

Improvement and Change Sub-Committee

Tuesday, 04 September 2018 at 10:30

County Hall, West Bridgford, Nottingham, NG2 7QP

AGENDA

- | | | |
|---|--|---------|
| 1 | Minutes of the last meeting held on 25 June 2018 | 3 - 6 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | Progress Report on Delivery of Improvement and Change Programmes, Projects and Savings | 7 - 40 |
| 5 | Place Department - Improvement and Change Portfolio | 41 - 44 |
| 6 | ICT Programmes and Performance Quarter 1 – 2018-19 | 45 - 58 |
| 7 | Work Programme | 59 - 62 |

Notes

- (1) Councillors are advised to contact their Research Officer for details of any Group Meetings which are planned for this meeting.
- (2) Members of the public wishing to inspect "Background Papers" referred to in the reports on the agenda or Schedule 12A of the Local Government Act should contact:-

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

Councillors or Officers requiring clarification on whether to make a declaration of interest are invited to contact Keith Ford (Tel. 0115 977 2590) or a colleague in Democratic Services prior to the meeting.

- (4) Councillors are reminded that Committee and Sub-Committee papers, with the exception of those which contain Exempt or Confidential Information, may be recycled.
- (5) This agenda and its associated reports are available to view online via an online calendar - <http://www.nottinghamshire.gov.uk/dms/Meetings.aspx>

Meeting IMPROVEMENT AND CHANGE SUB-COMMITTEE

Date 25 June 2018 (commencing at 11.30 am)

Membership

Persons absent are marked with an 'A'

COUNCILLORS

Reg Adair (Chairman)

Pauline Allan
John Cottee
Kate Foale
Richard Jackson

David Martin
Diana Meale
Philip Owen
Steve Vickers

OFFICERS IN ATTENDANCE

Keith Ford	}	Resources
Matt Garrard		
Laurie Heighway		
Paul McKay		
Iain Macmillan		
Sue Milburn		
Celia Morris		
Nigel Stevenson		
Esther Turner		

1. MINUTES

The Minutes of the last meeting held on 12 March 2018, having been previously circulated, were confirmed and signed by the Chairman.

2. APOLOGIES FOR ABSENCE

None.

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

- Councillor Steve Vickers had replaced Councillor Stuart Wallace;
- Councillor Pauline Allan had replaced Councillor Jim Creamer.

3. DECLARATIONS OF INTERESTS

None

4. BUSINESS CHANGE ANALYSIS FUNCTION

Esther Turner and Laurie Heighway, Senior Business Change Analysts, gave a presentation which included:-

- the potential benefits which the multi-skilled Business Change team can bring in facilitating solutions, building diverse relationships and informing business decisions across a range of disciplines;
- a case study based on the work commissioned by the Remodelling Children's Care Project.

During discussions, Members raised the following specific areas for further consideration by the Business Change Analysis function in future:-

- the potential for benchmarking the Council's utilisation of technology against other County Councils;
- the development of an ICT 'app' for Highways, to include the reporting / recording of potholes.

RESOLVED 2018/008

- 1) That it be noted how the Business Change Analysis function was being utilised to support the design and delivery of transformational change within the Council.
- 2) That the Business Change function give further consideration to the issues raised by Members during discussions.

5. YOUR NOTTINGHAMSHIRE, YOUR FUTURE – COUNCIL PLAN – REVIEW OF PROGRESS QUARTER 4

Matthew Garrard, Performance, Intelligence and Policy Team Manager, introduced the report which provided an overview of performance against the Council Plan at the end of Quarter 4 of 2017-18 (January –March 2018).

During discussions, Members requested that future reports:-

- include brief summaries to highlight areas that are performing particularly well and to explain what the relevant service committees are doing to address areas that are behind target;
- include numbering of the various activities for ease of reference.

RESOLVED 2018/009

That the performance issues outlined in Appendix A be noted and the format of future reports be refined to reflect issues raised by Members in the discussions.

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

Celia Morris, Group Manager, Performance and Improvement, introduced the report which provided an update on departmental Improvement and Change Programmes and delivery of the current savings and strategically significant projects.

RESOLVED 2018/010

That the departmental Improvement and Change Portfolio and quarterly projects and savings updates be noted.

7. MONITORING OF SAVINGS IN ADULT SOCIAL CARE

Paul McKay, Deputy Director of Adult Social Care, Health and Public Protection, introduced the report which sought approval for an amended approach to savings monitoring.

RESOLVED 2018/011

That the amended approach to monitoring savings across Adult Social Care be approved.

8. ICT PROGRAMMES AND PERFORMANCE - QUARTER 4 2017-18

Sue Milburn, Group Manager, Business, Change & Engagement, introduced the report which provided an update on key projects and performance measures for ICT services for quarter 4 of 2018/18 (January – March 2018) and outlined the major planned activities over the next 6 month period.

Following discussions, officers agreed to pursue the following issues raised by Members:-

- concerns had been raised with Members about the reliability of phone connectivity with the Lenovo devices, concerns being raised with Members;
- it was requested that the Guest Wi-Fi log-in details at County Hall be shared with Members;
- the costs of providing mobile data capability for those Members and officers who were not utilising this.

It was also highlighted that a review of the ICT offer to Members was being undertaken and that the views expressed at this meeting would be fed in.

RESOLVED 2018/012

That a report on the next quarter monitoring period be submitted to a future meeting of the Sub-Committee.

9. SMARTER WORKING PROGRAMME

Iain Macmillan, Programme Manager, introduced the report which provided an overview on the progress of the Smarter Working Programme and details of the future deployment schedule across the County and sought approval to review the Programme's governance arrangements.

RESOLVED 2018/013

- 1) That the progress of the Smarter Working Programme be noted.
- 2) That a review be undertaken of the Programme's governance arrangements and any identified proposals for changes to these arrangements be submitted to a subsequent meeting of the Sub-Committee.

10. WORK PROGRAMME

The Chairman introduced the report and sought suggestions from the Chairmen of the various service committees for other topics to include. In response, Members referred back to the issue of an ICT 'app' for Highways and related services such as Blue Parking Badges and requested that an update be provided to a future meeting to capture the Council's current online services offer and how that compares with other relevant Councils (referencing any relevant benchmarking data that might be available).

RESOLVED 2018/014

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

The meeting closed at 12.42 pm

CHAIRMAN

4th September 2018**Agenda Item: 4****REPORT OF THE GROUP MANAGER, BUILD CHANGE AND ENGAGEMENT,
CHIEF EXECUTIVE'S DEPARTMENT****PROGRESS REPORT ON DELIVERY OF IMPROVEMENT AND CHANGE
PROGRAMMES, PROJECTS AND SAVINGS****Purpose of the Report**

1. The purpose of this report is to:
 - provide an update on departmental Improvement and Change Portfolios.
 - inform the Sub-Committee on the progress towards delivery of the Council's current savings and strategically significant projects

Information

2. The Council's Departmental Strategies were considered and approved by Policy Committee in January 2018. These set out the 'departmental Improvement and Change Portfolios being undertaken or planned'.
3. This report focuses upon the detail in the following appendices.
4. **Appendix A** provides a summary of progress in delivering departmental Improvement and Change Portfolios.
5. **Appendix B** provides a full status report as at June 2018, for all savings projects and some other strategically significant projects by portfolio. This status report is produced on a monthly basis from individual project highlight reports.
6. Improvement and Change Sub Committee on the 25th June 2018 approved a revised approach to monitoring savings within the ASCH Portfolio. This change of approach will see saving monitored at a programme level rather than by individual projects as has traditionally been the case. A revised highlight reporting process is currently being rolled out to facilitate this approach and the revised report will be presented to Improvement and Change Sub Committee meeting 5th November 2018.
7. The overall financial position set out in the Project Status report, including savings at risk and amendments to the profile of savings approved through formal change control, is contained within the body of the financial monitoring report that will be regularly considered by the Finance and Major Contracts Management Committee.

Overall Savings Position

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

9. Across all portfolios the total savings target across the three years 2018/19-2020/21 is £25.2m. When taking into consideration savings at risk, slippage and over delivery it is projected that this target will be over achieved by £2.6m.
10. The breakdown of savings delivery, by Portfolio across the three years 2018/19-2020/21 as at June 2018 is as follows:
- ASCH Portfolio - total savings target of £17.8m which is projected to be over achieved by £3.4m.
 - CFCS Portfolio - total savings of £1.9m with £105k currently assessed as being at risk.
 - Place Portfolio - total savings of £2.4m with £686k currently assessed as being at risk.
 - Resources Portfolio - total savings of £3.1m which are projected to be delivered as planned.

Projects at risk or compromised

11. Promoting Independence in supported living and outreach services

This project involves reviewing supported living and outreach services with a view to reducing day hours and/or replacing sleep in night provision.

Savings to date have been made through reviewing and identifying people who no longer need the level of support they initially did. Work has started on a more proactive form of review which is identifying where provider intervention may enable a person to be more independent with a view to reducing packages, especially sleep-in nights, further down the line once mitigating actions have been put in place to manage risks.

Previous years savings over achieved targets by £272k and savings of £767k have been delivered towards the 2018/19 target. Despite this good progress the project remains at risk due to the slow pace of work relating to sleep-in nights due to the time taken with providers and families to undertake the necessary work regarding risk assessments and planning including the use of assistive technology. The project is undertaking mitigating activity to try to increase the pace and success of the work relating to sleep-ins and identify other sources of savings, however risks to delivery remain. Achieving the £1.250m savings target set for 2018/19 will be challenging within the timescales and £250k has been flagged as being at risk and will be kept under close review.

12. Reduction in long-term care placements

This project has been working to reduce the number of adults living in Long Term Care by developing more alternative services and moving suitable individuals from long-term residential care into supported living. A lack of supply of suitable housing has meant that less people have been able to move out of residential care and into supported living than planned.

As previously reported, the Council played an active part in the successful consultation about funding arrangements from 2019 and offered support to providers to offset risks. Such dialogue with providers has helped to provide improved confidence in the market and the number of moves has significantly increased in 2018/19. 21 service users have moved out of residential care so far this financial year with a further 10-12 moves are planned by the end of August.

It is projected that the project will make up the £251k underdelivery from previous years by the end of 2019/20 as additional accommodation becomes available. The decision has

been to maintain the At Risk Status pending more accommodation becoming available as this will dictate whether savings can be achieved.

13. Investment in Shared lives

This projects savings are based on new carer households joining the to the scheme to provide additional capacity within the Shared Lives service which provides an alternative to residential care and supported living. Fewer assessments for new carer households have been able to be completed than planned and therefore the 2018/19 saving is assessed as being at risk. Assessments are continuing within the resources available and finance validation is ongoing to identify the exact amount at risk.

14. Integrated Community Equipment Loan Scheme (ICELS)

This project intended to achieve its savings target by negotiating with partners to reduce the Council's contribution to the ICELS pooled budget, in line with a reduction in the Council's prescribing activities and the loaning of community equipment. However, it has since been agreed with partners that there will be no changes to the split of funding, and so alternative methods to deliver the savings are being sought.

The project will remain at risk pending delivery of budget savings.

15. Contracts Review

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

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

Contract Efficiencies to the value of £400k have been delivered in 2017/2018 and £510k have been identified for 2018/2019. The compromised saving reduced by £62k to £170k in June as a result of savings allocate to the project from a renegotiation of the bed price at Clayfields charged to the Youth Justice Board.

The plan is for the remaining compromised savings to be managed as part of the wider departmental budget management and the project status will remain as compromised pending the identification of additional savings.

16. Statutory School Transport

It was approved in February 2016 that the Council would cease to provide school bus services and discounted season passes for non-statutory travellers. It was proposed that the new statutory-only service would be implemented from September 2018. This approval was agreed on the basis that this would bring us in line with the services offered by many of our neighbouring County Councils.

The decision has been made not to proceed with the previously approved proposal on the basis that organisational priorities have changed since the original proposal was put forward. The Place Department are currently undertaking a transport whole system review and any saving identified will mitigate the £686k of undeliverable savings.

Other Options Considered

17. None.

Reason/s for Recommendation/s

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

Statutory and Policy Implications

19. 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

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

RECOMMENDATION/S

It is recommended that Improvement and Change Sub Committee:

- 1) Consider the departmental Improvement and Change Portfolio update
- 2) Consider the Quarterly Projects and Savings Update

Councillor Reg Adair
Deputy Leader of the Council

For any enquiries about this report please contact:
Sue Milburn, Group Manager, Build Change and Engagement (0115 9773196)

Constitutional Comments (CEH 14/08/18)

22. The recommendations fall within the delegation to the Improvement and Change Sub-Committee under its terms of reference.

Financial Comments (SES 14/08/18)

23. The financial implications are set out in paragraph 9 in 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:

Page 10 of 62

All

The ASCH Improvement and Change Portfolio – June 2018 Update

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

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

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

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Roll-out of the 3 Tier Model, a new approach which aims to resolve people's needs at the earliest possible opportunity	Autumn 2018	Learning from the Broxtowe pilot to test this model is being used to roll the approach out across all districts. This will commence in Mansfield and Ashfield from 30 July with the other districts set to come on board in the following 2 months. Some delays have been experienced in developing and deploying a new IT solution (a 3 tier contact form) that will further embed the approach in systems and processes – it is anticipated that the further work and testing required to get the form up and running will be resolved by the end of September 2018 with the full benefits of the new approach being realised from Autumn 2018 onwards.
Expansion of social care clinics in community settings	Autumn 2018	The Department has introduced the scheduling of appointments across all older adults' social care and occupational therapy teams. This means that where someone requires a social care assessment they can be booked into an available appointment over the phone. In addition to scheduling appointments the Department has also increased the use of different methods of assessments and reviews, such as assessments in community clinics. Work is currently being initiated to understand how appointment scheduling is being used across the different teams in order to share best practice and assess if there is an opportunity to expand the use of appointment scheduling.
Review of the carers' strategy with partners to enable carers to access good quality advice, information and support	September 2018	Taking into consideration the views of carers received in response to a carer consultation exercise, the Department is developing the way in which support is provided to carers. This work will be reported to Committee later in the year.

<p>Deliver the Improving Lives Programme</p>	<p>March 2020</p>	<p>The Improving Lives Programme was approved by the Adult Social Care & Health Committee in March 2018. The programme will support the Department to deliver the next stage of the Adult Social Care Strategy by:</p> <ul style="list-style-type: none"> • Identifying ways to deliver better outcomes for service users through promoting independence • Making sure that our services remain sustainable • Identifying further ways to improve the quality of the advice, guidance and services we are providing <p>Work has already commenced on some early milestones that will:</p> <ul style="list-style-type: none"> • increase the number of people we are able to offer a reablement service to • increase the amount of queries that can be resolved as early as possible after contacting social care • identify opportunities to work more actively with people who have potential to achieve more independence • ensure people are on the most appropriate care and support pathway and where short term care is required to recover and rehabilitate, people are supported to regain independence and return home, where possible • provide live information, available at a team level, to help support day to day decision making. <p>Once progress has been made towards these milestones the focus of the Improving Lives Programme will turn to supporting staff in hospital teams and district teams to use these new or enhanced services and approaches to shape practice going forward. There will be a phased approach to the roll out of this work between Autumn 2018 and March 2020</p>
--	-------------------	---

Programme 2 - Commercialisation of the Council's directly provided social care services		
<p>Programme Outline: Working with the Council's Commercial Development Unit to explore and develop a range of initiatives to generate new business opportunities and income within the Council's directly provided social care services, subject to Local Authority powers to trade; promote greater community use of the services and their assets; and create opportunities for people who fund their own care to purchase support from the Council's direct service provision.</p> <p>Overview of progress: A proposal to reduce the annual running costs of the County Horticulture & Work Training Service is being implemented. Work continues, with over sight from the Council's Commercial Development Unit, to assess the commercialisation potential of County Enterprise Foods.</p>		
Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Project: Redesigning the strategic management of assets to generate a revenue return for the County Council.		
Assessment of the commercialisation potential of County Enterprise Foods	Autumn 2018	Work on this continues, with over sight from the Council's Commercial Development Unit.
Implementation of the business plan for the Council's County Horticulture Service	Summer 2022	Following a period of consultation with service users, their carers and staff, the Adult Social Care & Public Health Committee approved proposals in April 2018 to implement a commercial business plan for the Council's County Horticulture Service. The key milestones include making improvements to the Brooke Farm site, vacating the site at Skegby and ceasing all grounds maintenance activity. It is anticipated that the full effect of the business plan will take up to 4 years to deliver.

Programme 3 - High quality and sustainable public health and social care services
<p>Programme Outline: The vast majority of adult social care services are commissioned from independent sector providers, with a mixture of large and small, national and local, private organisations and some not for profit/ charitable organisations. There are various pressures faced by the care and support providers and there is wide recognition that the care market is facing considerable challenges to deliver sufficient volumes of care and support services to meet needs due to difficulties in staff recruitment and retention. The Council is working with care providers to understand their pressures and to ensure the fees paid for care services reflect the cost of delivery of good quality care.</p> <p>The public health budget is invested in a range of evidence-based services which fulfil statutory duties, and deliver clear public health outcomes and a good return on investment for public money. Many of these services will be due for reprocurement in the period of this plan. Previous rounds</p>

of procurement have yielded significant savings and service improvements. The challenge will be to identify ways to sustain outcomes and secure improved value for money using a reduced budget and public health workforce. The scope will include all public health commissioned services, emerging evidence from other areas of innovations which are proving effective, best available intelligence about the national and local market for service provision, and consideration of how best to engage with these markets to get best value for money.

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

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Home care contracts awarded and services to commence	Autumn 2018	<p>The Council has been exploring outcome based approaches to commissioning home based care that focus on the delivery of support to help a service user achieve identified goals rather than payment by hours of care delivered alone. Current provider contracts have been extended until September 2018 to allow for a period of transition, following the start of new contracts in July 2018. A Dynamic Purchasing System (DPS) has also been set up to allow an efficient procurement system for individual or bespoke packages of work. There are 2 elements to the contract awards: a short term countywide hospital discharge and community based support service, and traditional long term home based care.</p> <p><u>Short Term:</u> The contract for the provision of a Hospital Discharge and Community Based support service to prevent hospital admissions was awarded to the Carers Trust and the service started in December 2017. A technology solution to manage the transfer of referrals to the Carers Trust through a portal was launched on 10 July 2018. The portal has been positively received by the Carers Trust who have said that it is easy to use and that it has improved both the quality of referrals to them and their ability to send updates to workers.</p> <p><u>Long Term Home Based Care:</u> Contracts, commencing in July 2018, have been awarded for the lead provider and additional providers in 5 of the 6 contract areas and processes for monitoring performance are in place. A procurement exercise</p>

Appendix A

		commenced on 24 July for a leader provider for Rushcliffe and for additional providers in Bassetlaw - these contracts will commence by the end of September. A further procurement exercise for additional providers in Newark & Sherwood and Rushcliffe will commence at the end of September with contract award anticipated in October.
Fair Price for Care review – fees survey	September 2018	The fees survey is now live and the closing date has been extended to the end of July 2018 to give more time for care homes to complete. Some of the project timescales have been extended to reflect this but work is still on track to report to the Adult Social Care and Public Health Committee in December as planned.
Fair Price for Care review – report to ASCPH Committee on outcome of survey and any resulting proposals	December 2018	Report to be presented to Committee.
Consultation and stakeholder engagement on Public Health Commissioning Intentions to 2020 to be undertaken	September 2018	A comprehensive consultation will be completed with initial soft market testing undertaken to inform the development of the service model and service specifications (Integrated Wellbeing Service and Substance Misuse Service).
Complete the pre procurement stage for the Commissioning of Public Health Services (Integrated Wellbeing Service and Substance Misuse Service)	December 2018	Work is on track to complete the service specifications and pre-procurement stage by December 2018. The selection stage will commence in December 2018 with a competitive dialogue stage in place from 2019 onwards.

Programme 4 - Work with our local health services

Programme Outline: We are working with health partners to develop and evaluate new models of care that meet both the social care and health needs of people in the county.

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

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Embed a home first approach in hospitals to ensure that a significant proportion of people are assessed for long term services outside of a hospital setting	March 2019	In the south of the county performance data is showing that 85% of assessments for long term care are now completed in the community. Next steps in Mid-Notts and Bassetlaw are to

		develop the same performance monitoring so we can determine our position and further action needed.
Countywide roll out of best practice model for an integrated care team	March 2019	A Project Manager commenced in June and is now working across Health and Social Care to undertake the necessary work. Mansfield Older Adults assessment staff are co-locating with Community Health staff on the 30 July.
Develop a multi-agency toolkit on prevention and early intervention for key staff groups and pilot	January 2019	Guidance and practical tools are being developed that will help embed a shared understanding of the prevention and early intervention agenda across health, social care and partner staff, and that will support staff to understand how they can introduce the agenda into their contacts with service users and patients. Work has already been undertaken to identify the key stakeholders, to develop a glossary of key terms with them and, to scope out with them the relevant training and tools that will be required. Approval for the tool kit will be sought from the Sustainability and Transformation Plan Board (STP).
Successful testing and delivery of a new joined up approach across Health and Social Care to assessment and support planning	March 2019	This project is in the exploration stage. We have established that Mansfield and Rushcliffe Integrated Care Team will be the local sites for this national pilot.
Roll out of information sharing across Health and Social Care, as developed at Kings Mill Hospital, to Bassetlaw Hospital and NUH	January 2019	Following the success of the Kings Mill pilot to improve system to system sharing with Health, this approach will be rolled out countywide. Progress has already been made in Bassetlaw Hospital to share social care information with Emergency Teams. Work with Nottingham University Hospitals has also commenced.

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

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

Overview of Progress: The Council resolved in March to adopt 'Health in all Policies', guidance that supports local government organisations to think about the impact that every strategic decision may have on the health of local residents. Good progress has already been made in sharing this approach with partners through the Health and Wellbeing Board.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Implement changes in Council processes	September 2018	Following adoption of the LGA Health in All Policies approach by Policy Committee in March 2018, case studies are now being developed to support wider implementation, e.g. the spatial planning & health guidance and checklist used to improve the way spatial planning decisions prioritise health and sustainability.
Secure ownership for equivalent changes in the decision-making processes of other organisations, starting with Health and Wellbeing Board partners	March 2019	The Joint Health and Wellbeing Strategy 2018–2022 includes "Healthier Decision Making" as one of its 4 ambitions. A workshop with locality stakeholders was held in May 2018 to consider how Health In All Policies can be implemented in practice. Continued engagement is happening with local government colleagues through the Health and Wellbeing Board's Healthy and Sustainable Places Coordination Group.

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

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

Overview of Progress: Public Health capacity has been aligned to ensure appropriate support across health and social care services, including the allocation of dedicated consultant support aligned to the CCGs and dedicated capacity to support the County's Sustainability and Transformation Plan (STP).

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

Appendix A

Realign specialist public health capacity to emerging CCG, ACS and STP structures and governance processes.	November 2018	Interim arrangements for providing specialist Public Health advice to the local NHS are in place, pending recruitment to some senior Public Health and clarification of emerging CCG structures. The start date for preferred candidates is likely to be October 2018 and so the implementation date for this milestone has been delayed to November 2018.
Secure commitment from the STP to enabling health and social care staff and pathways to systematically offer brief advice and referrals to public health services for residents at risk from their exposure to tobacco, excess weight and low physical activity, alcohol or substance misuse.	March 2019	The STP has reaffirmed its commitment to delivering an improvement of three years in healthy life expectancy and requested a strategy for prevention. This is due for completion during summer 2018.

The Childrens Improvement and Change Portfolio – June 2018 Update

Programme 1 - Remodelling Social Work Practice

Programme Outline: The objective of Remodelling Social Work Practice is to ensure that our social work practice in Nottinghamshire supports the delivery of the vision for Children's Social Care: "To give the most vulnerable children and young people in Nottinghamshire the support and protection they need to be safe, secure, happy and to achieve their full potential"

Overview of progress: The Remodelling Social Work Practice programme is currently being re-scoped under the title of Remodelling Practice. Remodelling Practice is currently in the set-up phase. An outline of the programme and the key milestones will be included in the next update.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Managing Demand in the Multi Agency Safeguarding Hub - Implement new structure and launch of new MASH website and online referral form	March 2018	<p>The new structure is now implemented with all additional posts recruited to.</p> <p>The new MASH website went live on 26th April 2018. The online referral form launch is currently on hold pending the approval of the Data Protection Impact Assessment.</p> <p>A number of events have been held to provide partner agencies with information about the role of the MASH and making a safeguarding referral as part of a strategy to manage demand.</p>
Review of recruitment and retention initiatives	March 2018	The Social Work Support Officers were established on a permanent basis in June 2018. An additional permanent 20.5 FTE Social Work Support Officers were also established at the same time to increase the ratio of Social Work Support Officers to Social Workers. The aim is to support Social Workers to manage their caseloads and to enable throughput of cases.

Programme 2 - Remodelling Children's Care

Programme Outline: The objective of Remodelling Children's Care is to deliver consistent and improved care outcomes for children and young people whilst reducing the overall cost of care provision.

Overview of progress: A number of proposals under development and implementation to achieve efficiencies, whilst maintaining good outcomes for children and young people.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
The new operational structure agreed for the Integrated Placement and Commissioning Service	Autumn 2018	In progress
Growth of the fostering service	November 2018	A revised payment and support offer is under development which will support a significant campaign to recruit more foster carers to Nottinghamshire. The focus will be on carers who will look after children and young people with complex and challenging needs, who would otherwise be placed in a residential or agency foster placement. This strategy will help manage the need for costly external placements, reduce pressure on the placements budget, and provide loving family placements for Nottinghamshire children. A paper will be prepared for CYP Committee in November 2018
Development of internal residential estate – discover and design stage	November 2018	A number of avenues are to be explored, including development of block contracts and development of two NCC-run homes to care for children and young people with significant needs. A paper will be prepared for CYP Committee in November 2018.
Sale of excess disability beds	April 2019	A marketing strategy will be developed to drive the sale of excess capacity in NCC residential homes, which will reduce unit costs and thereby reduce pressure on the residential budget.
Social Impact Bond Edge of Care – Procurement process completed	September 2018	The procurement process is still on track to be completed by September 2018.
Social Impact Bond Edge of Care - launch of project	October 2018	The launch may be delayed depending on when the government gives final approval for the grant funding as they are paying 25% off the outcome payments. The original date for the grant approval was August 2018, but from conversations with the government it looks like this date may be delayed. We are waiting for confirmation.
New Short Breaks offer that has been co-produced with families	Assessments: July 2018	The assessment of existing will commence from the beginning of July, this represents the achievement of one of the three key areas

	Applications: September 2018	<p>identified within the CYP committee report signed off by members in March 2018.</p> <p>Work has continued on developing the Local Offer with a planned go live for the revised offer of the 3rd September 2018. Changes to the online application form and changes required to the MOSAIC system are due to be ready ahead of this go live date.</p> <p>Business Intelligence Performance Reports will not be live by 3rd September but an interim measure to record all of the identified performance measures will be put in place by the assessment team until the required reports are available.</p> <p>The Short Break service statement is currently being finalised and the Short Break policy is currently being amended both are antocopated to be finalised in August.</p> <p>All of the posts identified as being required in order to deliver the new Short Break offer have been recruited to, and so resource issues will not prevent the project from going live.</p>
--	---------------------------------	--

Programme 4 - Remodelling Early Help

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

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

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Continue to monitor and maximise take up of new childcare entitlements	September 2017 – September 2018	<p>Since the launch of the new funded childcare initiative for 3 and 4 year olds in September 2017, the take up has increased from 3,634 in Autumn 2017 to 6,191 in Summer 2018. This means that over 6,000 3 and 4 year olds are accessing 30 hours of funded childcare per week.</p> <p>This is a new initiative and Nottinghamshire saw the highest number of parents receiving eligibility codes prior to the September start date nationally. Numbers of parents claiming these entitlements has</p>

Appendix A

		continued to rise following successful marketing from NCC and local early years providers.
Implement the review of the ICDS structure	April 2018	Review completed and interim structure in place for 2018/19. Considerations regarding the future resource requirements for the team are taking place within the Council Leadership Team.

The Place Improvement and Change Portfolio – June 2018 Update

Programme 1 - Our internal journey of improvement

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

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

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

Programme 2 - Investment and commercial returns

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

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

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Project: Redesigning the strategic management of assets to generate a revenue return for the County Council.		
Diagnostic Phase complete	April 2018	Turner & Townsend Property Review Diagnostic stage is now complete and a report went to Policy Committee in June.
Review findings implemented	April 2019	
		Implementation underway.

Appendix A

Project: Catering and facilities management commercial model to generate a surplus for reinvestment by the Council		
Options appraisal for Committee approval	March 2018	A revised timetable is being established to ensure effective appraisal
Full business case approved	September 2018	
New models live	April 2018	
Project: Increasing income in trading standards and registration and celebratory services		
New Principal Trading Standards Officer (Commercial) recruited	September 2018	Excellent preferred candidate selected who has the ideal blend of TS knowledge/experience and commercial knowledge/experience. HR checks underway with view to start date of late August 18.
Explore option of whether ASDM could deliver more income generation	January 2019?	Report to be presented at future challenge panel.
Identify new potential sources of income generation	March 2019 (and ongoing)	New Principal TSO (Commercial) will play a lead role in this work. TS Service currently on track to deliver income generation target for 2018/19. This work will identify new sources to meet increased income generation target for 2019/20.

Programme 3 - Doing things differently with less		
<p>Programme Outline: This programme is focused on getting the maximum value from our reducing resources. Taking a fresh look at how we operate and aligning our priorities across service areas in a joined-up approach. This is comprised of a number of projects.</p> <p>Overview of Progress: Good progress against milestones. Will continue to monitor our progress and ensure comprehensive plans are in place for our larger projects.</p>		
Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Project: Libraries and youth art service		
Annual review of Cultural Strategy	September 2018	The Cultural Strategy is on track to be reviewed and presented to Committee in September 2018.
Project: Integrated Local Improvement Scheme supporting communities and the voluntary sector		
Initial funding announcements	April 2018	A new Communities function was approved at C&P Committee in March which brings together the previous community/voluntary sector and community safety teams. The combined function creates specialist resource to support the delivery of the Council's Local Improvement Scheme. The Scheme is funding over 200 community and voluntary groups, including Parish Council's across Nottinghamshire to the value of £2.2 million for 2018/19.

Appendix A

Developing the new Communities function	November 2018	A new community strategy is being developed which focuses on a place based approach to how the councils works with its communities across the county and how the new Communities combined function specialist resource can support this ambition going forward
Project: Future Transport - <i>Potential partnership working with NHS Commissioning groups</i>		
Senior Leadership approval to carry out further detailed scoping work with the Nottinghamshire and Nottingham City Clinical Commissioning Group's to develop more integrated transport solutions for Nottinghamshire residents.	February 2018	Discussions have begun with the NHS/ CCG about an alternative NEPTS model from Summer/Autumn 2019, following some feasibility work undertaken in March 2018.
Communities and Place Committee approval to proceed with different transport solution for the provision of Non-Emergency Patient Transport (NEPTS) and Notts County Council Transport.	June 2018	This is dependent on the outcome of the detailed discussions with the project partners, to be considered by committee in Autumn 2018
Implementation of new joint NEPTS and Notts County Council transport provision.	June/ October 2019	
Project: Future Transport – <i>Community Transport Sector</i>		
To seek approval to appoint a new Development officer to develop Community Transport provision and Demand Responsive Transport (DRT) / Taxi/ Bus provision	October 2018	A Proposed Staffing restructure which will include the recruitment of a Community Transport Officer has been formulated and is under consideration by the Group Manager and Service Director, to go to committee in October 2018
To develop Community Transport Strategy to build capacity within the sector to provide further transport options to strengthen residents connectivity to work, training and essential services including Health.	April 2019	This is predicated on the recruitment of the Community Transport officer.
Project: Future Transport - <i>Local bus, alternative delivery options:</i>		
Further investigation of 'alternative', delivery models	April 2019	A Proposed Staffing restructure which will include the recruitment of a dedicated resource to investigate and devise an alternative delivery model over the medium to long term, is going through the approval process.
Develop further Demand Responsive Transport (DRT) / Taxi pilots and seek approval to implement	Sept/Oct 2019	These proposals will be developed as part of the project and some feasibility work is currently being undertaken with the East Midland Enterprise Gateway Steering Group to tackle identified accessibility issues to existing and emerging employment opportunities in the area. The implementation of any pilots is subject to sufficient funding.
Implement a DRT, Taxi/bus or similar pilots replacing existing contracted services	June 2020	These will follow successful trials of alternative local bus solutions.

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

Programme 1 - Designing Services in a Digital Age

Programme Outline: This programme presents the chance to look afresh at how we meet the needs of service users in a digital world making maximum use of the technology available to us. Companies such as Airbnb have shown how customer need can be met without adopting traditional and well-established models of delivery. This programme is exploring how user-centred design can do the same for local government i.e. services are designed around the customer and the outcome that is being sought across the whole customer journey.

Overview of progress: Phase 1 of programme complete. Outcomes and learning from first phase being used to review and develop approach and proposals for the next phase of work for consideration by members in September.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Consideration of the outcome of the pilots		Currently under review as part of a wider review of programmes of work within the new Chief Executive's Department
Agree the vision and strategy		
Agree a series of services to undergo service redesign		

Programme 2 - Business Intelligence

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

Overview of progress: The Council agreed a Business Intelligence Strategy in March which provides the framework of activity for the Programme to deliver. Following the successful recruitment of a Programme Manager work will soon be commencing to take forward this work in 2018-19. During the year the Business Reporting and Management Information Project has further developed the Council's data warehouse introducing new data structures known as cubes. This data is supporting the provision of improved management information to meet business needs for reliable and timely data and analysis.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Scoping the Business Intelligence Strategy	July 2018	Following the appointment of a Programme Manager June 2018 work is underway to scope the delivery of the Business Intelligence Programme.

Phase 4 BRMI Tender	July 2018	A schedule of work is currently being drafted for sign off Phase 4 of BRMI once agreed the tender will be signed off
Phase 4 Delivery of workstreams	July 2018 to March 2019	<p>The 8 workstreams of Phase 4 of BRMI are now agreed</p> <ol style="list-style-type: none"> 1. ACFS - change programme 2. CFCS - change programme 3. Integrating other systems - Capita One 4. Homecare - contract management 5. Standard unit cost models - service user journeys, pilots 6. Organisational structure 7. Knowledge transfer 8. Technical improvements <p>Progress against these workstreams reports montly via Highlight Reporting and quarterly to this committee.</p>

Programme 3 - Information Governance

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

Overview of Progress: Full overview of progress reported to Governance and Ethics Committee 13th June 2018

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
New Information Governance Team in place	August 2018	New Information Governance Team established, significantly increasing capacity and expertise. The Team will operate a business partner model proactively working with each Department to support efforts to improve information governance and data protection measures.
Revision of Information Governance and Information Security policies and procedures	September 2018	Information Governance procedures continue to be considered by the Corporate Information Governance Group.
Service Specific Privacy Notices in place for priority service areas	September 2018	Privacy notices give individuals key data about the Council's use of their data – why we have it; what we do with it; who we share it with etc. Service specific privacy notices will give individuals more granual detail about how individual services use their data.
Designing the approach to phase two of the programme - document management	October 2018 Page 29 of 62	Dscovery work underway on designing the next phase of the programme, particularly taking account of key interdependencies

		with associated programmes such as the move to the Cloud and Smarter Working.
--	--	---

Programme 4 - Our Workforce

Programme Outline: People are the Council's greatest asset and we need to ensure that we have a work force that is flexible and has the right knowledge and skills to respond to the needs of the Council. The workforce strategy will be refreshed as we develop new approaches to delivering the Council Plan, to continue our ambition to be an employer of choice. We will look at how we encourage and support staff to develop, nurture talent and encourage the right culture of engaging, motivating and empowering people to work together as one organisation to deliver the commitments set out in the Council Plan.

Overview of Progress: Personnel Committee have approved the action plans setting out the next phases of activity in relation to this area of work and will continue to receive regular reports on progress.

Key Milestones for next year :	Implementation Date	Delivery Status, key updates and risks to delivery
Refresh the workforce strategy	August 2018	Report to Personnel Committee July 2018
Employee Focus Groups/workshops	Summer 2018	Employee focus groups and workshops across the County with the Chief Executive to discuss "what it's like to work at the Council" and proposals for saving money.

Programme 5 - Commercial Strategy

Programme Outline: Many Councils are recognising that we need to take a more 'business-like approach' to how they design and deliver certain services. We developed the Commercial Development Unit with the purpose of identifying services that would be appropriate for such an approach, and over the past year have supported nine service areas to explore their commercial potential. During the next year we will look at how we develop this approach further. We will also develop an approach to ensure that the Council is getting the maximum return on all of its assets, whether they be land, money, buildings or people. This will include reviewing our approach to contract management and compliance.

Overview of Progress: Plans are being developed to build upon the work undertaken by the Commercial Development Unit helping services to maximise their commercial potential. Further services will be support and the approach will be developed to ensure that the Council is getting the maximum return on all of its assets, whether they be land, money, buildings or people. This will include reviewing our approach to contract management and compliance.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
A further 12 services will go through the Commercial Development Unit		Currently under review as part of a wider review of programmes of work within the new Chief Executive's Department.
Review of Services for Schools		

Explore options for the contract management function		
Exploring the potential for some shared resources services with another County Council.		

Programme 6 - Health and Social Care Technology Integration

Programme Outline: The Local Digital Roadmap (LDR) sets out how Nottinghamshire Health Trusts and local authorities support the improvement of health and wellbeing of the local population through technology enabled integrated health and social care services. This underpins the delivery of the Sustainability and Transformation Plan (STP). The focus is on improving the productivity and efficiencies of the health and social care workforces, improving services to service users (particularly with regard to assessments, discharges and transfers of care provision), improving professional collaboration and supporting independent living.

Overview of Progress: It should be noted that while progress on the delivery of the LDR across the Health and Social Care community has been constrained by a delay in the allocation of national funding, the funding secured from the improved better care fund has enabled this authority to make progress on the elements that significantly improve workflows and aim to reduce delayed transfers of care.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Improving workflows with King's Mill Hospital and other hospital trusts	May 18	Following a successful proof of concept to pass information electronically between NHS and NCC systems, the first phase proper - automation of assessment notices out of Kings Mill Hospital system directly into the NCC Mosaic social care system - went live 21st May. Second phase scheduled for Autumn 18. Some challenges in terms of Partner organisation resources.
Developing a secure technology approach for automating workflows amongst a number of health and social care partners	May 18	The underpinning technology platform has been deployed to enable this capability to be scaled at pace. The first instance of this successfully deployed at Kings Mill as part of the project above. Future deployments, for example, at Bassetlaw, to incorporate this technology.
Implementing a standard for Wi-Fi access for staff and partners across health and local authority sites	Ongoing	Public/guest wifi (provided by o2) now in key NCC sites, such as County Hall and Trent Bridge House. The national standard 'device.wifi' has gone live in both County and City councils.
Use of portal technology for sharing agreed information between health and social care practitioners	September 18	Project under way with other NHS partners (NUH, Healthcare Trust and Sherwood Forest) to allow NCC social care access to clinical information. Hosted by NUH using the Graphnet Carecentric solution.
Use technology to support improvements to home based care services	July 18	The Homefirst project went live on the 10 th July and has been successfully operating since that date. Using the NCC Hospital

		Discharge and Community teams develop a Portal that is shared by NCC and providers to improve workflows.
Use technology to support vulnerable children.	July 18	The 12th July was the launch of the Child Protection – Information Sharing (CP-IS) project which is a national initiative led by NHS Digital and is being implemented by Councils across England. CP-IS links the Mosaic system used in children's social care (CSC) to those used across health and will help health and social care staff to share information better and protect the most vulnerable children.

Programme 7 - Smarter Working

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

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

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Changes in County Hall which will see the number of full time equivalent staff based in the building increase from 736 to 1,030 to enable the process of rationalising our building stock	June 2018	This phase was concluded with the move of ICT into County Hall 22nd-25th June 2018.
The move from desktop PC working to mobile solutions to create more flexible working	March 2020	We remain on track to complete this within the three years of the programme.
The transition to a new data and mobile voice contract with EE, saving £300k per annum.	December 2018	This is currently on track. Phones are having their sim cards replaced and this is being done in conjunction with a project to replace standard talk and text phones with smart phones
An extension in the use of technology for scheduling workforce activities.	Ongoing	The use of scheduling for the reviews of service user needs is now being piloted for the ASCH team based in the south of the County,

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

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

Overview of Progress:

Microsoft and ICT Technical staff have now completed the design workshops and signed off the design documentation. The NCC environment has been created within the Microsoft Azure platform which has enabled a successful test of connectivity between NCC and Microsoft Azure data centres. Additional security components are now being installed and will be fully tested by the end of July. A Proof of Concept will be conducted in August of migrating an application to Microsoft Azure. The programme remains on track to deliver all services migrated from the current data centre by the end of 2019.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Migrate to an Office 365 platform.	June 18 – November 18	Design workshops have now been completed. Remediation steps are now taking place to prep the onsite environment for moving to Microsoft.
Transition a range of applications and databases to off-site solutions	June 18 – April 19	Workshops and application assessment continue with Microsoft. Proof of Concept for an application migration is scheduled for August.

Project Status Report as at June 2018

Appendix B

Status Key

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

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Cashable benefits				Projected At Risk / Slippage & Over Achievement				Savings delivered in an alternative way	Net at risk amount
				2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s		
Adult Social Care & Health	Targeted Reviews (C07)	On Target	On Target	2,010	2,000	2,000	6,010	-1,356			-1,356		-1,356
Adult Social Care & Health	Care and Support Centres (OfC C03)	On Target	On Target	804	1,927	831	3,562						
Adult Social Care & Health	Improving Collection of Continuing Healthcare funding	On Target	On Target	500			500	-2,550			-2,550		-2,550
Adult Social Care & Health	Supporting the use of best practice in the commissioning of Older Adults' care services	On Target	On Target	130	130	199	459						
Adult Social Care & Health	ASCH Strategy Phase II	On Target	On Target	375			375						
Adult Social Care & Health	Reabling more older people to regain their independence by increasing capacity in the START Service	On Target	On Target	185			185						
Adult Social Care & Health	Transitions	On Target	On Target	60	50	50	160	-56			-56		-56
Adult Social Care & Health	New ways of working for carers	On Target	On Target	75	75		150						
Adult Social Care & Health	Extension of Extra Care and Assessment bed targets	On Target	On Target	62	85		147						
Adult Social Care & Health	Commissioning of hospital discharge packages	On Target	On Target	5	125		130						
Adult Social Care & Health	Ensuring cost-effective services for younger adults through alternative accommodation	On Target	On Target		124		124						
Adult Social Care & Health	START scheduling service users visits	On Target	On Target	33			33						

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Cashable benefits				Projected At Risk / Slippage & Over Achievement				Savings delivered in an alternative way	Net at risk amount
				2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s		
Adult Social Care & Health	Brokerage for Self-Funders - full cost recovery	On Target	On Target	28			28	-28			-28		-28
Adult Social Care & Health	Increase in transport charge	On Target	On Target					-80			-80		-80
Adult Social Care & Health	Direct Payments (OfC C01 2015 & C04 2016)	On Target	Experiencing Obstacles	1,280			1,280	97			97		97
Adult Social Care & Health	Early Resolution (Consulted on as - C05 New operating model for the Social Care Pathway)	Experiencing Obstacles	Experiencing Obstacles	432	319	416	1,167						
Adult Social Care & Health	Reducing the Costs of residential Placements - Younger Adults (OfC C06)	Experiencing Obstacles	Experiencing Obstacles	500			500	336			336		336
Adult Social Care & Health	Further Expansion of Assistive Technology to Promote Independence (C08)	Experiencing Obstacles	Experiencing Obstacles	174	154	-28	300						
Adult Social Care & Health	County Horticulture and Work Training Service	Experiencing Obstacles	Experiencing Obstacles	51	33	12	96						
Adult Social Care & Health	Maximise the income available to the Council's directly provided adult social care services	Experiencing Obstacles	Experiencing Obstacles	70			70	70			70		70
Adult Social Care & Health	Promoting Independence in supported living and outreach services. (C02 2014 & C01 2016)	At Risk	At Risk	1,250	625	100	1,975	250			250		250
Adult Social Care & Health	Reduction in long-term care placements (C03 2014 & B04 2016)	At Risk	At Risk	435	35		470	-65	-186		-251		-251
Adult Social Care & Health	Investment in Shared lives	Experiencing Obstacles	At Risk	60			60						
Adult Social Care & Health	Integrated Community Equipment Loan Scheme (ICELS)	At Risk	At Risk					134			134		134
Adult Social Care & Health	Merger of Commissioned Crisis Prevention Service for Carers and Rapid Response Service (now called Home First Response)	On Target	Closed or Completed	50			50						

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Cashable benefits				Projected At Risk / Slippage & Over Achievement				Savings delivered in an alternative way	Net at risk amount
				2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s		
Adult Social Care & Health	Charge for Money Management service	On Target	Closed or Completed										
Adult Social Care & Health Totals				8,569	5,682	3,580	17,831	-3,248	-186		-3,434		-3,434

Exceptions Details by Project		
Portfolio & Status	Project Name	
Experiencing Obstacles	Direct Payments (OfC C01 2015 & C04 2016)	<p>This project is projected to underdeliver by a total of £97k against it's savings targets for this and previous years.</p> <p>There have been delays with the roll out of a Direct Payment Calculator which will support colleagues in assessing individual for a Direct Payment. Training of operational staff in the use of the calculator is planned over the summer with a full roll out in September, a trial of the calculator by the Central Reviewing Team indicated that significant savings can be achieved by its use. The target for the number of Direct Payment packages supported by a Personal Assistant is also not being achieved and an action plan is in place to increase the take up of Personal Assistants which delivery savings against other methods of support.</p>
	Early Resolution (Consulted on as - C05 New operating model for the Social Care Pathway)	<p>A key element of this project is the roll out of three tier assessment model which aims to resolve queries at an earlier stage and reduce the number of requests for a care and support assessment. Following a successful pilot in Broxtowe the roll out to other districts has been delayed which has meant the target for a reduction in the number of care and support assessments being completed is not being currently achieved.</p> <p>The project's status will remain experiencing obstacles pending the roll out to all districts, which has been agreed to take place by September 2018. The Broxtowe pilot over achieved it's targets and monitoring will continue to ensure that districts perform similarly.</p>
	Reducing the Costs of residential Placements - Younger Adults (OfC C06)	The project has over achieved previous years savings targets by a total of £593k. The savings at risk for 2018/19 continue to reduce as negotiations with providers are finalised. Despite this overdelivery the decision has been made to maintain the Experiencing Obstacles status to reflect the outstanding work still required to complete negotiations with providers and the ongoing difficulties in achieving this. It is also important that the savings delivered by this project do not mask wider cost, quality and sustainability issues on the YA Residential Care market.
	Further Expansion of Assistive Technology to Promote Independence (C08)	The Business Reporting Management Information and Performance Teams have finished re-writing and checking the Business Intelligence Hub savings report for Assistive Technology after errors were found in the calculations from previous reports. The project status remain experiencing obstacles pending finance validation of savings.
	County Horticulture and Work Training Service	Consultation on the closure of Grounds Maintenance, Golden Gardens and the Skegby site took longer than anticipated. This in turn delayed the final approval of the closures and as a result the delivery timeline has slipped. Any resultant slippage will be reported through budget monitoring.
	Maximise the income available to the Council's directly provided adult social care services	In order to progress the income maximisation work, the Council's Direct Services have been engaging with the Commercial Development Unit to deliver additional income of £0.060m in 2017/18 and £0.070m in 2018/19. As the commencement of this work was delayed the 2017-18 savings were delivered in an alternative way and the method of delivery for 2018/19 savings is being assessed.
At Risk	Promoting Independence in supported living and outreach services. (C02 2014 & C01 2016)	Previous years savings over achieved by £272k and savings of £767k have been delivered towards the 2018/19 savings target. Despite this good progress the project remains at risk due to the slow pace of work relating to sleep-in nights due to the time taken with providers and families to undertake the necessary work regarding risk assessments and planning including the use of assistive technology. Progress is being made and issues are being resolved, however risks to delivery remain and achieving the £1.250m savings target set for 2018/19 will be challenging within the timescales, £0.250m has been flagged as being at risk and will be kept under close review.
	Reduction in long-term care placements (C03 2014 & B04 2016)	<p>In total the project has underdelivered by £251k over previous years, it is projected that all savings will be delivered by 2019/20 as additional accommodation is developed. The decision has been to maintain the At Risk Status pending more accommodation becoming available as this will dictate whether savings can be achieved.</p> <p>21 service users have moved out of residential care so far this financial year. A further 10-12 moves are planned by the end of August. The project has already achieved in year savings for 18-19 of £359k (finance validation pending). Savings projections for the year remain £500k, plus £100k Full Year Effect to be delivered 19/20.</p>
	Investment in Shared lives	This projects savings are based on new carer households joining the to the scheme to provide additional capacity within the Shared Lives service which provides an alternative to residential care and supported living. Fewer assessments for new carer households have been able to be completed than planned and therefore there 2018/19 saving is assessed as being at risk. Finance validation is ongoing to identify the exact amount at risk.
	Integrated Community Equipment Loan Scheme (ICELS)	This project intended to achieve its savings target by negotiating with partners to reduce the Council's contribution to the ICELS pooled budget, in line with a reduction in the Council's prescribing activities and the loaning of community equipment. However, it has since been agreed with partners that there will be no changes to the split of funding, and so alternative methods to deliver the savings are being sought. The project will remain on the project status summary pending delivery of budget savings.

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Cashable benefits				Projected At Risk / Slippage & Over Achievement				Savings delivered in an alternative way	Net at risk amount
				2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s		
Childrens & Families	Line by line budget review	On Target	On Target	102			102						
Childrens & Families	Investment in Personal Advisor Posts to reduce residential placement costs for Looked After Children	On Target	On Target	140			140						
Childrens & Families	Youth Service - Mobiles	On Target	On Target	98			98						
Childrens & Families	Alternative Delivery Models for NCC Children's Homes OfC - Mainstream	On Target	On Target	66			66	66			66	66	
Childrens & Families	Removal of the assisted boarding education framework	On Target	On Target	35			35						
Childrens & Families	Remodelling Children's Care - Integrated Commissioning	On Target	On Target	50			50						
Childrens & Families	Youth Service - deletion of two Young People's Centres (YPC)	On Target	On Target	40			40						
Childrens & Families	Service efficiencies in the Quality and Improvement Group	On Target	On Target	30			30						
Childrens & Families	Restructure of School Swimming Service	On Target	On Target	10			10						
Childrens & Families	CFCS Management Structure Review	Experiencing Obstacles	Experiencing Obstacles					-65			-65		-65
Childrens & Families	Contracts Review	Compromised	Compromised	680			680	170			170		170
Childrens & Families	CDS/SEND/Health Integration (B07 2016)	Closed or Completed	Closed or Completed	300			300						
Childrens & Families	Libraries, Archives, Information and Learning (B13, OfCA15 2015 & B12 2016)	Closed or Completed	Closed or Completed	80			80						
Childrens & Families	Remodelling Early Help - Early Years Sold Offer	No Status	No Status	50	75	100	225						
Childrens & Families Totals				1,681	75	100	1,856	171			171	66	105

Exceptions Details by Project		
Portfolio & Status	Project Name	
Experiencing Obstacles	CFCS Management Structure Review	The remaining outstanding savings from this project are anticipated to be delivered 2018/19
Compromised	Contracts Review	<p>2017/18 savings delivered.</p> <p>The compromised savings have reduced from £237k last month due to additional savings that have been allocated to this project achieved through a renegotiation of the bed price at Clayfields charged to the Youth Justice Board.</p> <p>The plan is for the remaining compromised savings to be managed as part of the wider departmental budget management.</p>

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Cashable benefits				Projected At Risk / Slippage & Over Achievement				Savings delivered in an alternative way	Net at risk amount
				2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s		
Place	Road Lighting Energy	On Target	On Target	225			225						
Place	Efficiency Savings: Transport and Travel Service Budget	On Target	On Target	179			179						
Place	Property Services and FM - Base Budget Reductions	On Target	On Target	100			100						
Place	Broadband	On Target	On Target										
Place	Commercialisation of Business Support and Advice	On Target	On Target	75			75						
Place	Sherwood Forest (OfC A15 & A16)	On Target	On Target	295			295						
Place	Removal of sports funding	On Target	On Target	108			108						
Place	Reduction of arts funding	On Target	On Target	63			63						
Place	Country Parks and Green Estate: Service Efficiencies - grounds maintenance & staffing (November 2017 Communities and Place Committee)	On Target	On Target	30			30						
Place	Service transformation – Conservation – Greenwood / Green Estates (Dec 17 Communities and Place Committee)	On Target	On Target	10			10						
Place	Reduction in net cost of the Trading Standards through increased income	On Target	On Target	13	132		145						
Place	Serco Contract efficiencies - Holme Pierrepont	On Target	On Target		50		50						
Place	Statutory School Transport	Compromised	Compromised	686			686	686			686		686
Place	Highways JV (OfC B13)	Closed or Completed	Closed or Completed	400			400						
Place Totals				2,184	182		2,366	686			686		686

Exceptions Details by Project		
Portfolio & Status	Project Name	
Compromised	Statutory School Transport	<p>The decision has been made not to proceed with the previously approved policy change on the basis that organisational priorities have changed since the original proposal was put forward.</p> <p>The Place Department are currently undertaking a transport whole system review and any saving identified will mitigate these undeliverable savings.</p>

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Cashable benefits				Projected At Risk / Slippage & Over Achievement				Savings delivered in an alternative way	Net at risk amount
				2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s		
CEX	Business Support Services Review (ASCH&PP and CFCS) (A07/A15)	On Target	On Target	700	300	318	1,318						
CEX	Efficiency Savings – Finance and Procurement Groups	On Target	On Target	540			540						
CEX	Business Management System - Change of Support Partner (Jan 18 Personnel Committee)	On Target	On Target	307			307						
CEX	Revised Integrated Human Resources Workforce Planning and Organisational Design Structure	On Target	On Target	221			221						
CEX	Review of ICT Operating Model (Nov 17 - Improvement and Change Sub Committee)	On Target	On Target			200	200						
CEX	A revised staffing structure for Democratic Services to meet future demand and changed requirements.	On Target	On Target	165			165						
CEX	HR - CSC: New Operating Model	On Target	On Target	35			35						
CEX	HR - Operational and Strategic HR: Further development of the integrated HR Business Partnering Operating Model	On Target	On Target	33			33						
CEX	Legal: Continuing electronic working and office efficiencies	On Target	On Target	33			33						
CEX	Reprioritisation of resources and efficiencies - Performance	On Target	On Target	67			67						
CEX	Budget reductions in communications and marketing (Jan 18 Policy Committee)	On Target	On Target	22	35		57						
CEX	Network rationalisation (Nov 17 - Improvement and Change Sub Committee)	On Target	On Target		50		50						
CEX	Saving money on print and postage costs	On Target	On Target	11			11						
CEX	Complaints and information - Efficiencies in complaints services	On Target	On Target	12			12						
CEX	Democratic Services: Further service efficiencies	On Target	On Target	8			8						
CEX	BRMI	On Target	On Target										
CEX	Smarter Working	On Target	On Target										
CEX	ICT services efficiency programme	Closed or Completed	Closed or Completed	115			115						
Resources Totals				2,269	385	518	3,172						

04 September 2018**Agenda Item: 5****REPORT OF THE CORPORATE DIRECTOR, PLACE****PLACE DEPARTMENT – IMPROVEMENT AND CHANGE PORTFOLIO****Purpose of the Report**

1. This report provides the Improvement and Change Sub-Committee with further details of performance and progress against section 4 of the Place Department Plan – The Place Improvement and Change Portfolio.

Information

2. The Place Departmental Plan was developed during 2017 and agreed by Policy Committee in January 2018.
3. Section 4 of the Place Plan details three programmes of work that will support the Improvement and Change Portfolio. These are:
 - a. Our Internal journey of improvement
 - b. Investment and commercial returns
 - c. Doing things differently with less

Progress**Our Internal Journey of improvement**

4. The new Place Department went live in October 2017 and since that time processes have been put in place to improve the infrastructure of the Department to ensure there is improved communication and management oversight, with stronger grip around how we manage our business.
5. A Risk Safety and Emergency Management Group has been established to monitor Health and Safety and Emergency Planning issues together with GDPR and Insurance claim activity across the department.
6. On a regular basis the Place Leadership Team which is made up of Directors and Group Managers becomes the Place Transformation Board where all improvement or savings projects are monitored or established.

7. Following a restructure of the department a comprehensive Leadership Development Programme is well underway in order to build leadership capacity and create high performing leaders and teams. A large number of Place Department employees have been brought onto floor 3 of County Hall and are making full use of smarter working opportunities.
8. As part of Leadership Development Programme a set of Core Values has been established and cascaded to staff. These set out a framework for how colleagues can approach their day to day activities. Our core values and behaviours are:
 - Open & accountable: Working honestly and openly, and to do what we have agreed
 - Embrace diversity: Untapping and harnessing the power of difference
 - Courageous: Being confident to innovate and improve without fear of failure
 - Ambitious: Making our services the best they can be, making it happen
 - Collaborative: Working relentlessly to achieve win/win outcomes
9. A new core data set has been established to monitor our progress against our departmental plan.

Investment and commercial returns

10. This programme focuses on the development of proposals that generate new sources of income for the County Council to help reduce the public subsidy for the services we provide for residents and businesses.
11. Turner & Townsend were commissioned to undertake a comprehensive review of our Properties Services. The Diagnostic stage is now complete and a report went to Policy Committee in June 2018.
12. A number of work streams have been identified each with its own plan of activity and governance structure. Implementation of all plans are underway.
13. The review of the Catering and Facilities commercial model is now subject to a member led review which is currently being established.
14. The Trading Standards Service have successfully appointed a new member of staff to lead on income generation within the service and a more comprehensive plan of activity is now underway and is being reported to the Community & Place committee.

Doing things differently with less

15. This programme is focused on getting the maximum value from our reducing resources. Taking a fresh look at how we operate and aligned our priorities across service areas in a joined-up approach
16. In keeping with our core values and being collaborative and open we have recently been undertaking a revenue budget review and having sessions with all teams across the department. These sessions have had three main drivers, firstly to ensure we have an open, honest and collective understanding of where there are savings and pressures across the Department. This has then allowed new thinking to emerge with opportunities for savings or income generating projects to come forward. Thirdly, to identify common and cross cutting issues, including a realignment of budgets that haven't been reviewed or adjusted in recent

years. We will be talking through some of these new project ideas with Members to seek their views on which of the ideas we should develop into full business cases.

17. A new community's function was approved at Communities & Place Committee in March which brings together the previous community/voluntary sector and community safety teams. The combined function creates specialist resource to support the delivery of the Council's Local Improvement Scheme. The scheme is funding over 200 community and voluntary groups, including Parish Council's across Nottinghamshire to the value of £2.2 million for 2018/2019.
18. As detailed in the progress report on Delivery of Improvement and Change Programmes, Projects and Savings template (appendix A) good progress has been made against the milestone in relation to potential partnership working with NHS Commissioning groups. A review is also taking place of our public transport services this will be reported to Communities and Place Committee in March 19.
19. Inspire continues to go from strength to strength and in 2018 was awarded £1m from Arts Council England – National Portfolio Organisation, this funding is not available for NCC which shows the success of this charitable organisation. Regular reports on Inspire performance are presented at Community and Place Department.

Other Options Considered

20. 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

21. The Council's Constitution requires each Committee to review performance in relation to the services provided on a regular basis. The terms of reference 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

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

RECOMMENDATION/S

- 1) The Improvement and Change Sub-Committee consider the progress against The Place Improvement and Changed Portfolio outlined above and 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 [SLB 23/08/2018]

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

Financial Comments [RWK 23/08/2018]

24. There is no specific financial implications arising directly from the report

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- None

Electoral Division(s) and Member(s) Affected

- All

4th September 2018**Agenda Item: 6****REPORT OF THE GROUP MANAGER BUILD, CHANGE AND
ENGAGEMENT, CHIEF EXECUTIVE'S DEPARTMENT****ICT PROGRAMMES AND PERFORMANCE QUARTER 1 2018-19****Purpose of the Report**

1. To provide the Improvement & Change Sub-Committee with the 1st quarter progress update on key projects and performance measures for ICT Services and to outline the major planned activities over the next 6 month period.

Information and Advice**Programmes Update**

2. The ICT Strategy 2017-20 identifies the four ICT strategic themes supporting business transformation across the County Council. These themes shape much of the activity and priorities within ICT Services (covered in the progress and planning sections of the report - paragraphs 3 and 4). The four key themes are:
 - **Smarter working:** *Technology supporting a workforce able to work flexibly, where and when it best suits them, their customers and service users and managed by results.*
 - **Health and social care technology integration:** *Improving the health and wellbeing of the local population through technology enabled integrated health and social care services.*
 - **Business intelligence:** *Technology providing robust, timely and accessible information that drives informed decision making, service commissioning and business transformation.*
 - **Cloud services** (off-premise data centres): *A flexible, scalable and secure Cloud infrastructure where service cost is tied to applications and usage and user experience is managed.*
3. Progress has been made across the priority ICT projects over the last quarter and a summary of progress is as follows:

- i. A programme of work is ongoing to plan, scope and deliver the transition of ICT services away from the County Hall data centre to *Cloud* based solutions by the end of 2019. The procurement and contractual arrangements have been completed and Microsoft, our partners for this piece of work, are on site and work is underway. The planned composition of the Cloud service model is as follows:

Model	Description
Software as a Service (SaaS)	<p>This model enables an organisation to rent an application and its underlying infrastructure. This is often chargeable on a per user per month basis.</p> <p>The first solution delivered through this model will be Microsoft Office 365 (O365). This is Microsoft's SaaS solution for the delivery of their office productivity software e.g. Outlook (e-mail, calendar, contacts), Word, Excel, PowerPoint, SharePoint (team and project spaces), OneNote, OneDrive (file and folder storage and sharing), Skype for Business etc.</p>
Infrastructure as a Service Public Cloud (IaaS)	<p>Microsoft will provide and support the server infrastructure that the software, databases and data are hosted on using their Azure platform. This is delivered through their UK data centres in the form of <i>virtualised</i> servers (physical servers that are segmented to run multiple systems) and accessed through secure network connections. The County Council retains responsibility for the provision and support of the systems.</p>
Co-location model	<p>The County Council will retain a small amount of infrastructure and some systems in the externally positioned Node 4 Data Centre. This is because not all technologies currently lend themselves to the above 2 models.</p>

- ii. The Cloud Programme is now well under way with activities including:

- Deployment of new network components to enable secure access to the Cloud-hosted data and applications.
- Assessment of applications, software and data that will be suitable to migrate to Microsoft Azure Cloud.

- Assessment of the impact of migrating existing OneSpace sites, and agreeing the new look and feel and features available.
 - Identifying applications/OneSpace sites which contain criminal law enforcement data and therefore may not be eligible for migration due to Data Protection regulations.
 - Planning for migration to the Office 365 (O365) email solution
 - A Working Group including representatives from each department has been established to support effective communications and engagement with the Cloud Programme.
- iii. The Smarter Working Programme is providing mobile technology over the next 2 years to replace much of the desktop computer estate. This will assist many more staff to be able to work more flexibly and allow for better use of the NCC property assets. The restacking of County Hall is now complete including the move of ICT Services from Trent Bridge House (TBH). The next phase of the Smarter Working Programme includes the Adult Care Financial Services (ACFS) and Business Support Centre (BSC) teams at Trent Bridge House, and all staff at Prospect House, before moving to Children, Families and Cultural Services (CFCS) and Adult Social Care and Health (ASCH) frontline staff at Meadow House, Sir John Robinson Way and Sherwood Energy Village later in the year.
- iv. The rollout of the new managed print service is complete with the exception of Registrars which is planned for July/August.
- v. Rollout of the new public WiFi, and device.wifi corporate solution (for staff and partners) is now complete and planning is underway to decommission the now redundant staff.wifi. Site surveys have been undertaken to support the development of a proposal to enhance WiFi availability and capacity.
- vi. As part of the project to transition mobile voice and data services from Vodafone to EE, the migration of tablet devices is now complete and the Smartphone and Talk and Text device migration is now underway. It is anticipated that savings of £300k per annum will be delivered, once the transition from Vodafone has been completed.
- vii. Following Microsoft's announcement that it will no longer focus on developing its Windows 10 operating system for smartphones, a technology roadmap and supporting plans have been developed to define the future direction for smartphones. The first phase will replace Windows 8.1 smartphones that are not supported beyond July 2019.
- viii. The element of workflow automation with King's Mill Hospital, which includes automatic referrals for patients who require a supported discharge has gone live and has been well received. The next phases of work which include real time updates for supported discharge cases and current referrals to Social Care have been scoped and agreed and work is under way.

- ix. Work is ongoing on the renewal of the contracts with Inspire and VIA and is expected to be concluded shortly.
 - x. Following on from the awarding of the Home First Contract supporting Countywide Rapid Response and Hospital Discharge services a proof of concept solution has been developed jointly between Adult Social Care and Health (ASCH) and ICT services. This has been made live and has been very well received. Work is now underway to develop this solution further to support the more complex Home Based Care contracts.
 - xi. SOCITM (the professional network for digital leaders in public services) recently published their latest “Better Connected” report which evaluates local authorities’ online performance, with a different set of services selected each year for assessment. For 2017/18, NCC scored 4 stars (the highest possible score) for the highways “report streetlight failure”. This online service was developed in house in collaboration between Highways, the Digital Team, the Customer Service Centre and ICT. The existing online pothole reporting system provides a very similar service which raises the question of whether putting effort and resources into developing a “pothole reporting app” (as raised at Improvement and Change Sub Committee on 25 June 2018) would deliver any significant benefits or be the most effective way of addressing the challenges faced by the authority in dealing with potholes.
4. Over the next 6 months the major focus of activity will include the following:
- i. Delivery of the Cloud Programme will include:
 - A proof of concept will be undertaken that will build an environment, migrate a test service and test access within Microsoft Azure.
 - SharePoint remediation work will be complete and a migration plan will be agreed. Migration is expected to commence during September 2018.
 - Establish which applications are appropriate for migration to Azure, identify any associated issues and plan for migration to start in September 2018.
 - A proof of concept for the migration of email to Office 365 (O365) online will be undertaken. Migration is expected to commence in October and complete during December 2018.
 - An increased level of communications including papers to CLT and Improvement and Change Sub Committee, further engagement with departments through the Cloud Working Group, and broader communications as appropriate via the intranet.
 - ii. As part of the Smarter Working Programme, new devices will be deployed to the Care Financial Services (ACFS) and Business Support Centre (BSC) teams at Trent Bridge House (TBH) and, once network remediation has been completed, all staff at Prospect House before moving on to Children, Families and Cultural Services (CFCS) and Adult Social Care and Health (ASCH) front-line staff.
 - iii. Phase 2 of the Computer Equipment Replacement Programme (CERP) which includes the refurbishment of equipment replaced as part of the Smarter Working Programme

will be completed. The following sites are within scope:

- Byron House - EDT
- Mansfield, Newark, Arnold, Kirkby, Worksop, Hucknall and Retford libraries
- Touchdowns at various sites across the county
- VIA Bilsthorpe, Gamston Stevenson Way, Sutton and Blyth Depots
- County enterprise foods
- Rainworth Distribution Centre
- Barncroft, Moorlands and Ley Street Day Centres
- Worksop Community Hub
- Ashfield CLDT (Portland Street Bungalows)
- Brook Farm
- Bestwood County Park
- James Hince EPH

- iv. The Staff WiFi solution (which has been replaced by the Device WiFi solution for staff and partners) will be decommissioned.
- v. The new managed print service will be rolled out to Registrars.
- vi. The transition from Vodafone to EE will be completed with all devices migrated or replaced.
- vii. Following Microsoft's announcement that it will no longer focus on developing its Windows 10 operating system for smartphones, a technology roadmap and supporting plans have been developed to define the future direction for smartphones. The first phase will replace Windows 8.1 smartphones that are not supported beyond July 2019, and as part of this work a pilot of Sony Smartphones will be undertaken.
- viii. The next phase of the Corporate Performance Reporting Project for the further development of the business intelligence hub will be scoped and initiated.
- ix. As part of the Health and Social Care interoperability initiative, real time access to Care Package, Safeguarding, Dementia and Autism information held in Mosaic will be provided to Doncaster and Bassetlaw Teaching Hospitals
- x. The Shared Care Record which will provide access for NCC staff to Health data held in the Care Centric Portal will go live.
- xi. The project to build on the successful Home First solution to support Home Based Care will be initiated.
- xii. The introduction of the Microsoft Windows 10 operating system on laptop devices will begin with the rollout of X380 Yoga devices in August.
- xiii. The project to transition mobile voice and data services to EE will be completed.

- xiv. New ICT contracts with Inspire and VIA will be agreed and signed, as the initial two year contracts established when the ASDMs were created have now expired.
- xv. In response to feedback from Members, ICT will undertake a review of the ICT devices and services available to Members, their suitability, and possible options for improvement. In the meantime, in response to comments at the previous Improvement and Change Sub-Committee on 25 June 2018, Guest Wifi login details have been shared with Members.

Performance Update

- 5. To provide a balanced assessment of performance, ICT Services measures four groups of indicators that cover business activities, customers, staff and finance. Performance for the 1st quarter of 2018-19 is attached as an Appendix.

Business Activity Indicator

- 6. The business activity indicators measure some of the key day to day operational performance areas, with the two most significant being systems availability and incident resolution. The focus is to ensure that business critical systems are operational during business hours and that any incidents are resolved speedily and within Service Level Agreement (SLA). Due mainly to an issue with the authorities Wide Area Network (delivered and managed by Virgin Media Business) and a failure of MASH Mosaic due to a software coding issue, related to a supplier upgrade Systems availability dipped to 99.33% in the quarter.
- 7. The speed with which ICT Services and suppliers respond to incidents improved over 2016-17 to bring performance up to the target level. This quarter was adversely affected by the MASH Mosaic issue (a software coding / supplier upgrade issue), which resulted in over 1000 additional calls being raised with the Service Desk compared to a comparable month. This incident alone resulted in the most calls logged in a single month over the last 3 years. A Continual Service Improvement Plan remains in place to identify areas where further improvements are required.
- 8. The County Council is increasingly reliant on its ICT provision and so disruptions to services need to be avoided wherever possible. During this period a system fault within the Virgin Media Business managed network caused an outage on the authorities core Network. We also lost our public printing for half a day, this being resolved by the supplier restarting its services. We also had significant impact caused by a coding issue related to the upgrade to Mosaic. This resulted in availability and performance issues and had a detrimental effect on the delivery of the ICT service desk. A lessons learned review is currently being undertaken, led by senior management within the Children's, Families and Cultural Services (CFSC) Department.
- 9. However, performance issues still present themselves periodically on the schools network and these are currently under investigation by Virgin Media Business (VMB). An issue with Lync supplier Daisy's infrastructure caused some Lync telephony issues

during this period. Although, to some extent, this is outside of our control further mitigation has been implemented to reduce the risk of recurrence.

10. The business activity indicators also show two project performance indicators that are used by the Chartered Institute of Public Finance and Accountancy (CIPFA). The project delivery index is used to measure conformance to good project management standards e.g. adoption of PRINCE 2 methodology, business case produced, delivery to timelines, business benefits achieved etc. Performance against this indicator remains consistently high since we reorganised the service and incorporated dedicated programme and project management resources. The second indicator is related to delivery of milestones and measures the overall percentage of milestones delivered by the planned timelines and at 84% is slightly below the target of 85% largely due to some activities being completed but not signed off.

Customer Indicator

11. The access channel into ICT Services is the Service Desk which receives and handles incidents, service requests and enquiries. The efficiency and effectiveness of this function is crucial for the user perception of the whole range of services provided. Daily customer satisfaction feedback is collected from corporate and school users of the Service Desk and is being measured against a target score of 4.5 (score 1-poor, 5-excellent). The feedback from users' remains very positive and above target. A new incident reporting system is being used in ICT Services and will enable easier reporting and tracking as these features are introduced.

Staff Indicator

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

Financial Indicator

13. Revenue spending is in line for the year with overall budget plans and financial savings of £140k delivered as per Options for Change. The capital spend has been re-profiled for 2018-19 and subsequent two years with the Cloud Services Programme progressing after successful negotiations with our Microsoft Partners.
14. ICT Services also continues to provide very favourable cost comparisons with other public sector bodies with the cost of ICT support within the lowest cost quartile of the current annual CIPFA benchmarking.

Reason for Recommendation

15. To raise awareness of progress on the key ICT programmes and performance indicators for 2018-19.

Statutory and Policy Implications

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

RECOMMENDATION

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

Sue Milburn

Group Manager, Build Change and Engagement (ICT)

For any enquiries about this report please contact: Sue Milburn on 0115 9773196

Constitutional Comments: (SLB 17/08/2018)

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

Financial Comments: (CSB 22/08/2018)

18. Financial performance is outlined in paragraphs 13 and 14. ICT Services continues to monitor against key performance indicators to improve value for money.

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





ICT Services Overall Performance: Quarter 1 2018-19



Key symbols table:







Status	Indicators	Trend	Base this on change from same period last year
	Below target by more than 10%		Improving trend
	Below target by up to 10%		Deteriorating trend
	On or above target		No change
	No reported data or no target		



Business Activity Indicator	Performance 2017-18			Performance 2018-19				Comments
	Q2 Actual	Q3 Actual	Q4 Actual	Q1 Actual	Q1 Target	Status	Trend	
Average Availability of Business Critical Services (B001)	99.94%	99.95%	99.88%	99.33%	99.80%			<p>There are 96 services identified as Business Critical to the County Council e.g. e-mail, internet, Mosaic, BMS, Capita ONE etc. Contributory factors to this high level of availability are the investment in the ICT infrastructure (such as the network, servers, cabling and data centres), a proactive approach to infrastructure alerts and monitoring (taking pre-emptive action where necessary), plus the rapid response of technical teams should issues occur.</p> <p>A Countywide Wide area Network issue in April and outages for both Corporate Printers and MASH Mosaic on 2 days in June are the reason for the overall dip in availability to end of June 18.</p>



Business Activity Indicator	Performance 2017-18			Performance 2018-19				Comments
	Q2 Actual	Q3 Actual	Q4 Actual	Q1 Actual	Q1 Target	Status	Trend	
Percentage of Mobile Devices* Within the ICT Estate (B062) <small>*Laptop or Tablet devices, compared to desktop devices</small>	43.88%	41.37%	44.97%	47.60%	45.00%			Laptop and tablet computer devices now account for 47%. With the advent of the Smarter Working Programme many desktop computers and small form factor tablets are being replaced with tablets/laptops.
Percentage Incidents Resolved Within Agreed Service Levels (B009)	88.25%	91.90%	91.26%	90.39%	92.00%			<p>This indicator assesses the performance of the ICT function in restoring service and responding to incidents within our Service Level Agreement (SLA). In this quarter there were over 8,000 incidents reported and increased numbers of telephone calls recorded. Performance is down against previous quarters as the authority had to deal with the consequences of a Major Service impacting Mosaic software issue.</p> <p>The incident resulted in nearly an additional 1000 incidents and was the highest number of recorded in any single month over the last 3 years.</p>
Percentage of ICT Changes Successfully Completed (B032)	98.40%	99.28%	98.95%	100%	98.00%			<p>The ICT change management process aims to ensure that upgrades and new services are implemented without any negative impact on service provision and ensure that all changes to business critical services have been comprehensively planned, tested and authorised before being carried out. In this quarter there were 243 changes.</p> <p>The change submitted to upgrade Mosaic was rigorously tested by the project implementation team however an error found in testing was accepted by the business and as such introduced into the live estate.</p> <p>This had a negative impact on the availability and performance of Mosaic, the number of Service Desk calls received and the capacity of ICT to respond to other service affecting issues.</p>









Business Activity Indicator	Performance 2017-18			Performance 2018-19				Comments
	Q2 Actual	Q3 Actual	Q4 Actual	Q1 Actual	Q1 Target	Status	Trend	
Compliance to CIPFA Project Delivery Index (B052)	8.7	9.0	8.2	8.1	8.0			This indicator measures the effectiveness of ICT project management and delivery by assessing approved projects completed in the quarter against a set of 9 defined criteria established by CIPFA and based around PRINCE 2. Seven projects were closed in this quarter.
Percentage of Project Milestones Delivered (B053)	81%	89%	86%	84%	85%			Each project and priority activity incorporates a series of milestones (both for ICT Services and the business) that are the basis for assessing progress. These can be updated by Project Boards to reflect revisions to scope, priorities etc. Progress has been made against all priorities as outlined in paragraph 3 of the report.

Customer Indicator	Performance 2017-18			Performance 2018-19				Comments
	Q2 Actual	Q3 Actual	Q4 Actual	Q1 Actual	Q1 Target	Status	Trend	
Average Customer Satisfaction Score* *Corp (C001A01) / Schools (C002A01)	4.59/ 4.96	4.28/ 4.60	4.50/ 4.75	4.68/ 4.89	4.50/ 4.50			The access channel into ICT Services is the Service Desk which receives and handles the incidents, service requests and enquiries. The efficiency and effectiveness of this function is crucial for the user perception of the whole range of services provided. ICT Services collects information regarding customer's satisfaction (score 1-poor, 5-excellent) of the ICT incident management process for both corporate and school users (weekly sample sizes are approximately 30 corporate users and 20 school users).

Customer Indicator	Performance 2017-18			Performance 2018-19				Comments
	Q2 Actual	Q3 Actual	Q4 Actual	Q1 Actual	Q1 Target	Status	Trend	
Percentage of Service Desk 1st Call Resolutions (C010)	58.09%	58.55%	61.40%	57.61%	50.00%			First call resolution measures the effectiveness of the Service Desk at first point of call. The 50% target of incidents resolved at 1st point of call is a balance of being able to manage the call volumes through the desk and maintaining a high percentage success rate within the allocated call period (6 minutes).
Average Service Desk Call Duration (C011)	5:45 mins	5:44 mins	6:04 mins	5:51 mins	6.00 mins			In order to manage call volumes and achieve a lower call abandonment rate, a target of 6 minutes (ICT industry practice) is allocated to each call to the first line Service Desk.
Percentage Service Desk Calls Dropped (C014)	5.10%	7.30%	7.47%	13.14%	10.00%			<p>This measures the proportion of calls unanswered by the Service Desk (including calls that are terminated by the user having heard recorded incident updates). Significant improvements have been made throughout the last year in call handling management. This is reflected in a more ambitious target for 2017/18 (from 12% to 10%).</p> <p>Resources have been stretched over the quarter with the Service Desk dealing with significant increases in call volumes, mainly due to the Mosaic MI.</p>

Staff Indicator	Performance 2017-18			Performance 2018-19				Comments
	Q2 Actual	Q3 Actual	Q4 Actual	Q1 Actual	Q1 Target	Status	Trend	
Average Number of Absence Days Per Staff Member (S003)	3.01	5.72	8.22	1.42	1.75			The absence reported is within target and represents the lowest absence reported since Q1 2017-18.

Average Number of Professional Training Days Per Staff Member (S004)	2.08	3.61	4.96	1.07	0.75			The annual target is 3 days per member of staff and based on completed timesheets. Training levels are above target. The approach 12 incorporates attending training courses, gaining internal knowledge transfer/coaching across ICT and 'CBT' for people studying/exams for various technology disciplines.
--	------	------	------	------	------	---	---	---

Financial Indicator	Performance 2017-18			Performance 2018-19				Comments
	Q2 Actual	Q3 Actual	Q4 Actual	Q1 Actual	Q1 Target	Status	Trend	
Expenditure Against Revenue (F001)	57%	75%	100%	24%	25%			Planned budget reductions of £479k have been delivered in 2017-18. Spending for 2018-19 is in line with budget plans.
Expenditure Against Capital (F002)	56%	51%	100%	62%	25%			Capital Spending for the Smarter Working Programme, Microsoft Licensing and infrastructure upgrades were in line with plans. Capital spending on the Cloud Services Programme has been re-profiled into 2018-19 and the Capital Budget was adjusted in line with this. £3m of Cloud capital funding has been committed under the Microsoft contract resulting in accelerated capital expenditure spend.
Cost of ICT Support Per User (F006)	£225	£223	£223	£201	£224			Our current cost of £201 per user puts the County Council at the lowest cost quartile of CIPFA 2016 benchmarking. The target of £224 is based on remaining at the lowest cost quartile.
Cost of ICT Support Per Workstation (F007)	£194	£230	£190	£202	£217			Our current cost of £202 per workstation puts the County Council in the lowest cost quartile of CIPFA 2016 benchmarking. The target of £217 is based on remaining within the lowest cost quartile.

4 September 2018**Agenda Item: 7****REPORT OF THE SERVICE DIRECTOR, CUSTOMERS, GOVERNANCE AND
EMPLOYEES****WORK PROGRAMME****Purpose of the Report**

To review the Committee's work programme for 2018/19.

Information and Advice

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.

The attached work programme includes items which can be anticipated at the present time. Other items will be added to the programme as they are identified.

Other Options Considered

None.

Reason/s for Recommendation/s

To assist the Committee in preparing and managing its work programme.

Statutory and Policy Implications

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

RECOMMENDATION

- 1) That the Committee considers whether any amendments are required to the work programme.

Marjorie Toward,
Service Director, Customers, Governance and Employees

For any enquiries about this report please contact:

Keith Ford, Team Manager, Democratic Services Tel. 0115 9772590

E-mail: keith.ford@nottscc.gov.uk

Constitutional Comments (SLB)

The Committee has authority to consider the matters set out in this report by virtue of its terms of reference.

Financial Comments (NS)

There are no financial implications arising directly from this report.

Background Papers

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- None

Electoral Division(s) and Member(s) Affected

- All

IMPROVEMENT AND CHANGE SUB-COMMITTEE - WORK PROGRAMME (AS AT 3 AUGUST 2018)

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>Lead Officer</u>	<u>Report Author</u>
5 November 2018			
Cloud Programme Update	To provide Committee with an update on the moved towards the Cloud.	Nigel Stevenson	Neil Marriott
Approaches to project management	To consider difference project management approaches such as Prince 2 and agile project management.	Nigel Stevenson	Sue Milburn
Transformation Strategy	To consider the Council's new transformation strategy	Nigel Stevenson	TBC
Programmes, projects and savings - Quarter 2	Progress report on delivery of programmes, projects and savings	Nigel Stevenson	Celia Morris
ICT Programmes and Performance – Quarter 2	Progress report on ICT programmes and performance.	Nigel Stevenson	Sue Milburn
Smarter Working Programme Update	To provide a progress report to the Committee, including revised governance arrangements for the Programme.	Nigel Stevenson	Iain McMillan
7 January 2019			
Online Services	To consider the Council's current online offer to customers, with reference to the approach of other Councils and any national benchmarking data (requested by the Committee on 25 June).	Marjorie Toward	TBC
Departmental Update on Improvement & Change	Update on progress within one of the Council's Departments from the relevant Corporate Director or Chief Executive (Date and Department TBC)	TBC	TBC
Council Plan – Six Monthly Review of Progress	Overview of progress against the Council Plan	Nigel Stevenson	Celia Morris
4 March 2019			
Programmes, projects and savings - Quarter 3	Progress report on delivery of programmes, projects and savings	Nigel Stevenson	Celia Morris
ICT Programmes and Performance – Quarter 3	Progress report on ICT programmes and projects	Nigel Stevenson	Sue Milburn
30 April 2019			
Departmental Update on Improvement & Change	Update on progress within one of the Council's Departments from the relevant Corporate Director or Chief Executive (Date and Department TBC)	TBC	TBC

Smarter Working Programme Update	To provide a progress report to the Committee	Nigel Stevenson	Iain McMillan
24 June 2019			
Council Plan – Review of Progress Quarter 4	Overview of progress against the Council Plan	Nigel Stevenson	Celia Morris
Programmes, projects and savings - Quarter 4	Progress report on delivery of programmes, projects and savings	Nigel Stevenson	Celia Morris
ICT Programmes and Performance – Quarter 4	Progress report on ICT programmes and performance.	Nigel Stevenson	Sue Milburn
Departmental Update on Improvement & Change	Update on progress within one of the Council's Departments from the relevant Corporate Director or Chief Executive (Date and Department TBC)	TBC	TBC