

Improvement and Change Sub-Committee

Tuesday, 21 July 2020 at 10:30

Virtual meeting, <https://www.youtube.com/user/nottsccl>

AGENDA

- 1 To note the appointment by Full Council on 11 June 2020 of Councillor Reg Adair as Chairman of the Sub-Committee for the 2020-21 municipal year
- 2 To note the membership of the Committee for the 2020-21 municipal year as follows: Councillors Reg Adair, John Cottey, Jim Creamer, Kate Foale, Tony Harper, Richard Jackson, David Martin, Diana Meale and Philip Owen.
- 3 Minutes of the last meeting held on 27 January 2020 3 - 6
- 4 Apologies for Absence
- 5 Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary)
- 6 Progress Report on Delivery of Improvement and Change Programmes, Projects and Savings 7 - 46
- 7 ICT Update 47 - 50
- 8 Update on Progress with Future Approach to Transformation and Change 51 - 58

Notes

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

Customer Services Centre 0300 500 80 80

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

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

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

Meeting IMPROVEMENT AND CHANGE SUB-COMMITTEE

Date 27 January 2020 (commencing at 10.30 am)

Membership

Persons absent are marked with an 'A'

COUNCILLORS

Reg Adair (Chairman)

John Cottee
Jim Creamer
Kate Foale
A Tony Harper

Richard Jackson
A David Martin
Diana Meale
Philip Owen

SUBSTITUTE MEMBERS

Boyd Elliott for Tony Harper

OFFICERS IN ATTENDANCE

Paul Johnson Adult Social Care and Health Department

Sara Allmond Adam Crevald Rob Disney Keith Ford Sue Milburn Marie Rowney James Silverward Nigel Stevenson Marjorie Toward	}	Chief Executive's Department
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Jon Hawketts	Children and Families Department
Emily Sullivan	Children and Families Department

Derek Higon	Place Department
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Steve Phillips	Newton Europe
Georgia Wickes	Newton Europe

1. MINUTES

The Minutes of the last meeting held on 25 November 2019, having been previously circulated, were confirmed and signed by the Chairman.

2. APOLOGIES FOR ABSENCE

The following apologies for absence were submitted:-

- Councillor David Martin – other reasons
- Councillor Tony Harper – other reasons

3. DECLARATIONS OF INTERESTS

None

4. MYNOTTS APP DEVELOPMENT AND IMPLEMENTATION – PROGRESS UPDATE

Marie Rowney, Group Manager Customer Service introduced the report, gave a demonstration of the new App and responded to questions.

RESOLVED 2020/01

That the launch of the App be agreed and a further progress update report be received in 9 months' time.

5. UPDATE REPORT ON THE REPLACEMENT OF WINDOWS SMARTPHONES

Adam Crevald, Group Manager Design and Technical introduced the report and responded to questions.

RESOLVED 2020/002

That no further reports on this subject needed to be included on the work plan at this time.

6. TECHNOLOGY UPDATE

Adam Crevald, Group Manager Design and Technical introduced the report, gave a presentation and responded to questions.

RESOLVED 2020/003

That update reports on the technologies highlighted in this report be received regularly and added to the work programme.

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

Jon Hawketts, Group Manager Quality and Improvement introduced the report and responded to questions.

RESOLVED 2020/004

That there were no actions arising from the report

8. YOUR NOTTINGHAMSHIRE YOUR FUTURE – COUNCIL PLAN PROGRESS REVIEW 2019/20

Rob Disney, Group Manager - Assurance introduced the report and responded to questions.

RESOLVED 2020/005

That there were no actions arising from the report.

9. UPDATE ON PROGRESS WITH FUTURE APPROACH TO TRANSFORMATION AND CHANGE

Sue Milburn, Group Manager Transformation and Change and Steve Phillips and Georgia Wickes from Newton Europe introduced the report, gave a presentation and responded to questions.

RESOLVED 2020/006

That the Committee receive a further update in March 2020

10. WORK PROGRAMME

RESOLVED 2020/007

That the Work Programme be agreed.

The meeting closed at 12.23 pm

CHAIRMAN

**REPORT OF THE GROUP MANAGER, TRANSFORMATION AND CHANGE,
CHIEF EXECUTIVE'S DEPARTMENT****PROGRESS REPORT ON DELIVERY OF IMPROVEMENT AND CHANGE
PROGRAMMES, PROJECTS AND SAVINGS****Purpose of the Report**

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

Information

2. This update reports against the departmental Improvement and Change Portfolios contained within the Council's refreshed Departmental Strategies approved by Policy Committee in May 2019 with effect from end May 2020.
3. The report focuses upon the detail in the following appendices.
4. **Appendix A** provides an exception report relating to progress in delivering departmental Improvement and Change Portfolios as of end of Quarter 4 2019-2020.
5. **Appendix B** provides an exception report as at end May 2020, for savings projects and some other strategically significant projects by portfolio for the Children and Families, Place and Chief Executives Departments. This status report is produced on a monthly basis from individual project highlight reports.
6. **Appendix C** provides an exception report based on programme level status update for the Adult Social Care and Health Improving Lives Portfolio. This status report is produced on a monthly basis from individual project highlight reports.
7. **Appendices D - E** provide detailed change requests outlined in paragraph 15 below.
8. The overall financial position set out in the Programmes and Projects Status reports, including savings at risk and amendments to the profile of savings approved through formal change control, is contained within the body of the financial monitoring report that is regularly considered by the Finance and Major Contracts Management Committee. The financial monitoring report also provides a summary of the revenue budgets for each Committee for the current financial year.

Overall Status of the Transformation and Change Portfolio

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

individual programmes and projects; however due to the emergency response to COVID-19 outbreak, a significant number of programmes and projects have been placed on hold in order to allow the departments to work in a responsive manner and to deliver essential services that have emerged. This has also released essential resources to deliver the emergency outcomes for our citizens. Therefore these appendices outline the changes in status of the programmes and projects, but also indicate the last recorded status of them prior to being placed on hold, for reference. No projects are currently listed as 'At Risk' or 'Compromised'.

Overall Savings Position

10. **Appendix B (Children and Families, Place and Chief Executives Department) and Appendix C (Adult Social Care and Health)** to this report outline in detail the delivery status of individual programmes and projects.
11. Across all portfolios the total savings target over the four years 2019/20-2022/23 is £24.2M.
12. The final position statement for financial year 2019/20 demonstrated that 29 projects with a savings value of £15.4M were completed with a further £0.6M of savings requesting write-off. Savings relating to these projects have been taken from the Medium Term Financial Strategy. A further 11 projects have commenced in 2020/21, which total a savings profile of £1.2M. Therefore the future savings total of £9.4M will be reported on from Quarter 1 of 2020/21 onwards.
13. The breakdown of projected savings delivery, by Portfolio across the four years 2019/20-2022/23 as at end May 2020 is as follows:
 - Adult Social Care & Health Portfolio - total savings target of £6.4M which projected to be over achieved by £0.5m.
 - Chief Executives Portfolio - total savings of £0.3M which are projected to be delivered as planned.
 - Children & Families Portfolio - total savings of £2.3M which are projected to be delivered as planned.
 - Place Portfolio - total savings of £1.4M which are projected to be delivered as planned.

Projects Requesting Change Requests or Write-offs

14. The following projects have submitted for changes to their savings profiles, as follows:-
 - Appendix D – Change Request for Housing with Care
 - Appendix E – Change Request for Better Practice in Support Planning for Older Adults 65 yrs+

Other Options Considered

15. None.

Reason/s for Recommendation/s

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

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

Statutory and Policy Implications

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

Financial Implications

19. The delivery of the programmes and projects set out in **Appendices B & C** is a key component of the Council's Medium Term Financial Strategy.
20. Across all portfolios the total savings target across the four years 2019/20-2022/23 is £24.2m.

RECOMMENDATION/S

21. It is recommended that the Sub Committee:
- 1) considers the departmental Improvement and Change portfolio update and the quarterly projects and savings update and decides whether any other action is required.
 - 2) Agrees the project change requests outlined in Appendix D and Appendix E.

Sue Milburn
Group Manager, Transformation & Change

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

Constitutional Comments (CH 08.06.2020)

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

Financial Comments (SS 12/06/2020)

23. The report details savings totalling £24.2M which are expected to be delivered over the period 2019/20 to 2022/23.

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.

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All

ASCH Improvement and Change Portfolio – January to March 2020 Update

Programme 1 – Improve wellbeing through prevention and promoting independence

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

Overview of progress: The Department is on track to deliver this programme.

Key Milestones	Implementation Date	Status	Updates, Exception Detail and Mitigations
Roll out the three-tier conversation so that more people will be supported to resolve their care needs as early as possible. Savings Target: £735K	March 2021	On Target	
Increase the number of people who benefit from short term services to help them regain skills and confidence or recuperate after an illness. Savings Target: £2.067M	March 2020	On Target	
Provide a therapy lead approach to assessment and support planning to maximise people's independence.	March 2020	On Target	
Implement a multi-agency strategy that aims to reduce the risk of abuse and/or neglect of adults with care and support needs.	June 2020	On Target	
Nottinghamshire Employment and Health Strategy	March 2020	On Target	
Work to standards laid out in the Wellbeing at Work toolkit for enhancement of staff wellbeing. For commissioned services, service specification will include requirements to adhere to Wellbeing at Work, adopting a Making Every Contact Count type approach and sign up to the tobacco declaration.	March 2021	On Target	
Within Adult Social Care and Health, frontline staff will be supported to have healthy conversations with people.	March 2021	On Target	
Implementation of the new Carers Strategy with partners to enable carers to access good quality advice, information and support. Savings Target: £80K	March 2021	On Target	

Programme 2 – Develop our integrated health and social care system

Programme Outline: This programme will work with health partners to develop and evaluate new models of care that meet both the social care and health needs of people across the county. It will consider the priorities in the NHS 10 Year Plan and forthcoming Adult Social Care Green Paper. Action Plans will be developed to address any population health challenges and Public Health reserves used to test out innovative approaches to emerging population health needs.

Overview of progress: The Department is on track to deliver this programme.

Key Milestones	Implementation Date	Status	Updates, Exception Detail and Mitigations
Agree prevention and early intervention pathways of care following the ambitions within the NHS 10-year plan and ensure Integrated Care System (ICS) workstreams and organisational workplans incorporate effective measures to improve prevention and population health.	March 2021	On Target	
Work with NHS colleagues to ensure that the Joint Strategic Needs Assessment (JNSA) properly supports timely, evidence-based decision-making in the emerging Integrated Care System (ICS) functions.	January 2020	Completed	
Support Health and Wellbeing Board partners to implement place-based plans to contribute to food, environment and physical activity objectives, which will support residents to reduce their risk of obesity and diet related diseases.	March 2021	On Target	
Implement the Integrated Care System Mental Health Strategy to achieve agreed actions working in partnership with health colleagues and providers as well as voluntary and community sector providers.	2024	On Target	
Embed alcohol risk identification and brief advice provision in the wider workforce by providing training for 693 professionals, to help motivate at-risk drinkers to reduce their alcohol consumption and so their risk of alcohol related harm.	March 2020	On Target	
Support delivery of trauma-informed services, by training staff to Implement the Routine Enquiry into Childhood Adversity (REACH) approach. This will ensure that 300 frontline workers	March 2020 Page 12 of 58	On Target	

are provided the skills to enquire into previous childhood trauma when assessing needs of adults for services. Anticipated benefits of this approach include improved engagement in services and improved health and social outcomes.			
Increase the number of people who receive support to manage their own health and well-being.	March 2020	On Target	
Increase the number of people who benefit from personalised approaches through an increase in personal health budgets and personalised care and support plans.	March 2020	On Target	
Roll out the best conditions needed for integrated health and social care frontline older adults' teams and pilot new approaches including joined up assessments.	March 2020	On Target	
Work together with health colleagues to reduce Nottinghamshire delays to discharge to the national target and implement the 'Discharge to Assess' model. Maintain excellent social care delays performance and improve the effectiveness of hospital discharge processes.	January 2021	On Target	

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

Programme Outline: A key part of this programme will be to work with independent care and support providers to understand their pressures and to ensure the fees paid for care services reflect the cost of delivery of good quality care. The main projects that will deliver this work are increasing home care capacity and sustainability of care providers; review of older people's care home structure, and a review of residential care for younger adults in accordance with the savings and efficiencies programme.

The Public Health budget is invested in a range of evidence-based services which fulfil statutory duties and deliver clear public health outcomes and good return on investment for public money. This programme will also include supporting recruitment and retention of staff and building a sustainable workforce with both the independent sector and internally for home-based care.

Overview of Progress: The Department is on track to deliver this programme.

Key Milestones	Implementation Date	Status	Updates, Exception Detail and Mitigations
Develop an Adult Social Care Digital strategy to improve the customer experience and increase the efficiency and effectiveness with which we work.	April 2020	On Target	
Review Home First Response Service (HFRS), Short Term Assessment and Reablement (START) and homecare to ensure maximum effectiveness.	October 2020	On Target	.
Confirm commissioning strategies for Housing with Care (HWC) to offer a range of housing options which will help people who are aged 65 years and over to stay as independent as possible for as long as possible. Savings target: £456K £125K (as per change request December 2019)	March 2022	On Target	
Confirm commissioning strategies for Housing with Support (HWS) to offer a range of housing options which will help people under the age of 65 to stay as independent as possible for as long as possible. Savings: £2.960M	March 2023	On Target	
Increase the number of Shared Lives placements we can offer, helping people with long term care needs live with support in a home environment.	February 2020 Page 14 of 58	On Target	Project was put on hold as part of the Department's emergency response to Covid 19. Delivery dates to be revised in light of February 2020 report to Adult Social Care & Public Health Committee.

Appendix A

Establish an integrated wellbeing service which delivers improved healthy lifestyle outcomes for groups with the greatest need.	April 2020	On Target	
Establish an all-age substance misuse treatment and recovery service that tackles inter-generational substance misuse through a family-based approach. Recovery outcomes include successful completions, improved mental wellbeing, increased engagement in education, training and employment and improved housing and accommodation where a need is identified.	April 2020	On Target	
Attract and recruit people with the right qualifications, skills, knowledge and experience to work in frontline social care roles in the Council and home care.	Commenced and will be ongoing	On Target	
Commercialisation of the Council's directly provided Social Care services.	Summer 2022	Experiencing Obstacles	CEF are continuing to work with ICT to explore and develop ways for the service to work more efficiently through the use of technology. One of these projects is to improve the current website to make it easier to market CEF and improve the service for customers who wish to order online and pay for their meals in advance. The Marketing Officer is focussing on increasing sales to existing customers and marketing the service to new customers. Development of the Brooke farm site at Linby commenced on the 20 th January and will continue for 16 weeks.

Chief Executive's Department: January – March 2020 Update

Programme 1 – Consolidating our new department			
Key Milestones	Implementation Date	Status	Update, Exception Detail and Mitigations
Develop new operating models in the new department.	December 2019	Complete	
Peer review outcome report will be reported to Committee in the Autumn, along with an Action Plan setting out next steps on the recommendations.	October 2019	Complete	

Programme 2 –Commercial Strategy			
Key Milestones	Implementation Date	Status	Update, Exception Detail and Mitigations
Embed commercial skills by providing commercially focused training that will form part of the key competencies for Council employees.	Ongoing	On Target	
Further services supported in their commercial development.	Ongoing	On Target	
Undertake a review of pricing and charging.	May 2020	Experiencing Obstacles	Due to internal movement of staff and staff sickness absence, progress has been delayed. Work on this project has now re-commenced and is on target to complete in May before being presented to members.

Programme 3 – Intelligence led Performance			
Key Milestones	Implementation Date	Status	Update, Exception Detail and Mitigations
Prioritise deliverables for business intelligence across the Council.	Autumn 2019	Complete	
Refresh the operating model and processes for performance and intelligence.	Model developed Winter 2019/20	On Target	
Bring together people and place data to provide spatial analysis for service and inform demand management.	Autumn 2019	On Target	
Upgrade our Geographical Information Systems to provide mapping of spatial data.		On Target	
Develop our approach to predictive analytics, machine learning and Artificial Intelligence, including our ethical use of data.	Autumn 2019	Experiencing Obstacles	Draft policy and procedures have been prepared for internal consultation. Consideration will be given to these at the Information Governance Management Board and Governance and Ethics Committee in the Spring. The timescales for this work have been revised to allow for wider discussion of the innovative topics that they cover and engagement with the Council's new transformation partner.

Programme 4 – Information Governance			
Key Milestones	Implementation Date	Status	Update, Exception Detail and Mitigations
SharePoint Governance Group established.	May 2019	Complete	
ICT staff trained by Microsoft in O365 capabilities and produce action plan for effective implementation (note: this milestone is part of Cloud Migration but is a key requirement of Information Governance Improvement Programme).	June – Sept 2019	Complete	
Document Management – pilot External Sharing Sites established, and document management capabilities tested.	Dec 19 –Sept 20 (revised) Page 18 of 58	Experiencing Obstacles	Consultants undertook development and design work on external sharing sites in Dec 19. Work on external site lifecycle governance and

Appendix A

			management progressing. Ability to implement document management technology in Office 365 (O365) impacted by having a variety of operating systems on computers across the Council. ICT will be updating systems over Spring / Summer after which O365 document management capabilities will be able to be deployed consistently across the Council. A fact-finding exercise with other Council's is taking place to learn from their approaches to document management using O365.
Review of document management good practice within NCC and development of associated principles, guidance and tools for Council-wide use.	Dec 19 – Sept 20 (revised)	Experiencing Obstacles	As above. Liaison with the Records Management Service (provided by Inspire) taking place to scope and improve NCC records management approach and policies, standards, procedures etc. Legal Services identified as operating good document management practice. Requirements gathering to take place to apply full O365 capabilities to their work as a proof of concept for the wider Council.

Programme 5 – Our Workforce

Key Milestones	Implementation Date	Status	Update, Exception Detail and Mitigations
Refresh People Strategy.	July 2019	Complete	

Programme 6 – Health and Social Care Technology Integration

Key Milestones	Implementation Date	Status	Update, Exception Detail and Mitigations
Improving referral workflows with King's Mill Hospital and other hospitals within Sherwood Forest Hospital Trust (SFHT).	July 2019	Complete	

Appendix A

Developing a secure technology approach for automating workflows amongst a number of Health and Social Care partners.	December 2019	Complete	
Implementing a standard for Wi-Fi access for staff and partners across health and local authority sites.	Ongoing	On Target	
Use of portal technology for sharing agreed information between Health and Social Care practitioners.	Sept 2019	Complete	
Use technology to support improvements to home-based care services.	Jan 2020	Complete	
Use technology to support vulnerable children.	June 2020	On Target	
Access provided to E-Healthscope for Public Health team	February 2020	Complete	
Improving referral workflows with Doncaster & Bassetlaw Hospital Trust (DBHT).	December 2019	Complete	
Improving referral workflows with Nottingham University Trust Hospitals (NUH).	Awaiting a new date from NUH	Complete	
Create a standard suite of interoperability standards for wider use	January 2021	On Target	

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

Key Milestones	Implementation Date	Status	Update, Exception Detail and Mitigations
Migrate to an Office 365 platform.	November 2019	Complete	
Upgrade of desktop / laptop Office image from 2013 to 2016.	September 2019	Complete	
Transition a range of applications and databases to off-site solution.	March 2020	Complete	
Complete migration to O365 secure email solution	December 2019	Complete	
Commence migration of H drive data to OneDrive	March 2020	On hold	This workstream has been put on hold due to risk of migrations during emergency COVID-19 state
Windows 7 replacement commenced	December 2019	Complete	
Windows 7 replacement completed	February 2020	Complete	
Node 4 consolidation – equipment removal	March 2020	On Target	

Smart phones – have new android devices available to order under business as usual processes	March 2020	Complete	
Commence replacement of Windows smartphones with new Android devices	March 2020	Complete	

Programme 8 – Investing in Nottinghamshire

Key Milestones	Implementation Date	Status	Update, Exception Detail and Mitigations
Undertake detailed feasibility work to support the disposal of existing office premises and development of new accommodation to better meet the needs of the Council.	April 2020	Complete	
Complete Detailed Design for new build on County Hall site, West Bridgford and present to Committee for decision	September 2020	On Target	
Submit Planning Application for new office development at Top Wighay	September 2020	On Target	

Programme 9 – Improving Customer Experience through Digital Development

Key Milestones	Implementation Date	Status	Update, Exception Detail and Mitigations
Report to Improvement and Change Sub Committee to approve the scope and initial deliverables	Oct 2019	Complete	
Departmental leads nominated for Programme Board	Oct 2019	Complete	
Initial Programme Board scheduled for 15 th October 2019	On-going	Complete	

Programme 10 – Member Communication and Engagement

Key Milestones	Implementation Date	Status	Update, Exception Detail and Mitigations
Programme plan developed and agreed.	September 2019	Complete	
Additional resources identified.	September 2019	Complete	
Review of Corporate Complaints procedure undertaken.	March 2020	On Target	

Develop member training on key cross cutting issues such as the effective use of social media, personal safety and member conduct.	June 2020	On Target	
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Children's Improvement and Change Portfolio – January – March 2020 Update

Programme 1 – Remodelling Practice			
Key Milestones	Implementation Date	Status	Update, Exception Detail and Mitigations
Review of recruitment and retention initiatives.	Dec 2019 Ongoing	On Target	
Implementation of new audit and learning visit model.	April 2019 Ongoing	On Target	
Develop and embed new Framework for Practice	May 2020	On Hold	<p>This workstream is currently on hold. There will be a review of this workstream by the end of April to identify tasks which can be progressed during Covid-19 restrictions. When the workstream resumes, priorities include:</p> <ul style="list-style-type: none"> • Roll out of training in relation to strengths-based practice • Implementation of preferred strengths-based language • Further embedding of strengths-based practice in Child Protection Conferences
Review of Staffing Model	May 2020	On Hold	<p>This workstream is currently on hold. There will be a review of this workstream by the end of April to identify tasks which can be progressed during Covid-19 restrictions. When the workstream resumes, priorities include:</p> <ul style="list-style-type: none"> • Implementation of an Advanced Practitioner role (subject to Committee approval) • Implementation of a Managing Allegations Service (subject to Committee approval) • Progression of the Front Door Development Plan in respect of the MASH • Development of a current position statement in relation to recruitment and retention in the Residential Homes

			<ul style="list-style-type: none"> Evaluation of Early Intervention Domestic Abuse Link Worker pilot.
Business Intelligence	Timescale TBC	Complete	
Develop and implement Career Pathway	March 2020	On Target	

Programme 2 – Remodelling Children’s Care

Key Milestones	Implementation Date	Status	Update, Exception Detail and Mitigations
Social Impact Bond: Implement new services for children on the edge of care and provide additional services to stabilise or deescalate care placements where appropriate and safe to do so through the DN2 Social Impact Bond project. (DN2 is a partnership between Derby City Council, Nottingham City Council and Nottinghamshire County Council). Saving: £500k	September 2020	Compromised	<p>The implementation of the project was originally delayed as DN2 were unable to progress two investment options. The terms of the third investment option were in the process of being agreed, but events have been overtaken with Covid 19. The main elements of the project are now on pause.</p> <p>The government have confirmed £3m of outcome payments will be ringfenced for the DN2 partners for 6 months whilst the situation regarding Covid 19 becomes clearer.</p> <p>The provider is continuing with mobilising in preparation for the launch and they have recruited and employed staff to work with service users.</p> <p>The delay in implementation will impact upon the current savings schedule and so a formal change request will be prepared once the contract is finalised and signed.</p>
Regional Commissioning: Deliver a new sub-regional arrangement for procuring residential and foster care placements. (D2N2 is a partnership between Derby City Council, Derbyshire County Council, Nottingham City Council and Nottinghamshire County Council). Saving: £260k	January 2020	On Target	
Children’s Home Governance:	March 2019 Ongoing	On Target	

Review the governance arrangement and independent scrutiny of the authority's own residential provision.			
Fostering Development: Increase the number of foster placements available within the county by 50 over three years, from April 2019. Saving: £471k	March 2022	Experiencing Obstacles	Various initiatives still underway to deliver an increase in the retention and recruitment of Foster Carers (i.e.; marketing, increased support for carers and additional benefits to ensure a competitive package) all on track and within timeline. Baseline and benefits monitoring now in place; however, we are currently behind the projected target to achieve +50 new foster carers by April 2022. Although 16 new mainstream carers have been recruited since April 2019, 25 have left the service taking us to -9. On a positive note, further research showed this was primarily due to a "spike" of carers retiring or leaving the service for personal reasons. None were lost to competitors/ IFA's.
Development of new NCC Residential Home: Increase the residential provision available within the county.	September 2020	Experiencing Obstacles	Following a wider consideration of NCC's Sufficiency Strategy, which sets out the authority's approach to providing for its looked after children, CLT has directed the project to recommend the purchase of 3 pairs of 2-bed homes on a draw-down arrangement of capital funding. Policy Committee papers have been re-drafted accordingly. Potential properties to replace Oakhurst are also being assessed, for which the funding will be sought separately.
Maximising capacity of residential homes: Sale of excess disability beds Saving: £393k	March 2020	Experiencing Obstacles	Whilst the 19/20 external sales target is forecast to be approximately £50k short of the target, the position has improved slightly with the addition of a Derbyshire child. Added to the ongoing demand from Nottingham and a price increase there is a high probability of the remainder being met in 20/21. Work with Finance on sales forecasting has been initiated.

Programme 3 – Future of Education Support			
Key Milestones	Implementation Date	Status	Update, Exception Detail and Mitigations
Further strengthen partnership working to improve outcomes for all pupils (attainment and progress).	2021	On Target	
Ensure that basic need funding is allocated where it is most needed to increase secondary school places from 2019 and beyond. £20 million to be invested in primary and secondary place provision.	2020	Experiencing Obstacles	<p>Basic Need funding continues to be allocated where it is most needed. In relation to the 2018-2019, basic need funding, this has been ‘allocated’ to the secondary expansions at the Rushcliffe School, the Carlton Academy. The Carlton Le Willows feasibility study is now complete and waiting for confirmation from the ESFA of the Nottinghamshire basic need allocation for 2020. A report will then be taken to CYP Committee.</p> <p>Analysis suggests that a new secondary school in the West Bridgford planning area will be required as further expansion of existing West Bridgford schools may not be enough to meet local need. Funding is not currently available from either basic need or developer contributions. Further work needs to be done on the modelling/feasibility for the new school. A report is scheduled to go to committee in Q4 outlining the timelines and processes to be followed and seek funding for this work.</p> <p>The 2019/2020 basic need programmes are still at feasibility stage.</p>
Open new schools and childcare provision as a result of housing developments.	September 2019 & September 2020	On Target	
Review the high needs budget in the context of Alternative Provision free schools, review of inclusion and area behaviour partnerships to ensure that	2018-2020	On Target	

high needs funding is targeted where it is needed most.			
Support schools to work in closer partnership with parents to raise standards for all.	2019-2021	On Target	
Refresh the Closing the Gap strategy in the light of the skills agenda, national curriculum changes and the further development of schools working more closely with businesses and parents.	2021	On Target	
Review of SEND school provision.	2020	Experiencing Obstacles	The demand arising for specialist school places continues to increase. The expansion and rebuild of Orchard Special School is underway and will be completed by May 2020. This will deliver much needed additional specialist places but will not be sufficient to meet the projected demand. This will result in more children and young people accessing costlier and out of county places and add further costs to the SEND transport budget. Options to further increase SEND school provision within Nottinghamshire continue to be considered including opportunities for the expansion of the pupil admission numbers at existing special school sites. Updates will be provided in future portfolio updates. Members will be presented with a proposal during the Spring term 2020 advising the need to build a further special school in the Hucknall or Ollerton area.
Vocational education pathways exploring opportunities linked with wider economic development projects.	November 2019	On Target	

Programme 4 – Remodelling Early Help			
Key Milestones	Implementation Date	Status	Update, Exception Detail and Mitigations
Carry out an extensive review of our preparation for and transition to adulthood for children and young people with SEND.	May 2020	Experiencing Obstacles	<p>The Triennial Review's draft recommendations were considered and agreed by the Nottinghamshire SEND Accountability Board on 22 January 2020.</p> <p>Action plans for the three groups: (1) education and employment, (2) health transitions, and (3) independence and relationships) were due to be completed before the end of March 2020 for consideration at the Nottinghamshire SEND Accountability Board on 22 April 2020.</p> <p>Due to Covid-19, the individual action plans were not completed, and the SEND Accountability Board meeting due to take place on 22 April has been cancelled.</p> <p>It will be possible to carry forward these actions to the beginning of July 2020, when the next SEND Board meeting is due to take place on 6 July. These actions will be included in the Nottinghamshire SEND Strategic Plan for 2020-2023 which will be considered by the SEND Accountability Board also on Monday 6 July 2020.</p>
CYP Committee March 2019 approved the Children's Centre Service be brought back under the management of the Council at contract end on the 1st June 2020. The Children's Centre Service targeted offer will remain unchanged and through better integration with other Early Years Services in house will improve outcomes.	1 June 2020	On Target	
Review how we provide early help in line with any changes to the governments Troubled Families programme.	April 2020	On Target	
Review how we respond to contextual safeguarding issues including extremism.	2021	On Target	

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

Place Improvement and Change Portfolio – January – March 2020 Update

Programme 1 – Our internal journey of improvement			
Key Milestones	Implementation Date	Status	Exception Detail and Mitigations
New core data set established.	May 2019	Complete	
New Departmental Programme governance arrangements in place.	March 2020	Complete	
Leadership skills/behaviours programme complete.	Summer 2019	Complete	
Further development of the Place Risk, Safety and Emergency Management Group (RSEMG).	Ongoing through quarterly meetings	On Target	

Programme 2 – Generating investment and improved commercial returns			
Key Milestones	Implementation Date	Status	Exception Detail and Mitigations
Complete the Property Services Transformation Programme to secure a more effective corporate property function and enabling corporate property assets to be better managed. Phase 1: •Service restructure and transfer of compliance team to Arc •Processes & Policies Review •Establish Key Performance Indicators •Improved data and information management	Autumn 2019	Complete	
Seek Approval for Phase 2 of Property Transformation Phase 2 Programme from Policy Committee	October 2019	On Target	
Review our Catering and Facilities Management Services to move towards cost neutrality.	March 2020	On Target	

Remodel our Highways Development Control function to increase capacity and support through industrial and residential development.	Summer 2019	Complete	
Review our approach to fees and charges for our services to ensure the right balance between cost of service provision and income generation.	December 2019	Experiencing Obstacles	The Place Review of Fees and Charges is continuing to progress. The current approach to Residents Parking Permits is being reviewed by officers. Overcoming barriers in accessing information required to understand full costs continue to be an issue in some service areas.
Remodel the governance, commissioning and management of our highway's management functions, in collaboration with Via East Midlands, now that Via is wholly owned by the Council.	March 2020	On Target	

Programme 3 – Doing things differently with less

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

Project Status Report as at end May 2020

Status Key

On Target	Successful delivery of the project to time, cost and quality is achievable and there are no major outstanding issues at this stage that threaten delivery
Experiencing Obstacles	Successful delivery is probable, however, there are minor issues which need resolving to ensure they do not materialise into major issues threatening delivery. This is an early warning category, if the minor issues are resolved in a timely manner, it is unlikely that project savings will be put / remain at risk.
At Risk	Based on available evidence, successful delivery still appears feasible but significant issues exist with scope, timescales, cost, assumptions and/or benefits. Issues appear resolvable, but action is required
Compromised	Based on available evidence, successful delivery of the project appears to be at significant risk. There are major issues with project scope, timescales, cost, assumptions and/or benefits. Immediate action required to resolve issues.
Closed or Completed	Project benefits have been achieved, or there has been an official change to the benefits profile (through change control) so the project is complete or declared undeliverable
On Hold	Awaiting major points of clarification / decision-making to enable PID and plan to be completed. Alternatively placed on hold during COVID-19 emergency response period

Portfolio	Project Name	Project Status (Last Reported)	Project Status (This Month)	Savings Targets				At Risk / Slippage & Over / Early Delivery						Savings delivered in an alternative way	Net at risk amount
				2020/21 (£000)s	2021/22 (£000)s	2022/23 (£000s)	Total (£000)s	Previous Years (£000s)	2020/21 (£000)s	2021/22 & Previous Years (£000s) (£000)s	2021/22 (£000s)	2022/23 (£000s)	Total (£000)s		
Children's, Families & Culture	Social Impact Bond	Compromised	On Hold	250			250	250		250	-250				
Children's, Families & Culture	Regional Commissioning & Cost Control	On Hold	Closed or Completed	130	90		220								
Children's, Families & Culture	Development of the Fostering Service	Experiencing Obstacles	On Hold	283	357		640								
Children's, Families & Culture	Remodelling Children's Centre Services	On Target	On Target	830	170		1,000								
Children's, Families & Culture	Increasing in-house Residential Capacity	Experiencing Obstacles	On Hold												
Children's, Families & Culture	Leaving Care Offer	On Target	On Hold												
Children's, Families & Culture	DCATCH Home Based Support	On Target	Closed or Completed	50	76		126								
Children's, Families & Culture	Remodelling Early Help - Early Years Sold Offer	On Target	On Hold	100			100		100	100			100	100	
Children's & Families Totals				1,643	693		2,336	250	100	350	-250		100	100	

Exceptions Details by Project		
Portfolio & Status	Project Name	
On Hold	Social Impact Bond	This project is on hold during the emergency response to COVID-19
	Development of the Fostering Service	This project is on hold during the emergency response to COVID-19
	Increasing In-House Residential Capacity	This project is on hold during the emergency response to COVID-19
	Leaving Care Offer	This project is on hold during the emergency response to COVID-19

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

Exceptions Details by Project		
Portfolio & Status	Project Name	
Experiencing Obstacles	Delivering Sustainable Waste Services	Comments below reflect progress until end Feb 2020 due to limited progress in March, April and May caused by the COVID-19 situation. The Communications Plan has been reviewed . Project Team to review with Veolia and decide way forward. Veolia provided generic video footage to Ashfield District Council for testing and amendments have been made to this draft. Additional filming to be completed by the end of March. Once complete this will be circulated to other District Council/Borough Councils to tailor the to their own processes.
On Hold	Departmental Fees and Charges	This project is on hold during the emergency response to COVID-19
Experiencing Obstacles	Bus Station Review	The status is 'experiencing obstacles' as being delivered one month later (May 2020) than originally envisaged. Savings reprofiled and approved by Nigel Stevenson in Dec 2019. However, the Bus Station restructure has not been delivered as planned for 1 May 2020 as training could not be carried out due to Covid-19 The introduction of a departure charge increase has been delayed due to the financial instability of operators; and the operators not introducing fare increases. This is reviewed on a monthly basis. There is also a significant reduction in income for 20/21 as the operators have been operating on reduced timetables (0% to 40%).A specialist agent was appointed in early April to market Retford Cafe. They will confirm the best time to market the property due to Covid-19. Arc are to commission the work for toilet charges introduction & refurbishment but this has been delayed. Working up the spec for advertising within the ESPO agreement, advertising solutions framework has been delayed.
Experiencing Obstacles	Concessions and Passes - Revised NET Scheme	Progress report will go to the revised Challenge Panel (end of June) once the Ticket Machine quote has been received and other options have been considered.
On Hold	Local Bus	This project is on hold during the emergency response to COVID-19
No Status	Catering and FM Service	This project has not been scoped and initiated to date

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

Improving Lives Portfolio Committee Updates - (as per Project Highlight Reports, submitted end May 2020)

Ref	Programme & Brief Overview	Programme Status (Last	Programme Status (This	Trend		Project Status	Savings Targets				Savings at Risk / Slippage / Over delivery						Savings delivered	Net at risk amount	Department/Finance/PMO Comments
						Project	2020/21 (£000)s	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s	Previous Years (£000)s	2020/21 (£000)s	2020/21 & Previous Years (£000)s	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s			
	Improving Lives Portfolio	On Target	On Hold	Same			4,948	1,142	348	6,438	-1,210	-272	-1,482	993		-489		-489	
ASCH 180123	Promoting Independence Interventions This programme of work will look at changes across 3 main areas detailed below:	On Target	On Hold	Same			3,689	1,142	348	5,179	-1,582	192	-1,390	771		-619		-619	The programme status for Promoting Independence interventions for Adults is now reporting as on hold due to emergency response to COVID-19. Previous status: On target (instead of experiencing obstacles). This is due to changes in the forecast achievable savings for two projects within this programme, NES/Improving Lives and Promoting Independence in Supported Living and Outreach Services. Cross Cutting: Status: Whilst for 2019/20 the programme will be short of its target savings, this is due to early delivery of savings by the Targeted Reviews project and
	Ageing Well: This work brings together 4 areas of activity: •Improve best practice and decision making in support planning (including in hospital settings). •Increase capacity in reablement •Ensure short term provision is used to maximise independence •Greater provision of Housing with Care (Extra Care).					Reabling more older people to regain their independence by increasing capacity in the START Service & scheduling service user visits	On Hold	This month the transforming reablement project remains on target. 185 service users completed reablement with START in January 2020. 80.9% of these service users required no ongoing homecare following their reablement. The average length of stay in START during January 2020 was 22 days.											
						Supporting the use of best practice in the support planning of Older Adults' care services	On Hold												
	Example Benefits: •More adults aged 65+ completing START reablement. • A shorter average time spent in START, helping to increase capacity. • More service users will have benefitted from appropriate short term intervention, to support them to greater levels of independence. • Greater sharing of best practice will allow for improved consistency in support planning across teams, leading to improved outcomes for service users. • More service users are on a more appropriate pathway, giving them a more independent ongoing level of care.	Experiencing Obstacles	On Hold	Same		Housing with Care	Closed or Completed												
ASCH1 803	Living Well: The overall aim of this work is to ensure service users are supported to live as independently as possible with a good quality of life. This work will focus across three areas below: • Promoting independence in current settings. • Supporting service users to live as independently as possible. • Preparing for Adulthood – Improving Transitions between Children's and Adult's Services. Example Benefits: • Reduction in the number of support / outreach hours commissioned in existing settings (e.g. supported living schemes / residential care) through active reviewing and better use of shared hours and negotiations with providers. • More people supported to move into a more independent setting (e.g. from residential care to supported living, or from supported living into general needs accommodation. •More people receiving short-term enablement support that helps maximise their independence for longer.	On Target	On Hold	Same		Housing with Support	On Hold	This work combines three existing projects, Reductions in Long Term Care Placements, Promoting Independence in Supported Living and Outreach Services and Alternatives to Residential Care. The Housing with Support work will then go on to build upon these existing projects, by implementing the Housing with Support Strategy which seeks to ensure the effective management of the whole Younger Adults Accommodation landscape, ensuring where housing is a requirement of meeting someone's support needs, that this is done in the most appropriate setting to support independence.											
						Notts Enabling Service	On Hold	08/04/20 Project ON HOLD in response to COVID-19 emergency. (CD PMO) The Notts Enabling Service (NES) project is on target for 2020/21. The number of younger adults having their independence promoted by the team through focussed work to learn or regain life skills is currently 34 per month, this is against a target of 32.5. These activity levels and the positive outcomes the team are supporting individuals to achieve means in turn there is a decrease in the on going level of support needed. The result of this is that NES savings is currently forecasted at £154k in year for 2020/21.											
						Transitions	On Hold	Work to promote the independence of people transitioning in to adults services continues to be successful. This in turn has resulted in a reduction in the level of support needed and therefore this project is on target to deliver against it savings target. The number of people the team have worked with has slowed down in quarter 1 of this year as fewer referrals have been received this will be kept under review to determine if this is changes next month.											
	Cross cutting interventions: This work refers to intervention that applies to service users aged 18-64 and 65+, and includes work across: • Further Investment in Assistive Technology (AT) to Promote Independence. • Income Generating Projects. Example Benefits: •Increased ability of service users to use Assistive Technology to self-care and remain independent for longer, and increased opportunities to prevent falls and reduce hospital admissions.	On Target	On Hold			Review the benefit rates and minimum income guarantee levels used to calculate service users' contributions towards the cost of their care and support.	On Hold	The profiled savings target of £2.6m has already been met through activity undertaken during 2019/20. Outstanding handover arrangements for some associated activities that will continue as part of business as usual arrangements have been developed but some of these have been put on hold due to COVID-19 response. As expected, the levels of approved short term waivers and number of approved Disability Related Expenditure (DRE) cases above the £20 standard allowance are exceeding the 2018-19 baseline as a result of the changes to the contributions policy.											
						Further Expansion of Assistive Technology to Promote Independence (C08)	On Hold	Project on HOLD due to COVID-19 response. (CD PMO) Savings for 2019/20 are calculated quarterly . Based on assistive technology installations for the first nine months of the 2019/20 financial year and the full year carry forward from 2018/19 activity, savings are currently forecast by finance to be £2.243m against a target of £2.175m.											
						Brokerage for self-funders (full cost recovery)	On Hold	Project on hold due to staff resources being diverted to COVID-19 priorities. 92 service users were invoiced for the brokerage service as at April, equating to projected annual income of £11,337. Various mitigations are in place in order to try and reduce the projected year end income gap.											
ASCH 1801	Early Resolution Programme relates to interventions that occur when someone first contacts/accesses services. This programme extends the existing Early Resolution project through the adoption of the 3 Tier Model to engage with people who approach the Council for care and support: •Tier 1 connects people to local resources •Tier 2 helps where more than Tier 1 support is required, offering swift and appropriate support to help people regain their independence or develop new skills. This may include	On Target	On Hold	Same			416			416	-142	-80	-127	222		95		95	The programme was overall is on track, but has been moved to On Hold due to emergency COVID- 19 response The 3 Tier project status is currently performing above target and it continues to reduce the number of referrals sent from Adult Access Service to district teams that could result in the completion of a Care and Support Assessment.
						Early Resolution (3 Tier)	On Hold	The Early Resolution (3 Tier) project main focus is to resolve issues for people who contact the council with a query as early as possible at the front door. Help and support is given to people to help themselves to information, providing guidance and signposting people to other partners and community support as appropriate. Solutions are offered that support people in the short term or a crisis situation hence reducing the amount of people that are referred to our district community teams for an assessment of need that may result a long term care package. The project remains on target in reducing the amount of referrals passed to district teams. This means more people are benefiting from an early intervention in a timely way.											

Ref	Programme & Brief Overview	Programme Status (Last)	Programme Status (This)	Trend	Project	Project Status	Savings Targets				Savings at Risk / Slippage / Over delivery						Savings delivered	Net at risk amount	Department/Finance/PMO Comments			
					Project		2020/21 (£000)s	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s	Previous Years (£000)s	2020/21 (£000)s	2020/21 & Previous Years (£000)s	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s						
	access to short term support. •Tier 3 helps those people who, after Tier 2, have ongoing care and support needs. This approach applies equally to Service Users and Carers. Example Benefits: • A reduction in the number of people assessed for care				New ways of working for carers	On Hold	The key updates for this month are as follows:The final versions of the assessment forms have been built in Firmstep and are being testedExtra staffing resources are working through the outstanding carer reviewsThe review process is being worked on and will be confirmed next monthProposal to be returned to ICT Change Board 10th March with additional requested informationICT have raised further technical issues which require addressing which could delay the implementation of the new process Mitigating actions: Both versions of the new assessment form have been built in Firmstep and being tested, extra staffing working through outstanding reviews, tasks to be undertaken by new MIS team been confirmed, review processes are being confirmed, solutions are being sought following issues raised by ICT.															
ASCH1 805	Commissioning & Direct Services The main focus of this programme is considering options around the use of some of the Department's Direct Services, in order to optimise opportunities to reduce running costs and increase income through commercial development. Relevant Direct Services under the scope of this work include: •The County Horticulture and Work Training Service •Care and Support Centres •Investment in Shared Lives Outcomes the programme will support: •Promote greater use of the services and their assets. •Increase income generation and maximise productivity. • Increase in the number of Shared Lives carer households recruited.	Experiencing Obstacles	On Hold	Same			843			843	514	-384	130			130		130	Due to Emergency Response to COVID-19, this programme has been put on hold for April Reporting The overall status of the programme is Experiencing Obstacles due to some projects being At Risk or Experiencing Obstacles. Current projections are that the project savings will be delivered as planned for Care and Support Centre's. Bishops Court will close March 2020. County Horticulture project is Experiencing Obstacles due to latest estimated development being great than budget. Mitigation: A report is going to Finance and Major Contracts Management Committee seeking approval to vary the capital programme. Integrated Community Equipment Loan Scheme is Experiencing Obstacles due to still awaiting confirmation from partners of renegotiation of contributions. Mitigation: further correspondence has been sent to partners to confirm they are in agreement and a reply is awaited. Work to Maximise income to the Council's directly provided services is at risk. Mitigation: Work is underway to explore whether short breaks capacity could be marketed to other authorities and an application has been completed to be on the			
					Care & Support Centres (C03)	On Hold	Bishops Court scheduled to close March 2020. The assessment apartments at Priory Ct are now open. The additional 10 temp beds at Westwood have been extended until 31/3/20. So from 1/4/20 there will be 10 assessment apartments in Bassetlaw and 10 community places supported by health.															
					County Horticulture and Work Training Service	On Hold	Development of the County Horticulture Brooke Farm site is continuing as planned.															
					Investment in Shared lives	On Hold	Committee report to recruit four new coordinators for the Shared Lives scheme was approved at ASCH committee on February 3rd. A new project will commence in April 2020 to recruit 100 new carers over 3-5 years.															
					Maximise the income available to the Council's directly provided adult social care services	On Hold	Work to market short breaks to other LAs will continue as Business As Usual. However despite extensive consideration no ways to increase income from Direct Services have been found to be viable. Accordingly a closure report for this project was approved at Transformation Board on Jan 22nd as no income is anticipated. This now needs to go to Nigel Stevenson - Finance, Infrastructure & Improvement and Section 151 Officer - to agree whether the savings can be written off.															

Project information			
Project Reference	A19-03	Department	ASCH
Project name	Housing with Care	Date	29/01/20

1. What were the project objectives and what issues have been encountered with the delivery of these?

Phase 1 of Nottinghamshire County Council's Housing with Care Strategy (HWC) was agreed at Policy Committee in October 2018. This built on the previous options for change and savings linked to previous rounds of extra care expansion. The aim was to work with key partners to deliver new schemes that will provide 237 additional units by the end of 2021/22 to which Nottinghamshire County Council will have nomination rights and will provide care and support services into.

Savings were proposed based on delaying/avoiding the use of residential care, as well reviewing whether changes to the way that current individually purchased care provided in existing sheltered schemes could better co-ordinated.

The development of new schemes and resultant savings targets were based on the following assumptions.

- 1: That residential care is more expensive on average than Extra Care.
- 2: That there will be sufficient, appropriate sheltered housing schemes in the right places that providers are supportive of changing into Housing with Care. This will enable 60 of the Phase 1 targets of 237 units of housing with care to be developed by remodelling 3 sheltered housing schemes. Schemes which may be remodelled are currently being identified.
- 3: That NCC land can be used for the development of housing with care or alternative suitable sites can be found in the right locations.
- 4: That each scheme is modelled depending on the numbers and physical layout of the building, to ensure maximum efficiency of care resource, including during the initial year of implementation which allows for a higher void level whilst the service is filling up.

These assumptions have been reviewed following additional analysis into the current delivery of the Councils Housing with Care Project.

- There were four sites identified in the option for change with the potential for 127 new units of HWC. The four sites were:
 - Retford - Anchor Housing conversion of a sheltered court – Anchor Housing has changed its approach since a merger with Hanover Housing.
 - Eastwood – still at an initial site proposal stage but no developer identified for HWC
 - Rolleston – site not available for HWC
 - Ollerton – this is now called Boughton – work has started on site by Newark and Sherwood District Council and NCC will have access to 20 nominations. Build is due for completion in spring 2021.
- There are sheltered courts throughout the county, however the majority of these require extensive remodelling to make them fit for current use and may not be suitable based on size, location and appeal. Even if sufficient properties were available there is currently no additional funding to carryout remodelling, and even after remodelling people may still not want to move.

- Housing providers have offered the Council a number of units within a sheltered court scheme, but these would be as general need tenants who then would receive a homecare support package.
- Modelling done previously (prior to the revised approach to Housing with Care) required substantive numbers of units to make the cost of putting in a block contract of care efficient. 100 units with at least 50 nominations.
- Most blocks of sheltered courts available for remodelling are not of this size and it would be unlikely that the council could fill 50 nominations without incurring void costs which could outweigh the potential savings.
- Currently the council has nominations into schemes which requires the council to cover the rental costs should a scheme empty – increasing the number of units without changing the management approach could increase the council's costs and rule out any savings.
- Work is underway with the Place department to explore the opportunities for using County Council land and assets to support a range of supported accommodation options which includes Housing with Care. However, evidence provided by the Housing LIN (Housing Learning and Improvement Network) on the lead in time for developing HWC schemes is in the region of 5 years once the land has been identified.

2. What efforts have been made to mitigate those issues and what has been the outcome?

During the summer of 2019 a review was carried out on the Council's existing Housing with Care project as previous work by the business analyses had highlight a concern over the savings. The review identified a number of key areas where the councils Housing with Care schemes can be developed and aligned more effectively with an intergeneration supported housing pathway. An action plan has been developed to ensure that all of the key areas are addressed along with an appropriate time line that ensure that the resource is managed more effectively in the future.

Work has also been developed on a countywide supported housing strategy that looks at the need across the county for support accommodation. This strategy has been developed in partnership with district housing partners and will form the basis of a more aligned approach to housing delivery working intergenerationally to ensure that the right support is provided at the right time in the right place that some can call home. Since then, no additional land has been put forward and no sheltered housing schemes identified that could be converted in time.

3. What change is being requested (describe the proposed alternative way of delivering the savings) and what is the impact on the cashable benefits (profile and total)?

£331,000 was identified as being the potential saving for 2021/22 based on increasing the number of HWC units through the refurbishment and redevelopment of sheltered courts. The council is 127 units short to achieve this saving within the timeframe

Cashable Benefits (Savings) by Year			
<u>Year</u>	<u>Expected</u>	<u>Revised</u>	<u>Change</u>
2019/20	97,000	40,000	-57,000
2020/21	28,000	85,000	57,000
2021/22	331,000		-331,000
Total	456,000	125,000	-331,000

A revised savings model with realistic long-term savings and cost avoidance will be developed over the next 12 months aligning with revised approach to delivery. Savings need to be based on a mix of avoided costs and delayed costs.

Savings will be achieved through:

- More effective targeting of voids
- Better management of the care contracts
- Centralised approach to delivery
- Effective and consistent management across all schemes
- Moving away from the block contracts to banded contracts
- Introduction of a welfare charge for all residents
- Reducing care costs through being preventative in approach and extra care becoming a housing choice
- Charging for services that should not really be paid for by social care with savings being offset against the investment required to manage these services

4. Describe any wider impacts on other programmes projects as a result of the proposed change?

The Council is developing a more coordinated intergenerational approach to delivering care and support linked to good housing options. Through aligning a number of housing related strategy Housing with Support, Housing with Care along with the Countywide Supported Housing Strategy and work being delivered through the BCF of Disabled Facilities Grants and more holistic approach to housing is proposed.

The HWC/extra care resource will still exist and will continue to be developed, therefore it will still provide a housing and care solution for people that need it and where appropriate savings will still be achieved through individual reducing the level of care needed to remain independent through being able to have a housing option that promotes greater independence.

5. What lessons can be learned from this change

Lesson Description	Learning Point
Saving target based on a deflection from residential care	There is a limit to the number of nomination units proportionate to the size of the scheme before it impacts on the success and viability of the whole scheme with this saving rationale.
The current approach and guidance suggest that HWC should be for people with high needs who are over 65	The HWC project needs to focus more on HWC being a housing solution rather than a care solution. The level of care needed by some service users is the level required of an individual who has gone in to residential care. Although a balanced community is the desired approach as people age their care needs increase and unless there is a change to the model the scheme can become a care home by default

6. Recommendation

Corporate Leadership Team is asked to agree the change request as set out.

Name of Author: Jenni French

Position: Commissioning Manager

Department: Strategic Commissioning

7. Comments on the impact of the change request on the in-year budget and the MTFS (to be completed by Finance)

The write off of the planned saving will be updated in the Council's Medium Term Financial Strategy.

8. Comments on the impact of the change on the wider Transformation Portfolio etc (to be completed by PMO)

A revised savings model with realistic long-term savings and cost avoidance will be developed over the next 12 months.

9. Background Papers

None

CLT - Decision Record (INSERT DATE)	
Approval / Rejection Options	Conditions / Commentary
Change Request Approved	
Change Request Rejected	
Change Request Deferred	

Project information			
Project Reference	ASCH 1802	Department	ASCH
Project name	Better Practice in Support Planning for Older Adults 65 yrs+	Date	18/02/2020

1. What were the project objectives and what issues have been encountered with the delivery of these?

In order to support more effective and appropriate social care commissioning, this project is designed to support Ageing Well Locality Teams to:

- embed a continuous cycle of improvement into their business as usual service delivery;
- shift working cultural mind set from risk averseness and over prescribing of social care support packages to proportionate risk taking and accountability
- promote 'independence' with agreed person-centred outcomes, recognising the shared responsibility with people and their informal support networks.

The original business case was based on reducing variation which requires the 'right' services to be available as well as the 'right' practice. Unknown at the time was the volume of services required that are those provided/arranged by housing and health partners. The work to put these in place is therefore not within our sole remit and will not be in effect within the next 12 months.

Another key driver for being 'off track' on this project is the current increase in short-term care. The increased HFRS capacity from April 2020 will reduce short-term care by some, but this is repurposing budgets not achieving cashable savings.

A further factor has been the increase in more complex cases sitting with the District teams, thus reducing the chance to drive down commissioning costs. The creation of the Maximising Independence Service from April 2020 will reduce the volume of people needing ongoing care. The more complex cases will however still go to District teams.

2. What efforts have been made to mitigate those issues and what has been the outcome?

A review in January 2020 by the Project Team of the anticipated savings identified the need to refresh the monitoring data in order to remove some Living Well cases that had been incorrectly coded to Ageing Well (AFIN_021 data report). Review and data refresh completed currently show the project forecasting an anticipated saving of circa £70k for 2019/20. However, as commissioning levels for February and March are not yet known, this saving cannot be guaranteed for 2019/20 due to the volatility of spend variations throughout the financial year.

3. What change is being requested (describe the proposed alternative way of delivering the savings) and what is the impact on the cashable benefits (profile and total)?

Year	Expected	Revised	Change
2018/19	130	130	0
2019/20	130	130	0
2020/21	199		-199
Total	459	260	-199

- Although data suggests £70,715 is the current predicted saving for 2019/20, this prediction is based on the savings for the last 10 months as the average saving for the next two months against the target. However, recent Health Check Review has indicated NO saving would be achieved for

2019/20 should we apply the maximum spend over the last 10 months and apply it to February and March. Calculation used also indicates the project would see an underachievement of £61,181.

- Commissioning variations also mean that the project is not able to predict in advance a saving forecast for 2020/21 despite anticipated further development of interdependency projects (increased capacity within HFRS, creation of the Maximising Independence Service).
- Therefore, due to the uncertainty of securing savings attributed to the project, £260k underachievement (combined 2018/19 and 2019/20) is to be covered by the Programme's current saving overachievement and for the project's saving target £199k for 2020/21 to be written off, subject to approval.

4. Describe any wider impacts on other programmes projects as a result of the proposed change?

Rather than tracking this relatively small sum as a separate budget, and considering the savings which have been achieved above our target across the whole programme this year, the way forward is to bring the work of this project in to the new approach agreed at Senior Leadership Team i.e. to monitor target outcomes and the resulting shift in overall budgets.

In addition, we have recently had our two year 'People using Social Care having sufficient social contact' survey which is a very low in comparison to other Council's nationally and the same indicator for carers is rated as the lowest score in the East Midlands. This indicates that our personal budgets for older adults may not be enough to cover these elements and that we may not be covering our statutory duties in terms of social contact and well-being. Further reductions on older adults' packages at this point would make it more difficult to do this and further reduce the outcomes for older people in Nottinghamshire as well as our performance.

5. What lessons can be learned from this change

Lesson Description	Learning Point
Importance of identifying, understanding trends and patterns of commissioning practice	<p>Needed to consider and factor in year on year:</p> <ul style="list-style-type: none"> • Variations in referral rates into OA district teams; • Variations in complexity and level of care needs; • Variations in numbers of Tier 1, 2 & 3 assessment output
Priority needs to be focused on achieving the right 'outcomes' for people	<ul style="list-style-type: none"> • To build 'Success' by focusing on achieving the right outcomes, as savings will occur as a result of doing the right thing in terms of commissioning
Impact of unavailability of partners services, market and capacity on the project	<ul style="list-style-type: none"> • Variations in partners services available in the districts - market conditions affecting supply & demand

6. Recommendation

Corporate Leadership Team is asked to agree the change request as set out.

Name of Author – Sue Batty

Position – Service Director for Ageing Well Services

Department – ASCH

7. Comments on the impact of the change request on the in-year budget and the MTFS (to be completed by Finance)

The write off of the planned saving will be updated in the Council's Medium Term Financial Strategy.

8. Comments on the impact of the change on the wider Transformation Portfolio etc (to be completed by PMO)

£260k in under delivery of savings is to be covered by the current over delivery against the wider Promoting Independence Interventions Programme.

9. Background Papers

None

Improvement & Change Sub Committee - Decision Record	
Approval / Rejection Options	Conditions / Commentary
Change Request Approved	
Change Request Rejected	
Change Request Deferred	

21 July 2020

Agenda Item: 7

**REPORT OF THE SERVICE DIRECTOR, FINANCE, INFRASTRUCTURE AND
IMPROVEMENT****ICT UPDATE****Purpose of the Report**

1. To brief Members on the work ICT has performed to increase resilience, ensure Council staff can work more effectively at home and with the right technology in place, during the Covid19 pandemic.

Information

2. During the initial stages of the lockdown and home working staff had to adapt to using their ICT equipment at home and with only remote access to Council networks and systems. This included office-based staff, call centre staff and frontline service staff. It was evident from the first few days that this would not be possible for all staff and the remote access function (VPN) was not able to support that large number of staff working remotely at the same time.
3. **Remote Access Capacity Issue:** The remote access function (Cisco ASA VPN) was showing that it was not able to take the strain of all the staff using the many tools of their job including Email, Skype, file access etc. from home. Work was done to relieve the strain by forcing some network traffic to go direct to Microsoft and not use the NCC VPN. This was done over a few days and each step allowed more capacity on the VPN back to the users. Traffic from Skype, Outlook, Teams and software updates and patches were successfully routed around NCC to give back vital performance. ICT also turned off video calling for Skype and blocked video streaming services as they have a large demand on the network. Work was also taking another approach to develop an additional VPN remote access solution.
4. **New Remote Access Solution:** A Virtual VPN solution was worked on to increase capacity and allow half the users to operate through the original VPN (Cisco ASA) whilst the other half use the new VPN (Cisco ASA v). A virtual VPN is a server which operates as though it were a dedicated VPN device. ICT managed to get the new ASA v up, running, tested and deployed in 4 days. This meant that by the end of the second week of home working the users had all the performance they needed, and they had been getting daily increments in performance as other steps had been taken.
5. **Contact Centre Remote Working:** Over 180 staff working at the contact centre (CSC), Multi Agency Safeguarding Hub and Early Help Unit had the same needs as all staff to be working

at home but at the start of the lockdown the team was only able to work with about 50% of their staff at home, the remainder had to be in the office to take and make the calls. This was not an acceptable situation and so the ICT team worked with the telephony provider Daisy to make the required changes to get the team able to work from home. As a consequence of this work the Council can provide this service and all of the staff can now work safely from home.

6. **The Emergency Duty Team:** The EDT had no option for remote working and so ICT put in place a system of telephony which would allow the team to do so, using their laptops, take calls to the EDT team 24/7 at home. The solution was different to the CSC Call centre solution as they use a call management and distributions service, but the EDT team used only published telephone numbers routing to the telephones in the office. This solution took a little time to implement but was achieved after about a week and now the team can work safely and remotely at their homes.
7. **Microsoft Teams:** With the need for virtual meetings the Microsoft Teams client has been rolled out and installed on over 4,000 NCC laptop devices. This was done over a 5-day period and was like no other deployment before it. This allows a significantly better team working solution for both internal staff and external parties. The video and audio compression is much improved over the offering given by Skype. ICT have also been working on adding telephone dial in capability to the Teams meetings and this is now rolling out to specific users who have a need for it.
8. **Virtual Committee Meetings:** Together with offering Teams meetings to all officers and Members there has also been a need to continue the democratic process and allow committee meetings to take place including an AGM with over 60 Members. This has been done with the help of ICT working with both the Communications Team and Democratic Services. Each time this has been done the service has improved and more has been learnt to the point where the service has a much lower demand on officer time and is now a reliable and well tested way of operating.
9. **ICT Help Desk:** The ICT help desk has been able to fully remote work for some time so the work done here was to make the service available for a longer period to help staff working on new operating hours. During this period the service increased its operating hours and provided support during weekends, in line with the opening hours of the CSC. This included operating on both Bank Holiday Good Friday and the following Bank Holiday Monday. A review of the calls over this period has resulted in a scaling back of this service to its pre-Covid-19 operating hours. However, ICT has continued to operate an emergency on call rota through its ICT managers so that should an emergency situation occur that stops staff working overnight then a call can be made. This is a service only for significant systems outages which would probably usually be determined as a Priority 1.
10. **WhatsApp:** This has been added to the Google Play store for NCC apps and staff can install it on their NCC mobile device. Some teams have requested this as it gives not only a means of communicating should any NCC systems not work but it also allows front line staff to communicate with the younger citizens who more readily use WhatsApp as their communication tool of choice.

Other Options Considered

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

Reason/s for Recommendations

12. To ensure the committee is kept up to date on how ICT has enabled transformation of service delivery during the Covid-19 emergency.

Statutory and Policy Implications

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

RECOMMENDATION/S

- 1) That the Committee considers if there are actions arising from the report.

Nigel Stevenson

Service Director Finance, Infrastructure and Improvement

For any enquiries about this report please contact:

Mark Davies: Interim Head of ICT

Constitutional Comments (KK 09/07/2020)

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

Financial Comments (NS 09/07/2020)

15. There are no direct financial implications arising from this report.

Background Papers and Published Documents

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

- None

Electoral Division(s) and Member(s) Affected

- All

21st July 2020**Agenda Item: 8****REPORT OF DEPUTY CHIEF EXECUTIVE****UPDATE ON PROGRESS WITH FUTURE APPROACH TO
TRANSFORMATION AND CHANGE****Purpose of the Report**

1. To seek approval for a new model for transformation, improvement and change and report back on the emerging findings from the work undertaken by the Council with its external partner. The report also highlights emerging themes for transformational programmes of work to improve outcomes for residents whilst enabling the Council to meet its financial challenges. In order to deliver this at pace, the report also seeks approval to establish an additional Service Director post to lead and drive transformation, change and improvement across the Council.

Information

2. As a consequence of the COVID-19 emergency, the Council has been forced to undergo highly disruptive, digitally enabled change and rapidly develop new services to support residents. The Council has demonstrated how we can quickly change the way we work to protect and support our residents and it will be important to retain and develop the innovations that have been successful during this time. A Corporate Recovery and Transformation Group, chaired by the Deputy Chief Executive, with senior representatives from Service Departments and central corporate functions has been established to ensure that we join up our approach to recovery with opportunities for transformation, wherever possible using it as a springboard to move us forward.
3. We know there will be long-term socioeconomic impacts of the COVID-19 crisis for our residents. We are also beginning to better understand the growing and changing demands for Council services which are expected to deepen the financial challenges facing the Council in future. These issues underline the importance of identifying the right approach to Transformation and Change.
4. In February we began work on a diagnostic of Council services to identify opportunities to improve outcomes and reduce costs through cross cutting transformation. The work with our external partner, Newton Europe, had to be revised due to the COVID-19 pandemic, due to the availability of frontline staff. We have nevertheless continued the Phase 1 work as far as possible through data analysis and 1-1 meetings with available staff, focusing largely on financial opportunities for the future and the future model for Transformation and Change. In addition, Newton allocated resource to support the Council's response to the COVID-19 crisis

and to ensure the capture of lessons learned, which has supported their recommendations for the Council's future transformation model.

Summary of Phase 1 Findings

Summary of Recommendations

5. COVID-19 has seen the Council adopt new ways of working and new ways of making change at pace. This learning should be used as a springboard to move the Council forward and wherever possible innovations that have been successful will be retained. New ways of working that have enabled staff to work in a more joined up way will also be built upon.
6. Cross-cutting transformation - to help meet the financial challenges ahead, there is a need for central resources for transformation to be focussed on fewer, bigger and more strategic themes. There should be an increased focus on cross-cutting initiatives and resources should be focussed on those projects that deliver the highest benefits in terms of resident outcomes and reduced costs. At the same time departments should be empowered to do department-based change and service improvement. Light touch governance and reporting should be used to ensure we're doing the right things in the right way. The establishment of a transformation and change model that balances capacity, culture and capability in both the centre of the organisation and in departments will enable us to make progress on all fronts.
7. Digital transformation and data - increasingly, data, systems and data science will form an intrinsic part of our day-to-day work and will be key to unlocking further benefits for residents and reductions in cost. The delivery of the Council Plan through departmental plans and transformation and change programmes needs to be informed by data science to provide a firm basis for decision making around services. There is a need for a strategic insight function which should inform strategy and policy, as well as service delivery on the front-line.
8. Agile cross-functional support – the new model of transformation and change should build on close working between all the functions that enable change such as finance, human resources, information communication technology, legal services, as well as project management and data insight to ensure a more joined up approach to planning change.
9. Learning and Development – there is a need to develop the skills of the workforce, particularly in data literacy to help evidence-based decision making, and so that frontline staff are empowered to continuously improve their services.

Savings

10. Finance and Major Contracts Management Committee has received a report setting out the emerging impacts of COVID-19 on the MTFs. At this stage we have not quantified the potential savings that could be delivered through the proposed approach to transformation, this will be done over the summer. The emerging themes of transformation set out below, based on the evidence jointly prepared with Newton Europe, suggests that there could be significant improvements in outcomes for residents, more consistency and greater productivity for the Council which will result in savings. A series of proposals is being reviewed in detail by departments and a further report will be developed for Committee to review in the autumn 2020.

Implications for Transformation and Change

A clearer definition of terms

11. In order to establish a model where central resource for transformation is retained for the highest benefit cross-cutting initiatives and departments take the lead on service improvement it is important to define our terms. The recommended definitions are as follows:

Term	Definition	Responsibility
Transformation	Creating a new system or approach which fundamentally changes the way we operate as a whole organisation.	Central transformation resources
Change	A significant alteration in the way a current system or service operates.	Central transformation resource/Departments
Service Improvement	Process improvements to the current system or existing services identified through the continuous improvement cycle including requirements for regulatory improvement.	Departments
Continuous Improvement	A culture of not accepting the status quo and a cycle of looking to improve systems and processes to improve resident outcomes and make services more efficient.	All staff

A new transformation model

12. Given the long-term socioeconomic impacts of the COVID-19 crisis for our residents and the need to address the financial pressures facing the Council, ensuring effective management of performance and delivery of ambitious change and transformation is high priority. It is also important as the Council moves through recovery to begin work on the future vision and corporate strategy for the Council to be set out in the next Council Plan.

13. To provide sufficient capacity, drive and leadership it is therefore proposed that a new Service Director post be created dedicated to strategy, transformation, change and improvement. As part of the Corporate Leadership Team, this role will support further challenge of performance and bring about sustained improvement whilst driving change at pace. The Service Director will lead on developing the model and approach for transformation and ensuring its effective implementation to enable effective change and transformation across the whole Council.

14. The high-level model for change and transformation will be underpinned by the following principles:

- Transformation activity will be aligned with the Council's strategy and vision, informed by data science and analysis, ensuring that it is focussed on fewer, bigger and more strategic projects, whilst allowing room for ongoing service improvement.
- Corporate resources will focus on large, cross cutting programmes of work bringing about real change and improved outcomes for residents whilst ensuring continued value for money. Departments will deliver department-based change and service improvement.

Corporate Directors and their senior and middle managers will be empowered to lead service improvement within their own areas.

- Transformation activity will be monitored with lighter weight principle-based governance processes, reporting back to Members. This will foster ownership, creativity and innovation whilst rigorously ensuring appropriate alignment of resources and that they are being used effectively and benefits are realised.
 - More agile cross-functional working and collaboration to deliver results faster and better.
 - Broad capability will be developed and embedded across the Council in change leadership, data literacy and problem solving to create capability, capacity and a culture of continuous improvement.
 - Organisational change management and change communication will be key enablers and incorporated in the Council's approach to improvement, change and transformation.
 - Data, insight and intelligence, change management and systems change will drive transformation, change and long-term decision making.
 - Digital transformation and technologies will be critical to and underpin improvement, change and transformation and are key to unlocking further potential within services and across the Council.
 - Ways of working will be developed which bring functions involved in transformation closer to front-line services they are supporting to promote greater understanding, encourage and speed up cross-functional collaboration.
15. The new model and approach to transformation, change and improvement will be made up of the following components:
- A corporate Strategic Insight Unit of focussed resources with specialist and technical skills and capacity including data insight, analytics and data science will set the strategic programme for transformation, provide challenge, review and report progress to Members. Transformation programmes and departmental change will utilise data analytics alongside an understanding of local residents' needs to gain insight, to challenge the status quo and to identify the best opportunities for improvements and change. Data tools will be developed that improve the efficiency and performance of services and outcomes for residents and provide valuable insight for continuous improvement. Research, policy and strategy planning and development will also be part of the role of the unit.
 - A community of change management capacity accountable for delivering value with strong data analytics, process design, decision science and project management ability will be developed to ensure best practice and knowledge is shared and resources targeted to best effect via agile and cross-functional project teams.
 - The Council's existing corporate functions that are key enablers of change such as human resources, finance, legal and information and communications technology will be strongly connected to transformation and change projects.

- Learning and development capacity will complement the new model for transformation and change to create a culture and capability for service change and continuous improvement in all areas. This will include building on skills in data literacy, problem solving and change leadership. The Management and Leadership Development programme will likewise provide an opportunity to invest in strengthening skillsets for change amongst middle managers who take responsibility for continuous improvement within departments.
16. The new model as outlined above will require a change in the way we deploy resources within both the central Programmes, Projects, Performance and Policy functions and transformation related resources within Service Departments. A review of these resources will take place to ensure that the Council has access to both the specialist knowledge and skills required and change and project management capacity to enable both cross-cutting transformation and departmental change. This work will be led by the new Service Director role. It is proposed that a further report be brought to the Committee meeting in September updating on progress.
17. Staff working within these areas currently will be involved in developing further detail of the model and its application. Staff will be formally consulted on any proposed changes to staffing structures and the potential implications for existing staffing resources as the work progresses.
18. As part of the new transformation and change model a new set of criteria must be developed to assess whether a project will be delivered as part of a cross-cutting programme or whether ownership of the project belongs in departments. It is also important that resources are directed to those projects that deliver the highest benefits in terms of outcomes for residents and savings. A gap analysis exercise is being undertaken to understand where existing transformation and change programmes fit into this picture. For existing projects this means that it may be necessary to stop, accelerate or change scope of projects. An update on this analysis will be given to the Committee in September 2020 for further consideration.

Proposed programmes of work

19. Subject to further work, there are currently three programmes for cross-cutting transformation under consideration. Members views are sought on these high-level descriptions to inform further detailed work.
- Strategic Commissioning of care services and placements – The Council’s expenditure on commissioned services is due to grow, driven by a number of factors such as ageing populations, and the needs of people with disabilities / special needs and vulnerable children. There is the further impact of COVID-19 which has yet to be fully understood. To maintain a control on expenditure and help ensure the right outcomes for residents, Nottinghamshire County Council needs to ensure the availability of the right services at the right cost by developing a strategic commissioning improvement cycle that is data and demand driven. It is proposed that in order to strengthen our commissioning offer, we explore the scope for cross-departmental commissioning models that include Adults Services, Children’s Services and Public Health.
 - Ambitious Outcomes– The Council has been taking steps towards being national leaders in getting the best outcomes for residents. In Adults, there has been a focus on maximising independence, and Children’s services are “Good” and have an aspiration to get to

“Outstanding”. However, it has been recognised that there is inconsistency in outcomes for residents, driven by both process and decision making, and best practice in some areas does not translate equally to residents. The purpose of projects under this programme is to understand and correct these inconsistencies leading to better, more consistent outcomes for residents. In addition, it is proposed that we explore opportunities for whole system prevention and strength-based approaches that would enable the council to support people to be aspirational, independent and to share responsibility for the future, as well as strengthen our relationships with our partners.

- Resident Experience - Across the Council, there are opportunities to innovate, streamline and re-design services to be more resident-centric. Maximising continuity, having a single view of interactions with the Council and making our own services more efficient are all levers to this. There are also opportunities to automate processes and make it easier for residents to access the services they need, particularly those that are transactional.

20. Further programmes of cross-cutting work may be added where they can be proven to have the potential to deliver high benefit improvements to resident outcomes and/or reduce cost. Over time the themes of the cross-cutting programmes can develop to address emerging priorities and opportunities.

Summary of Next Steps

21. Further work will be done over the summer to develop the detail of the new transformation model, including consideration of resources, transition arrangements to the new approach and proposals for implementation. This will incorporate a more detailed analysis of the potential programmes. An update on the work will be provided to Committee in the autumn. This will include information on the resourcing of the new transformation model as well as business cases for the programmes outlined above with details of relevant estimated savings.

22. A summary of proposed next steps for redefining the Council’s approach to Transformation and Change is as follows:

July 2020	Improvement and Change Sub-Committee review and approve the proposed Transformation and Change Model and the establishment of a dedicated Service Director post to lead on transformation and change.
September 2020	Improvement and Change Sub-Committee review the proposals for resourcing the transformation model as well as detailed business cases for the proposed programmes and estimated savings.
Autumn 2020	Transformation and change programmes initiated. Programmes to be started at the earliest possible opportunity once approved.
1 st January 2021 (at latest)	New transformation model fully operational.

Financial implications

23. The services included in these proposals cover a mix of enabling support functions and departmental resources. These are funded from a number of sources including permanent and temporary revenue budgets, capital, reserves and grant funding. Currently the main programmes and project support that provides the bulk of the support to transformational

activity is funded from capital receipts through the use of the capital receipts flexibility provisions allowed by Government. It is anticipated that the review of the approach, the proposals to realign resources and create a Director of Transformation post will be maintained within existing budgetary provisions.

Other Options Considered

24. Detailed work has been undertaken involving an external partner to review and analyse the current position, the changing context, to model and predict future demand and develop proposals for key programmes of work and the ways in which these which can be delivered to meet the challenges we are facing whilst making the most of the opportunities available to provide the greatest impact in terms of improving outcomes and value for money. These proposals represent the conclusion of this initial phase of work.

Reason for Recommendations

25. For the Council to be able to meet the challenges faced and make the most of the opportunities available it is imperative that the Council is able to transform the way in which it operates and how it organises itself and its interactions with partners, residents and their communities. In order to do this successfully the Council will need the right approaches, capability, capacity and leadership. The Council will need to deliver change, transformation and continuous improvement in a different way, at pace if this is to bring about sustainable change for the benefit of residents and their communities within the Medium Term Financial Strategy. This report sets out the building blocks for this new approach.

Statutory and Policy Implications

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

RECOMMENDATIONS

It is recommended that Members:

- 1) Approve the proposed model for transformation, improvement and change as set out in the body of the report.
- 2) Approve the establishment of 1fte Service Director post to lead on transformation, improvement and change with immediate effect.
- 3) Agree to receive a further report with business cases for transformation and change programmes and proposals for resourcing the Transformation Model at the next meeting.

Adrian Smith
Deputy Chief Executive and Corporate Director- Place

For any enquiries about this report please contact Nigel Stevenson

Constitutional Comments (KK 13/7/20)

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

Financial Comments (NS 10/07/2020)

28. The report sets out the progress towards a new model for transformation and change and the establishment of a new Service Director role. The report sets out the complex funding arrangements that currently exist in the intention that the creation of this new role will be contained within existing budgets.

HR Comments (MT 9/7/20) The Service Director post will be appointed to in accordance with the Council's Constitution and agreed policies and procedures. Given the level of the post this will be appointed to by a Member Recruitment Panel.

30. Employees potentially affected by implementation of the proposed new model for transformation will be involved in the development of staffing structures and formally consulted before a final decision is made on the detail. Recognised Trades Unions will also be engaged and formally consulted through the Council's Joint Consultative and Negotiating Panel framework. The Council's collectively agreed policies and procedures will be followed in respect of consultation and implementation of any proposed staffing changes.

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.

- Update on Future Approach to Transformation and Change report to Improvement and Change Sub-Committee – 27 January 2020 (published)

Electoral Division(s) and Member(s) Affected

- All