of January. Migration of 200 accounts to the online service will begin in February.
Transition a range of applications and databases to off-site solutions	June 18 – May 19	Workshops and application assessment continue with Microsoft. Proof of Concept for an application migration has been completed in September. A phased approach is now being planned with the first phase to take place at the end of October. 4 applications have been successfully migrated with a further 10 identified for migration in February. Schedule will continue on a month by month basis with 100 applications to be assessed in Q1 19/20.
Upgrade of desktop / laptop Office image from 2013 to 2016	November 18 to – April 19	Image testing has now been completed. The deployment plan has been created with the first deployment to ICT Floor 3 having been completed. Deployment to floor 4 County Hall will commence early February.
Creation of a high level design for Log Analytics	March 2019	This is to be created as part of the implementation work which is now underway after the design decisions have been agreed with M/Soft and Core Azure Microsoft to provide build documentation and a graphical representation of the NCC Log Analytics deployment

Project Status Report as at December 2018

Status Key

On Target	Successful delivery of the project to time, cost and quality is achievable and there are no major outstanding issues at this stage that threaten delivery
Experiencing Obstacles	Successful delivery is probable, however, there are minor issues which need resolving to ensure they do not materialise into major issues threatening delivery. This is an early warning category, if the minor issues are resolved in a timely manner, it is unlikely that project savings will be put / remain at risk.
At Risk	Based on available evidence, successful delivery still appears feasible but significant issues exist with scope, timescales, cost, assumptions and/or benefits. Issues appear resolvable, but action is required
Compromised	Based on available evidence, successful delivery of the project appears to be at significant risk. There are major issues with project scope, timescales, cost, assumptions and/or benefits. Immediate action required to resolve issues.
Closed or Completed	Project benefits have been achieved, or there has been an official change to the benefits profile (through change control) so the project is complete or declared undeliverable
No Status	Awaiting major points of clarification / decision-making to enable PID and plan to be completed.

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Cashable benefits					Projected At Risk / Slippage & Over Achievement					Savings delivered in an alternative way	Net at risk amount
				2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s		
Adult Social Care & Health	Targeted Reviews (C07)	On Target	On Target	2,010	2,000	2,000		6,010	-1,799				-1,799		-1,799
Adult Social Care & Health	Review the benefit rates and minimum income guarantee levels used to calculate service users' contributions towards the cost of their care and support.	No Status	On Target		2,800	1,073		3,873							
Adult Social Care & Health	Care and Support Centres (OfC C03)	On Target	On Target	804	1,927	831		3,562							
Adult Social Care & Health	Promoting Independence in supported living and outreach services. (C02 2014 & C01 2016)	At Risk	On Target	1,250	625	100		1,975	-54				-54		-54
Adult Social Care & Health	Early Resolution (Consulted on as - C05 New operating model for the Social Care Pathway)	Experiencing Obstacles	On Target	432	319	416		1,167							
Adult Social Care & Health	Improving Collection of Continuing Healthcare funding	On Target	On Target	500				500	-3,568				-3,568		-3,568
Adult Social Care & Health	Supporting the use of best practice in the commissioning of Older Adults' care services	On Target	On Target	130	130	199		459							
Adult Social Care & Health	ASCH Strategy Phase II	On Target	On Target	375				375	-134				-134		-134
Adult Social Care & Health	Further Expansion of Assistive Technology to Promote Independence (C08)	On Target	On Target	174	154	-28		300							
Adult Social Care & Health	Reabling more older people to regain their independence by increasing capacity in the START Service & START scheduling service user visits	On Target	On Target	218	1,199	868		2,285							
Adult Social Care & Health	Preparing for Adulthood	On Target	On Target	60	100	100		260	-174				-174		-174
Adult Social Care & Health	Commissioning of hospital discharge packages	On Target	On Target	5	125			130							
Adult Social Care & Health	Ensuring cost-effective services for younger adults through alternative accommodation	On Target	On Target		124			124							
Adult Social Care & Health	Direct Payments (OfC C01 2015 & C04 2016)	Experiencing Obstacles	Experiencing Obstacles	1,280				1,280	-329	-259			-588		-588
Adult Social Care & Health	Reducing the Costs of residential Placements - Younger Adults (OfC C06)	Experiencing Obstacles	Experiencing Obstacles	500				500	288				288		288
Adult Social Care & Health	New ways of working for carers	Experiencing Obstacles	Experiencing Obstacles	75	75			150							
Adult Social Care & Health	Housing with care	Experiencing Obstacles	Experiencing Obstacles	62	97	28	331	518	62	-62					

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s		Total (£000)s	Savings delivered in an alternative way	Net at risk amount
Adult Social Care & Health	County Horticulture and Work Training Service	Experiencing Obstacles	Experiencing Obstacles	51	33	12		96							
Adult Social Care & Health	Maximise the income available to the Council's directly provided adult social care services	Experiencing Obstacles	Experiencing Obstacles	70				70	-60	130			70		70
Adult Social Care & Health	Brokerage for Self-Funders - full cost recovery	Experiencing Obstacles	Experiencing Obstacles	28				28	22				22	22	
Adult Social Care & Health	Integrated Community Equipment Loan Scheme (ICELS)	Experiencing Obstacles	Experiencing Obstacles						-120	134			14		14
Adult Social Care & Health	Reduction in long-term care placements (C03 2014 & B04 2016)	At Risk	At Risk	435	35			470	-5	-131			-136		-136
Adult Social Care & Health	Investment in Shared lives	At Risk	At Risk	60				60							
Adult Social Care & Health	Merger of Commissioned Crisis Prevention Service for Carers and Rapid Response Service (now called Home First Response	Closed or Completed	Closed or Completed	50				50							
	Adult Social Care & Health Totals			8,569	9,743	5,599	331	24,242	-5,871	-188			-6,059	22	-6,081

Exceptions Details by Project		
Portfolio & Status	**Project Name**	
Experiencing Obstacles	Direct Payments (OfC C01 2015 & C04 2016)	This project under delivered against it's previous years savings by £100k but including the full year effect of activity during 2018/19 which will deliver savings in 2019/20 the savings targets across all years are anticipated to be over delivered by £488k in total.

Despite the positive savings position the project remains experiencing obstacles as the target for the recruitment of additional Personal Assistants (PA) is still not being met (actual of 14.9% against a target of 50%) and due to the ongoing challenges of embedding the direct payments calculator into Mosaic (this would support colleagues in assessing individual for a Direct Payment).

In mitigation, emails have been sent to Teams not meeting PA recruitment targets and DP project staff have been attending Team Meetings to promote the benefits of using PAs. A report requesting ICT coding support to embed the DP Calculator into MOSAIC will be submitted to the ICT Board / Gateway meeting.

Although the projects savings profile is due to finish in March 2019 and savings targets are projected to be over delivered the current reporting structure / governance will continue beyond then to monitor the achievement against the projects key measures. |
| | Reducing the Costs of Residential Placements - Younger Adults (OfC C06) | This project is reporting as experiencing obstacles, this is due to some additional activity required with providers and not because it has not achieved its savings targets. The savings achieved across all years is currently £2.805m i.e. a surplus of £305k above the target.

As the project has achieved it's savings target overall the focus is now on writing a strategy to better manage the YA Residential Care market. This work is being undertaken by Strategic Commissioning with work underway to engage the market. |
| | New Ways of Working with carers | This year the project is unlikely to achieve the £75k cashable benefit as there is a £19k overspend on revised budget to November 18. Also, there has been an increase in the number of payments made in Apr-Sept 18 compared with the previous year. However, this is due to the processing of a 'backlog' of carer reviews.

Long-term, mitigating action is to change how carers are offered support, so that there will no longer be an automatic direct payment to all eligible carers – instead they will be offered advice and support and a direct payment only if individual circumstances mean that they will benefit. This will reduce the amount paid in direct payments, and will also mean that fewer carers will require annual reviews in future years. However, this change requires changes to Mosaic and IT systems plus staff guidance and training, so will not be in place until next financial year.

The potential for short-term mitigating action is limited, as the underlying system is unchanged. It is not possible to reduce the number of annual reviews that are outstanding as this reflects historical activities – but action over the previous 2 years has significantly reduced the number of new assessments and so avoided further budget pressures. Even with the potential overspend on this year's budget compared with 2017/18, the total spend will be less than 2016/17. |
| | Housing with care | This projects Experiencing Obstacles status will be maintained until the new Housing with Care units are filled, which is anticipated to be by end of March 2019.

The savings for 18/19 will now be delivered in 2019/20, the £62k saving for 18/19 was based on having 42 units open during the year and assumed that these units would be filled for at least 31 weeks. To date Town View has not yet opened so 10 units have been unavailable to us and there has been a high turnover at Gladstone House meaning we are yet to see full occupancy. |
| | County Horticulture and Work Training Service | The site at Skegby and the grounds maintenance and gardening services have now closed. Work is underway to determine the savings that these closures will deliver.

Arc have produced costings and have met with the service to share their designs for Brook Farm and are now working on the detailed costings which will support their quote.

The status for this project is expected to remain the same until the end of the current financial year pending confirmation of the savings referenced above and the schedule for the development of the Brooke Farm site. |
| | Maximise the income available to the Council's directly provided adult social care services | Finance are monitoring the impact of the work undertaken to increase the income collected for the provision of carer's short breaks through to the end of the financial year. The Group Manager (Residential Services) is currently evaluating the resource requirements to explore other areas for maximising the income received - for discussion at the programme board.

The status for this project is likely to remain at experiencing problems until the end of the financial year and any shortfall this year will be mitigated by underspends elsewhere in the service. |
| | Brokerage for Self-Funders - full cost recovery | Projected in year income by year end has increased slightly to £6.2k, a shortfall of £21.8k against the annual target. This shortfall continues to be met by over-achievement against other fees.

The % of eligible service users being charged has increased slightly from 34% last month to 38% this month. However, this is still well short of the 100% target and the following mitigating actions are being undertaken:

•Outstanding signed brokerage agreements are being chased by staff in the Central Reviewing Teams. There are now 33 outstanding, and 9 in progress.
•For new agreements being set up, alerts are sent by Adult Care Financial Services to the relevant District Teams, to ensure the necessary brokerage agreements are signed. •An automated report is in development that will outline all outstanding brokerage requests sent to the Districts.
•Communication with staff on the new brokerage process in Mosaic and updating of the guidance in the policy library is to be undertaken. |
| | Integrated Community Equipment Loan Scheme (ICELs) | This project intended to achieve its savings target by negotiating with partners to reduce the Council's contribution to the ICELS pooled budget, in line with a reduction in the Council's prescribing activities and the loaning of community equipment.

To date, there has been no changes to the split of funding and an overspend is projected against the budget. Alternative methods to deliver the savings are being sought and further negotiations with partners will take place in 2019/2020.

The project will remain on the project status summary pending delivery of budget savings. |

Exceptions Details by Project		
Portfolio & Status	Project Name	
At Risk	Reduction in long-term care placements (C03 2014 & B04 2016)	The project status remains at risk, however, savings resulting from moves from residential care to more independent settings continue to be delivered and at risk savings are reducing. There was an under delivery against previous years savings targets of £251k and this amount therefore slipped into 2018/19. Activity during 2018/19 to date has over delivered against remaining savings targets by £136k and therefore the savings remaining outstanding for delivery across all years have reduced to £115k currently. As referenced above significant progress has been made during the first 3 quarters of 2018/19. 34 service users have moved out of residential care to a more independent settings and a further 4-5 moves are anticipated this financial year. 4 of the completed moves have however cost more than the previous setting due to the complexity of the individuals needs and 1 individual has recently moved back into residential care and this has meant a reduction of £20k in savings delivered this year. The contracts of the Community Care Officers and Advanced Social Work Practitioner who support individuals to move to supported living were extended until March 2020 during quarter 3 which means that there will be the required resource available to deliver any savings remaining outstanding by year end. Work continues to progress with the Community Living Networks, which enable moves out of supported living, work is currently underway with finance to agree savings attached to this work.
	Investment in Shared lives	This projects savings are based on new carer households joining the to the scheme to provide additional capacity within the Shared Lives service which provides an alternative to residential care and supported living. As detailed in the Shared Lives update report that was presented to January Improvement and Change Sub Committee the required number of additional carer households have not been added to the scheme to deliver savings targets. This has been as the result of capacity issues within the Shared lives Team and also due to existing carers leaving the scheme. The service is currently recruiting to the manager post, which will free up additional capacity to secure more households to the scheme. It is anticipated that the status for this project will remain at risk for this financial year and that the shortfall will be mitigated by underspends elsewhere within the service.

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Cashable benefits					Projected At Risk / Slippage & Over Achievement					Savings delivered in an alternative way	Net at risk amount
				2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s		
Children & Families	Remodelling Early Help - Early Years Sold Offer	On Target	On Target	50	75	100		225	50				50	50	
Children & Families	Investment in Personal Advisor Posts to reduce residential placement costs for Looked After Children	On Target	On Target	140				140							
Children & Families	Line by line budget review	On Target	On Target	102				102							
Children & Families	Youth Service - Mobiles	On Target	On Target	98				98							
Children & Families	Alternative Delivery Models for NCC Children's Homes OfC - Mainstream	On Target	On Target	66				66	66				66	66	
Children & Families	Removal of the assisted boarding education framework	On Target	On Target	35				35							
Children & Families	Remodelling Children's Care - Integrated Commissioning	On Target	On Target	50				50							
Children & Families	Youth Service - deletion of two Young People's Centres (YPC)	On Target	On Target	40				40							
Children & Families	Service efficiencies in the Quality and Improvement Group	On Target	On Target	30				30							
Children & Families	Restructure of School Swimming Service	On Target	On Target	10				10							
Children & Families	Social Impact bond	Experiencing Obstacles	Experiencing Obstacles		250	250		500							
Children & Families	Contracts Review	Compromised	Compromised	680				680	160				160		160
Children & Families	CDS/SEND/Health Integration (B07 2016)	Closed or Completed	Closed or Completed	300				300							
Children & Families	Libraries, Archives, Information and Learning (B13, OfCA15 2015 & B12 2016)	Closed or Completed	Closed or Completed	80				80							
Children & Families	CFCS Management Structure Review	Closed or Completed	Closed or Completed											185	-185
	Children & Families Totals			1,681	325	350		2,356	276				276	301	-25

Exceptions Details by Project		
Portfolio & Status	Project Name	
Experiencing Obstacles	Social Impact bond	The Council is currently working in partnership with Derby and Nottingham City Councils (collectively known as DN2) to jointly commission a range of interventions to support children in care or on the edge of care. The interventions will be delivered by a specialist provider backed by social investment. DN2 have secured grant funding from central government to contribute towards payments to the providers for securing successful outcomes. The project status is experiencing obstacles as the original investor, Big Issue Invest, has withdrawn from the process and the provider is now in discussions with alternative investors. The service is now anticipated to be fully operational by May 2019, rather than April 2019 as originally planned, subject to successful conclusion of these discussions.
Compromised	Contracts Review	Contract Efficiencies of £920k have been achieved by this project, however, as a result of the contracts in the scope of the review being significantly reduced the remaining £160k saving has been assessed as compromised. Subsequently to December highlight reporting a Change Request was approved by Improvement and Change Sub-Committee in January 2019 to write off this undeliverable saving from the Council's Medium Term Financial Strategy. This project will therefore be closed from January Reporting onwards.

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Cashable benefits					Projected At Risk / Slippage & Over Achievement					Savings delivered in an alternative way	Net at risk amount
				2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s		
Place	Delivering Sustainable Waste	No Status	On Target		150	150	150	450							
Place	Road Lighting Energy	On Target	On Target	225				225							
Place	Efficiency Savings: Transport and Travel Service Budget	On Target	On Target	179				179							
Place	Property Services and FM - Base Budget Reductions	On Target	On Target	100				100							
Place	Commercialisation of Business Support and Advice	On Target	On Target	75				75							
Place	Sherwood Forest (OfC A15 & A16)	On Target	On Target	295				295							
Place	Removal of sports funding	On Target	On Target	108				108							
Place	Reduction of arts funding	On Target	On Target	63				63							
Place	Country Parks and Green Estate: Service Efficiencies - grounds maintenance & staffing (November 2017 Communities and Place Committee)	On Target	On Target	30				30							
Place	Service transformation – Conservation – Greenwood / Green Estates (Dec 17 Communities and Place Committee)	On Target	On Target	10				10							
Place	Reduction in net cost of the Trading Standards through increased income	On Target	On Target	13	132			145							
Place	Serco Contract efficiencies - Holme Pierrepoint	On Target	On Target		50			50							
Place	Registration and Celebratory Services	On Target	On Target		19			19							
Place	Statutory School Transport	Compromised	Compromised	686				686	686				686		686
Place	Highways JV (OfC B13)	Closed or Completed	Closed or Completed	400				400							
Place	Catering & Facilities Management Restructure	Closed or Completed	Closed or Completed	270				270							
	Place Totals			2,454	351	150	150	3,105	686				686		686

Exceptions Details by Project		
Portfolio & Status	Project Name	
Compromised	Statutory School Transport	The decision has been made not to proceed with the previously approved policy change on the basis that organisational priorities have changed since the original proposal was put forward. Subsequently to December highlight reporting a Change Request was approved by the Improvement and Change Sub-Committee in January 2019 to mitigate this projects savings with the savings identified to date by the transport whole system review that is taking place. The undeliverable £686k savings will therefore be removed from this report in January and the project closed and the new savings identified by the whole system review of transport will also be added to the report

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Cashable benefits					Projected At Risk / Slippage & Over Achievement					Savings delivered in an alternative way	Net at risk amount
				2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s		Total (£000)s		
CEX	Business Support Services Review (ASCH&PP and CFCS) (A07/A15)	On Target	On Target	700	300	318		1,318							
CEX	Business Management System - Change of Support Partner (Jan 18 Personnel Committee)	On Target	On Target	307				307							
CEX	Revised Integrated Human Resources Workforce Planning and Organisational Design Structure	On Target	On Target	221				221							
CEX	Review of ICT Operating Model (Nov 17 - Improvement and Change Sub Committee)	On Target	On Target			200		200							
CEX	A revised staffing structure for Democratic Services to meet future demand and changed requirements.	On Target	On Target	165				165							
CEX	HR - CSC: New Operating Model	On Target	On Target	35				35							
CEX	HR - Operational and Strategic HR: Further development of the integrated HR Business Partnering Operating Model	On Target	On Target	33				33							
CEX	Legal: Continuing electronic working and office efficiencies	On Target	On Target	33				33							
CEX	Reprioritisation of resources and efficiencies - Performance	On Target	On Target	67				67							
CEX	Budget reductions in communications and marketing (Jan 18 Policy Committee)	On Target	On Target	22	35			57							
CEX	Network rationalisation (Nov 17 - Improvement and Change Sub Committee)	On Target	On Target		50			50							
CEX	Saving money on print and postage costs	On Target	On Target	11				11							
CEX	Complaints and information - Efficiencies in complaints services	On Target	On Target	12				12							
CEX	Democratic Services: Further service efficiencies	On Target	On Target	8				8							
CEX	BRMI	On Target	On Target												
CEX	Smarter Working	On Target	On Target												
CEX	Corporate Services - Senior Management Restructure	Closed or Completed	Closed or Completed	324	65			389							
CEX	ICT services efficiency programme	Closed or Completed	Closed or Completed	115				115							
CEX	CEX Department Management review	Closed or Completed	Closed or Completed		180			180							
	CEX Totals			2,053	630	518		3,201							

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						2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s	Previous Years (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s			
	Improving Lives Portfolio	On Target	On Target	Better		8,569	9,743	5,599	331	24,242	-3,138	-5,871	-188	0	0	-9,197	22	-9,219	The overall portfolio status is on target. The Status remains On Target despite two programmes being assessed as experiencing obstacles as there are a number of other projects expected to over achieve, including Targeted Reviews and Continuing Health Care and therefore in 18/19 we are forecasting to overachieve savings targets. This is a positive position but there are still a number of projects that are not currently achieving their activity measures, mitigating action is planned to avoid impact on future years savings.
AS CH 180 123	**Promoting Independence Interventions** **This programme of work will look at changes across 3 main areas detailed below:**	On Target	On Target	Better		7,027	7,389	4,340	331	19,087	-3,318	-5,691	-452			-9,461	22	-9,483	Overall the Promoting Independence Interventions Programme is on target and is reporting an over achievement for 18-19 of circa £5.7 million. Within the 65+ programme the Housing with Care project is experiencing obstacles. Work is ongoing to mitigate the situation and overall due to activity and delivery of other projects the 65+ Programme remains reporting as on target. The 18-64 programme status remains on target this month. The Reducing the Costs of Residential Placements project remains experiencing obstacles and the Reduction in Long Term Care Placement remains At Risk. However, the programme overall is over achieving it's savings target. The Cross cutting programme continues to over deliver due in large part to the over delivery of targeted reviews and the increased collection of continuing health care funds
AS CH 180 2	**Interventions for Adults aged 65+:** This work brings together 4 areas of activity: •Improve best practice and decision making in support planning (including in hospital settings). •Increase capacity in reablement •Ensure short term provision is used to maximise independence •Greater provision of Housing with Care (Extra Care). **Example Benefits:** •More adults aged 65+ completing START reablement. • A shorter average time spent in START, helping to increase capacity. • More service users will have benefitted from appropriate short term intervention, to support them to greater levels of independence. • Greater sharing of best practice will allow for improved consistency in support planning across teams, leading to improved outcomes for service users. • More service users are on a more appropriate pathway, giving them a more independent ongoing level of care.	On Target	On Target	Same	OT														**Reablement:** This month the transforming reablement project remains on target. The number of people completing reablement during November 2018 was on target. The current target for 18/19 is 75 additional people completing reablement compared to 2017/18. The actual number of additional people who completed reablement up to the end of November 2018 was 74 compared to this time last year. This target is for the approved savings only and not the wider transforming reablement project. During December stage one of the ICT design and discover work was completed which set out the concept of the "future state" START workflow. This concept was approved by the project steering group on 13 December 2018. Recruitment activities continued in relation to the additional hours provided by the winter pressures funding. Workshops with staff were held to review the information required to manage the START caseload. On 10 December 2018 the Adult Social Care and Public Health Committee approved additional targets and savings to be achieved through the transforming reablement project in 2019/20 and 2020/21. Throughout January 2019, the main focuses of the project will be to identify the more detailed business requirements of the "future state" workflow and baseline benefits, following approval of the concept. There will also be a programme of communication to reinforce the key messages about the START service, including refreshed approaches to making referrals to the service. Work will continue to progress the go live of the performance dashboard. N.B. The performance data in monthly highlight reports relates to the previous months due to data availability i.e. December's highlight report contains November performance data.
					OT														**Best Practice in Support Planning:** The project status remains as reported last month - on target. As this project has successfully started to be rolled out across YA teams, focus has turned to planned support for OA assessment teams, with the commencement of weekly Promoting Independence Meetings (from Feb 2019 which will be: •Led by Team Managers and initially supported by ASC Transformation Team colleagues •Linked to clear performance metrics, using bespoke dashboard to be co-produced with Older Adults managers with the Transformation Team •Use a case review approach to encourage the whole team to contribute ideas towards positive risk taking that promotes independence •Support the review of good practice and continuous improvement, with some initial capacity from the ASC Transformation Team to develop the ideas that teams want to put forward •Provide opportunities to replace other decision making forums in the teams The OA dashboards are on track to be delivered in January 2019.
					OT														**Commissioning of hospital discharge packages:** Finance have agreed that savings attributed to the START/Reablement project within the first two weeks of discharge from hospital will be taken off the £251k saving target (including project staffing costs) attributed to the hospital discharge project. This has now been confirmed to be a £90k reduction leaving £161k saving target attributed to the hospital project. Analysis of data relating to hospital discharge cases between Feb- Apr 2018 against the Service Users Costing Report of homecare commissioned packages provided a small sample size which could not be confidently defined as accurate baselines to set target measures for hospital teams. The project may consider using 'trends' for initial target setting (substituted for baseline targets) with a prediction of positive trend changes going forward. Separate target savings for each hospital team will be agreed following Interactive demand volume and cost modelling sessions with hospital GMs and TMs.
					EO														**Housing with care:** This projects experiencing obstacles status will be maintained until the new Housing with Care units are filled, which is anticipated to be by end of March 2019. The savings for 18/19 will now be delivered in 2019/20, the £62k saving for 18/19 was based on having 42 units open during the year and assumed that these units would be filled for at least 31 weeks. To date Town View has not yet opened so 10 units have been unavailable to us and there has been a high turnover at Gladstone House meaning we are yet to see full occupancy.

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						2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s	Previous Years (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s			
AS CH 180 3	**Interventions for Adults aged 18-64:** The overall aim of this work is to ensure service users are supported to live as independently as possible with a good quality of life. This work will focus across three areas below: • Promoting independence in current settings. • Supporting service users to live as independently as possible. • Preparing for Adulthood – Improving Transitions between Children's and Adult's Services. **Example Benefits:** • Reduction in the number of support / outreach hours commissioned in existing settings (e.g. supported living schemes / residential care) through active reviewing and better use of shared hours and negotiations with providers. • More people supported to move into a more independent setting (e.g. from residential care to supported living, or from supported living into general needs accommodation. • More people receiving short-term enablement support that helps maximise their independence for longer. • Some service users may have earlier engagement than they might otherwise have done from the Transitions Team.	On Target	On Target	Better	AR															**Reduction in long-term care placements:** The project status remains at risk, however, savings resulting from moves from residential care to more independent settings continue to be delivered and at risk savings are reducing. There was an under delivery against previous years savings targets of £251k and this amount therefore slipped into 2018/19. Activity during 2018/19 to date has over delivered against remaining savings targets by £136k and therefore the savings remaining outstanding for delivery across all years have reduced to £115k currently. As referenced above significant progress has been made during the first 3 quarters of 2018/19. 34 service users have moved out of residential care to a more independent settings and a further 4-5 moves are anticipated this financial year. 4 of the completed moves have however cost more than the previous setting due to the complexity of the individuals needs and 1 individual has recently moved back into residential care and this has meant a reduction of £20k in savings delivered this year. The contracts of the Community Care Officers and Advanced Social Work Practitioner who support individuals to move to supported living were extended until March 2020 during quarter 3 which means that there will be the required resource available to deliver any savings remaining outstanding by year end. Work continues to progress with the Community Living Networks, which enable moves out of supported living, work is currently underway with finance to agree savings attached to this work.
					OT														**Ensuring cost-effective services for younger adults through alternative accommodation:** This project is now reporting as on target. This is because the contracts for the employees delivering the activity linked to 19/20 savings have now been extended, this was the issue previously placing the project at risk. The Housing with Support Strategy will be submitted for Committee consideration in February and the planned activity can be undertaken.
					OT														**Promoting Independence in supported living and outreach services:** Project status has now changed from at risk to on target and is reporting no savings at risk for 18/19. The target was £1.250m and the project has now achieved £1.304m.
					EO														**Reducing the Costs of residential Placements - Younger Adults:** This project is reporting as experiencing obstacles, this is due to some additional activity required with providers and not because it has not achieved its savings targets. The savings achieved across all years is currently £2.805m i.e. a surplus of £305k above the target. As the project has achieved it's savings target overall the focus is now on writing a strategy to better manage the YA Residential Care market. This work is being undertaken by Strategic Commissioning with work underway to engage the market.
					OT														**ASCH Strategy - Improving Lives & Notts Enabling Service:** This project remains on target this month. The Improving Lives savings is on track, currently forecasting £246k against a target of £175k for 2018/19. NES costs avoidance is on track, currently forecasting £343k for PIWs against a target of £200k for 2018/19. It has been agreed that £80k of this projects savings should be moved to the Early Resolution Project in acknowledgement of the link between the two projects, the over achievement against this project has been adjusted accordingly.
					OT														**Preparing for Adulthood:** This project remains on target to over deliver savings. Savings are being delivered as a result of dedicated Transitions staffing capacity working with individuals to maximise their independence and identify support available within the community. More interventions have been undertaken by the transitions team to maximise peoples independence than planned and as a result the 2017/18 savings target was overachieved by £56k.

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						2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s	Previous Years (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s			
ASCH1804	**Cross cutting interventions:** This work refers to intervention that applies to service users aged 18-64 and 65+, and includes work across: • Reviewing. • Direct Payments. • Further Investment in Assistive Technology (AT) to Promote Independence. • Income Generating Projects, e.g. Improved Collection of Continuing Health Care Contribution. • ASC&PH Strategy Phase 2. **Example Benefits:** •More service users will be reviewed earlier or more frequently than previously, maximising the opportunity to increase or maintain their independence and reduce reliance on formal support. •Increased use of community and voluntary support options for existing service users to maximise their independence, and subsequent reduced use of homecare, day services, transport services and other paid for sources of support. •Increase in alternative methods of review utilised. •Increased use of Personal Assistants and Pre Paid Cards. •Increased ability of service users to use Assistive Technology to self-care and remain independent for longer, and increased opportunities to prevent falls and reduce hospital admissions. •Increased income generation.	On Target	On Target	Same	EO														**Direct Payments:** This project under delivered against it's previous years savings by £100k but including the full year effect of activity during 2018/19 which will deliver savings in 2019/20 the savings targets across all years are anticipated to be over delivered by £488k in total. Despite the positive savings position the project remains experiencing obstacles as the target for the recruitment of additional Personal Assistants (PA) is still not being met (actual of 14.9% against a target of 50%) and due to the ongoing challenges of embedding the direct payments calculator into Mosaic (this would support colleagues in assessing individual for a Direct Payment). In mitigation, emails have been sent to Teams not meeting PA recruitment targets and DP project staff have been attending Team Meetings to promote the benefits of using PAs. A report requesting ICT coding support to embed the DP Calculator into MOSAIC will be submitted to the ICT Board / Gateway meeting. Although the projects savings profile is due to finish in March 2019 and savings targets are projected to be over delivered the current reporting structure / governance will continue beyond then to monitor the achievement against the projects key measures.
					OT														**Targeted Reviews:** In terms of savings, the project is currently over-achieving against its £2.010m target for 2018/19 by £1.799m, and there is already £1.111m worth of savings achieved towards next year's savings target of £2.000m from the full year effect of review activity undertaken already this year. As further savings are anticipated by year end a change request was approved at the January meeting of the Improvement and Change Sub Committee to accelerating £2m of savings from 20/21 to 19/20. The change in the project's savings profile will be reflected in the highlight report next month. The % of reviews (of packages of long term care) undertaken in the previous 12 months has decreased from 73.32% at the end of November to 72.50% at the end of December, against a target of 80%. Whilst this is a downward trend, it is still higher than the same time last year, and likely to be due to Christmas leave. The actual value of package reductions following reviews on YA packages is also below target, at £530k actual year to date against a target of £860k by year end. As we are already nine months into this financial year, and so less in year effect will be achieved from YA reviews undertaken between now and the end of March, it's unlikely that the £860k target will be met. However, any shortfall is likely to be made up by over-achievement against the equivalent OA measure, which is currently at £1.356m actual year to date against a target of £1.140m by year end.
					OT														**Improved Collection of Continuing Health Care Collection:** No change from last month - overachievement remains at £3.568m. All schedules have now been agreed for quarter 1 with Health partners.
					EO														**Brokerage for Self Funders:** Projected in year income by year end has increased slightly to £6.2k, a shortfall of £21.8k against the annual target. This shortfall continues to be met by over-achievement against other fees. The % of eligible service users being charged has increased slightly from 34% last month to 38% this month. However, this is still well short of the 100% target and the following mitigating actions are being undertaken: •Outstanding signed brokerage agreements are being chased by staff in the Central Reviewing Teams. There are now 33 outstanding, and 9 in progress. •For new agreements being set up, alerts are sent by Adult Care Financial Services to the relevant District Teams, to ensure the necessary brokerage agreements are signed. •An automated report is in development that will outline all outstanding brokerage requests sent to the Districts. •Communication with staff on the new brokerage process in Mosaic and updating of the guidance in the policy library is to be undertaken.
					OT														**Assistive Technology:** As previously reported, the project is still on target to significantly exceed the net savings target of £174k as validated net in year savings based on the first six months of activity are £965k and, together with carried forward validated cost avoidance from 2017/18 of £1.3m, this brings the total in year savings to £2.3m. However, this over-achievement has not been reflected in the cashable benefits section below (as with last year's over-achievement) against the target of £174k as this is cost avoidance and the AT project is an enabler for other projects reporting savings. However, the project's success to date is being taking into account as part of wider considerations of any future additional target setting, either to this project or other projects to which it as enabler.
					OT														**Review the benefit rates and minimum income guarantee levels (MIG) used to calculate service users' contributions towards the cost of their care and support:** A report was approved at the December ASC&PH Committee to phase the introduction of the revised policy for calculating individual contributions, which changed the savings profile as follows: instead of £3.873m in 2019/20, only £2.8m will be realised in 2019/20 and the remaining £1.073m will slip to 2020/21. Adult Care Financial Services have recalculated all the financial assessments back to original MIG rates, and all SUs have been notified. Refunds to DP SUs, where relevant, will be issued on or before 6th January. Work has started to implement the revised mid-point MIG rates from April 2019.

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AS CH 180 1	**Early Resolution** Programme relates to interventions that occur when someone first contacts/accesses services. This programme extends the existing Early Resolution project through the adoption of the 3 Tier Model to engage with people who approach the Council for care and support: •Tier 1 connects people to local resources •Tier 2 helps where more that Tier 1 support is required, offering swift and appropriate support to help people regain their independence or develop new skills. This may include access to short term support. •Tier 3 helps those people who, after Tier 2, have ongoing care and support needs. This approach applies equally to Service Users and Carers. **Example Benefits:** • A reduction in the number of people assessed for care and support and subsequent long term support by providing an alternative way of meeting their needs earlier. • Less people will be formally assessed, but short term support will be provided to more people to help maintain or increase their levels of independence. • Increased capacity in district social care teams to deal with the most complex cases.	Experiencing Obstacles	Experiencing Obstacles	Better		507	394	416		1,317									Project status remains Experiencing Obstacles. This is mainly due to problems in delivering savings this year from new ways of working with carers. However, the status is improving as the other elements of the programme are now reporting as On Target, when previously they were Experiencing Obstacles.
					OT														**Early Resolution:** The project status has improved and is now On Track. This is due to an improvement in performance on reducing the number of CASA's sent to district teams. It is also due to early resolution work referred from the Customer Service Centre and Adult Access Service to the Notts Enabling Service now being reported as part of this project. The saving to date from this work is £80k. Work to resolve cases early is happening across both projects and they are both on target. Main Highlights/issues •3 Tier performance measures - 9 month period 01/04/18 to 31/12/18: Year to date •Year to date target of CASA reductions (first 9 months) - 265 •Year to date stretch target of CASA reductions (first 9 months) – 362 •Year to date achievement of CASA reductions (first 9 months) - 298
					EO														**Carers:** Project Status remains experiencing obstacles This year the project is unlikely to achieve the £75k cashable benefit as there is a £19k overspend on revised budget to November 18. Also, there has been an increase in the number of payments made in Apr-Sept 18 compared with the previous year. However, this is due to the processing of a 'backlog' of carer reviews. Long-term, mitigating action is to change how carers are offered support, so that there will no longer be an automatic direct payment to all eligible carers – instead they will be offered advice and support and a direct payment only if individual circumstances mean that they will benefit. This will reduce the amount paid in direct payments, and will also mean that fewer carers will require annual reviews in future years. However, this change requires changes to Mosaic and IT systems plus staff guidance and training, so will not be in place until next financial year. The potential for short-term mitigating action is limited, as the underlying system is unchanged. It is not possible to reduce the number of annual reviews that are outstanding as this reflects historical activities – but action over the previous 2 years has significantly reduced the number of new assessments and so avoided further budget pressures. Even with the potential overspend on this year's budget compared with 2017/18, the total spend will be less than 2016/17.
AS CH 180 5	**Commissioning & Direct Services** The main focus of this programme is considering options around the use of some of the Department's Direct Services, in order to optimise opportunities to reduce running costs and increase income through commercial development. **Relevant Direct Services under the scope of this work include:** •The County Horticulture and Work Training Service •Care and Support Centres •Investment in Shared Lives **Outcomes the programme will support:** •Promote greater use of the services and their assets. •Increase income generation and maximise productivity. • Increase in the number of Shared Lives carer households recruited.	Experiencing Obstacles	Experiencing Obstacles	Same		1,035	1,960	843		3,838	180	-180	264			264		264	The status for this programme remains the same as last month and is not expected to change in the next few months. Mitigation actions are in place for each project that is off target. The largest project in the programme, Care and Support Centres, remains on target for delivery of savings.
					OT														**Care and Support Centres:** The project status remains on target this Month. The project is on track for the closure of St Michaels (March 2019) and Leivers Court (June 2019). The tender process for the assessment bed capacity, to replace that lost from the closure of the care and support centres, is now concluding and the closure of Leivers Court and St Michaels Court are still set to go ahead as planned. Health have advised that GP cover for Leivers Court will cease at the end of March 2019. This presents a risk and work is underway to resolve this position as it would mean that the provision of assessment beds would have to stop taking new admissions from the end of February.
					AR														**Investment in Shared lives:** This projects savings are based on new carer households joining the to the scheme to provide additional capacity within the Shared Lives service which provides an alternative to residential care and supported living. As detailed in the Shared Lives update report that was presented to January Improvement and Change Sub Committee the required number of additional carer households have not been added to the scheme to deliver savings targets. This has been as the result of capacity issues within the Shared lives Team and also due to existing carers leaving the scheme. The service is currently recruiting to the manager post, which will free up additional capacity to secure more households to the scheme. It is anticipated that the status for this project will remain at risk for this financial year an that the shortfall will be mitigated by underspends elsewhere within the service.
					EO														**Maximise the income available to the Council's directly provided adult social care services:** Finance are monitoring the impact of the work undertaken to increase the income collected for the provision of carer's short breaks through to the end of the financial year. The Group Manager (Residential Services) is currently evaluating the resource requirements to explore other areas for maximising the income received - for discussion at the programme board. The status for this project is likely to remain at experiencing problems until the end of the financial year and any shortfall this year will be mitigated by underspends elsewhere in the service.
					EO														**County Horticulture and Work Training Service:** The site at Skegby and the grounds maintenance and gardening services have now closed. Work is underway to determine the savings that these closures will deliver. Arc have produced costings and have met with the service to share their designs for Brook Farm and are now working on the detailed costings which will support their quote. The status for this project is expected to remain the same until the end of the current financial year pending confirmation of the savings referenced above and the schedule for the development of the Brooke Farm site.
					EO														**Integrated Community Equipment Loan Scheme (ICELs):** This project intended to achieve its savings target by negotiating with partners to reduce the Council's contribution to the ICELS pooled budget, in line with a reduction in the Council's prescribing activities and the loaning of community equipment. To date, there has been no changes to the split of funding and an overspend is projected against the budget. Alternative methods to deliver the savings are being sought and further negotiations with partners will take place in 2019/2020. The project will remain on the project status summary pending delivery of budget savings.
					Closed														**Merger of Commissioned Crisis Prevention Service for Carers and Rapid Response Service (now called Home First Response Service):** £50k savings target achieved

🟩	Successful delivery of the project to time, cost and quality is achievable and there are no major outstanding issues at this stage that threaten deliver
🟨	Successful delivery is probable, however, there are minor issues which need resolving to ensure they do not materialise into major issues threatening delivery. This is an early warning category, if the minor issues are resolved in a timely manner, it is unlikely that project savings will be put / remain at ris
🟧	Based on available evidence, successful delivery still appears feasible but significant issues exist with scope, timescales, cost, assumptions and/or benefits. Issues appear resolvable, but action is require
🟥	Based on available evidence, successful delivery of the project appears to be at significant risk. There are major issues with project scope, timescales, cost, assumptions and/or benefits. Immediate action required to resolve issues
🟦	Project benefits have been achieved, or there has been an official change to the benefits profile (through change control) so the project is complete or declared undeliverabl
⬜	Awaiting major points of clarification / decision-making to enable PID and plan to be completed.

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 22 FEBRUARY 2019)

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

1