Nottinghamshire County Council

Improvement and Change Sub-Committee

Monday, 22 March 2021 at 10:30
Virtual meeting

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:-

Customer Services Centre 0300 500 80 80

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

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

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

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

Nottinghamshire County Council

minutes

Meeting	IMPROVEMENT AND CHANGE SUB-COMMITTEE
Date	4 January 2021 (commencing at 2.00 pm)

Membership
Persons absent are marked with an 'A'

COUNCILLORS

Reg Adair (Chairman)

John Cottee
Jim Creamer
Kate Foale
Tony Harper

Richard Jackson
David Martin
Diana Meale
Philip Owen

OTHER MEMBERS PRESENT

Councillor Mrs Kay Cutts MBE

OFFICERS IN ATTENDANCE

Sara Allmond
Mark Davies
Keith Ford   Chief Executive's Department
Derek Higton
Marjorie Toward

Colin Pettigrew   Children and Families Department

1. MINUTES

The Minutes of the last meeting held on 23 November 2020, having been previously circulated, were confirmed and signed by the Chairman.

2. APOLOGIES FOR ABSENCE

None

3. DECLARATIONS OF INTERESTS

None

4. CHILDREN AND FAMILIES – DEPARTMENTAL UPDATE ON IMPROVEMENT AND CHANGE

Colin Pettigrew, Corporate Director, Children and Families Department presented the report which gave an update on the approach to service improvement and transformation within the Children and Families department and on progress since the last report in January 2020.

RESOLVED 2021/01

That there were no actions arising from the report.

5. UPDATE ON WIDE AREA NETWORK DEPLOYMENT

Mark Davies, Interim Head of ICT introduced the report which provided an update on the current position with the programme of work to migrate from the existing Wide Area Network (WAN) Provider Virgin Media Business to the new supplier MLL Telecomms Ltd.

RESOLVED 2021/02

That a further update report be received in 6 months and be included in the future work programme.

6. WORK PROGRAMME

RESOLVED 2021/03

That the Work Programme be agreed with the inclusion of the update report on the Wide Area Network Deployment to be received in 6 months.

The meeting closed at 2.49 pm

CHAIRMAN

REPORT OF THE CORPORATE DIRECTOR PLACE

IMPROVEMENT AND CHANGE IN THE PLACE DEPARTMENT

Purpose of the Report

1. The purpose of this report is to provide an overview of improvements and change in the Place Department with particular reference to progress against section four (the Improvement and Change Portfolio) of the Place Departmental Strategy. The strategy sets out how the Department will deliver the Council Plan commitments.

Information

2. The 2018/19 Place Departmental Strategy was agreed at Policy Committee in January 2018. A refreshed version of the plan was subsequently agreed at Policy Committee in May 2019, this covers the period 2019-2021.

3. This report provides progress within the Department since the last report to this Committee in November 2019.

4. The Place Improvement and Change Portfolio identifies three programmes of work. These are:

   - Our internal journey of improvement
   - Investment and commercial returns
   - Doing things differently with less

Progress

Our internal journey of improvement

5. There are an unprecedented volume of major projects approved and/or in delivery within the Place Department. The Department has implemented an enhanced governance and reporting structure to reflect this, and maintains an assurance dashboard which RAG rates the status of major projects and monitors progress, reporting upward to the monthly Place Major Programmes Board. This Board provides oversight, challenge and assurance across the programme. Despite the pandemic work continues to take place. In line with government guidance safe working arrangements have been put in place and risks are regularly assessed. To date the pandemic has not resulted in any significant delays in programmed activity.

6. The Place Department leadership skills and behaviours programme continues to be a key priority. Virtual induction virtual leadership sessions have taken place over the last few months. The Place Leadership Team continue to meet virtually on a regular basis to develop relationships and ideas for new ways of working. The pandemic has increased our collaboration with other Departments and some excellent work has taken place with both internal and external partners, resulting in significant developments such as the establishment of the Covid Community Hub, which has played a key role in supporting vulnerable residents over the last year.

7. Colleagues within the Performance, Intelligence and Policy team and ICT have been working with the Department to improve the way we assess and measure performance, with a particular focus on the development of more meaningful and measurable performance indicators..

Generating investment and improved commercial returns

8. Following a comprehensive review of our property services from 2018 to 2020 a report was taken to Policy Committee on 9 December 2020 seeking approval to recognise the achievements of the review and formally close the project. The two phases of the programme delivered:

   - A new Corporate Property Strategy 2018 – 2023
   - A restructure of the Property Service
   - The successful transfer of elements of property compliance work to Arc Partnership
   - The establishment of a corporate landlord programme to improve the safe management and maintenance of Council premises
   - New property internal governance arrangements, and an array of management process and system information improvements.

9. The review of our Catering and Facilities Management Service has taken place. A revised pricing policy and strategy have been implemented to support the Service to achieve break even status. However, the current pandemic has had a significant impact on the Service's school catering function, both in terms of activity and income. In consequence, the Service's original plans are currently under review.

10. Trading Standards commercial activities have been heavily impacted by Covid-19. Progress has come from work in the intervening period to agree revised contracts for 20/21 with many existing Primary Authority companies, as they recover from the business shock of the first lockdowns and adjust to the new Covid trading environment. The Service has also been able to form two new Primary Authority partnerships during this period, one of which was directly connected to a need for technical product support as a result of the move to home working under current Covid restrictions. Managers have also explored all opportunities to secure additional external funding to support the work done within the service.

11. The suspension of weddings and celebratory services during the pandemic has had a significant impact on the income within the Registration Service. Whilst it is expected that customers will rebook dates when these services are allowed to open there still could be a loss of income overall.

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12. On the 29th March 2019 Nottinghamshire County Council purchased the Corserv shares and thereby became the sole owner of Via East Midlands Ltd. Prior to the pandemic, Via was producing a substantive pre tax proifit and the total in 2019/20 was £0.8m. The COVID-19 Pandemic has affected the trading of Via during 2020/21 and in response Via have prepared a comprehensive business recovery plan. Assessments of the financial impacts and mitigation upon the turnover are being made on an ongoing basis.The budget forecast for 2020/21 shows a total turnover of £74m (including £19.5m Gedling Access Road major capital project) with a forecasted pre-tax profit of £0.1m after Covid impact.

Doing things differently with less

13. The Investing in Nottinghamshire Programme, which was established to ensure the best use of the corporate estate has been moving at pace. The programme, initially approved at Policy Committee in February 2020, agreed the exit of 6 office buildings across the current Council estate, with space being made available or retained for local government partners at a further 3 sites.

14. In December 2020 a further report was taken to Policy Committee to seek approval to scope and move the programme into the next phase of delivery. The report also set out the evolution of the programme in light of Covid-19. The learning from Covid-19 together with an engagement exercise has brought forward the evolution of the Council's Smarter Working vision. Digital technology will play a pivotal role within our future offices, enabling the hybrid physical and virtual office. Work is currently being undertaken alongside ICT Services to determine the Council's future approach to supporting dispersed/flexible working practices.

15. Policy Committee in December also agreed to vacate an additional 2 office bases across Nottinghamshire, whilst maintaining the countywide delivery of local services to local communities. It was agreed in principle that additionally, capacity within offices will be made available to local businesses (Small and Medium Enterprises) to provide workspace for them as part of the economic recovery from COVID-19, growing businesses and generating new jobs. Overall the Council will reduce its number of offices Countywide by a third throughout the delivery of this programme with anticipated gross financial savings now increased by a further £400k to an estimated £1.35m annually.

16. The Investing in Nottinghamshire Programme will also reduce the Council's environmental impact through lowering the carbon footprint of the Council's estate. The Council's Environmental Strategy was approved at Policy Committee in March 2020. This set out the Council's Strategic Aims and included targets to:

   i. Achieve excellent BREEAM (Building Research Establishment Environmental Assessment Method) ratings for the new office accommodation at Top Wighay, with the ambition for the West Bridgford campus to become carbon neutral.
   ii. Design environmental guidelines on achieving good to excellent BREEAM rating (or an equivalent environmental standard) for the design, construction and operation of all new builds by the Council.
   iii. Increasing the production of renewable energy generated on the Council's estate.

17. Throughout this programme, relevant building projects have been considered against the aims of the Council's Environment Strategy with a view to achieving the highest possible positive environmental impact.

Other Options Considered

18. The matters set out in the report are intended to provide proportionate updates to the Sub-Committee of progress against key milestones. This approach has been previously agreed by the Sub-Committee and no other options were considered.

Reason/s for Recommendation/s

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

Statutory and Policy Implications

20. 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

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

RECOMMENDATION/S

1) The Improvement and Change Sub-Committee consider the progress against The Place Improvement and Change Portfolio outlined above and recommends whether any actions are required in relation to the detail in the report.

Adrian Smith
Corporate Director Place

For any enquiries about this report please contact:
Jane Goodenough, Executive Officer Place

Constitutional Comments [KK 11/02/2021]

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

Financial Comments [SES 10/02/2021]

23. There are no specific financial implications arising directly 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.

Place Departmental Strategy 2018/2019 – report on Departmental Strategies to Policy Committee on 24 January 2018.

Place Departmental Strategy 2019 – 2021 – report on Departmental Strategies to Policy Committee on 22 May 2019.

Investing in Nottinghamshire, Making the Best Use of Council Premises - Policy Committee 12 February 2020

Investing in Nottinghamshire, Making the Best Use of Council Premises - Policy Committee 9 December 2020 - Investing in Nottinghamshire

Corporate Environment Strategy - Policy Committee 9 December 2020

Property Transformation Programme Closure Report and Corporate Landlord Model – Policy Committee 9 December 2020

Electoral Division(s) and Member(s) Affected

- All

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Nottinghamshire County Council

Report to Improvement and Change Sub-Committee

22 March 2021

Agenda Item: 5

REPORT OF THE SERVICE DIRECTOR, TRANSFORMATION AND CHANGE

A NEW SMARTER WORKING VISION FOR THE COUNTY COUNCIL

Purpose of the Report

1. To update the Sub-Committee on the Council's future approach to Smarter Working

Information

2. As defined by the UK Government, Smarter Working empowers us all to make the right decisions about where, when and how we work; optimising the use of workplaces and technology, and realising savings for the taxpayer. It improves productivity through a focus on outputs and enables a better work life balance for all.

3. There are many benefits to be gained through working in smart ways including;

   - enabling staff to work productively through better use of technologies;
   - savings in travel time and cost by using conferencing software and holding online meetings;
   - staff feeling trusted to work flexibly, enjoying improved wellbeing and reduced absenteeism;
   - protecting the critical services that we manage through reinvesting cost savings into services from the reduced requirement for Council properties;
   - protecting the environment by reducing employee travel to and from work, and working day travel, thereby reducing vehicle emissions and the use of carbon based fuels.

4. Closure of the former Smarter Working Programme was agreed at the Improvement and Change Sub-Committee on 25th November 2019, with residual activities passed to either property services or other cross-council programmes of work, notably the Investing in Nottinghamshire programme. This approach has enabled the Council to continue enabling its workforce to work flexibly, where and when it best suits whilst ensuring the Council's customers and service users still receive an excellent service, whilst additionally beginning to deliver financial savings associated with a reduced office estate.

COVID-19 impact

5. The Council has a successful reputation for delivering smarter working across all departments by engaging and delivering positive changes alongside staff. The progress made over recent

years with smarter working, alongside investment in new technologies, has meant that the County Council has had high levels of business continuity despite the COVID-19 restrictions that came into force during 2020.

6. As reported to both Policy Committee and the Covid-19 Recovery, Resilience and Renewal Committee, new efficient operating models and smarter ways of working have developed across the Council over the past year as those staff who would traditionally work from within the countywide office estate have worked from home since Mid-March 2020. A significant cultural shift has occurred for many workers in adopting enhanced smarter working principles.

7. Technology, particularly the rollout of Microsoft Teams, has supported a switch to virtual online meetings and has been embraced by staff and Members, ensuring Council business and decision making continues. The Council will continue to embrace new technology as our recovery continues.

8. To capture the lessons learned from this period of time, engagement with managers and employees across the Council to review the impact of COVID-19 and new ways of working has occurred and will continue.

9. Additionally, the Council has also taken the opportunity to learn from emerging practice in the private sector as the UK recovers and adapts to the post-COVID-19 world that is emerging.

10. Key themes emerging through the engagement work can be summarised as follows: -

    i. There is a changing emphasis to a greater level of working from home than pre-COVID for many employees and Members. This has changed the demand for and future use of the Council's offices; Workspaces will need to adapt, with the modern office no longer being a place for banks of desks, with officers working on PCs alone but for collaborative and support activities for teams.
    ii. New virtual ways of working for many services need to be reflected within office spaces and processes to support and enable a virtual and physical 'blended' approach to working with some employees in the physical space, with others joining online :
    iii. Desk areas, for those who require them, will be significantly reduced with a substantial increase in the proportion of flexible meeting/working spaces to facilitate collaborative and cross team working. This will include the further digitalisation of meeting spaces, records, mail and service processes.
    iv. It is also key to recognise that working from home is not the optimum environment for everyone, including those with disabilities or those who live in homes unsuitable for home working.
    v. Those that can work from home will require a safe working environment to do so.
    vi. The Council's future office environment will need to support the wellbeing needs of employees, to help maintain effective working relationships and sustain a Council 'culture'.

A new Smarter Working Vision

11. The learning from COVID-19 and the engagement undertaken has brought forward an evolution in the Council's Smarter Working vision. This vision provides a new framework for how many Council staff will work in the future and is an integral part to the planning that is underway for a post-pandemic world. This vision will be implemented alongside the future re-occupation of retained and new offices.

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12. This future vision takes account of both changed working practices and the engagement set out above. It is a step change for the Council and acknowledge that Smarter Working will continue to evolve. Through implementing this new vision Nottinghamshire County Council will:

   • Be a forward-thinking organisation with an agile, supported and flexible workforce.
   • Be a council that maximises the spacial and financial efficiencies of Smarter Working, with a reduced Countywide office estate.
   • Implement a blended working solution enabling staff to work safely from both home and office.
   • Provide hybrid workspaces which merge the physical and virtual office.
   • Implement office space with an increased emphasis on team and social interaction through an increase in alternative meeting and collaboration spaces and less reliance on desks. Implement an average 4:10 seat ratio across all work spaces..
   • Work with partners to enhance service delivery wherever possible through office design.

13. Digital technology will play a pivotal role within the Council's future offices, enabling the hybrid physical and virtual office. Work is currently being undertaken alongside ICT Services to determine the Council's future approach to supporting this new vision with focus on;

   • Hybrid meeting rooms allowing staff to connect from their closest workplace and home
   • Electronic booking systems supporting self-service outside of traditional office hours
   • Digitalisation of records management for better compliance, and secure collaboration speeding up the sharing of information.

14. Council employees will benefit from implementation of this new vision through:

   • having access to an inclusive flexible working environment which recognises the differing needs of colleagues whilst respecting service requirements.
   • the development of ongoing employee support and training associated with the increased use of digital technology
   • the provision of attractive, flexible working conditions which has a focus on staff wellbeing and work-life balance which in turn will improve recruitment and retention across services.

15. This new vision forms a key part of the Workforce Resilience and Recovery Strategy and associated action plan which were approved at Personnel Committee in November 2020.

16. A short presentation accompanies this report which outlines this vision further.

Other Options Considered

17. It was considered to make no changes to the Councils current vision for Smarter Working, but this would have resulted in many benefits gained over the past year not being formalised and taken forward to the benefit of the Council.

Reason/s for Recommendation/s

18. The vision outlined has been created on the basis of engagement from within and from outside of the County Council. It will provide the County Council with an attractive working environment and support a reduced office estate across the County. The vision will continue to evolve as working practices change.

19. COVID-19 has changed the way the Council and its employees work. The vision takes account of improved and efficient virtual working practices, whilst acknowledging the requirement for physical workspace

Statutory and Policy Implications

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

Data Protection and Information Governance

21. The programme and outcomes will be designed to comply with current data protection requirements.

Financial Implications

22. A significant proportion of the outlined future vision is already funded within the County Council's Capital Programme. However, some additional funding, particularly for the technology requirements outlined, may be required as rollout progresses. Work continues to model the financial requirements.

Human Resources Implications

23. Engagement with Trade Unions on the new vision has occurred and will continue as work progresses and the vision evolves.

Public Sector Equality Duty implications

24. An Equality Impact Assessment has been undertaken. It has considered all protected characteristics from the Equality Act 2010 and all relevant staff mitigations will be put in place.

RECOMMENDATION/S

1) That the Improvement and Change Sub-Committee consider whether there are any actions arising from the report
2) That the Improvement and Change Sub-Committee agree to receive an update report within the next 6 months and that this be included in the work programme

Derek Higton

Service Director – Transformation and Change

For any enquiries about this report please contact:
Derek Higton, Service Director – Transformation and Change
Tel: 0115 9773498

Constitutional Comments (SSR 08/03/2021)

25. The recommendations set out in the report fall within the scope of decisions that may be approved by Improvement & Change Sub-Committee.

Financial Comments (GB 09/03/2021)

26. As set out in paragraph 22, a significant proportion of the outlined smarter working vision is already funded from within the Policy Committee capital programme. Any requirements for additional funding will be subject to the usual Council approval processes.

HR Comments (GME 05/03/2021)

27. The engagement and consultation with the workforce and their representatives will continue to ensure what is being developed meets service imperatives and individual needs in terms of accessibility and reflects the Council's ongoing aspiration to be an employer of choice. Whilst the Covid pandemic has required some colleagues to work differently, it should also be recognised that many have continued to deliver services relatively unchanged. The overall success of the programme will require further joining up of the "people" elements such as well-being and employee and leadership development, currently being addressed in the Workforce Resilience and Recovery Group, chaired by the Service Director, Customers, Governance and Employees, with those of the changing physical environment. The underpinning strategy and action plan, approved by Personnel Committee, will shape how people are supported and enabled to work in future, including how buildings are configured and utilisied

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.

Policy Committee Report – Investing in Nottinghamshire: Utilising the Council's Property Estate to deliver environmental, economic and financial benefits in a post-COVID world (9th December 2020)

Policy Committee Report - Investing in Nottinghamshire: Making the Best Use of Council Premises (12th February 2020)

Improvement and Change Sub-Committee Report – Smarter Working Programme (25th November 2019)

Policy Committee Report - Investing in Nottinghamshire: Delivering the Council Plan through a second Phase of the Smarter Working Programme (20th March 2019)

Electoral Division(s) and Member(s) Affected

- All

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REPORT OF THE SERVICE DIRECTOR, TRANSFORMATION AND CHANGE AND SERVICE DIRECTOR, FINANCE, INFRASTRUCTURE & IMPROVEMENT AND SECTION 151 OFFICER

TRANSFORMATION AND CHANGE, AND PERFORMANCE, INTELLIGENCE AND POLICY TEAMS RESTRUCTURE

Purpose of the Report

1. To update the Sub-Committee on progress with implementing the approved high level structures for the Transformation and Change and Business Intelligence functions, in support of the Council's approved revised approach to Transformation and Change.

2. To seek approval for the proposed full structures and funding arrangements for both functions.

3. To seek approval for the review of the new model and structures for transformation and change in early 2022, with the outcome of the review and any consequent recommendations being reported back to the Sub Committee.

Information

4. Reports approved by the Sub-Committee in July, September and November 2020 established and agreed an ambitious corporate approach to transformation and change to deliver savings and efficiencies, and benefits and value for money to the Council and citizens.

5. The new approach will have a stronger focus on research, policy and strategy planning and development and data insight, analytics and data science to ensure the Council is abreast of national thinking and policy development, and can take a future facing rather than responsive approach to the initiation, development and delivery of cross-Council change programmes.

6. There will also be a more corporate and forward-facing approach to identifying and initiating digital solutions to ensure they are developed in an integrated way across the benefitting both residents and Council functions.
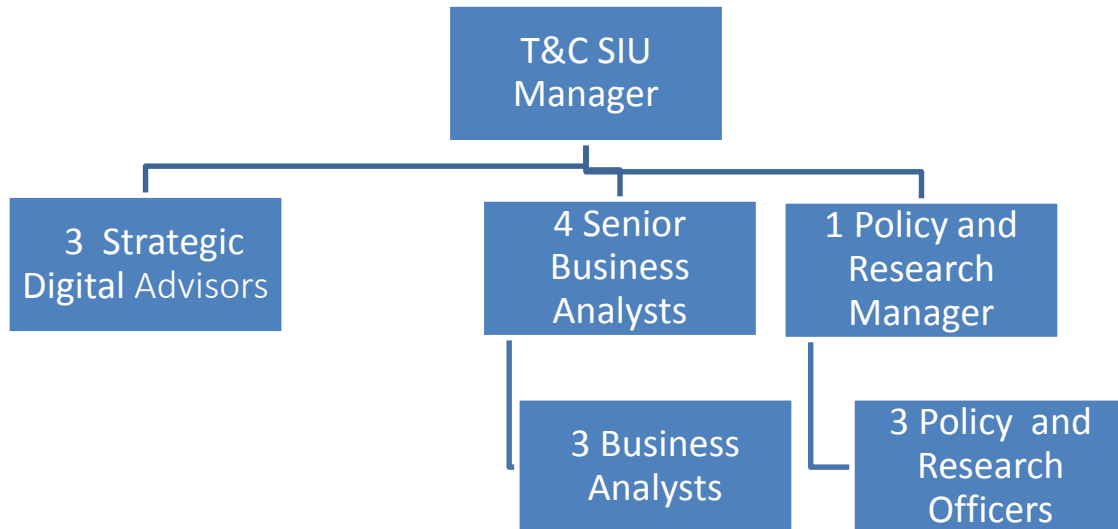
7. The following four cross-council programmes were approved at Sub-Committee on 23rd November 2020:

    - All age approaches to improving support for those with disabilities
    - Developing integrated prevention and early help interventions
    - Developing "whole family" approaches to safeguarding
    - Improving residents' access

8. Sub Committee also approved two underpinning strands of work:

    - A workforce design programme
    - A strategic commissioning programme

9. Sub-Committee in November 2020 also approved the high level staffing structures for the Transformation and Change and Business Intelligence (replacing the Performance, Intelligence & Policy) functions in support of the agreed, revised corporate approach to transformation, improvement and change.

10. Since then the senior posts have been appointed to, and a consultation on the proposed full team structures, including engagement with relevant Trades Unions, has been completed. Feedback on the approach, structure and job descriptions has fed into the proposed structure submitted for approval in this report.

11. Some elements of the Transformation & Change team transferred across to ICT as part of its restructure as agreed at Policy Committee in December 2020.

12. Approval is now sought for the full team structures to enable the ambitious approach to corporate transformation and change agreed by the Sub Committee at its meetings in July, September and November 2020 to begin to be implemented.

The structure for Transformation and Change

13. Within the Transformation and Change function three specific core areas of expertise have been established to support and drive effective change. This marks a move away from the Council's previous "generalist" approach: -

14. **Strategic Insight Unit (SIU).** As previously approved, this will provide:

    - Data insight, analytics and data science skills and capacity, to provide both support and challenge to existing transformation programmes, and to help generate future programmes.
    - A focus on research, policy and strategy planning and development, to ensure the Council keeps abreast of national thinking and policy development, and ties this in to its strategic work.
    - A direct link with Departments and senior leaders so that corporate and departmental priorities and strategies are informed by the latest thinking and best practice, and that cross Council transformation is effectively co-ordinated.
    - Bringing forward new ideas to ensure that digital insight opportunities are central to NCC thinking. These may be identified through horizon scanning and/or key business

relationships with external partners. As part of this integrated systems opportunities will be examined where these lead to a better customer experience
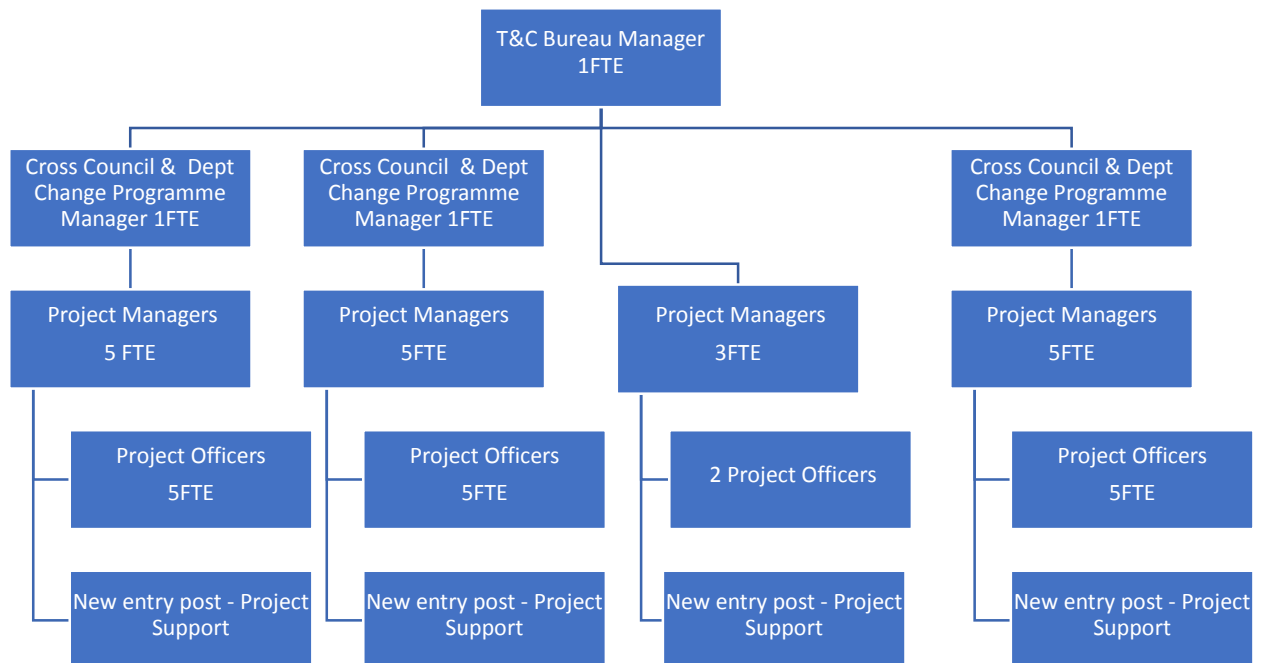
Table 1 below sets out the proposed structure for the Team to enable it to effectively carry out these functions: -

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                        ┌─────────────┐
                        │   T&C SIU   │
                        │   Manager   │
                        └──────┬──────┘
        ┌──────────────────────┼──────────────────────┐
 ┌──────────────┐      ┌──────────────┐      ┌──────────────┐
 │ 3  Strategic │      │  4 Senior    │      │ 1 Policy and │
 │ Digital      │      │  Business    │      │  Research    │
 │ Advisors     │      │  Analysts    │      │  Manager     │
 └──────────────┘      └──────┬───────┘      └──────┬───────┘
                       ┌──────────────┐      ┌──────────────┐
                       │ 3 Business   │      │ 3 Policy and │
                       │ Analysts     │      │  Research    │
                       │              │      │  Officers    │
                       └──────────────┘      └──────────────┘
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15. **Transformation and Change Bureau**. As previously approved, this will provide:

- Change management capacity, with strong project management, data and digital skills, and active leadership of culture change embedded within departments and services in order to support and drive the delivery of the cross-Council transformation programmes. This will therefore be close to the frontline but will be part of a strong corporate "transformation community" where best practice and knowledge are shared, development is targeted and resource aligned appropriately to the needs of the transformation programmes as they progress. This approach will help ensure:

  - A consistent approach and ongoing professional development for staff;
  - That managers and staff can be assigned to programmes that fit best with their skillsets where required;
  - The full engagement and understanding of departmental front-line services in cross Council transformation programmes.
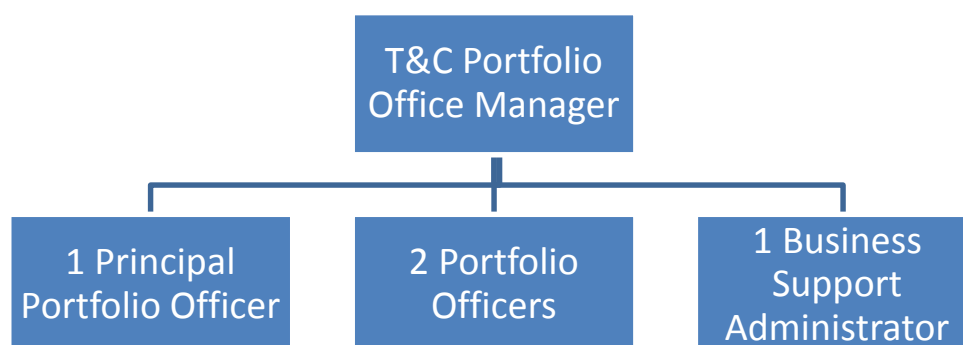
Table 2 below sets out the proposed structure for the Team to support these functions: -

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                        ┌─────────────────────┐
                        │  T&C Bureau Manager  │
                        │        1FTE          │
                        └─────────────────────┘
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Cross Council & Dept Change Programme Manager 1FTE	Cross Council & Dept Change Programme Manager 1FTE		Cross Council & Dept Change Programme Manager 1FTE
Project Managers 5 FTE	Project Managers 5FTE	Project Managers 3FTE	Project Managers 5FTE
Project Officers 5FTE	Project Officers 5FTE	2 Project Officers	Project Officers 5FTE
New entry post - Project Support	New entry post - Project Support	New entry post - Project Support	New entry post - Project Support

16. The proposal establishes a clear career structure for the Council's project and business change staff.

17. The proposal also includes the initial assignment of 2 Project Managers and 3 Project Officer posts to support both the Place and Children's and Families Services Departments. For Place, this will secure core service level improvement capacity, and will reflect the transfer to "business as usual" status of the Council's smarter working initiative, recognising that the move to more flexible approaches to working for staff will need permanent capacity. This work will be managed within the Property function within Place. For Children's and Families, this will secure additional and necessary service improvement capacity, to ensure that operational improvements, particularly in respect of core social work practice and processes, can be effectively supported and secured.

18. The Project Support posts will not be appointed or funded initially. They have been designed to offer an opportunity for new entry posts/apprenticeships when funding becomes available.

19. **Transformation and Change Portfolio Office.** As previously approved, this will provide:

- Governance of transformation and change programmes and projects – both cross Council and department/service specific - in a lightweight but rigorous way to ensure the effective and consistent use of resources, and the clear realisation of benefits, with effective corporate oversight.

- Oversight of the delivery of the Council's ambitions, covering the Council plan, and supporting strategies, programmes and projects.
- Support and tracking of appropriate resource allocation and monitoring and report on programme and project delivery and benefits realisation to a variety of audiences/groups across the Council.

Table 3 below sets out the proposed structure for the Team to support these functions: -

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        ┌─────────────────────┐
        │   T&C Portfolio     │
        │  Office Manager     │
        └─────────────────────┘
     ┌───────────┼──────────────┐
┌──────────┐ ┌──────────┐ ┌──────────┐
│1 Principal│ │2 Portfolio│ │1 Business│
│ Portfolio │ │ Officers  │ │ Support  │
│ Officer   │ │           │ │Administrator│
└──────────┘ └──────────┘ └──────────┘
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The Model and structure for the Business Intelligence Unit

20.   The previous report to the Sub-Committee in November 2020 referred to this Unit as the Data Management Team. The first phase of consultation with staff identified strong feedback that this proposed title does not properly reflect the significance and breadth of duties that the teams in this unit will deliver. The term 'business intelligence' is considered to more fittingly capture the focus that the teams in this unit will have on delivering the business intelligence products, analysis and reporting at the service level across the Council.

21.   The previous report in November 2020 also proposed a two-team model for this part of the new structure. Again, with the benefit of comments received from staff during the first consultation, it was agreed that a two-team model would risk insufficient managerial and supervisory capacity. Consequently, a three-team model is now proposed, which provides for a more balanced and resilient structure. The three-team will be delivered within the same cost envelope as previously modelled for the two-team option.

22.   Key areas of focus for this Unit will be the following:

- Corporate support – to maintain the Business Intelligence Hub, its current suite of reports and to develop further reports to meet the requirements of the SIU. It will also maintain data-sharing feeds with our external partners, notably with the Local Resilience Forum and the Integrated Care System.
- Departmental support – to deliver the data intelligence, analytical products and reporting to support the needs of departments in progressing their service improvement programmes, embracing the maintenance of current reports and development of new products. The Team will also continue to deal with the annual statutory returns to government.
- The Unit will be comprised of three Teams, each with a lead departmental focus, as set out in the three structure charts below. However, the Teams will operate as one

Unit, working to a single delivery plan for the Unit and being prepared to flex its resources across the teams as demands require.

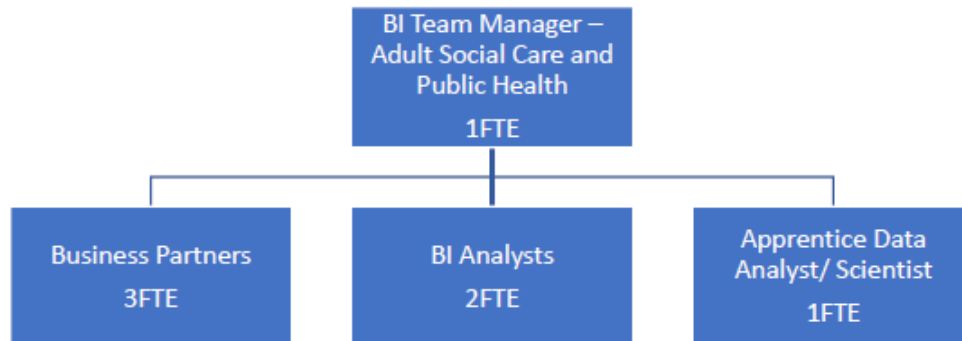Table 4 – Business Intelligence Team - Adult Social Care and Public Health

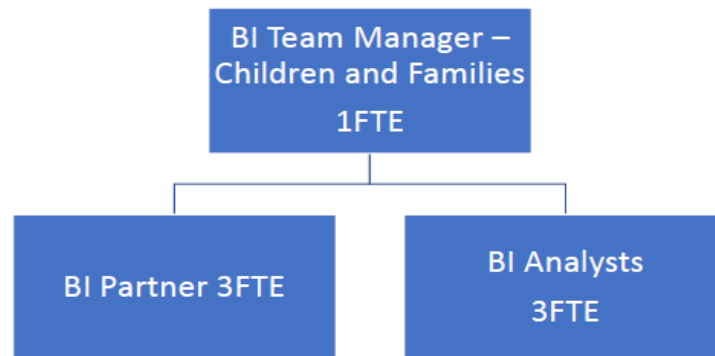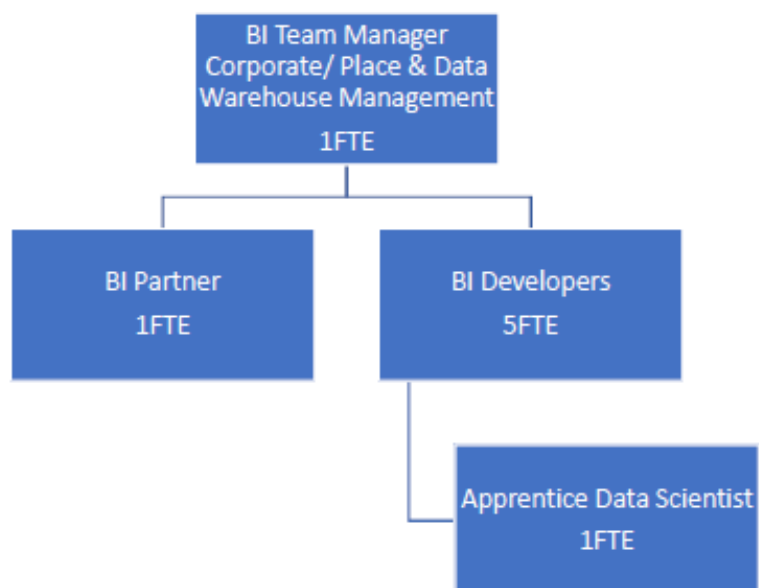Table 5 – Business Intelligence Team - Children and Families

Table 6 – Business Intelligence Team - Corporate, Place and Data Warehouse

Staffing Implications of proposed changes

23. The proposed structures give an overall reduction of 2.1 FTEs of existing roles across both functions:

Existing Team	Existing FTE	New Team	New FTE
Performance, Intelligence, Policy	28.96	Business Intelligence	22
Transformation and Change	68.05	Transformation and Change	73*
Existing Total FTE	**97.01**	**New Total FTE**	**95**

*This total includes 5 posts to be assigned to service improvement within the Place department and 5 posts to be assigned to service improvement within the CFS department. The total also includes the new post of Service Director, Transformation and Change, previously approved by the Sub-Committee.

24. In light of this, staff have been given the opportunity make an expression of interest for Voluntary Redundancy (VR). These will be considered in line with HR policies as the enabling process is undertaken.

25. New job descriptions have been produced and are being evaluated and graded through the Council's Job Evaluation process.

26. All posts within the teams will be permanently established, given the Council's ambitious, long term approach to transformation and change.

27. In the short term some elements of the Transformation and Change Team will continue to be allocated to service improvement work to support the smooth transition from existing change activity to a focus on the developing cross cutting programmes. Appropriate liaison with departmental colleagues is underway to determine the best approach going forward,

28. The new functions and structures will be formally reviewed in early 2022 in order to appraise their initial effectiveness.

Staff training and Development

29. Staff will be supported in adopting the new approach to transformation and change through appropriate training and skills development.

Transformation & Change team funding

30.   The cost of the current structure is £3.89m.   This comprises £0.74m revenue budget funding and £3.15m capital funding, with much of the Council's programme and project staffing support for transformation having been historically funded from capital flexibilities.

31.   The proposed new structure will cost a maximum of £3.94m (dependent upon final job grades – all posts in the current structure are currently undergoing job evaluation). The Strategic Insight Unit, the Group Manager Transformation post, and the Service Director, Transformation post will be funded from revenue budgets at a maximum cost of £1.01m, as these functions/posts are envisaged as requiring fixed funding. The Transformation Bureau and Portfolio Office costs will continue to be funded from capital budgets, at a maximum cost of £2.93m; with both of these Team structures reflecting the anticipated scope and likely support demands of the approved cross cutting programmes, funding these from capital flexibilities will allow greater scope for the Bureau and Portfolio Office staffing resources to be adjusted as the programmes develop further.

32.   The maximum total funding requirement is therefore close to being within the overall current cost envelope. In order to ensure that the teams are accurately funded the source of funding will need to be amended, with a consequential requirement for additional revenue budget. A request for permanent funding from contingency of up to £0.27m will be made to the Finance and Major Contracts Management Committee to ensure those areas that require permanent funding are fully funded. Delays in recruiting to the Service Director post will reduce the funding required in 2021/22.

Business Intelligence team funding

33.   The work of the BIU is funded from the revenue budget, being focused on how well the Council's services are delivering each year for the annual budget being spent. The current PIP Team staffing budget is £1.18m. A number of posts are proposed to transfer to the SIU.

34.   The proposed staffing structure for the teams in the new Business Intelligence Unit will require revenue funding of £1.01m. The balance of funding is included in the Transformation & Change Team set out in paragraph 32.

Next steps and transition period

35.   Subject to Sub Committee approval, the enabling process for staff into posts within the new structures set out in this report is intended to be complete by the end of April 2021.

36.   Once the new structure is in place with staff enabled into their roles, the focus will be on the formal initiation and progression of the approved cross Council transformation and change programmes. Over recent months progress on the development of these programmes has been hampered by pressures on departmental and corporate resources and capacity as the Council has continued to prioritise its response to the Covid pandemic.

37.   Because the transformation and change model and structure being implemented represents a new approach for the Council, it is appropriate that both are reviewed following implementation. It is therefore proposed that the new model and structure be reviewed in

early 2022, with the outcomes and any consequent recommendations being reported to this Sub Committee.

Other Options Considered

38. Alternatives to the proposed model of bringing together all Transformation and Change skillsets into a central function have been considered; however, the approach set out in this report best fits the transformation model previously agreed by members.

Reason/s for Recommendation/s

39. To enable the Council to bring about sustainable change for the benefit of residents and their communities within the current financial and operational circumstance faced by the Council.

Statutory and Policy Implications

40. 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

It is recommended that members:

1) Approve the proposed detailed structure for the Transformation and Change and Business Intelligence teams.

2) Approve the funding arrangements set out in this report in paragraphs 29-33 and the request for permanent contingency from Finance and Major Contracts Management Committee of up to £0.27m as set out in paragraph 33.

3) Agree to receive further updates on the implementation of the model and the definition, initiation and delivery of the cross-Council transformation programmes at future Sub-Committee meetings.

4) Agree to the new model and structures for transformation and change being reviewed in early 2022, with the outcome of the review and any consequent recommendations being reported back to the Sub Committee.

Derek Higton
Service Director, Transformation and Change

Nigel Stevenson

Service Director, Finance, Infrastructure & Improvement and Section 151 Officer

For any enquiries about this report please contact: Sue Milburn, Group Manager Transformation and Change, Rob Disney, Group Manager Assurance.

Constitutional Comments (KK5/3/2021)

41.   The Improvement and Change Sub-Committee is responsible for monitoring and driving the Council's Improvement and Change Programme. The proposals in this report are therefore within the remit of this Sub-Committee.

Financial Comments (NS 8/3/2021)

42.   The total funding for the proposed structures is set out in the report. An element of funding is through capital receipts as permitted through the capital receipts flexibility regulations since the transformation programmes are generating savings to help close the funding shortfall identified in the Medium-Term Financial Strategy. This does require sufficient capital receipts to be generated in each year.

43.   The model proposed allows the flexing up of resources as the transformation programmes move from design into implementation phases.

44.   The report sets out the need to request funding from contingency of up to £0.27m to ensure the permanency of the functions/teams as set out in paragraphs 31/32.

HR Comments (JP 10/3/2021)

45.   Consultation has taken place with staff and the recognised trade unions. The County Council's agreed enabling process will be applied in making appointments to the posts in the revised structure. Where applicable staff will be supported through the redeployment process. Posts will be subject to job evaluation and recruitment processes will be undertaken in line with County Council Employment Policy and procedures

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.

- Transformation and Change Programmes and the Transformation Model and Structure. report to Improvement and Change Sub Committee – 23 November 2020

Electoral Division(s) and Member(s) Affected

- All

Nottinghamshire County Council

Report to Improvement and Change Sub-Committee

REPORT OF THE SERVICE DIRECTOR, 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, by exception, 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 and projects.

Information

2. This update reports against the departmental Improvement and Change Portfolios contained within the Council's refreshed Departmental Strategies approved by Policy Committee in May 2019 with effect from end the May of 2020.

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

4. **Appendix A** provides an exception report relating to progress in delivering departmental Improvement and Change Portfolios as of end of Quarter 3 2020-2021.

5. **Appendix B** provides an exception report as at the end of December 2020, for savings projects and some other strategically significant projects by portfolio for the Children and Families, Place and Chief Executives Departments. This status report is produced on a monthly basis from individual project highlight reports and reported to Improvement and Change Sub Committee on a quarterly basis.

6. **Appendix C** provides an exception report based on programme level status update for the Adult Social Care Portfolio. This status report is produced on a monthly basis from individual project highlight reports.   The ASCH Redefining Your Council milestones are reflective of the established Corporate Strategy 2017-21.

7. The overall financial position set out in the Programmes and Projects Status reports, 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 is regularly considered by the Finance and Major Contracts Management Committee. The financial monitoring report also provides a summary of the revenue budgets for each Committee for the current financial year.

Overall Status of the Transformation and Change Portfolio

8. **Appendix B (Children and Families, Place and Chief Executives Department) and Appendix C (Adult Social Care and Health)** to this report outline in detail the status of individual programmes and projects.

9. Across all portfolios the total savings target over the four years 2019/20-2022/23 is £24.8M. Details for each of the departmental savings and associated over/under achievements can be found in the summaries of savings targets in Appendices B and C.

10. Following the establishment of a new Council Plan, implementation of a new approach to Transformation and Change, a new portfolio of cross-council programmes is likely to established; therefore there may also be a need to review and refresh the supporting reporting regime.

Projects with Outstanding Change Requests or Write-offs

11. The following projects are due to, or have submitted, change requests against their savings profiles, as follows: -

   • Maximising Income Available to the Council's Directly Provided Adult Social Care Services – change request has been approved by Finance, Infrastructure & Improvement Director (value £130K for 2020/21).

   Changes against the above savings profiles will be made for Quarter 4.

Other Options Considered

12. None.

Reason/s for Recommendation/s

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

14. To allow the Medium Term Financial Strategy to be amended to reflect any revised delivery projections for existing, previously approved savings projects.

Statutory and Policy Implications

15. 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

16. The delivery of the programmes and projects set out in **Appendices B and C** is a key component of the Council's Medium Term Financial Strategy.

17. Across all portfolios the total savings target across the four years 2019/20-2022/23 is £24.2M.

RECOMMENDATION/S

It is recommended that the Sub Committee:

1) considers the departmental Improvement and Change portfolio update and the quarterly projects and savings update and decides whether any other action is required.

Sue Milburn
Group Manager, Transformation & Change

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

Constitutional Comments (CEH 18.02.2021)
The Improvement and Change Sub-Committee has the authority to consider the information in the report

Financial Comments (SES 09/02/2021)

There are no specific financial implications arising directly from 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

ASCH Improvement and Change Portfolio – October - December 2020 Update

Although the department had begun planning for recovery, in readiness to stand services and programmes of work back up, given the resurgence of the pandemic it has not been possible as yet to move from emergency response into full recovery. Alongside the emergency response, the department's key priority continues to be to support vulnerable adults and carers, focusing on prevention and early intervention to ensure that people are supported early and to prevent them from reaching a crisis point. Although the Council will continue to be in emergency response mode, there are some areas of the portfolio that can commence, and it is within this context that a new Service Improvement Programme for 2021/22 to 2023/24 was approved at the Adult Social Care and Public Health Committee in January 2021. This appendix for April 2021 onwards will be amended to reflect the new programme of activity.

1. **Programme 1 – Improve wellbeing through prevention and promoting independence**

Programme Outline: This programme will embed prevention into clinical and social care pathways, promoting independence and preventing future or long-term service need. There will be a focus on working with partners and wider stakeholders to develop and deliver healthy environments and communities, promoting health, wellbeing and independence. A review will take place of our employment offer to scope out work required from a social care and public health perspective to improve access to employment for disabled people/people with long term health conditions and support them to be economically active in their local communities.

Overview of progress: The Department is on track to deliver this programme although some activity has been delayed or put on hold as a result of Covid 19.

Key Milestones	Implementation Date	Status	Updates, Exception Detail and Mitigations
Development of social work practice using the three conversations model	November 2021	On Target	
Increase the number of people who benefit from short term services to help them regain skills and confidence or recuperate after an illness.	December 2020	On Target	
Provide a therapy led approach to assessment and support planning to maximise people's independence.		On Target	

All new requests for care and support will receive an occupational therapy assessment that focuses on improving the person's ability to be independent in activities of daily life.	December 2020		
Implement a multi-agency strategy that aims to reduce the risk of abuse and/or neglect of adults with care and support needs. NSAB Partnership event Review of the Safeguarding Policies and Procedures following a referral to reflect ADASS guidance	 November 2020 November 2020	complete	
Review of employment offer and work to improve access to employment for people with disabilities and long-term health conditions	March 2021	On Target	
Work to standards laid out in the Wellbeing at Work toolkit for enhancement of staff wellbeing. For commissioned services, service specification will include requirements to adhere to Wellbeing at Work, adopting a Making Every Contact Count type approach and sign up to the tobacco declaration. Work with Strategic Commissioning colleagues in Adult Social Care to ensure that Wellbeing at Work and tobacco declaration requirements are routinely included in Adult Social Care specifications.	March 2021	On Target	
Within Adult Social Care and Health, frontline staff will be supported to have healthy conversations with people.	March 2021	On Target	

Seek to include Prevention & Person Centre tool kit (guide to making the most of conversations) in the Adult Social Care induction programme.			
Launch of a new carers' assessment	April 2021	On Target	

Programme 2 – Develop our integrated health and social care system
Programme Outline: This programme will work with health partners to develop and evaluate new models of care that meet both the social care and health needs of people across the county. It will consider the priorities in the NHS 10 Year Plan and forthcoming Adult Social Care Green Paper. Action Plans will be developed to address any population health challenges and Public Health reserves used to test out innovative approaches to emerging population health needs. **Overview of progress:** The Department is on track to deliver this programme although some activity has been delayed or put on hold as a result of Covid 19.

Key Milestones	Implementation Date	Status	Updates, Exception Detail and Mitigations
Agree prevention and early intervention pathways of care following the ambitions within the NHS 10-year plan and ensure Integrated Care System (ICS) workstreams and organisational workplans incorporate effective measures to improve prevention and population health. The Integrated Wellbeing Service Provider will be required to work with referring organisations to locate potential service users. The Provider will develop and promote the referral pathways including self-referral, focusing on priority communities (2020/21).	March 2021	On Target	
Support Health and Wellbeing Board partners to implement place-based plans to contribute to food, environment and physical activity objectives, which will support residents to reduce their risk of obesity and diet related diseases.			

Provide public health grant funding and public health advice to Active Notts working with District Councils to contribute to funding of physical activity insight and community co-production in each district in 19/20, 20/21 in line with the Health & Wellbeing Strategy.	March 2021	Complete	
Implement the Integrated Care System Mental Health Strategy to achieve agreed actions working in partnership with health colleagues and providers as well as voluntary and community sector providers. Reduce inequalities and narrow the gap between severe mental illness (SMI) life expectancy and the rest of the population by 3 years and increase healthy life expectancy by 3 years.	2024	On Target	
Roll out the best conditions needed for integrated health and social care frontline older adults' teams and pilot new approaches including joined up assessments.	March 2021	On Target	
Work together with health colleagues to reduce Nottinghamshire delays to discharge to the national target and implement the 'Discharge to Assess' (D2A) model. Maintain excellent social care delays performance and improve the effectiveness of hospital discharge processes.	December 2020 March 2021	On Target	
Implement the Digital Partnerships programme to: • Enable Adult Social Care staff and health colleagues to have access to each other's relevant information about known service users in order to support effective decision-making and improve the quality of care	**Various dates** **Work streams described at a) – d) July 2021**	On Target	

• Digitise referrals and messaging across health and social care so that processes become faster and more efficient, and so that delays, errors, inappropriate referrals and duplicated work are reduced • Develop new ways of sharing information across health and social care to inform strategic commissioning and risk stratification, enabling more proactive interventions to be carried out to prevent loss of independence and wellbeing		

Programme 3 – Delivering high quality public health and social care services

Programme Outline: A key part of this programme will be to work with independent care and support providers to understand their pressures and to ensure the fees paid for care services reflect the cost of delivery of good quality care. The main projects that will deliver this work are increasing home care capacity and sustainability of care providers; review of older people's care home structure, and a review of residential care for younger adults in accordance with the savings and efficiencies programme.
The Public Health budget is invested in a range of evidence-based services which fulfil statutory duties and deliver clear public health outcomes and good return on investment for public money. This programme will also include supporting recruitment and retention of staff and building a sustainable workforce with both the independent sector and internally for home-based care.

Overview of Progress: The Department is on track to deliver this programme although some activity has been delayed or put on hold as a result of Covid 19.

Key Milestones	Implementation Date	Status	Updates, Exception Detail and Mitigations
Develop an Adult Social Care Digital strategy to improve the customer experience and increase the efficiency and effectiveness with which we work. Agree a final version of the ASC Digital Strategy and develop an action plan to implement the strategy.	July 2021	On Target	

Review Home First Response Service (HFRS), Short Term Assessment and Reablement (START) and homecare to ensure maximum effectiveness. Review pilot and decide whether to roll out countywide. Tender for housing with care and support services in Rushcliffe.	August 2020 October 2020	Complete
Confirm commissioning strategies for Housing with Support (HWS) to offer a range of housing options which will help people under the age of 65 to stay as independent as possible for as long as possible.	March 2023	Complete
Investing in Shared Lives – Phase 2 **Increase the capacity of the service to enable it to become a viable alternative to traditional models of social care (i.e. day services, short breaks & residential care** Expand the scheme to enable it to support more diverse groups of customers Recruit 100 approved carers by 2025	April 2025	On Target
Attract and recruit people with the right qualifications, skills, knowledge and experience to work in frontline social care roles in the Council and home care. **Operational social care frontline roles:** Implement a rolling recruitment process and improve monitoring systems for difficult to recruit front line posts. Ensure the recruitment process is timely and effective.	January 2021	Complete

Work collaboratively with Partners to improve access to employment opportunities for the cohort of adults who are far removed from meaningful employment into the Care sector. **Home Care:** Develop a better approach to the recruitment of Home care staff. Include the use of digital and social media to raise the social care profile through the range of roles available to highlight the importance of care and the passion care workers have for the work they do. Demonstrate the benefits of working in care as opposed to working in other sectors including Myth busting showing the positive side of care.	January 2021		
Commercialisation of the Council's directly provided Social Care services. Implementation of the Business Plan for the Council's County Horticultural Service.	December 2020	Complete	

Chief Executive's Department: October - December 2020 Update

Programme 1 – Consolidating our new department

Key Milestones	Implementation Date	Status	Update, Exception Detail and Mitigations
Develop new operating models in the new department.	December 2019	Complete	
Peer review outcome report will be reported to Committee in the Autumn, along with an Action Plan setting out next steps on the recommendations.	October 2019	Complete	

Programme 2 –Commercial Strategy

Key Milestones	Implementation Date	Status	Update, Exception Detail and Mitigations
Embed commercial skills by providing commercially focused training that will form part of the key competencies for Council employees.	Ongoing	On Target	
Further services supported in their commercial development.	Ongoing	On Target	
Undertake a review of pricing and charging.	May 2020	Experiencing Obstacles	Data on all income generating services has been collated. A sample of services have been selected and detailed data collection and analysis has commenced but this is taking longer than anticipated. The review will now be completed by May 2020.

Programme 3 – Intelligence led Performance

Key Milestones	Implementation Date	Status	Update, Exception Detail and Mitigations
Prioritise deliverables for business intelligence across the Council.	Autumn 2019	Complete December 2019	
Refresh the operating model and processes for performance and intelligence.	Winter 2019/20	Complete January 2020	

Bring together people and place data to provide spatial analysis for service and inform demand management.	Autumn 2020	Experiencing Obstacles	The Council's Geographical Information Systems (GIS) have been successfully upgraded and now include a new central Spatial Data Warehouse (SDW) to bring together people and place data. These have been brought in live use and have been used to successfully share data with partners during the pandemic.

As part of the upgrade the Council has gained access to a number new advanced mapping and data collection tools. These are currently being evaluated; staff trained; and preparations being made to implement and roll these out in 2021.

Progress bringing together the intended people and place data has been deprioritised during the pandemic to provide resource to support the Council's response to coronavirus in Nottinghamshire. None the less the work on the pandemic has increased the Council's experience of bringing together people and place which will be useful in taking forward this action in 2021. |
| Upgrade our Geographical Information Systems to provide mapping of spatial data. | Spring 2020 | On Target | |
| Develop our approach to predictive analytics, machine learning and Artificial Intelligence, including our ethical use of data. | Autumn 2019 Revised to Autumn 2021 | Experiencing Obstacles | Draft policy and procedures have been prepared for internal consultation and consideration given to them through the processes of the Information Governance Management Board. Consideration of the approach by Governance and Ethics Committee has been deferred and the timescales for this work have been revised to allow for wider discussion of the innovative topics that they cover and engagement with the Council's new transformation framework. |

Programme 4 – Information Governance

Key Milestones	Implementation Date	Status	Update, Exception Detail and Mitigations
End of Information Governance Improvement Programme	March 2020	Complete	

Programme 5 – Our Workforce			
Key Milestones	**Implementation Date**	**Status**	**Update, Exception Detail and Mitigations**
Refresh People Strategy.	July 2019	Complete	

Programme 6 – Health and Social Care Technology Integration			
Key Milestones	**Implementation Date**	**Status**	**Update, Exception Detail and Mitigations**
Improving referral workflows with King's Mill Hospital and other hospitals within Sherwood Forest Hospital Trust (SFHT).	July 2019	Complete	
Developing a secure technology approach for automating workflows amongst a number of Health and Social Care partners.	December 2019	Complete	
Implementing a standard for Wi-Fi access for staff and partners across health and local authority sites.	Ongoing	Completed	
Use of portal technology for sharing agreed information between Health and Social Care practitioners.	Sept 2019	Complete	
Use technology to support improvements to home-based care services.	Jan 2020	Complete	
Use technology to support vulnerable children.	November 2019	Complete	
Access provided to E-Healthscope for Public Health team	Slipped to Feb	Complete	
Improving referral workflows with Doncaster & Bassetlaw Hospital Trust (DBHT).	December 2019	Complete	
Improving referral workflows with Nottingham University Trust Hospitals (NUH).	October 2020	Complete	
Create a standard suite of interoperability standards for wider use	February 2021	On Target	

Programme 7 – The Cloud (off-site data centres)

Key Milestones	Implementation Date	Status	Update, Exception Detail and Mitigations
Migrate to an Office 365 platform.	November 2019	Complete	
Upgrade of desktop / laptop Office image from 2013 to 2016.	September 2019	Complete	
Transition a range of applications and databases to off-site solution.	Ongoing March 2021	On Target	
Complete migration to O365 secure email solution	December 2019	Complete	
Commence migration of H drive data to OneDrive	February 2021	On Target	
Windows 7 replacement commenced	December 2019	Complete	
Windows 7 replacement completed	February 2020	On Target	
Node 4 consolidation – equipment removal	Ongoing	On Target	
Smart phones – have new android devices available to order under business as usual processes	March 2020	On Target	
Commence replacement of Windows smartphones with new Android devices	March 2020	On Target	

Programme 8 – Investing in Nottinghamshire

Key Milestones	Implementation Date	Status	Update, Exception Detail and Mitigations
Undertake detailed feasibility work to support the disposal of existing office premises and development of new accommodation to better meet the needs of the Council.	April 2020	Complete	
Complete Detailed Design for new build on County Hall site, West Bridgford and present to Committee for decision	September 2020	Complete	
Complete feasibility study in relation to County Hall, taking account of long-standing and significant maintenance issues	May 2021	On Target	
Submit Planning Application for new office development at Top Wighay	March 2021	Experiencing Obstacles	Planning application for office development not submitted due to delays in planning decisions for the wider site, which is anticipated during February 2021.

Programme 9 – Improving Customer Experience through Digital Development

Key Milestones	Implementation Date	Status	Update, Exception Detail and Mitigations
Digital Maturity Assessment commenced	Feb 2020	Completed	
Digital Maturity Report – Produced by Socitm	April 2021	Experiencing Obstacles	This work was paused as a consequence of Covid-19, the findings collated up to this point will be utilised to produce a draft report for consideration, the impacts of Covid-19 resulted in fewer workshops being undertaken than proposed. The output of this work will be incorporated into the relevant work of the revised Transformation and Change Programme, currently being scoped.
Collated Organisation Long List – baseline for 2020	April 2021	Experiencing Obstacles	Work was undertaken within the Departments to produce comprehensive digital long lists of all digital development work currently underway and emerging digital needs. It had been intended these would inform the forthcoming Digital Development Programme. This work has been paused during the wider review of Transformation and Change, the output of this work to date will be incorporated into the relevant work of the revised Transformation and Change Programme, currently being scoped

Programme 10 – Member Communication and Engagement

Key Milestones	Implementation Date	Status	Update, Exception Detail and Mitigations
Develop and launch new "Newsroom" pages	December 2019	Completed	
My Notts App and Website development and launch	January 2020	Completed	

Topic specific information leaflets and online content to be developed	December 2019	Completed
Development of "Members Hub" – relaunch information for members webpages on the intranet	October 2020	On Target
Design and implement standardised summary of Council achievements, activities and information	October 2020	On Target
Develop an information and insight system for constituency data	October 2020	On Target
Member training and development	March 2021	Ongoing

Children's Improvement and Change Portfolio – October - December 2020 Update

Programme 1 – Remodelling Practice

Key Milestones	Implementation Date	Status	Update, Exception Detail and Mitigations
Review of recruitment and retention initiatives.	Dec 2020	On Target	
Implementation of new audit and learning visit model.	April 2019	Complete	
Develop and embed new Framework for Practice	Ongoing	On Target	
Review of Staffing Model	Ongoing	On Target	
Business Intelligence	Timescale TBC	Complete	
Develop and implement Career Pathway	March 2021	On Target	

Programme 2 – Remodelling Children's Care

Key Milestones	Implementation Date	Status	Update, Exception Detail and Mitigations
Social Impact Bond: Implement new services for children on the edge of care and provide additional services to stabilise or deescalate care placements where appropriate and safe to do so through the DN2 Social Impact Bond project. (DN2 is a partnership between Derby City Council, Nottingham City Council and Nottinghamshire County Council). **Saving:** £500k	September 2020	Completed	
Regional Commissioning:	January 2020	Completed/ Closed	

Deliver a new sub-regional arrangement for procuring residential and foster care placements. (D2N2 is a partnership between Derby City Council, Derbyshire County Council, Nottingham City Council and Nottinghamshire County Council). **Saving:** £260k			
Children's Home Governance: Review the governance arrangement and independent scrutiny of the authority's own residential provision.	March 2021	On Target	
Fostering Development: Increase the number of foster placements available within the county by 50 over three years, from April 2019. **Saving:** £471k	March 2022	On target	
Development of new NCC Residential Home: Increase the residential provision available within the county.	March 2021	Experiencing Obstacles	Policy Committee approved the purchase of 3 pairs of 2-bed homes on March 18 2020. The approval also included the relocation of the Oakhurst children's home to an alternative property. Shortly after this the project was put on hold due to the restrictions of the pandemic and the priority of responses to it. This project remained on hold through Q1, Q2 and into much of Q3. It was re-opened towards the end of Q3, re-planning and evaluating its priorities in the light of what has been learned about the accommodation of children in the care of the authority during the work done to establish temporary facilities in response to the pandemic and determining its effects on the property market.
Maximising capacity of residential homes: Sale of excess disability beds **Saving:** £393k	March 2020	On Target	

Programme 3 – Future of Education Support			
Key Milestones	**Implementation Date**	**Status**	**Update, Exception Detail and Mitigations**
Further strengthen partnership working to improve outcomes for all pupils (attainment and progress).	2021	On Target	
Ensure that basic need funding is allocated where it is most needed to increase secondary school places from 2019 and beyond. £20 million to be invested in primary and secondary place provision.	2021	Experiencing Obstacles	Basic Need funding continues to be allocated where it is most needed. Analysis suggests that a new secondary school in the West Bridgford planning area will be required as further expansion of existing West Bridgford schools may not be sufficient to meet local need. Funding is not currently available from either basic need or developer contributions. Further work needs to be done on the modelling/feasibility for the new school.
Open new schools and childcare provision as a result of housing developments.	September 2019 & September 2020	On Target	
Review the high needs budget in the context of Alternative Provision free schools, review of inclusion and area behaviour partnerships to ensure that high needs funding is targeted where it is needed most.	2018-2020	On Target	
Support schools to work in closer partnership with parents to raise standards for all.	2019-2021	On Target	
Refresh the Closing the Gap strategy in the light of the skills agenda, national curriculum changes and the further	2021	On Target	

Key Milestones	Implementation Date	Status	Update, Exception Detail and Mitigations
development of schools working more closely with businesses and parents.			
Review of SEND school provision.	2021	Experiencing Obstacles	The demand arising for specialist school places continues to increase. The expansion and rebuild of Orchard Special School is underway and will be completed by May 2021. This will deliver much needed additional specialist places but will not be sufficient to meet the projected demand. This will result in more children and young people accessing costlier and out of county places and add further costs to the SEND transport budget. Options to further increase SEND school provision within Nottinghamshire continue to be considered including opportunities for the expansion of the pupil admission numbers at existing special school sites. Updates will be provided in future portfolio updates.
Vocational education pathways exploring opportunities linked with wider economic development projects.	November 2019	On Target	

Programme 4 – Remodelling Early Help			
Key Milestones	**Implementation Date**	**Status**	**Update, Exception Detail and Mitigations**
Carry out an extensive review of our preparation for and transition to adulthood for children and young people with SEND. Actions resulting from the SEND Triennial Review to be included in the Nottinghamshire Strategic Action Plan for 2021-2023.	January 2021	Completed	

CYP Committee March 2019 approved the Children's Centre Service be brought back under the management of the Council at contract end on the 1st June 2020. The Children's Centre Service targeted offer will remain unchanged and through better integration with other Early Years Services in house will improve outcomes. 20/21 830k savings achieved. 21/22 170k ring fenced for saving.	1 June 2020	Completed £1m savings achieved	
Review how we provide early help in line with any changes to the governments Troubled Families programme.	July 2020	Completed	
Review how we respond to contextual safeguarding issues including extremism.	2021	On Target	

Programme 5 - Leaving Care			
Key Milestones	**Implementation Date**	**Status**	**Update, Exception Detail and Mitigations**
Care Leaver's Local Offer Ensure that LAC and Care Leavers have access to training and support which enables them to progress into employment, education and training at an equal level to the wider population.	July 2020	Closed/ completed	

Place Improvement and Change Portfolio – October - December 2020 Update

Programme 1 – Our internal journey of improvement

Key Milestones	Implementation Date	Status	Exception Detail and Mitigations
New core data set established.	May 2019	Complete	
New Departmental Programme governance arrangements in place.	March 2020	Complete	
Leadership skills/behaviours programme complete.	Summer 2019	Complete	
Further development of the Place Risk, Safety and Emergency Management Group (RSEMG).	Ongoing through quarterly meetings	On Target	

Programme 2 – Generating investment and improved commercial returns

Key Milestones	Implementation Date	Status	Exception Detail and Mitigations
Complete the Property Services Transformation Programme to secure a more effective corporate property function and enabling corporate property assets to be better managed. Phase 1: •Service restructure and transfer of compliance team to Arc •Processes & Policies Review •Establish Key Performance Indicators •Improved data and information management	Autumn 2019	Complete	
Seek Approval for Phase 2 of Property Transformation Phase 2 Programme from Policy Committee	October 2019	Complete	
Review our Catering and Facilities Management Services to move towards cost neutrality.	March 2021	On Target	

Key Milestones	Implementation Date	Status	Exception Detail and Mitigations
Remodel our Highways Development Control function to increase capacity and support through industrial and residential development.	Summer 2019	Complete	
Review our approach to fees and charges for our services to ensure the right balance between cost of service provision and income generation.	March 2021	Experiencing Obstacles	Overcoming barriers in accessing information required to understand full costs continue to be an issue in some service areas. Progress on this has been delayed due to resources being transferred to dealing with Covid 19 and income has also been significantly reduced as a result of the pandemic.
Remodel the governance, commissioning and management of our highway's management functions, in collaboration with Via East Midlands, now that Via is wholly owned by the Council.	March 2020	Complete	

Programme 3 – Doing things differently with less			
Key Milestones	**Implementation Date**	**Status**	**Exception Detail and Mitigations**
Review our commissioning and contractual arrangements for our wholly or partly owned Alternative Service Delivery Model organisations (Via East Midlands, Arc Partnership), and key strategic partners (Inspire, Veolia, Parkwood Leisure, Serco, the RSPB) with a view to extracting maximum efficiency and public benefit from our partnership work.	March 2020	Complete	
Establish a Corporate Energy Strategy and Action Plan to ensure that the Council uses energy as efficiently as possible and makes best use of new technologies.	Autumn 2019	complete	

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
On Hold	Awaiting major points of clarification / decision-making to enable PID and plan to be completed. Alternatively placed on hold during COVID-19 emergency response period

Portfolio	Project Name	Project Status (Last Reported)	Project Status (This Month)	Savings Targets				At Risk / Slippage & Over / Early Delivery						Savings delivered in an alternative way	Net at risk amount
				2020/21 (£000)s	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s	Previous Years (£000s)	2020/21 (£000)s	2021/22 & Previous Years (£000s) (£000)s	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s		
Children's, Families & Culture	Social Impact Bond	On Target	On Target		250	250	500	250	250	500	-250	-250			
Children's, Families & Culture	Regional Commissioning & Cost Control	Closed or Completed	Closed or Completed	130	90		220								
Children's, Families & Culture	Development of the Fostering Service	On Target	On Target		283	357	640		283	283	74	-357			
Children's, Families & Culture	Remodelling Children's Centre Services	On Target	Closed or Completed	830	170		1,000								
Children's, Families & Culture	Increasing in-house Residential Capacity	On Hold	Experiencing obstacles												
Children's, Families & Culture	Leaving Care Offer	On Hold	Closed or Completed												
Children's, Families & Culture	DCATCH Home Based Support	Closed or Completed	Closed or Completed	50	76		126								
Children's, Families & Culture	Remodelling Early Help - Early Years Sold Offer	On Target	Closed or Completed	100			100		100	100			100	100	
	Children's & Families Totals			1,110	869	607	2,586	250	633	883	-176	-607	100	100	

Exceptions Details by Project		
Portfolio & Status	Project Name	
Experiencing obstacles	Increasing In-House Residential Capacity	The project is restarting having been on hold from March 2019. A date for a kick-off meeting with the external partner is awaited. Clarity on the relative and/ or absolute priority of the relocation of the Oakhurst home has been sought.

Portfolio	Project Name	Project Status (Last Reported)	Project Status (This Month)	Savings Targets				At Risk / Slippage & Over / Early Delivery						Savings delivered in an alternative way	Net at risk amount
				2020/21 (£000)s	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s	Previous Years (£000)s	2020/21 (£000)s	2021/22 & Previous Years (£000)s	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s		
Place	Delivering Sustainable Waste	Experiencing Obstacles	On Hold	150	150		300								
Place	Overhead Contribution from Street Works Permit Scheme	No Status	Closed or Completed	50			50								
Place	Review of Re-commissioning Arc, Via, Inspire, Veolia	On Target	On Target	300			300								
Place	Departmental Fees and Charges	closed or completed	Closed or Completed	150			150								
Place	Flood Risk Management £20K Income Generation	closed or completed	Closed or Completed	20			20								
Place	Review of Green Estates & Conservation	On Target	At risk	45	45		90								
Place	Whole System Review of Transport - Base Budget Review	closed or completed	Closed or Completed		-210		-210								
Place	Bus Station Review	On Hold	On Hold	91	9		100								
Place	Scholars pass scheme	On Target	On Target	50	20		70								
Place	Fees and Charges - Introduce Roadworks Charge	On Target	On Target	20			20								
Place	Concessions and Passes - Revised NET Scheme	On Hold	On Hold		349		349								
Place	Local Bus	On Hold	On Hold		200		200								
Place	Future Operating Model	No Status	No Status												
Place	Catering and FM Service	No Status	No Status												
Place Totals				876	563		1,439								

Exceptions Details by Project

Portfolio & Status	Project Name		
At Risk	Review of Green Estates and Conservation		Emergency tree works have been carried out on a number of sites which has impacted on budgets. This is the result of routine maintenance not being carried out for a number of years before this area of work being the responsibility of the Conservation teams. These costs will reduce in future years.

Portfolio	Project Name	Project Status (Last Reported)	Project Status (This Month)	2020/21 (£000)s	2021/22 (£000)s		Total (£000)s	At Risk / Slippage & Over / Early Delivery					Total (£000)s	Savings delivered in an alternative way	Net at risk amount
								2019/20 & Previous Years (£000)s	2020/21 (£000)s	2021/22 (£000)s					
Chief Executives Department	Business Support Services Review (ASCH&PP and CFCS) (A07/A15/January 2018 Personnel Committee)	On Target	On Target	221	97		318								
Chief Executives Department Totals				221	97		318								

Project Savings Summary (as per Project Highlight Reports, submitted December 2020)
Exceptions and Remediated Exceptions only

High Governance Projects

Committee	SOG	Portfolio	Project Reference	Programme	Project Name	Project Status (Last Month)	Project Status (This Month)	Trend (Direction of Travel)	Savings Targets				Projected At Risk / Slippage & Over / Early Delivery						Savings delivered in an alternative way	Net at risk amount	Finance/PMO Comments for December
									2020/21 (£000)s	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s	Previous Years (£000)s	2020/21 (£000)s	2020/21 & Previous Years	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s			
		CEX	CEX1801-02	CEX18-01 CEX Projects	Business Support Service Review	On Target	On Target		221	97		318									Business Support will attend Personnel Committee on 10th March to seek aproval for the revised structure with effect of 1st April 2021. The revised structure will show a reduction of 3.84FTE which span across the BSA4 / BSA3 and BSA2 hierarchy. These posts have been identified and if approval is granted will be withdrawn from the structure to achieve the final MTFS target of £97,000. These posts are already vacant and therefore do not incur any HR implications. Business Support will engage with Finance and BSC colleagues to adjust our structure and budgets accordingly.

ASCH Project Savings Summary (as per Project Highlight Reports, submitted December 2020)

Group	Programme	Project Name	Project Status (Last Month)	Project Status (This Month)	Key Committee Updates	Savings Targets 2020/21 (£000)s	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s	Projected: Previous Years (£000)s	2020/21 (£000)s	2020/21 & Previous Years	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s	Savings delivered in an alternative way	Net at risk amount
Service Improvement	Maximising Independent Service (MIS)	Early Resolution (3 Tier)	On Target	On Target	The Early Resolution (3 Tier) project main focus is to resolve issues for people who contact the council with a query as early as possible at the front door. Help and support is given to people to help themselves to information, providing guidance and signposting people to other partners and community support as appropriate. Solutions are offered that support people in the short term or a crisis situation hence reducing the amount of people that are referred on to our district community teams for an assessment of need that may result a long term care package. The project remains on target in reducing the amount of referrals passed to district teams. This means more people are benefiting from an early intervention in a timely way.	416			416	-222	73	-149			-149		-149
		New ways of working for carers	Experiencing Obstacles	Experiencing Obstacles	The key updates for this month are as follows:Contined focus in implementing the new assessment form and process internallyTesting of new assessment form undertaken with positive feedbackCarer reviews confirmed - process to be agreed; Resources in the new Managing Independence Service (MIS) to be clarified and confirmed to support new assessment process; Mitigating actions: Refining of the new form in Mosaic system following successful testing, commence consultation activity and focus on internal communications to staff re the roll out of the new process and update staff guidance						80	80	-80				
		Transitions	Experiencing Obstacles	Experiencing Obstacles	Due to the COVID – 19 emergency the need for this community-based service has considerably reduced. Most young people who access this service fall within the extremely vulnerable category. National and local restrictions have impacted on the number of people being introduced into this service. This means the project is currently Experiencing Obstacles with a limited opportunity for mitigating action at the present time.	100			100	-321	83	-238			-238		-238
		Reabling more older people to regain their independence by increasing capacity in the START Service & scheduling service user visits	Completed	Completed	2,245 people completed reablement with START in 2019/20. The target was 2,157 people. The final finacial validation for the transforming reablement project was completed in May 2020(based on data at that time of 2,220 people completing reablement), which confirmed that over the whole life of the project the savings target had been achieved.	868			868	-269		-269			-269		-269
		Notts Enabling Service	Experiencing Obstacles	Experiencing Obstacles	Due to the overachievement in 18/19 and 19/20, the project has achieved its savings target. The work of the service has been heavily affected by COVID restrictions meaning the vast majority of requests received are on hold across the county as they are deemed as not urgent or essential – which means we are not working on cases where the risk to COVID outweighs the risk of them carrying on as there are at this time. Therefore we will continue to see a low level of cases completed.	402			402	-170	134	-36			-36		-36
	Strength Base Programme	Brokerage for self-funders (full cost recovery)	Compromised	Compromised	88 service users were invoiced for the brokerage service as at end December, equating to projected annual income of £10,268. As it is now apparent that, despite all mitigating efforts, the annual target will not be reached, the project's status remains at 'Compromised'. Proposed next steps are to be discussed at the Recovery and Transformation Group meeting on 12.01.21.						17	1	18			18		18
Strategic Commissioning	Commissioning	Further Expansion of Assistive Technology to Promote Independence (C08)	On Target	On Target	A net saving of minus £28k is scheduled for 2020/21 reflecting the cost of additional staffing from 2019, but accumulated savings from previous years of £2.175m are to be maintained each year from new cases. Savings data has yet to be analysed and validated due to Covid19, but it is planned to collate this data in Jan 2021 for the first 9 months of the financial year. Activity levels dipped by 1/3rd in April/May 2020 due to Covid, but returned to 2019/20 levels from June 20, and it is therefore expected that the £2.175m savings will be achieved.	-28	.		-28	-68		-68			-68		-68
	Housing	Housing with Care	At Risk	Closed	A review of all the extra care initiatives has taken place during summer/ autumn 2019; this has identified the need to change the approach to management of extra care, in order to identify and promote best practice across the entire estate. This model will then shape future provision.	28			28								
		Housing with Support	Experiencing Obstacles	Experiencing Obstacles	This work combines three existing projects, Reductions in Long Term Care Placements, Promoting Independence in Supported Living and Outreach Services and Alternatives to Residential Care. The Housing with Support work will then go on to build upon these existing projects, by implementing the Housing with Support Strategy which seeks to ensure the effective management of the whole Younger Adults Accommodation landscape, ensuring where housing is a requirement of meeting someone's support needs, that this is done in the most appropriate setting to support independence. HWS Team continues to deliver savings as a result of moves into and out of supported accommodation however is not currently seeing the savings as a result of reviewing activity and the scope to continue to deliver savings based on reviews is at risk due to increases in some services needed as a result of a reduced day service offer.	1,077	811	348	2,236	-771	676	-95			-95		-95
	Provider Services Development	County Horticulture and Work Training Service	On Target	On Target	Development of the County Horticulture Brooke Farm site is continuing as planned.	12			12		12	12			12	12	
Legacy ASCH Projects	Ageing Well	Supporting the use of best practice in the support planning of Older Adults' care services	At Risk	Completed													
	Commissioning & Direct Services	Care & Support Centres (C03)	On Target	Closed	Bishops Court scheduled to close March 2020. The assessment apartments at Priory Ct are now open. The additional 10 temp beds at Westwood have been extended until 31/3/20. So from 1/4/20 there will be 10 assessment apartments in Bassetlaw and 10 community places supported by health.	831			831	384	-384						
		Maximise the income available to the Council's directly provided adult social care services	Compromised	Completed	Work to market short breaks to other LAs will continue as Business As Usual. However despite extensive consideration no ways to increase income from Direct Services have been found to be viable. Accordingly a closure report for this project was approved at Transformation Board on Jan 22nd as no income is anticipated. A request now needs to go to Nigel Stevenson - Finance, Infrastructure & Improvement and Section 151 Officer - to agree whether the savings can be written off.						130	130			130		130
	Cross Cutting Interventions	Review the benefit rates and minimum income guarantee levels used to calculate service users' contributions towards the cost of their care and support.	On Target	Closed	Project has now moved to closed status. Handover arrangements for some associated activities that will continue as part of business as usual arrangements have been developed and are being progressed with relevant task owners.	1,073			1,073								
		TOTAL ASCH				4,779	811	348	5,938	-1,210	595	-615	-80		-695	12	-707

REPORT OF THE SERVICE DIRECTOR, FINANCE, INFRASTRUCTURE AND IMPROVEMENT

TECHNOLOGY UPDATE

Purpose of the Report

1. To brief Members on the work being done, and planned to be completed, in ICT over the next 12 months so Members are aware of what activities are happening and the improvements that can be expected.

Information

2. The report aims to brief Members on how the work and investment in new technology is enabling the Authority to deliver more transformation and resilience of service delivery. How we are planning to do more and some of the successes of recent months.

Day Care and Home-Based Care portals

3. The last report, over a year ago, explained about the two new portals which went live in 2020. These have been operating but not to fullest extent they could. Covid changed the way we had to operate. However there have been more updates to the portals and they will be used to a greater and more integrated way and be in full operation before the end of March 2021.

One Drive Rollout

4. All users who log in to the NCC network have always had an H: or Home drive. This is being replaced and is due to complete by summer 2021. The migration has been to use Microsoft One drive, not only does this allow us to use functionality we pay for in the Microsoft licencing but brings resilience benefits and allows users data to be accessed from any device they log in with.

Wide Area Network Replacement

5. An update on the Wide Area Network (WAN) was presented to the last sub-committee but for completeness it is mentioned here to say that the roll out from Virgin Media Business to MLL as providers is ongoing and due for completion in the next few months.

Hybrid Meetings

6. As part of the investing in Nottinghamshire work, we have been developing solutions to provide hybrid meetings (on site and Teams remote). This technology will be installed in Council office sites to allow a mixed mode of working with staff at home and on site being able to meet and interact in a more effective way and without all having to look into their laptops. This work is also looking at an effective room, space and shared working area booking system. The timeline for this is currently still working to the Autumn potential re-occupation dates which have been provisionally mentioned.

Partner Printing

7. Work is ongoing to deliver printing capability in partner locations so NCC staff can print whilst on partner sites and vice versa. This solution is tested and ready to be rolled out.

User Equipment Replacement

8. Some of the user laptops rolled out under the Smarter Working Programme begin to go end of life in the Autumn 2021 as they were the first to be given to users. This programme has proven to be invaluable in enabling flexible working and will need to be maintained if we are to achieve the Investing in Nottinghamshire objectives. This piece of work will require the appropriate funding bid to be put in place and will require ICT to maintain the existing user device support model, such as the swap out service.

Unified Telephony Tender

9. Work is ongoing to go to tender for an integrated telephony solution for all council sites including contact centres. This will be based on Microsoft 365 (M365) with video conferencing. The existing solution of using Skype for business is being deprecated by Microsoft and uses old technology.

Continued Cloud Migration

10. ICT is working on moving more systems and applications to the Cloud both as Web application migrations for citizens and staff to access but also by building virtual servers solutions in Microsoft Azure, which mimic our existing setup thereby making migration very simple, fast and at much lower cost and risk.

Covid Tracking Application

11. The 'Coviz' tracking application was a successful collaboration between NCC, Nottingham City Council and Notts Health. It was developed in house by NCC ICT developers and has been a great help to the teams tracking Covid contacts.

Covid Volunteer Hub

12. The volunteer hub was another fast-paced delivery brought about by Covid but has now developed into a much more generic volunteer co-ordination systems which can be used by other parties as well as NCC.

Other Options Considered

13. This is an update paper and as such, no other options have been considered.

Reason/s for Recommendation/s

2

14. The report is for information only.

Statutory and Policy Implications

15. 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 Members of the Improvement and Change Sub Committee agree to receive further update reports on the work ICT is doing to improve service area delivery and efficiency as shown in this report.

Nigel Stevenson
Service Director, Finance, Infrastructure and Improvement

For any enquiries about this report please contact:

Mark Davies
Head of ICT (Interim)
Chief Executives Department - Finance, Infrastructure and Improvement

Constitutional Comments

16. Pursuant to the Nottinghamshire County Council Constitution this committee has the delegated authority to both receive this report and to make the recommendations contained within it. (GR 4/3/21)

Financial Comments

17. There are no specific financial implications arising directly from this report. (KRP 4/3/21)

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

REPORT OF SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND EMPLOYEES

MYNOTTS APP – PLANNED IMPROVEMENTS AND PROGRESS UPDATE

Purpose of the Report

1. To present an update to members on the MyNotts App in terms of stats, feedback, improvements since launch, and progress made to date.

Information

2. The presentation will cover:
   a. The take up and stats to date
   b. The communication plan and work underway to drive new users
   c. The changes and improvements already made to MyNotts App, since our last update in September 2020
   d. Work that is scheduled to be completed by Nottinghamshire County Council Customer Service Design and Build Team
   e. Planned development, commencing shortly around personalisation

Reasons for Recommendation

3. To update members on progress to date.

Statutory and Policy Implications

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

Data Protection and Information Governance

5. Within the current options there is no intention to capture any detailed personal information relating to customers and users. Information Governance colleagues are being involved in the project at all stages to ensure compliance and security of data is considered throughout and

any potential issues identified, and risks mitigated. The development of personalisation within the App will take email addresses and district location only.

Finance Implications

6. There are no financial implications at this stage. Should the additional work proposed move forward with ICT and Cantarus (MyNotts App Supplier) there may be additional costs associated. If this is the case a further report will be brought to committee for approval.

Human Resources Implications

7. None

Public Sector Equality Duty implications

8. The MyNotts App has been built to government accessibility standards. The supplier has given assurances that their product complies with all the necessary accessibility standards and legislation.

9. Customers and members of the Council's Disabled Employee Support Network will continue to be involved and engaged in testing of any changes.

10. The new Accessibility Legislation will improve the website and, in turn, the overall experience of using the MyNotts App ensuring it is easy to use and accessible to residents of all abilities.

Implications for Service Users

11. The aim of MyNotts App is to provide an additional, easy to access channel for residents, to improve engagement and access to Council information, services and the wider Nottinghamshire organisations. In reviewing processes and considering technological and automated developments, consideration will be given to the needs and abilities of all residents to access services to ensure that any approaches developed do not disadvantage particular groups.

RECOMMENDATION

1) To provide members with current stats and usability and for them to consider the proposed changes and options presented during the meeting.

Marjorie Toward
Service Director - Customers, Governance and Employees

For any enquiries about this report please contact:
Marie Rowney, Group Manager Customer Service, Tel: 0115 9772054, Mobile: 07540 272161

Constitutional Comments (KK 23/02/21)

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

Financial Comments (SES 23/02/2021)

24. There are no specific financial implications arising directly 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

REPORT OF THE SERVICE DIRECTOR, CUSTOMERS, GOVERNANCE AND EMPLOYEES

WORK PROGRAMME

Purpose of the Report

1. To review the Committee's work programme for 2021.

Information

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. The meeting dates and agenda items are subject to review in light of the ongoing COVID-19 period.

Other Options Considered

4. None

Reason/s for Recommendation/s

5. To assist the Sub-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/S

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:
Sara Allmond, Advanced Democratic Services Officer, Democratic Servivces Tel. 0115 9773794
Email: sara.allmond@nottscc.gov.uk

Constitutional Comments (HD)

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 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

IMPROVEMENT AND CHANGE SUB-COMMITTEE - WORK PROGRAMME (AS AT 10 MARCH 2021)

Report Title	Brief summary of agenda item	Lead Officer	Report Author
20 JULY 2021			
Departmental Update on Improvement and Change	Update on progress from the Chief Executive's Department	Nigel Stevenson / Marjorie Toward	TBC
ICT Operational Performance Year end / Q4	To provide an update on ICT Performance against target at year end	Nigel Stevenson	Mark Davies / Greg Delve
Your Nottinghamshire Your Future – Council Plan Review of Progress	Review of delivery of Council Plan	Nigel Stevenson	Rob Disney
Update on the Transformation Model and Programmes	To provide an update to members on progress with the transformation model and programmes	Derek Higton	Sue Milburn
Update on Wide Area Network (WAN) Deployment	To provide an update to members on the programme of work to migrate the WAN to the new provider	Nigel Stevenson	Mark Davies

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