

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. Key stakeholders, including members and key services, involved in development. Researching other Councils to support development of overall Digital Strategy.
Approval of project documentation	Feb 2019	
Develop and agree specification, scope etc. of MyNotts App	March 2019	
Roll out implementation of MyNotts App	April-July 2019	
Digital Strategy formally agreed by Policy committee	By July 2019	

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.

Appendix A

<ul style="list-style-type: none"> 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 		<p>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.</p> <p>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</p>
--	--	--

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.

Appendix A

Use technology to support improvements to home-based care services	April 2019	<p>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.</p> <p>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.</p>
Use technology to support vulnerable children.	Complete	<p>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 implemented 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.</p>
Deliver a proof of concept using predictive analytics to create an early warning system to identify service users at risk of requiring long term care.	March 2019	<p>Nottinghamshire County Council has been awarded NHS Digital funding to create an early warning system to identify local residents aged over 65 at most risk of losing their independence.</p> <p>The £50,000 of funding will be used to start developing an IT programme to detect older people with health conditions that make them at greater risk of needing long-term care using data available to health and social services. Long-term conditions such as diabetes, dementia and limited mobility will be considered alongside life events such as a fall or death of a loved one or other issues such as limited social engagement and living alone.</p> <p>The project will look at the potential for this information to identify people who are unknown to social care. Once identified they can then refer to social care earlier for extra care and support and prevent a loss of independence.</p>

Programme 7 - Smarter Working

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

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

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
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	

Appendix A

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