Nottinghamshire County Council

Improvement and Change Sub-Committee

Monday, 25 November 2019 at 10:30

County Hall, West Bridgford, Nottingham, NG2 7QP

AGENDA

Notes

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

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

Customer Services Centre 0300 500 80 80

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

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

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

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

Nottinghamshire County Council

minutes

Meeting	IMPROVEMENT AND CHANGE SUB-COMMITTEE
Date	23 September 2019 (commencing at 10.30 am)

Membership
Persons absent are marked with an 'A'

COUNCILLORS

Reg Adair (Chairman)

John Cottee   Richard Jackson
Jim Creamer   Rachel Madden
Kate Foale   Diana Meale
Tony Harper   Philip Owen

ALSO PRESENT

Councillor Mrs Kay Cutts MBE
Councillor John Longdon

OFFICERS IN ATTENDANCE

Melanie Brooks	Adult Social Care and Health Department
Sara Allmond	
Mark Briggs	
Neil Marriott	
Sue Milburn	
Anne Morgan	
Marie Rowney	Chief Executive's Department
Katherine Smith	
Nigel Stevenson	
Ben Taylor	
Marjorie Toward	
Adrian Smith	Place Department

1. MINUTES

The Minutes of the last meeting held on 23 September 2019, having been previously circulated, were confirmed and signed by the Chairman.

2. APOLOGIES FOR ABSENCE

None

The following temporary change of membership for this meeting only was reported:-

* Councillor Rachel Madden had replaced Councillor David Martin.

3. DECLARATIONS OF INTERESTS

None

4. AN UPDATE ON THE CROSS COUNCIL DIGITAL PROGREAMME – IMPROVING THE CUSTOMER EXPERIENCE THROUGH DIGITAL DEVELOPMENT PROGRAMME

Adrian Smith, Corporate Director, Place and Katherine Smith, Programme Manager Service introduced the report, gave a presentation and responded to questions.

RESOLVED 2019/025

That the proposed approach, priorities and deliverables for the Improvement Customer Experience through the Digital Development Programme be approved.

5. MYNOTTS APP DEVELOPMENT AND IMPLEMENTATION – PROGRESS UPDATE

Marie Rowney, Group Manager Customer Service introduced the report and responded to questions.

RESOLVED 2019/026

That a further progress report be received in November 2019.

6. PRESENTATION ON BUSINESS SUPPORT SERVICE

Mark Briggs gave a presentation on the Meeting Support Service, in relation to minute taking services for child protection meetings and the use of technology to bring about changes to the delivery of the service and the savings generated from this.

7. EMPLOYMENT AND HEALTH PROGRAMME

Melanie Brooks, Corporate Director Adult Social Care and Health introduced the report and responded to questions.

RESOLVED 2019/027

1) That the general scope of the Employment and Health Programme of work be approved as set in the report.

2) That an update report on Programme progress be brought back to the Committee in early 2020.

8. <u>BRIEFING ON THE SOCIAL CARE DIGITAL PATHFINDERS SCHEME</u>

Anne Morgan, Technology Partner introduced the report and responded to questions.

RESOLVED 2019/028

1) That the approach to securing additional external funding for the two technology projects set out in the report be supported.

2) That a further update be provided following the conclusion of the phase 2 bidding round in the Autumn 2019.

9. <u>PROGRESS REPORT ON DELIVERY OF IMPROVEMENT AND CHANGE PROGRAMMES, PROJECTS AND SAVINGS</u>

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

RESOLVED 2019/029

That a further update for quarter 2 2019/20 be received in November 2019.

10. <u>ICT OPERATIONAL PERFORMANCE QUARTER 1 2019-20</u>

Neil Marriott, Group Manager, Operational Delivery introduced the report and responded to questions.

RESOLVED 2019/030

To receive a further report for the next quarter.

11. <u>WORK PROGRAMME</u>

RESOLVED 2019/031

That the Work Programme be agreed.

The meeting closed at 12.10 pm

CHAIRMAN

Nottinghamshire County Council

Report to Improvement and Change Sub Committee

25 November 2019

Agenda Item: 4

REPORT OF SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND EMPLOYEES

MYNOTTS APP DEVELOPMENT AND IMPLEMENTATION – PROGRESS UPDATE

Purpose of the Report

1. To update members on the MyNotts App project and the progress made to date.

Information

Work completed to date

2. The MyNotts App will be one of the first deliverables of the cross-council programme of work – 'Improving Customer Experience through Digital Development'. A significant amount of work has been undertaken to date to determine the best approach to deliver a great solution for Nottinghamshire.

3. Since the last update relating to the design phase and approval to progress to build work has focussed on:
    a. Setting up a more detailed build plan and risk register.
    b. Adding 'nesting' to the buttons within the App that reflect the structures of the service and departments. For example:

Waste and Recycling >>	Main button
Recycle centres >>	) Nested buttons
What can I recycle >>	) that link to the
Registering my vehicle >>	) relevant web pages

    c. Tidying up the changes required following the Design phase. For example, the addition of 'back' buttons; branding and a more refined colour palette, in line with visual impairment recommendations and guidelines.
    d. Ensuring the Highways mapping, assets, links to our website and integrations are in place and working as they should.
    e. The addition of GPS technology to make it easier when logging Highways faults.
    f. Ensuring county boundaries are correct and reflect our responsibilities. This included the removal of Nottingham City and out of county areas.

g. Establishing street lights processes and testing links to the Highways Asset Management System.
h. Preliminary testing of links to ensure that data is transferred from the App into our own back-end systems
i. The addition of links to Social Media sites
j. Engagement with communications team to progress and build a detaied comms plan to promote the App and increase awareness and take-up.

4. The team are also further developing key performance indicators which will be in place for 'go live'. These will ensure that we are easily able to measure the success of the MyNotts App in terms of: Customer take up; Activity levels and usage; Customer satisfaction. These will include:

Phase 1
  • New subscriber numbers – How many new people are signing up?
  • Number of active users each month – Who's used it and how often?
  • Feedback from the Apps Store (Apple and Google) – Do people like it? What are they saying about it?
  • Top 'tile' clicks and views – Which buttons (services) are most popular?
  • Feedback through other channels will also be evaluated to provide ongoing customer feedback. For example, a cohort of Nottinghamshire residents will provide feedback during testing (via a representative group within the Citizens Panel)
  • User testing through community groups, again representative of different ages, skill levels and abilities.

Phase 2
  • Direct Customer feedback through the App – From targeted customer surveys.
  • Take up of 'push' notifications and updates – How many people click on links within notifications presented to them.

Other Options Considered

5. The Council could continue without developing a MyNotts App but this would leave us behind many other authorities and not make best use of available technology to improve services and outcomes for service users, customers, businesses, visitors and the wider public.

Reasons for Recommendation

6. To promote Nottinghamshire and the work of the County Council, provide information and improve ease of access to a wide range of different services available across the County.

Statutory and Policy Implications

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

Data Protection and Information Governance

8. In Phase 1 there is no intention to capture personal information relating to customers and users within the App. Information Governance colleagues are being involved in the project at all stages to ensure compliance and security of data is considered throughout and any potential issues identified and risks mitigated. Phase 2 may include options for personalisation of the App which will require careful consideration and development.

Financial Implications

9. The estimated additional costs of implementing and maintaining the MyNotts App are:

	2019/20 £	2020/21 £	Future Years £
Design and Implementation	90,900		
Staffing resources		35,000	35,000
Support and maintenance		12,000	6,000
Total Estimated Costs	90,900	47,000	41,000

10. The Finance and Major Contracts Management Committee on 18 July 2019 approved the additional costs to be funded from Contingency. Any savings in service areas resulting from the roll out and implementation of the MyNotts App will be used to provide capacity to support the App going forward or contribute to the overall savings position as set out in the Council's Medium-Term Financial Strategy.

Human Resources Implications

11. Staffing resources are likely to be required on an ongoing basis from 2020 to ensure that the App is maintained, kept up to date and that it continues to develop and reflect changing services and the way in which people access them and to reflect evolving technology. This is reflected in the funding already approved by Finance and Major Contracts Committee for ongoing costs.

Public Sector Equality Duty implications

12. The MyNotts App will be built to government accessibility standards. The supplier has given assurances that their product complies with all the necessary accessibility standards and legislation. Customers and members of the Council's Disabled Employee Support Network will be involved in the testing phase to ensure the MyNotts App is easy to use and accessible to all.

Implications for Service Users

13. The aim of the MyNotts App is to make it easier to access Council information, services and the wider Nottinghamshire organisations and also to improve customer engagement. In reviewing processes, technological and automated developments, consideration will be given

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to the needs and abilities of all residents to access services to ensure that any approaches developed do not disadvantage particular groups.

RECOMMENDATION

1) It is recommended that Members consider the contents of the report and agree to receive a further progress report in January 2020.

Marjorie Toward
Service Director - Customers, Governance and Employees

For any enquiries about this report please contact:
Marie Rowney, Group Manager Customer Service, Tel: 0115 9772054, Mobile: 07540 272161
Constitutional Comments (GR 17/10/19)

14. Legal Comments is Pursuant to Nottinghamshire County Council Constitution. This Committee has the delegated authority to receive this report and make the recommendation contained within it.

Financial Comments (SS 17/09/19)

15. The costs of implementing the MyNotts App are estimated at £90,000 in 2019/20, £47,000 in 2020/21 and £41,000 in 2021/22. Finance and Major Contracts Management Committee have approved that these costs be funded from contingency.

16. Any savings in service areas resulting from the roll out and implementation of the MyNotts App will be used to provide capacity to support the App going forward or contribute to the overall savings position as set out in the Council's Medium-Term Financial Strategy.

HR Comments (JP 25/10/19)

17. Any relevant recruitment to the project will be in line with the appropriate HR procedure. Any new posts will require formal Job Evaluation.

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

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REPORT OF THE CORPORATE DIRECTOR PLACE

IMPROVEMENT AND CHANGE IN THE PLACE DEPARTMENT

Purpose of the Report

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

Information

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

3. This report provides progress within the department since our last report to this committee which was September 2018 and therefore overlaps both our original and refreshed Departmental Plan.

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

   a. Our internal journey of improvement
   b. Investment and commercial returns
   c. Doing things differently with less

Progress

Our internal journey of improvement

5. There is an unprecedented volume of Major Projects approved and/or in delivery within the Place Department. The Department has implemented an enhanced Governance and reporting structure across its Major Projects. Producing a monthly assurance dashboard which RAG rates the status of these major projects and monitors their progress, reporting upward to the monthly Place Major Programmes Board. This Board provides oversight, challenge and assurance across the programme. The embedding of this Programme Management approach

has been implemented in partnership with the central PMO function of the organisation, to ensure standardisation and consistency.

6. The Place Department leadership skills and behaviours programme continues to be a key priority and opportunities are identified where ever possible to develop this. The Department have induction sessions two or three times per year to ensure colleagues are aware of our value and behaviour framework and understand the activities and synergies of each of our service areas. The Place Extended Leadership team regularly meet to develop relationships and ideas for new ways of working. We have increased our collaboration with other Departments to deliver joint priorities, an example of this is working with Adult Social Care on Employment & Health and working with the Children's and Families Team to bring forward a Skills Conference.

7. Colleagues within the Performance, Intelligence and Policy team have been working with the Department to create a series of Dash Boards so we can improve the way we look at our performance and information. This relates to data in regard to our core data set, data around complaints and data around insurance cases. We will use this intelligence to identify resource priorities and areas for improvement.

Generating investment and improved commercial returns

8. In 2018 Turner & Townsend were commissioned to undertake a comprehensive review of our property services. A transformation programme was embarked upon which is made up of a number of work steams to drive improvements in the operation of our property services. The programme's first deliverable was a 2018 – 2023 Corporate Property Strategy which was approved by Policy Committee in October 2018. Since then the programme has delivered a restructure of Property Services (Policy Committee approval in May 2019) which includes a new Group Manager Property Asset Management post (approved by Policy Committee in November 2018) and six new posts to boost surveying and project management capacity. Under the restructure, operational elements of property compliance work transferred to Arc Partnership. A Property Services Leadership Team has been formed to drive day to day improvements across all parts of the function and embed new performance indicators which will show the progress being made.

9. The review of our Catering and Facilities Management Service is taking place. A revised pricing policy and strategy has been adopted and implemented. Corporate overheads have also been reviewed and adjustments made and cost reduction and income strategies are currently being aligned.

10. A new Principal Trading Standards Officer was appointed to explore new sources of income generation. Significant progress has been made to establish a new 'one stop' regulatory support offer with partners which will open more contracts to bid for. The first regulatory partnership has been entered into and a number of other opportunities have been bid for.

11. The registration and celebratory services total income was greater than previous years and both are showing an upward trend over the past five years.

12. A remodelling of our Highways Development Control function to increase capacity and support through industrial and residential development took place in the summer of 2019. A new structure was agreed by committee and this has been implemented.

13. In November 2018 Policy Committee gave approval for the Council to acquire Corserv's shares in Via. Bringing Via fully under the Council's ownership will enable Via services to be wholly focused upon delivering high quality highways provision for Nottinghamshire residents, and will allow the Council to ensure the company is able to maximise back office efficiencies. Under Nottinghamshire ownership, the Council would also ensure the delivery of a business growth strategy that would see future profits delivered through external business development, with Nottinghamshire commissioned services delivered in the most cost effective way. Under Nottinghamshire ownership all future profits would be retained in Nottinghamshire and would be utilised for the benefit of Nottinghamshire residents.

Doing things differently with less

14. A cross-council Investing in Nottinghamshire Programme has been established to ensure that we make best use of our corporate office estate, whilst supporting front line service provision and kickstarting investment in key locations across the county. Key work to date has been to understand how our office estate and their future locations can support front line service provision and departmental transformation. This engagement work has been fed into a review of our property estate to determine a number of options across Bassetlaw and Broxtowe, where feasibility work has now been commissioned through Arc Partnership (as approved by Policy Committee 20th March 2019).

15. Feasibility work for two proposed new builds at County Hall (West Bridgford) and Top Wighay Farm (Gedling/Ashfield border) sites are progressing well. For County Hall, work has been undertaken to determine the Council's requirements for the new build which forms the client brief – a key step in determining costs and timelines.

16. Bevercotes House at Sherwood Energy Village has been vacated and is now on the market for Lease or Sale.

17. A new Corporate Energy Strategy and action plan has been established and has been incorporated into the new Corporate Environment Strategy. The energy strategy has an annual energy consumption reduction target of 5% for the County Offices portfolio, which provides a foundation for considering more ambitious plans to reduce carbon dioxide emissions from the Council's buildings. Policy Committee approved the Corporate Energy Strategy in October 2019.

Other Options Considered

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

Reason/s for Recommendation/s

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

Sub-Committee include responsibility for monitoring performance of the Council Plan and Departmental Plans are an extension of this, therefore this recommendation seeks to fulfil this requirement.

Statutory and Policy Implications

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

Financial Implications

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

RECOMMENDATION/S

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

Adrian Smith
Corporate Director Place

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

Constitutional Comments [KK 23/10/2019]

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

Financial Comments [RWK 24/10/2019]

23. There are no specific financial implications arising directly from the report.

Background Papers and Published Documents

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

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

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

Electoral Division(s) and Member(s) Affected

- All

Nottinghamshire County Council

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

SMARTER WORKING PROGRAMME

Purpose of the Report

1. The purpose of this report is to provide details of the achievements and closure of the Smarter Working Programme (SWP).

Information

Background

2. The SWP was the successor to the Ways of Working (WoW) Programme which was initiated in 2010 as a key component of the Improvement Programme with the aim of reducing the Authority's portfolio of office accommodation and modernising working practices.

3. The WoW programme ended with the clearance of the CLASP block at County Hall in 2015, having generated £ 2.42 m in capital receipts and a £ 3.11 m reduction in annual running costs

4. Whilst the WoW programme had been specifically driven by the aim of reducing the property estate, the SWP was focused on facilitating a change in the working culture of our staff by ensuring that they have the right office settings, ICT equipment and support from managers to enable them to work in a much more flexible way.

5. The SWP was approved as part of the report on "Redefining Your Council" in July 2014 with the vision for the programme defined as:
    "A workforce able to work flexibly, where and when it best suits them, their customers and service users and managed by results "

6. Joint working between corporate services has been key to the success of the programme and cross-departmental representation within all levels of governance was a feature of the collaborative approach.

7. Going forward, office space liberated by the programme is a key enabler for the Investing In Nottinghamshire programme and the positive experience of delivering a corporate, cross-cutting programme is informing the development of the digital programme.

Programme deliverables

8. The main deliverables of the programme are shown below and further details are listed in Appendix A

   - The deployment of 2,200 tablet devices in 2015
   - The introduction of scheduling between 2015 and 2017
   - The roll-out of Lync (Skype for business) telephony across main office sites in 2016
   - The reconfiguration of the office space and re-location of teams in Trent Bridge House (TBH), Lawn View House (LVH), County Hall, Sherwood Energy Village (SEV) and Sir John Robinson House (SJRH) between 2016 and 2019
   - A review of policies to ensure that they are aligned with and support the principles of smarter working in 2017
   - A refresh of the offer for hospital-based staff between 2017 and 2018
   - New ICT equipment deployed to over 3,400 staff between 2017 and 2019

The impact of the programme

9. **Deployment of tablet devices (2015)**
   The introduction of tablet devices was in response to the frustration of staff in always having to return to their base in order to update the case management system. Social Care staff were now able to across the County – due to the 3G functionality of the device and the TotalMobile software that allowed them to update records without having to return to the office.

10. From analysis undertaken for the Adult Social Care & Health (ASCH) department between May 2015 – August 2016 it was shown that staff productivity, in terms of completed assessments, had risen and that mileage had reduced. Whilst mobilisation was only a part of the changes being made under the ASCH Ways of Working Programme, mobilisation had played a significant part in the following improvements:

    - Staff Productivity in Older Adults rose by 30%
    - Staff Productivity in Physical Disability increased by 37%
    - Mileage across the department reduced by 15%

11. **The introduction of scheduling (2015-2017)**
    Scheduling was part of the functionality of the TotalMobile software that had been deployed as part of the introduction of tablet devices. The START reablement service had already identified the requirement for an automated way to schedule appointments and it presented an opportunity to reduce the time between first contact and assessment for Social Workers and Occupational therapists.

12. The following impacts were reported to this committee in July 2017

START service
Working more efficiently within existing resources • Downtime is 38% lower than figures seen in Nov 2016 • Increase in referrals by 28% • A reduction in travel time of 45% seen comparing paper to phone records • This has compensated for a reduction in funding for alternative support to get service users out of hospital **Benefits for staff** • Safer lone working of frontline workers • Improved the health and well-being of office-based staff

OT and SW Assessments
Community Assessment Team Ashfield and Mansfield – OT Assessments: **July 2014 – June 2015 (pre-pilot):** 25% within timescale – taking an average of 51.5 days **July 2015 – August 2016 (post pilot):** 67% within timescale – taking an average of 25.1 days **Community Assessment Team Rushcliffe – Social work assessments:** **Oct 2014 – Sep 2015 (pre-pilot):** 61% within timescale – taking an average of 30.2 days **Oct 2015 – Aug 2016 (post pilot):** 77% within timescale – taking an average of 20.5 days

13. **Roll-out of Lync (Skype for business) telephony (2016)**
The deployment of Lync was one of the key enablers for flexible working. It meant that staff were no longer tied to the desk that had their phone on it. This then allowed for the introduction of desk:staff ratios which results in a reduced overall demand for office space – as teams met their requirements with a reduced office footprint.

14. **The reconfiguration of the office space (2016-2019)**
Under the WoW programme, County Hall and Trent Bridge House had been refurbished and open plan offices had been introduced with some sit-stand desks and alternative work settings. Under the SWP there was a focus in providing a wider range of work settings and a greater number of sit-stand desks that would be more appropriate for the more collaborative and flexible way of working that SWP was seeking to enable, support and promote.

15. In reconfiguring the office space, the opportunity was also taken to review the location of teams within and across the bases – allowing us to improve the amount of "proximity-driven" collaboration.

16. The reconfiguration of the office space and team moves was also the mechanism by which space was liberated for other teams. At County Hall, this meant we were able to clear the third floor, allowing us to move the ICT service and Place department from Trent Bridge House. At Sherwood Energy Village it allowed us to clear one of the three office buildings for disposal.

17. **Policy Review (2017)**
Rather than have a separate policy for SWP, it was decided to incorporate any required changes in policies to support more flexible working as part of a wider review of policies being undertaken by Human Resources (HR).

18. **A refresh of the offer for hospital-based staff (2017-2018)**
This work built on the deployment of tablet devices to increase the mobility of staff within the hospital and resulted in better WIFI on the wards, Lync telephony being introduced and the team at QMC being one of the first teams to be deployed with the new yoga devices. The positive impact that this had is demonstrated in the associated case study in Appendix C.

19. **The deployment of new ICT equipment (2017-2019)**
One of the early decisions within the programme was to move away from the provision of desktop computers to a model where each member of staff has their own device. This is now recognised as one of the key enablers for flexible working and represents recognised best practice for the implementation of smarter working.

20. The deployment of the yoga, laptop and carbon devices has been very well received by staff across the Council. In 2018, this resulted in a period of prioritised deployment for Social Care staff – in recognition of the impact that the new devices were having for staff.

21. Staff can now have the same experience whether in any office, at home or in the community allowing the flexibility that comes from being able to work wherever you are a reality

22. **Main impact 2015 - 2019**
The main impact of the programme has been to enable the delivery of the original vision for the programme.

23. Staff now have the appropriate ICT equipment and modern office environment that – in tandem with a change in the perception of and access to a more flexible way of working – has genuinely changed how our staff work.

Programme Funding

24. The initial deployment of tablet devices was funded by the ICT strategy.

25. In November 2016, Policy Committee provided approval for the SWP to bid for £3.6m of capital funding - which was obtained and profiled over three years from April 2017 through to March 2020 as detailed in the following table:

	2017/18	2018/19	2019/20	Total
	£ '000	£ '000	£ '000	£ '000
ICT equipment	1,290	1,384	0	2,674
Furniture & refurbishment	350	437	148	935
Total	**1640**	**1,821**	**148**	**3,609**

26. The profile of the funding was brought forward twice to reflect programme delivering ahead of schedule and subject to final adjustments for the stock of ICT equipment, it is anticipated that the programme will finish within budget.

Programme Benefits

27. **Cashable Financial Benefits**
In the report to Policy Committee in November 2016, the anticipated cashable benefit of the SWP, was estimated as £ 1,420,000 in capital receipts and £ 1,630,000 in ongoing revenue savings. This was based on the financial modelling being undertaken at the time which reflected the options being discussed within the project team and at the cross-party Member Review Group.

28. Vacating Chadburn House and the Clasp block at County Hall resulted in an annual revenue saving of £ 350,000

29. The "Investing in Nottinghamshire: Delivering the Council Plan through a second phase of the Smarter Working Programme" report went to Policy Committee in March 2019. This identified the seven buildings that would be released/disposed, subject to further detailed work, and provided an estimate for the remaining savings to be achieved of £ 1,348,000 in ongoing revenue savings and £ 5,500,000 in capital receipts.

30. **The positive impact on budget pressures from improved productivity**
By enabling and equipping staff to work in a more flexible way there are benefits in staff productivity. This can result from front line staff being able to spend more of their time with service users and less time travelling to and from the office, from managers being able to join meetings via Skype – saving the time and cost of travelling across the County - and from all staff working from home or other locations that allows them to manage their time more effectively.

31. It was estimated that the increase in productivity from the introduction of the tablet devices in 2015 was equivalent to a reduction in budget pressure of £ 0.65m. Whilst it is not possible to extract all the savings gained from an increase in productivity this will have acted to reduce budget pressures that has a positive impact on the Medium Term Financial Strategy (MTFS).

32. When the impact of the improved productivity was evaluated in 2016, for the report seeking funding for the programme from 2017-2020, the increased productivity was estimated to be equivalent to a reduction in budget pressure of £ 3.349m over the three-year period.

33. **Benefits for staff**
The impact on front line staff has been very positive:

The ASCH Healthcheck survey in spring 2018 found that:

- 83% of staff felt that they had access to workspaces that supported them to work flexibly. This compares to 50% in the 2015 Healthcheck.
- 78% felt they had equipment that enabled mobile working e.g. phones and Think Pads. This is in line with national reporting that 79% of Local Authorities have ICT provision that is aligned with new ways of working.
- 88% of staff were aware of the expectation to work in a mobile way in line with smarter working principles and expectations

The CFS Healthcheck in 2019 found:

- 80 % of staff said that the introduction of Smarter Working and more flexible working had been beneficial to their work:life balance and their wellbeing
- Two of the top four positive aspects of their working experience were having appropriate technology to do the job and a good work:life balance
- 90% of staff said that they were able to access the ICT network whenever they needed to

34. We have surveyed staff at key points throughout the programme in order to baseline their readiness for change and evaluate the impact on their working lives. The following graphs are taken from the staff survey at County Hall in 2018 which demonstrates that there has also been a positive impact on back-office staff:

Have you utilised any of the alternative work settings e.g. soft seating, meeting pods, workbenches?

Do you think your new working practices have had a positive impact on your health, wellbeing and work life balance? Totals
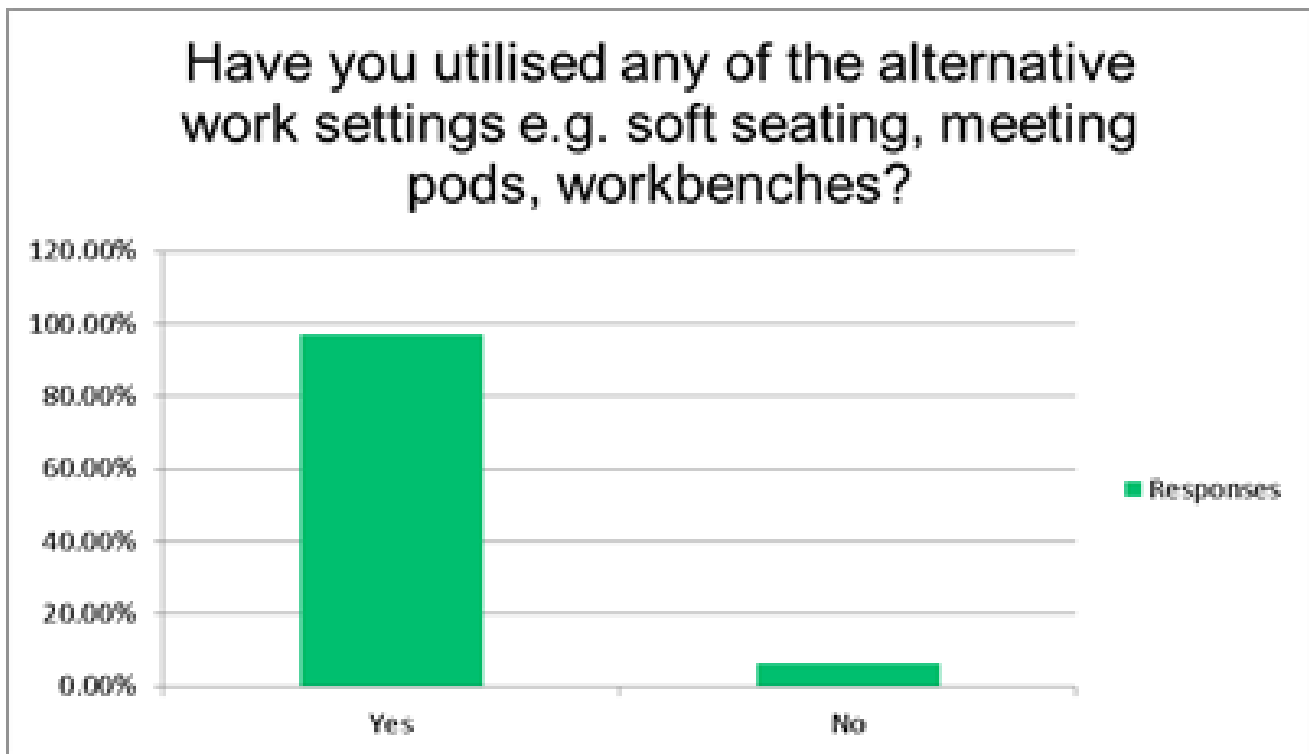
PROGRAMME CLOSURE

35. The formal programme closure process has identified the areas where functions that have been provided from the SWP, and the previous Ways of Working (WoW) programme, will need to be continued.

36. The areas, functions and initial perspective of how those functions will be provided in the future are detailed in Appendix B.

Other Options Considered

37. No other options were considered.

Reason/s for Recommendation/s

38. To update the Committee on the achievements and closure of the Smarter Working Programme.

Statutory and Policy Implications

39. 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 Improvement & Change Sub-Committee consider whether there are any actions arising from the report
2)   That the Improvement & Change Sub-Committee agrees the proposed closure of the programme

Nigel Stevenson
Service Director, Service Director for Finance, Infrastructure & Improvement and Section 151 Officer

For any enquiries about this report please contact:
Iain Macmillan, Lead Programme Manager, Programme & Projects Team
(0115 9772341)

Constitutional Comments (KK 6/11/2019)

40. The proposals in this report are within the remit of the Improvement and Change Sub-Committee

Financial Comments (**RWK 14/11/2019**)

41. There are no specific financial implications arising directly from the report.

Background Papers and Published Documents

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

- 'None'

Electoral Division(s) and Member(s) Affected

- 'All'

Smarter Working Programme – Deliverables

2015
The roll-out of 2,200 tablet devices to support mobile working
1,600 social care staff provided with TotalMobile software and training to enable case notes and assessments to be completed on the tablet computer, away from the office
Replacement of 1,000 blackberry phones with Windows smartphones
Creation of additional touchdown space at County Hall and Lawn View House
Extension and enhancement of the wireless network across multiple sites to support mobile working
A pilot to test the potential of audio-visual equipment
The introduction of scheduling for the START service and appointments for Occupational Therapy and Social Work Assessments
Work with departments to reduce the operational building estate as part of the development of a 10-year Asset Management Plan
A gateway review of the programme undertaken by an external Smarter Working expert
A model developed to show the potential impact of the SWP on the future requirement for office space to support the development of the Asset Management Plan and the development of options for reducing the current portfolio
2016
Trent Bridge House (TBH) was re-stacked to reduce the space occupied by Highways and the Business Support Centre. This enabled ICT and staff from Chadburn House to move into TBH and for HR staff to move to County Hall.
NCC staff moved out of Chadburn House delivering an additional annual saving £175k
The Lync telephony system was implemented at all main County Office sites – to over 5,000 users
Over 1,000 blackberry phones replaced by Windows smartphones
The Multi Agency Safeguarding Hub (MASH) were moved into the Piazza
A series of engagement sessions with senior managers across the Council

Funding was secured for the deployment of new ICT equipment and the reconfiguration of office space to enable greater flexibility in how and where our staff undertake their work

The former CLASP building was cleared and handed over for demolition-resulting in an additional annual saving of £ 178k

2017

Scheduling of appointments was rolled out for all Social Work and Occupational Therapy teams in Adult Social Care & Health (ASC&H), making further use of the TotalMobile functionality.

Scheduling of appointments for the START re-ablement service was rolled out across all teams

A successful pilot project saw a mail scanning process put in place for teams based at Lawn View House (LVH)

A review of ICT support for staff based at Queens Medical Centre (QMC) resulted in the introduction of Lync telephony, improved WIFI access and the deployment of new ICT equipment for staff

Staff at Chancery Lane were deployed with new ICT equipment

LVH has been reconfigured and staff have been deployed with new ICT equipment

Deployment of new ICT equipment has started at County Hall which will also see some minor changes to the configuration of office space to support a greater level of flexible working

2018

Site visits for Members to see the impact of different strands of work within the SWP

An upgrade in the scheduling software was rolled out across all Social Work and Occupational Therapy teams in Adult Social Care & Health (ASC&H) that has provided an improved functionality for staff

The deployment of new ICT equipment and a reconfiguration of the office space in County Hall resulted in an additional 335 staff working out of County Hall–taking the headcount up to 1,182

New ICT equipment was deployed to 256 staff based at Trent Bridge House

The Social Work team based at City Hospital were moved from Valebrooke House to a site within the main hospital. As part of this move they have received new equipment, access to Lync telephony and there has been a review of the Wi-Fi coverage

New ICT equipment was deployed to over 100 staff based at Prospect House in Beeston.

Following a decision to prioritise deployment to Social Care staff, an additional 800 devices were deployed between October and the end of the calendar year, which represented a significant increase in the pace of deployment.

A review of policies to ensure that they are aligned with and support the principles of smarter working

2019
Deployment of new ICT kit at the remaining office bases across the County and has been completed: (i)   Sir John Robinson House (ii)   Sherwood Energy Village (iii)   Meadow House (iv)   County House (v)   Mercury House (vi)   The Piazza
Reconfiguration and re-location of staff at Sherwood Energy Village, resulting in the clearance of Bevercotes House for disposal
Engagement with staff at Meadow House ahead of the reconfiguration of their office space

Arrangements for the transfer to business as usual

Area	Function	Future provision
Property	Office rationalisation	This will be delivered as part of the Investing in Nottinghamshire (IIN) programme
	Office moves and space planning	This will be covered by the resource allocated to the IIN programme from the Programme & Projects team.
	Management of building occupancy	
	Consistent management of office buildings	This will be managed from within the Place department
	Car Parking strategy	This will be picked up within Place department
	Co-location of Health &Social Care staff	The SWP programme manager is liaising with the Group Manager (Property) to transfer this work to the Property team.
ICT	Future funding for ICT equipment	The ongoing funding will be evaluated and a bid submitted to CAMG by the Group Manager (Operational Delivery)
	Support	The revised support model for the new ICT equipment will be managed by ICT
		The support implications of co-located Health & Social Care staff will be managed within ICT
	Printing for co-located staff	This will be picked up by the print strategy
HR	Business System Support Officers	The future provision of support provided by these staff will be managed within the Business Support Service and is currently the subject of a review.
	Support for managers and staff	This will be picked up through the work undertaken in partnership with Timewise to promote and develop our flexible working arrangements and as part of the accreditation process

All employment policies and procedures have been reviewed to streamline them and to make them more modern. The process has had increased flexible working as a primary driver for the work undertaken to date This work continues and we seek to deliver increased management support digitally. There is a need to ensure we have the correct review frameworks in place to maintain |

Nottinghamshire County Council

Case Study – Jo Ansell-Wood, QMC Assessment Team

Background & Context

The QMC Assessment team were chosen as a proof of concept by ICT services to determine how to deploy new technology and solutions outside of a main NCC office base. Previously the team were using analogue phones, struggling with hospital wifi and as such the use of their mobile devices was not being maximised. ICT services spent time working with the team and health ICT colleagues to deploy new mobile devices (Yoga 260), Lync telephony systems and new WiFi settings & connections. This is the impact the project has had, as described by Jo Ansell-Wood

Difference to me and my service users

I cannot live without it! I enjoyed using the ThinkPad and invested time building it into my day to day work but often had issues with connectivity on the wards I work on, which was frustrating. This meant that I spent more time at my desk away from my service users and their families.

The new device and the **vastly improved connectivity** in the main hospital wards means that I am able to undertake most of my work whilst I'm on the ward & be more visible to my health colleagues and service users.

I use the device mainly in the ward offices, thus enabling me to link a lot closer than I ever have been able to with health staff. All conversations can now occur whilst I'm on the ward rather than having to phone ward staff back when I'm at my desk. This **improves the service we provide to service users and increases the speed at which I am able to respond** to their needs & therefore supports hospital staff to discharge patients safely and quicker.

Being **able to quickly update service user's records & case notes** in a timely manner also allows the service advisors in my team to demonstrate that there are no delayed discharges because of social care.

Previously I could spend the vast majority of my day visiting service users and their carers on wards, making notes and not actually updating the Framework/Mosaic system until I got back to my desk at 3:30pm – 4:00pm. This meant that our team were often on the back foot when receiving requests for updates from health staff who were waiting to discharge service users.

The service advisors can now respond to these requests for updates on my behalf, as I can update records as I work flexibly on the wards around the hospital. The devices & perhaps more importantly the connectivity has allowed this whole **process to work much smoother.**

The Yoga 260 switches on and logs in quick, which is a vast improvement on the desktop machines we had previously. It connects to the internet well which is really useful when ordering equipment, gaining consent or just wanting to use as a visual aid with service users and carers. I recently used it to help make decisions alongside a service user about the care home placement they wanted me to organise.

Having Microsoft Lync has also enabled me to make calls or use the instant messaging. Small things like being able to use the headset and **talk and type at the same time is a more efficient way of working**. It also means I have the ability to make calls all the time and manage my own voicemails, rather than messages having to be taken and passed on to me.

On occasion I'll work from home either first thing before a personal appointment or in an evening to finish some work ahead of the next day. Again, the connection is much more stable and I have had no issues. This **improves my worklife balance** and allows me to still be working even though I have an appointment. I don't need to take flexi or request urgent domestic business.

I feel that the recent ICT project has allowed me to once again improve the way I work and support my service users. The new technology and software supports me to be able to do my role to the best of my ability contributing to my productivity.

Overall Impact

I wouldn't be able to work as efficiently without my device. It saves me at least 3 hours (8%) of time a week. If you multiply that out across the assessors within the team that would be equivalent of having another 1.5fte members of staff.

Top tips

Use it: Try to change the way you work gradually. The device, as you can see from above, has really helped me, my team and my service users.

Keep using it: The more you use your device to work flexibly the more it will become a natural part of your working day.

Contact information:
Jo Ansell-Wood, QMC Assessment Team

Agenda Item: 7

REPORT OF THE SERVICE DIRECTOR – FINANCE, INFRASTRUCTURE AND IMPROVEMENT

Update on rollout and adoption of Microsoft Office 365

Purpose of the Report

1. To introduce the presentation to the committee on the current position with regard to the rollout of the Microsoft Office 365 (O365) suite of tools.

Information

2. Members will be aware that the council, by way of the cloud navigator programme, has engaged Microsoft to support the migration of council ICT infrastructure and services to the Microsoft cloud platform.

3. Following the successful migration of the email service to to the cloud, focus has now fallen on the tools the O365 platform offers and how best to facilitate adoption of these tools.

4. ICT Services have been working with Microsoft to understand the capability of the O365 suite and skilling up support staff in the use and support of the technology. We are now in a position where users can be encouraged and supported in exploiting the opportunities the technology presents.

5. The capability and use cases for this technology are best demonstrated by way of a presentation. Therefore, the presentation will outline the range of tools available, how they can be used to support collaboration, new workflow and more flexible working. It will also consider how adoption of the tools is best managed within the context of the council and the services we deliver.

RECOMMENDATION/S

6. That members agree to receive a follow up/update report in the next 6 months and that this be included in the work programme

Nigel Stevenson
Service Director – Finance, Infrastructure and Improvement

For any enquiries about this report please contact:

Neil Marriott
Group Manager, Operational Delivery
Finance, Infrastructure and Improvement
Chief Executives Department

Constitutional Comments (EP 15/11/2019)

Financial Comments (SES 15/11/19)

There are no specific financial implications arising directly from this report.

Background Papers and Published Documents

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

- None

Electoral Division(s) and Member(s) Affected

- All

Nottinghamshire County Council

Report to Improvement and Change Sub Committee
25 November 2019

Agenda Item: 8

REPORT OF THE SERVICE DIRECTOR – FINANCE, INFRASTRUCTURE AND IMPROVEMENT

Update on the Social Care Digital Pathfinders Funding Bids

Purpose of the Report

1. To update Members on the above funding bids.

Information

2. At the Improvement and Change Sub Committee meeting of 23 September 2019, Members received a report briefing them on 2 successful bids made for phase 1 funding from the Social Care Digital Pathfinders fund.

3. This funding enabled work to continue on submitting a full bid for phase two implementation funding of up to £350K per bid. Work on these bids has been ongoing and culminated in written submissions being made to the panel on the 29th October 2019 followed by a presentation to the awarding panel on the 30th October 2019.

4. At the time of writing this report, the results have not been announced. However, it is anticipated that results will be known prior to the sub committee meeting and therefore, an update will be communicated to Members at this time.

RECOMMENDATION/S

5. That members agree to receive an update on the status of the bids and any resulting progress reports in the next 3 months and that this be included in the work programme.

Nigel Stevenson
Service Director – Finance, Infrastructure and Improvement

For any enquiries about this report please contact:
Adam Crevald
Group Manager, Architecture and Technical Design
Finance, Infrastructure and Improvement
Chief Executives Department

Constitutional Comments (EP 15/11/2019)
The Improvement and Change Sub-Committee is the appropriate body to consider the content of this report.

Financial Comments (SES 15/11/19)

The financial implications are set out in the report. Both phases of the Social Care Digital Pathfinders (SCDP) Scheme are funded by NHS England. Phase 1 bids amounted to £98k for 2 sucessful bids. A further £350k is available for a smaller subset of bids in the implementation phase.

Background Papers and Published Documents

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

- None

Electoral Division(s) and Member(s) Affected

- All

![Nottinghamshire County Council logo]

Report to Improvement & Change Sub-Committee

25 November 2019

Agenda Item: 9

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

ICT OPERATIONAL PERFORMANCE QUARTER 2 2019-20

Purpose of the Report

1. To provide the Improvement & Change Sub-Committee with the 2nd quarter progress update on operational performance measures for ICT Services.

Information

Performance Update

2. To provide a balanced assessment of performance, ICT Services measure four groups of indicators that cover business activities, customers, staff and finance. Information regarding performance metrics for the 2nd quarter of 2019-20 is provided in an **Appendix** to this report.

Business Activity Indicator

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

4. Availability of ICT services has been good this quarter, for the 5th consecutive quarter, with performance above the target of 99.8%.

5. The percentage of mobile devices within the ICT client estate has increased by just under 2% in the last quarter with mobile devices now representing over 70% of the entire estate. This shows the continued positive contribution that ICT is making to underpin several activities listed in Chief Executive's departmental strategy that will enable the delivery of specific commitments in the Council Plan.

6. The impact of Change upon services provided from the operational infrastructure is a key measure for ensuring quality of process for handling and managing changes successfully. This quarter there were 365 technical changes made, with just 1 having negative impact upon service provision (classed as failed Changes). This ensured a positive outcome of a

success rate of over 99% against a target of 98%. The ICT Health Check was also completed successfully in September with service penetration testing, which identifies potential system vulnerabilities that a potential hacker or malware could exploit, completed onsite at County Hall.

7. The business activity indicators include two project performance metrics that are used by the Chartered Institute of Public Finance and Accountancy (CIPFA). The project delivery index is used to measure conformance to good project management standards e.g. adoption of PRINCE 2 methodology, business case produced, delivery to timelines, business benefits achieved etc. Performance against this indicator remains consistently high since reorganisation of the service including dedicated programme and project management resources.

The second indicator is related to delivery of milestones and measures the overall percentage of milestones delivered by the planned timelines. Performance against this indicator is slightly below target at 84%, largely due to dependencies and delays with external partners completing milestone tasks.

Customer Indicator

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

The combined 2nd quarter performance is above target at 4.89 displaying generally positive satisfaction of ICT applications and services. Over 25% of customers also providing further complimentary comments using a new submission process managed through the Firmstep Platform.

Staff Indicator

9. The average number of sick days per staff member in ICT Services is above the corporate annual target level after the higher than normal levels of sickness reported in the 1st quarter. The performance in the 2nd quarter is below target at 1.65 although is not enough improvement to bring the cumulative performance under the corporate annual target. The reported sickness absence this quarter was primarily due to stress related disorders and post operation recovery.

10. Training activity for ICT Services staff is crucial to ensuring that the relevant and required skills are available, with training delivery continuing to be above the target level as we introduce and transition to new technologies and service models including the move to Cloud-based delivered services.

Financial Indicator

11. Revenue spending for the 2nd quarter is slightly below the overall annual budget plans, largely due to vacancies resulting from secondment to the Cloud Programme and contract renewals

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falling into the 3rd quarter. The profile of capital spend reflects the plan to move away from owning and managing our own data centre and making use of off-premise (cloud) solutions. The amount and pattern of capital spending has been largely determined through the Cloud Programme procurement exercise. The performance is slightly above the target in the 2nd quarter due to the conclusion of a Microsoft contract which was delayed from the 2018-19 financial year.

12. ICT Services also continues to provide very favourable cost comparisons with other public sector bodies with the cost of ICT support within the 2 lowest cost quartiles of the current annual CIPFA benchmarking.

Changes to Reporting

13. The Transformation and Change Group now provide Progress Reports on the delivery of Improvement and Change Programmes, Projects and Savings which incorporates reporting on both business and ICT activity, while this report from ICT focus on the reporting of ICT's Operational Performance.

Other Options Considered

14. No other options have been considered in this report.

Reason/s for Recommendation/s

15. To provide continual assurance of ICT's Operational performance against an agreed set of understandable and measurable criteria.

Statutory and Policy Implications

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

RECOMMENDATION/S

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

Neil Marriott
Group Manager, Operational Delivery (ICT Services)

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

Constitutional Comments (AK 24/10/2019)

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

Financial Comments (RWK 24/10/2019)

18. The financial implications are set out in paragraphs 11 and 12 of the report. ICT Services are forecasting an underspend of £77,000 for the financial year 2019/20.

Background Papers and Published Documents

- None

Electoral Division(s) and Member(s) Affected

- All

Nottinghamshire County Council

ICT OPERATIONAL PERFORMANCE Quarter 2 2019 – 2020

Key symbols table:

Status	Indicators
✕	Below target by more than 10%
✕	Below target by up to 10%
✓	On or above target
⬤	No reported data or no target

Business Activity Indicator	Performance 2018-2019		Performance 2019-2020				Comments
	Q3 Actual	Q4 Actual	Q1 Actual	Q2 Actual	Q2 Target	Q2 Status	
Average Availability of Business Critical Services (B001)	99.83%	99.89%	99.99%	99.87%	99.80%	✓	There are 96 services identified as Business Critical to the County Council e.g. e-mail, internet, Mosaic, BMS, Capita ONE etc. Contributory factors to this high level of availability are the investment in the ICT infrastructure (such as the network, servers, cabling and data centres), a proactive approach to infrastructure alerts and monitoring (taking pre-emptive action where necessary), plus the rapid response of technical teams should issues occur. During Financial Quarter 2 2019 - 2020 there were 4 Major Incidents, however these did not all have an impact on service availability. Availability missed 100% due to very minor outages against a number applications and services including the Firmstep

						Platform, Public Website, Intranet, Democratic Services, Citrix and Timemaster.
Percentage of Mobile Devices* Within the ICT Estate (B062) *Laptops or Tablets compared to desktop devices	57.50%	64.44%	68.98%	70.80%	70.00%	✓	Laptop and tablet computer devices now account for just over 70% of our computer estate. The advent of the Smarter Working Programme means many desktop and small form factor tablet devices are being replaced with more effective tablet and laptop offerings. The last quarter has seen further remedial work within Active Directory alongside resulting in a reduction of another 177 desktop devices (2220 to 2043). We are again seeing the lowest number of total devices since Q1 2014/15 with further reductions against Tablets (2868 to 2836), however, a slight increase in Laptops (2068 to 2117). We've seen a further 2% increase to the percentage equating to 'Mobile Devices' due to continued Smarter Working Programme rollouts, replacing older (often desktop) devices.
Percentage of Incidents Resolved within Agreed Service Levels (B009)	94.30%	95.74%	94.54%	92.74%	92.00%	✓	This indicator assesses the performance of the ICT function in restoring service and responding to incidents reported to the Service Desk. During Financial Quarter 2 2019 - 2020 we closed 6222 incidents of which 5773 were closed within their assigned Service Level Agreement continuing the positive trend seen over the previous two quarters. SLA performance continues to be maintained and improved through sustaining targeted focus on effective incident management.
Percentage of ICT Changes Successful Completed (B032)	98.34%	100%	98.77%	99.73%	98.00%	✓	The ICT Change Management process aims to ensure that upgrades and new services are implemented without any negative impact on service provision and ensure that all changes to Business Critical services have been comprehensively planned, tested and authorised before being carried out. This quarter 364 changes have been completed successfully with 1 reporting failures. The issue specifically related to Kofax print patching which failed due to unforeseen database

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							Comments
							compatibility issues. The change was quickly rolled back, the vendor informed, and normal operation resumed.
Compliance to CIPFA Project Delivery Index (B052)	9.00	8.70	7.80	8.45	8.00	✓	This indicator measures the effectiveness of ICT project management and delivery by assessing approved projects completed in the quarter against a set of 9 defined criteria established by CIPFA and based around PRINCE 2. Eleven projects were completed this quarter; 3 of which did not complete to expected timescales therefore CIPFA scoring was slightly affected, however, the target was still achieved.
Percentage of Project Milestones Delivered (B053)	76.00%	86.00%	86.00%	84.00%	85.00%	✗	Each project and priority activity incorporates a series of milestones (both for ICT Services and the business) that are the basis for assessing progress. These can be updated by Project Boards to reflect revisions to scope, priorities etc. At the end of the quarter, 5 milestones were incomplete with another awaiting sign-off. These are largely Health Integration milestones where delays have been incurred due to partner organisations or suppliers. The item awaiting sign-off has missed the milestone by 2 days but has now been completed. This means the target was only just missed for this quarter.

Customer Activity Indicator	Performance 2018-2019		Performance 2019-2020				Comments
	Q3 Actual	Q4 Actual	Q1 Actual	Q2 Actual	Q2 Target	Q2 Status	
Average Customer Satisfaction Score* *Corporate Support) (C001A01) / Schools (C002A01)	4.71/ 4.96	4.79/ 5.00	4.79/ 4.90	4.82/ 4.96	4.50/ 4.50	✓	The access channel into ICT Services is the Service Desk which receives and handles the incidents, service requests and enquiries. The efficiency and effectiveness of this function is crucial for the user perception of the whole range of services provided. ICT Services collects information regarding customer's satisfaction (score 1-poor, 5-excellent) of the ICT incident management process for both corporate and school users (weekly sample sizes are approximately 30 corporate users and 20 school users).

<u>Corporate</u>

Last quarters high performance has been maintained through ensuring and promoting high standards across teams. The introduction of additional quality assurance processes, including a customer feedback loop, has further aided performance.

We're seeing the highest performance for Customer Satisfaction ever reached and several factors are believed to be influencing the trend. These include the stability of the team, increased knowledge regarding the services we support and the maturity of the Quality Assurance process in place to improve the overall customer journey.

<u>Schools</u>

School service desk continues to achieve high levels of customer satisfaction with positive additional feedback from school customers for both SIMS & ScholarPack support.

We've seen a further Increase in scores this quarter with just 2 responders providing a score less than the maximum 5. Over 25% of customers also providing further complimentary comments using a new submission process managed through the Firmstep Platform.

Percentage of Service Desk 1st Call Resolutions (C010)	55.31%	65.44%	67.35%	69.66%	50.00%	✓	First call resolution measures the effectiveness of the Service Desk at first point of call. The 50% target of incidents resolved at 1st point of call is a balance of being able to manage the call volumes through the desk and maintaining a high percentage success rate within the call-time allocated to each call (6 minutes). During the 2nd quarter there were: • 10,788 calls taken • 48 additional VIP calls taken In addition, there were: • 8,220 emails received • 414 webchats completed

							Comments
							The constant work on quality, centralized knowledge storage and staff training is clearly delivering excellent results. During the 2nd quarter there were 6764 potential first time resolutions and of these 4712 were fixed first time.
Average Service Desk Call Duration (C011)	05:56 mins	5:39 mins	05:17 mins	05:19 mins	06:00 mins	✓	To manage call volumes and achieve a lower call abandonment rate, a target of 6 minutes (ICT industry practice) is allocated to each call to the first line Service Desk. During the 2nd quarter there were 10,788 phone calls to the Service Desk. The total duration of these calls was 930 hours. The duration is measured from the engineer point of view and only includes time that the engineer spends talking to the customer. Targeted time per call continues to be met by staff on consistent basis.
Percentage of Service Desk Calls Dropped (C014)	10.67%	6.92%	11.95%	8.14%	10.00%	✓	This measures the proportion of calls unanswered by the Service Desk and significant improvements have been made throughout the last year in call handling management. Despite an increasing number of calls and tickets raised the Service Support team are performing very well and maintaining the level of abandoned calls within the target. The percentage of dropped calls during the 2nd quarter is based on receiving a total of 10,788 telephone calls with 878 of these not reaching the Service Support (1st Line) team.

	Performance 2018-2019		Performance 2019-2020				
Staff Activity Indicator	**Q3 Actual**	**Q4 Actual**	**Q1 Actual**	**Q2 Actual**	**Q2 Target**	**Q2 Status**	**Comments**
Average Number of Absence Days Per Staff Member (S003)	3.87	6.16	2.21	3.86	3.50	✗	The absence score for this period is 3.86 against the 3.50 target, compared with 2.42 for Q2 2018-19 and 3.01 for Q2 2017-18. The figures represent 281 days of absence across ICT with 156 days related to Stress/depression (incl. anxiety, nervous

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							debility/disorder) and 78 days relating to Operations, post-operative recovery and other hospital treatments.
Average Number of Training Days Per Staff Member (S004)	2.82	3.68	1.53	2.47	1.50	✓	The annual target is 3 days formal training for each member of staff and incorporates attending training courses, gaining internal knowledge transfer/coaching across ICT and 'Computer Based Training' for people studying/exams for various technology disciplines. The training score for this period calculates to 2.47 against the 1.50 target, compared with 2.07 for Q2 2018-19 and 2.08 for Q2 2017-18. The score equates to a quarterly total of 51 days across ICT with the biggest single area being BCE with just under 20 days of training completed.

Finance Activity Indicator	Performance 2018-2019		Performance 2019-2020				Comments
	Q3 Actual	Q4 Actual	Q1 Actual	Q2 Actual	Q2 Target	Q2 Status	
Percentage of Expenditure against Revenue (F001)	80.00%	103%	27.00%	46.00%	58.00%	✓	Expenditure slightly below target this is largely due to vacancies resulting from secondment of staff to the Cloud programme as well as renewal dates for several annual contracts falling in the 3rd quarter.
Percentage of Expenditure against Capital (F002)	89.00%	100%	66.00%	55.00%	50.00%	✗	The spend on Capital is slightly above target and this is largely due to expenditure on Cloud being front-loaded due to the Microsoft contract which was slipped last year now concluding
Cost of Providing Support Per User (F006)	£199	£185	£183	£243	£224	✗	Our current cost of £243 per user puts the County Council at the 2nd lowest cost quartile of CIPFA 2016-17 benchmarking. The target of £224 is based on the threshold line of moving into the next quartile.

							At the end of the 2nd quarter there were 6757 active users which represents a reduction of 29 on the previous quarter with the updated 'Cost of ICT Support for Financial year 2018-19 at £1,640,745.00.
Cost of Providing Support Per Workstation (F007)	£209	£261	£289	£235	£217	✕	Our current cost of £235 per workstation puts the County Council in the 2nd lowest cost quartile of CIPFA 2017-18 benchmarking. The target of £217 was based on the threshold line of moving into the next quartile. At the end of the 2nd quarter there were 6996 workstations (including Tablet devices) with the updated 'Cost of ICT Support for Financial year 2018-19 at £1,640,745.00. An ongoing push on device maintenance is raising the per workstation cost proportionally, however inclusion of Tablet devices in the calculation has resulted in a lower cost compared with the 1st quarter and just off the £217 target.

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

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

Purpose of the Report

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

Information

2. This 2019/2020 quarter 2 (July-September 2019) update reports against the departmental Improvement and Change Portfolios contained within the Council's refreshed Departmental Strategies approved by Policy Committee in May 2019.

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

4. **Appendix A** provides a summary of progress in delivering departmental Improvement and Change Portfolios. Further detail will be provided annually in departmental updates on improvement and change which will be presented to this Sub Committee by individual departments on a quarterly basis.

5.   **Appendix B** provides a project status report as at September 2019, for all 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 a 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. 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 Savings Position

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

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9. Across all portfolios the total savings target over the four years 2019/20-2022/23 is £24.2m. When taking into consideration savings at risk, slippage and over delivery it is projected that this target will be over achieved by £3.6m.

10. The breakdown of projected savings delivery, by Portfolio across the four years 2019/20-2022/23 as at June 2019 is as follows:
    *   Adult Social Care & Health Portfolio - total savings target of £18.9m which is projected to be over achieved by £3.6m.
    *   Chief Executives Portfolio - total savings of £1.5m which are projected to be delivered as planned.
    *   Children & Families Portfolio - total savings of £2.5m which are projected to be delivered as planned.
    *   Place Portfolio - total savings of £1.3m which are projected to be delivered as planned.

11. The savings being delivered in the Children & Families Portfolio have to be seen in light of the increasing pressures developing elsewhere in the Children and Young People's Committee budget. The increasing demand on placements and referrals is predicted to result in an overspend in 2019/2020 of £8.3m. The portfolio continues to review its budget to find savings whilst responding to the need to invest in the service.

Projects at risk or compromised

12. **Development of Shared lives**

Project savings were based on new carer households joining the scheme to provide additional capacity within the Shared Lives service which provides a lower cost alternative to residential care and supported living. The required number of additional carer households have not been added to the scheme. This has been as the result of capacity issues within the Shared Lives Team and also due to existing carers leaving the scheme.

The Council is currently working with the national Shared Lives organisation, Shared Lives Plus to understand the service delivery changes that would be required to increase the number of people supported by the Council's Shared Lives service.

13. **Maximising Income available to the Council's Directly Provided Adult Social Care Services**

This project has been working to increase the income delivered by the Council's Directly Provided Adult Social Care Services. The £130k target has not yet been achieved and work is underway to review the remaining options to maximise income. The project has moved to At Risk during quarter 2 and this rating will be maintained pending delivery of the increased income.

14. **Social Impact Bond**

The DN2 children's services Social Impact Bond, is a partnership of Derby City Council, Nottinghamshire County Council and Nottingham City Council aimed at supporting children and young people in care or on the edge of care to remain in a family type environment.

A Social Impact Bond involves paying only for outcomes delivered and has a social investor who normally takes the financial risk on behalf of a provider. The government has agreed to pay 25% of payments for outcomes delivered (circa £3m across the DN2 partners) with DN2 partners paying the rest.

The implementation of the project has been delayed as DN2 have been unable to progress two preferred investment options. Discussions continue regarding another investment option and the current schedule is for the delivery mechanisms to be in place by late Autumn and referrals being dealt with by February 2020. In anticipation of this and to facilitate a phased implementation, regular mobilisation discussions are being held with the provider.

The project status will remain compromised pending confirmation of funding and finalisation of legal agreements, at which point a change request will be brought for consideration by the Improvement and Change Sub Committee. The current mobilisation plan outlined above would result in the delivery of 2019/2020 savings of £250k and the 2020/2021 savings of £250k being delayed by a year.

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.

Statutory and Policy Implications

17. 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

18. 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.

19. Across all portfolios the total savings target across the four years 2019/20-2022/23 is £24.2m. When taking into consideration savings at risk, slippage and over delivery it is projected that this target will be over achieved by £3.6m.

RECOMMENDATION/S

20. It is recommended that:
    1) the Committee 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 to receive a further update for quarter 3 2019/20 in March 2019.

Sue Milburn
Group Manager, Transformation & Change

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For any enquiries about this report please contact:
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Constitutional Comments (LW 30/10/2019)

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

Financial Comments (RWK 07/11/2019)

22. The financial implications are set out in paragraph 19 of the report. The report details savings included in the Council's MTFS totalling £24.2 million which are expected to be delivered over the period 2019/20 to 2022/23. When taking into consideration savings at risk, slippage and over delivery it is projected that this target will be over achieved by £3.6m.

Background Papers

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

None

Electoral Division(s) and Member(s) Affected:

All

ASCH Improvement and Change Portfolio – July to September 2019 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. **Saving 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. **Saving 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.	Nov 2019	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	December 2019	On Target	Status moved from "At Risk" in Q1 as per following: • The new Carers Hub and Carers Engagement service contracts have now been commissioned with an implementation date set of 1st December 2019. The Hub will have a key role identifying carers, and providing information, advice and support. • A revised, more personalised carer's assessment process is currently being developed and will be implemented in December 2019. • Staff guidance is being updated alongside training and communications to staff, which will start in November 2019

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	On Target	
Support Health and Wellbeing Board partners to implement place-based plans to contribute to food, environment and physical activity objectives, which will support residents to reduce their risk of obesity and diet related diseases.	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 are provided the skills to enquire into previous childhood trauma when assessing needs of adults for services. Anticipated benefits of this approach include	March 2020	On Target	

improved engagement in services and improved health and social outcomes.		On Target	
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.	March 2020	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
Managing and shaping the social care market.	Ongoing	On Target	
Develop an ICT/Digital strategy to improve the customer experience and increase the efficiency and effectiveness with which we work.	March 2020	On Target	
Review Home First Response Service (HFRS), Short Term Assessment and Reablement (START) and homecare to ensure maximum effectiveness.	Commenced & ongoing	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**	March 2022	Experiencing Obstacles	External consultants have been supporting the Council to understand the national and regional picture and how this is reflected in the Council's delivery of HWC. Following on from the consultants work an initial paper identifying issues with the HWC project was presented to Adults Senior Leadership Team (SLT) in August 2019. Further work is due to be presented to SLT in November 2019 which will aim to outline a way forward for delivering a comprehensive HWC portfolio of schemes as well as identifying where there is the potential for achieving savings. The potential savings opportunities that originally were identified need to be revised to reflect a more accurate picture of deliverability. This revised savings plan will link in with the revised direction of travel ensuring that the delivery of HWC is based on a robust model.
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.	October 2019	On Target	
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.	March 2020	On Target	
Commercialisation of the Council's directly provided Social Care services.	Summer 2022	Experiencing Obstacles	County Enterprise Foods (CEF) are working with ICT to explore and develop the service 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 service has recruited a marketing officer to help increase sales to existing customers and to market the service to new customers. The required surveys for Brooke Farm have been completed and works are expected to be completed by the end of the year. Project development details are being finalised, however, there are still costing issues to be determined. The Retail Manager is focusing on the product mix and pricing strategy.

Chief Executive's Department – July to September 2019 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.	On-going	On Target	
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.	October 2019	Experiencing Obstacles	Data on all income generating services has been collated. A sample of services have been selected and detailed data collection and analysis has commenced but this is taking longer than anticipated. The review will now be completed by December 2019.

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	On Target	
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	On Target	

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.	June – Dec 2019	Experiencing Obstacles	Lack of project management capacity to progress work (staff absence / departure). Being addressed but slippage into Q4 estimated.
Review of document management good practice within NCC and development of associated principles, guidance and tools Council-wide use.	Sept - Mar 2020	Experiencing Obstacles	As directly above.

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	

Key Milestones	Implementation Date	Status	Update, Exception Detail and Mitigations
Developing a secure technology approach for automating workflows amongst a number of Health and Social Care partners.	December 2019	On Target	
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.	To slip to Dec 2019 from Oct 2019	Experiencing Obstacles	Timelines compromised due to limited developer resources, increase in scope and conflicting demands. Increased project performance tools and new resourcing planning put in place to mitigate against further delay. Once available the technology will automate the commissioning of Home-Based Care.
Use technology to support vulnerable children.	November 2019	On Target	
Access provided to E-Healthscope for Public Health team.	December 2019	New for Q3	
Improving referral workflows with Doncaster & Bassetlaw Hospital Trust (DBHT).	December 2019	New for Q3	
Improving referral workflows with Nottingham University Trust Hospitals (NUH).	December 2019	New for Q3	
Create a standard suite of interoperability standards for wider use.	December 2019	New for Q3	

Programme 7 – The Cloud (off-site data centres)			
Key Milestones	**Implementation Date**	**Status**	**Update, Exception Detail and Mitigations**
Migrate to an Office 365 platform.		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.	Autumn 2019	On Target	

Complete migration to O365 secure email solution.	December 2019	New for Q3	
Commence migration of H drive data to OneDrive.	December 2019	New for Q3	
Windows 7 replacement commenced.	December 2019	New for Q3	

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	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 15th October 2019	On-going	On Target	

Programme 10 – Member Communication and Engagement			
Key Milestones	**Implementation Date**	**Status**	**Update, Exception Detail and Mitigations**
Programme plan developed and agreed.	September 2019	On Target	
Additional resources identified.	September 2019	On Target	
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.	October 2019	On Target	

Children's Improvement and Change Portfolio – July to September 2019 Update

Programme 1 – Remodelling Practice			
Key Milestones	Implementation Date	Status	Update, Exception Detail and Mitigations
Review of recruitment and retention initiatives.	March 2019	On Target	
Implementation of new audit and learning visit model.	April 2019	On Target	
Develop and embed new Framework for Practice	May 2020	On Target	
Review of Staffing Model	March 2020	On Target	
Business Intelligence	Timescale TBC	Experiencing Obstacles	The delivery of dashboards is experiencing obstacles, and estimated timescales are not known. The Digital Development Board provides oversight of this area of the project. An initial draft of the dashboard is anticipated by the end of October 2019.
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	February 2020	Compromised	The implementation of the project has been delayed as DN2 have been unable to progress two preferred investment options. A further investment option is continuing to be explored with detailed discussions ongoing with the potential investor.

A decision is anticipated in November 2019, with implementation currently expected to start in February 2020.

This will impact upon the current savings schedule and so a formal change request is |

		 	expected to go to the Improvement & Change Sub-Committee in January 2020.
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: Review the governance arrangement and independent scrutiny of the authority's own residential provision.	March 2019	On Target	
Fostering Development: Increase the number of foster placements available within the county by 50 over three years, from April 2019. **Saving:** £471k	March 2022	On Target	
Development of new NCC Residential Home: Increase the residential provision available within the county.	September 2020	Experiencing Obstacles	Children's department wish to change the scope to establish two 2-bed homes instead of one 4-bed home and to re-locate Oakhurst. These will both require approval by Policy Committee. New business cases are in development.
Maximising capacity of residential homes: Sale of excess disability beds **Saving:** £393k	November 2019	Experiencing Obstacles	New sales are below target and external income from other sources has reduced. Less of the children proposed could take up the placements and those that could joined later in the year. However, it is likely that they will remain once started and the relationship should see more children from Nottingham starting in the future. Draft web pages for The Big House are with Comms & Marketing for evaluation. They

			would provide a model for the other homes to replicate.

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	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 and once feasibility is undertaken to Carlton Le Willows. Over the past 3 months, analysis now suggests that a new secondary school in the West Bridgford planning area will be required although 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. At present, there are 4 live projects on the basic need 2018 programme: Lowe's Wong Jnr; Sutton Bonnington Primary; Lambley Primary; East Markham Primary. The 2019 basic need programmes are still at feasibility stage.

Open new schools and childcare provision as a result of housing developments.	September 2019 September 2020	On Target	
Review the high needs budget in the context of Alternative Provision free schools, review of inclusion and area behaviour partnerships to ensure that high needs funding is targeted where it is needed most.	2018-2020	On Target	
Support schools to work in closer partnership with parents to raise standards for all.	2019-2021	On Target	
Refresh the Closing the Gap strategy in the light of the skills agenda, national curriculum changes and the further 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 and updates will be provided in future portfolio updates. Members will be presented with a proposal during the Autumn term 2019 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	On Target	
Remodel our Children's Centre Service to ensure that we see improved outcomes for children and families, get the best value and most efficiency.	June 2020	Experiencing Obstacles	The final scope and approach of the project has yet to be decided and timelines are very tight. An action plan has now been agreed with the Chief Executive Officer and as this is implemented it is anticipated that the project status will return to On Target.

A report is scheduled for consideration by CYP Committee 18th Nov 2019 to seek approval of the proposed changes to the Children's Centre Service following transfer under the management of the Council from 1st June 2020. |
| 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 – July to September 2019 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	

High Governance Projects

Portfolio	Project Reference	Programme	Project Name	Project Status (Last Month)	Project Status (This Month)	Trend (Direction of Travel)	Cashable Benefits					Projected At Risk / Slippage & Over / Early Delivery						Savings delivered in an alternative way	Net at risk amount	Finance/PMO Comments for CLT
							2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s	Previous Years (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s			
Place	2018		Reduction in net cost of the Trading Standards through increased income	On Target	On Target	Same	13	132			145									
Place	2018		Serco Contract efficiencies - Holme Pierrepont	On Target	On Target	Same		50			50									
Place	P19-05		Delivering Sustainable Waste	On Target	On Target	Same		150	150	150	450									Approved at December Communities and Place Committee. Meetings taking place with individual Borough and District Councils to establish partner priorities. Confirmation required regarding when implementation needs to commence to deliver approved savings.
Place	P19-08a	Whole System Review of Transport Services	Whole System Review of Transport - Base Budget Review	On Target	On Target	N/A		719		-210	509									Approved at January Improvement and Change Committee

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Status Key

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

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Savings Targets				At Risk / Slippage & Over / Early Delivery				Savings delivered in an alternative way	Net at risk amount
				2019/20 (£000)s	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		
Childrens, Families & Culture	Development of the Fostering Service	On Target	On Target	-169	283	357	471						
Childrens, Families & Culture	Clayfields - Review of provision	On Target	On Target	400			400						
Childrens, Families & Culture	Market Management & Cost Control	On Target	On Target	40	130	90	260						
Childrens, Families & Culture	Remodelling Early Help - Early Years Sold Offer	On Target	On Target	75	100		175						
Childrens, Families & Culture	DCATCH Home Based Support	On Target	On Target	50	50	76	176						
Childrens, Families & Culture	Reducing Partnership Support to external bodies	On Target	On Target	25	25		50						
Childrens, Families & Culture	Changes to Social Care Middle Management	On Target	On Target	42			42						
Childrens, Families & Culture	Managing Capacity in Children's Disability Homes	On Target	Experiencing Obstacles	393			393						
Childrens, Families & Culture	Remodelling Children's Centre Services	Experiencing Obstacles	Experiencing Obstacles										
Childrens, Families & Culture	Increasing in-house Residential Capacity	Experiencing Obstacles	Experiencing Obstacles										
Childrens, Families & Culture	Social Impact Bond	Compromised	Compromised	250	250		500	250		-250			
Childrens, Families & Culture	CFCS Management Structure Review	Closed or Completed	Closed or Completed					185			185	185	
	Childrens & Families Totals			**1,106**	**838**	**523**	**2,467**	**435**		**-250**	**185**	**185**	

Exceptions Details by Project		
Portfolio & Status	**Project Name**	**Detail and mitigation**
Experiencing Obstacles	Managing Capacity in Children's Disability Homes	The experiencing obstacles status reflects updated income forecasts which show reductions in other external income streams that had been compensating for slow sales growth and a smaller underspend in staffing and running costs. Fewer of the children proposed could take up the placements and those that could joined later in the year. A Derbyshire child is due to start short breaks before Christmas. The assumption of NHS commissioners is that children currently at Caudwell House will remain there through 2020. Building on this relationship should secure ongoing sales with the potential for growth.
	Remodelling Children's Centre Services	The final scope and approach of the project has yet to be confirmed and timelines are very tight. An action plan has now been agreed and as this is implemented it is anticipated that the project status will return to On Target.
	Increasing in-house Residential Capacity	This project is rated as Experiencing Obstacles whilst a potential change in scope is investigated. July Policy Committee approved funding to purchase a property to increase in house residential capacity for Looked After Children. The preferred option was for a 4 bed room property. Further analysis has suggested that there are advantages in delivering high-need placements in 2 bedroom properties and further work is now underway to confirm this assumption before any further recommendations are put forward. Visits to Homes2Inspire (H2I) properties have shown how 2-bed homes operate. H2I have also provided costs for comparison. Property are engaged and producing estimates of suitable properties in the target areas. High-need placements are being analysed to confirm the advantages of 2-bed homes.
Compromised	Social Impact Bond	The implementation of the project has been delayed as DN2 have been unable to progress two preferred investment options. Discussions continue regarding another investment option and the current schedule is for the delivery mechanisms in place by late autumn and live referrals in February 2020.

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Savings Targets				At Risk / Slippage & Over / Early Delivery				Savings delivered in an alternative way	Net at risk amount
				2019/20 (£000)s	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		
Place	Whole System Review of Transport - Base Budget Review	On Target	On Target	719		-210	509						
Place	Delivering Sustainable Waste	On Target	On Target	150	150	150	450						
Place	Reduction in net cost of the Trading Standards through increased income	On Target	On Target	132			132						
Place	Scholars pass scheme	On Target	On Target	30	50	20	100						
Place	Whole System Review of Transport - Fleet Depot Relocation	Experiencing Obstacles	Closed or Completed		80		80						
Place	Serco Contract efficiencies - Holme Pierrepont	Closed or Completed	Closed or Completed	50			50						
Place	Registration and Celebratory Services	Closed or Completed	Closed or Completed	13			13						
	Place Totals			1,094	280	-40	1,334						

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Savings Targets				At Risk / Slippage & Over / Early Delivery				Savings delivered in an alternative way	Net at risk amount
				2019/20 (£000)s	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	300	221	97	618						
Chief Executives Department	Revised Communications and Marketing Staffing Structure	On Target	On Target		250		250						
Chief Executives Department	Review of ICT Operating Model (Nov 17 - Improvement and Change Sub Committee)	On Target	On Target		200		200						
Chief Executives Department	Network rationalisation (Nov 17 - Improvement and Change Sub Committee)	On Target	On Target	50			50						
Chief Executives Department	Budget reductions in communications and marketing (Jan 18 Policy Committee)	Closed or Completed	Closed or Completed	35			35						
Chief Executives Department	Business Management System - Change of Support Partner (Jan 18 Personnel Committee)	Closed or Completed	Closed or Completed	150			150						
Chief Executives Department	Corporate Services - Senior Management Restructure	Closed or Completed	Closed or Completed	65			65						
Chief Executives Department	CEX Department Management review	Closed or Completed	Closed or Completed	180			180						
	Chief Executives Department Totals			780	671	97	1,548						

Improving Lives Portfolio - (as per Project Highlight Reports, submitted September 2019)

Ref	Programme & Brief Overview	Programme Status (Last Month)	Programme Status (This Month)	Trend	Project Status	Savings Targets					Savings at Risk / Slippage / Over delivery						Savings delivered in an alternative way	Net at risk amount	Department/Finance/PMO Comments for CLT
						2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s	Previous Years (£000)s	2019/20 (£000)s	2019/20 & Previous Years (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s			
	Improving Lives Portfolio	On Target	On Target	Same		12,575	4,827	1,142	348	18,892	-3,462	361	-3,101	-521		-3,622		-3,622	The overall portfolio status is on target. The portfolio is currently projecting early / over delivery of £3.6m across all years. The Interventions for adults 65+ programme remains as experiencing obstacles the Commissioning and Direct Services Programmes has moved to on target this month.
AS CH 180 123	**Promoting Independence Interventions** **This programme of work will look at changes across 3 main areas detailed below:**	On Target	On Target	Same		9,911	3,568	1,142	348	14,969	-3,597	-232	-3,829	-57		-3,886		-3,886	Overall the Promoting Independence Interventions Programme is on target with projected early / over delivery of £3.9m across all years. The Adults 65+ programme remains experiencing obstacles, 2 of the 4 projects are experiencing obstacles and 2 are on track. Mitigating actions are being undertaken for off target projects and the largest savings project, Transforming Reablement remains on target to deliver its profiled savings for 2019/20. Adults 18-64 - The Programme status for P6 of 2019/20 is on target, with all projects reporting overachievements of savings targets. The emerging area of risk continues to be reduction in average savings made per referrals in the Transitions project. Work is still underway to look in to this issue further. Work to implement the Housing with Support Strategy is underway with early work showing positive results in reducing the number of vacancies and therefore costs across the young adults accommodation system. Cross Cutting - 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 so, across all years, the total target is still anticipated to be achieved (and exceeded).

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Ref	Programme & Brief Overview	Programme Status (Last Month)	Programme Status (This Month)	Trend	Project Status	Savings Targets					Savings at Risk / Slippage / Over delivery						Savings delivered in an alternative way	Net at risk amount	Department/Finance/PMO Comments for CLT
						2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s	Previous Years (£000)s	2019/20 (£000)s	2019/20 & Previous Years (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s			
AS CH 180 2	**Interventions for Adults aged 65+:** This work brings together 4 areas of activity: •Improve best practice and decision making in support planning (including in hospital settings). •Increase capacity in reablement •Ensure short term provision is used to maximise independence •Greater provision of Housing with Care (Extra Care). **Example Benefits:** •More adults aged 65+ completing START reablement. • A shorter average time spent in START, helping to increase capacity. • More service users will have benefitted from appropriate short term intervention, to support them to greater levels of independence. • Greater sharing of best practice will allow for improved consistency in support planning across teams, leading to improved outcomes for service users. • More service users are on a more appropriate pathway, giving them a more independent ongoing level of care.	**Experiencing Obstacles**	**Experiencing Obstacles**	Same	OT	**Transforming Reablement**													
					EO	**Housing with Care:** Work is continuing to understand the current schemes to identify what is a 'good' model would be and what can be taken forward to improve the efficiency of all schemes. All schemes continue to be supported and ongoing monitoring is taking place. Priory Court, a new scheme being developed in Bassetlaw, is due to be opened in October but there is concern about this timeline. Staff resources have been reassigned to ensure proactive delivery of this scheme. Savings expected from this scheme will take longer to be realised. During October the review of all current schemes should be completed with a report due to the departmental Senior Leadership Team in early November to provide options for future delivery and savings.													
					OT	**Best Practice in Support Planning**													
					EO	**Commissioning in Hospital Discharge Packages:** The project has not yet been able to find a reliable solution to enable automated reporting of accurate average weekly unit cost of care packages for 2019/20. Finance has agreed for the project to report indicative savings based on the volumes of people entering each service provision at point of hospital discharge. However, the project continues to test out possible solutions to report data. Data analysis April - August shows that countywide hospitals have made savings of 16% against average weekly 7 day saving on care support packages compared to care support packages costs for full 2018/19 financial year, the agreed target is 21%. Mitigating activity continues with the aim of achieving the savings target.													

Ref	Programme & Brief Overview	Programme Status (Last Month)	Programme Status (This Month)	Trend	Project Status	Savings Targets					Savings at Risk / Slippage / Over delivery						Savings delivered in an alternative way	Net at risk amount	Department/Finance/PMO Comments for CLT
						2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s	Previous Years (£000)s	2019/20 (£000)s	2019/20 & Previous Years (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s			
AS CH 180 3	**Interventions for Adults aged 18-64:** The overall aim of this work is to ensure service users are supported to live as independently as possible with a good quality of life. This work will focus across three areas below: • Promoting independence in current settings. • Supporting service users to live as independently as possible. • Preparing for Adulthood – Improving Transitions between Children's and Adult's Services.	**On Target**	**On Target**	Same	OT	**Housing with Support**													
					OT	**Notts Enabling Service**													
					OT	**Transitions**													

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Ref	Programme & Brief Overview	Programme Status (Last Month)	Programme Status (This Month)	Trend	Project Status	Savings Targets					Savings at Risk / Slippage / Over delivery						Savings delivered in an alternative way	Net at risk amount	Department/Finance/PMO Comments for CLT
						2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s	Previous Years (£000)s	2019/20 (£000)s	2019/20 & Previous Years (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s			
AS CH 180 4	**Cross cutting interventions:** This work refers to intervention that applies to service users aged 18-64 and 65+, and includes work across: • Reviewing. • Direct Payments. • Further Investment in Assistive Technology (AT) to Promote Independence. • Income Generating Projects.	**On Target**	**On Target**	Same	OT	**Targeted Reviews (C07)**													
					OT	**Review the benefit rates and minimum income guarantee levels used to calculate service users' contributions towards the cost of their care and support**													
					OT	**Further Expansion of Assistive Technology to Promote Independence (C08)**													
					EO	**Brokerage for Self-Funders - full cost recovery:** Currently, 83 users of the brokerage service are being charged, which by year end equates to income of £9.3k. It is too soon in the year to know if any actual shortfall by year end will be met by over-achievement against other fee areas, as was the case last year. Various mitigations are in place in order to close the income gap. In the meantime, it is anticipated that the project's status will remain as 'Experiencing Obstacles' for the foreseeable future.													
					OT	**Amend policy for protection of property and pets**													
					Closed	**Direct Payments**													

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Ref	Programme & Brief Overview	Programme Status (Last Month)	Programme Status (This Month)	Trend	Project Status	Savings Targets					Savings at Risk / Slippage / Over delivery						Savings delivered in an alternative way	Net at risk amount	Department/Finance/PMO Comments for CLT
						2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s	Previous Years (£000)s	2019/20 (£000)s	2019/20 & Previous Years (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s			
	Early Resolution					394	416			**810**	5	75	80	-80		**80**		**80**	The programme is on track. 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. The carers project remains at risk and it is predicted that savings will not be met during the current financial year. Mitigating actions to reduce the impact of this delay have been work with Mosaic and ICT to ensure assessment forms are available at the contract start date in December 2019.
AS CH 180 1	Programme relates to interventions that occur when someone first contacts/accesses services. This programme extends the existing Early Resolution project through the adoption of the 3 Tier Model to engage with people who approach the Council for care and support: •Tier 1 connects people to local resources •Tier 2 helps where more that Tier 1 support is required, offering swift and appropriate support to help people regain their independence or develop new skills. This may include access to short term support. •Tier 3 helps those people who, after Tier 2, have ongoing care and support needs. This approach applies equally to Service Users and Carers.	On Target	On Target	Same	OT EO	**Early Resolution (Consulted on as - C05 New operating model for the Social Care Pathway):** **New ways of working for carers:** The project status has improved during September to Experiencing Obstacles as there is now more certainty that the savings that are slipping from 2019/20 will be delivered in 2020/2021. The new contracts have been awarded to the preferred providers for the Hub and Engagement and Promotion Services and work is now underway with them to implement the new carer's offer with a view to making savings and providing a more holistic service to carers from 1st December onwards. Training activity with the Hub provider, Adult Access Service and affected teams is being planned for November 2019 and further communications activities will be distributed via Team Talk, weekly ASCH news Bulletins and Social Care email me, as well as through news articles on the Intranet. All changes to the assessment process will be in line with those being put in place around service user assessments (i.e. conversational, strength-based approaches to assessment) for consistency. Changes have been submitted via the Mosaic change request form to enable the Hub Provider to complete assessments with the carer. Discussions have taken place to establish mechanisms for reducing the current backlog of carers awaiting review.			

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Ref	Programme & Brief Overview	Programme Status (Last Month)	Programme Status (This Month)	Trend	Project Status	Savings Targets					Savings at Risk / Slippage / Over delivery						Savings delivered in an alternative way	Net at risk amount	Department/Finance/PMO Comments for CLT
						2019/20 (£000)s	2020/21 (£000)s	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s	Previous Years (£000)s	2019/20 (£000)s	2019/20 & Previous Years (£000)s	2020/21 (£000)s	2021/22 (£000)s	Total (£000)s			
	Commissioning & Direct Services					2,270	843			**3,113**	130	518	648	-384		**264**		**264**	Care and Support Centres: James Hince Court closed 27h September. First meeting with staff at and Bishops Court held and still on track to close by March 2020. Brooke Farm: The required surveys have been completed and works are expected to be completed by the end of the year. The maximising income project does however remain at risk pending work to understand how direct services could generate increased income.
AS CH 180 5	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.	**Experiencing Obstacles**	**Experiencing Obstacles**	Same	OT	Care and Support Centres (OfC C03)													
					OT	Review of Day Services													
					Closed	Review of external contracts													
					Closed	Savings from revised Contractual Arrangements													
					EO	**County Horticulture and Work Training Service:** **Development of Brooke Farm Site:** The required surveys have been completed and works are expected to be completed by the end of the year. Project development details are being finalised and costed and it is anticipated that work will commence on site mid October. The Retail Manager has been appointed and is currently focusing on the product mix and pricing strategy in conjunction with the Commercial Development Team. **Horticultural Operatives:** Work is continuing with the I Work team to identify alternative employment for Horticulture Operatives with one starting a new role in the Solutions4Data team after a successful trial													
					AR	**Investment in Shared lives:** The operational measures concerned with increasing the number of shared lives households, will continue to report throughout 2019/20. The status for this project will remain at risk pending achievement of the target of 30 new care families joining the scheme. Shared Lives Plus have spent a day with the NCC scheme and are in the process of writing up their findings. A draft report has been considered and the final report is scheduled to be received in October.													
					EO	**Integrated Community Equipment Loan Scheme (ICELS):** The revised partner contributions have now been confirmed with the CCGs, the experiencing obstacles status is to remain pending receipt of the revised contributions.													
					AR	**Maximise the income available to the Council's directly provided adult social care services:** The service have explored the potential to meet the target for this project by an alternative delivery method and it was planned to allocate the £130k across various Direct Services giving numerous services a share of the target. However, it has been determined that this will not be possible. A piece of work will now take place to review the remaining options to maximise income across Direct Services. This was agreed at the departmental Transformation Board in September and will be reported back to the October Transformation Board.													

Nottinghamshire County Council

REPORT OF THE SERVICE DIRECTOR – FINANCE, INFRASTRUTURE AND IMPROVEMENT

Update on Wide Area Network Tender

Purpose of the Report

1. To inform the Committee on the current position with the procurement of a Wide Area Network (WAN) provider.

Information

2. At the meeting of the Finance and Major Contracts Committee on the 14th October 2019 and updated at the meeting of 18th November 2019, a report was presented by the Group Manager for Procurement updating Members on the procurement of a new WAN. This report provides the same information to Members of the Improvement and Change Sub Committee, updated to include the preferred bidder for the contract framework and the next steps to be undertaken.

3. The Council currently have a contract with VirginMedia Business for our WAN that has been in place since November 2014 and expires November 2020.

4. Working with ICT Services Corporate Procurement have done several market engagement days to discuss where the Council is now, where they will be in the future, and what is available in the market.

5. As part of that market engagement it became clear that whilst new network technology is emerging it is still in it's infancy and therefore a decision was made to go out for a network that met our needs now but with the flexibility to move to any new technology during the lifetime of the contract.

6. On the 14th June 2019 an invitation to tender was published inviting suppliers to bid for the provision of a managed service for WAN with a submission deadline of 5th August 2019.

7. Suppliers are bidding to be sole supplier on a framework agreement that meets current requirements and has a catalogue of services for the future. Framework agreements are the overarching contracts that allow multiple call off contracts with varying designs to be made against them, often from multiple organisations.

8. The tender has now been awarded and MLL Telecom have been informed they are the preferred supplier.

9. MLL Telecom have been providing public sector networks for the last 25 years and are acrredited to provide both to Local Authorities and the Health Service. Their customers include, West Midlands combined authority, Suffolk County Council and Nottinghamshire Police.

10. The current suppliers of the WAN – Virgin Media Business – did not bid for the new contract and as such, there will be transition costs for the installation of new infrastructure. Work with the preferred bidder on the detailed design of the call off contract will now commence and this will enable detailed costs to be provided.

11. Initial high level design proposals have indicated that the transition costs will be in the region of £2.5M. In line with financial regulations, a capital bid request has been submitted for consideration to the Corporate Asset Management Group. If successful, a variation to the capital programme request will be submitted for approval as a part of the 2020/21 annual budget report to full Council.

Benefits

12. Other public sector bodies in the East Midlands region will be able to call off from the framework which could aid more joined up working.

13. The framework allows us to do a second call off during it's life time of 4 years. A call off contract can be for 5 years with an option to extend for a further five years. This is a longer contract that has been allowed using other buying consortiums frameworks.

14. The framework includes a rate card to enable moves to new technology without incurring the costs of going back out to tender.

Other Options Considered

15. The option of going through an existing government framework was considered but not used as the framework was about to end and we would not have had the flexibility that has been written into our own framework.

Reason/s for Recommendation/s

16. Report is for information only

Statutory and Policy Implications

17. 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

18. As noted in the report, there will be transition costs associated with the installation of the new network. These will be detailed once the detailed design work has been completed with MLL.

RECOMMENDATION/S
19. That members agree to receive a follow up/update report in the next 3months and that this be included in the work programme

Nigel Stevenson
Service Director – Finance, Infrastructure and Improvement

For any enquiries about this report please contact:
Adam Crevald
Group Manager, Design and Technical Architecture
Finance, Infrastructure and Improvement
Chief Executives Department

Constitutional Comments (EP 14/11/19)
20. The Improvement and Change Sub-Committee is the appropriate body to consider the content of this report.

Financial Comments (GB 13/11/19)

21. In line with financial regulations, a capital bid request has been submitted for consideration to the Corporate Asset Management Group. If successful, a variation to the capital programme request will be submitted for approval as a part of the 2020/21 Annual Budget Report to Full Council.

Background Papers and Published Documents

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

- None

Electoral Division(s) and Member(s) Affected
- All

Nottinghamshire County Council

REPORT OF THE SERVICE DIRECTOR, FINANCE, INFRASTRUCTURE AND IMPROVEMENT

UPDATE REPORT ON THE REPLACEMENT OF WINDOWS SMARTPHONES

Purpose of the Report

1. The purpose of the report is to update Members on the rollout of replacement smartphones across the council.

Information

2. At the meeting of 30th April 2019, Members of the Improvement and Change Sub Committee received a verbal update and presentation on the proposed replacement of Windows smartphones with devices running the android operating system.

3. At that time, the plan was to rollout replacement devices to the Member community followed by the officer cohort. This would have resulted in new devices being made available in early Autumn 2019.

4. However, this plan was reviewed in light of the priority afforded those colleagues in children and family services who did not have access to smartphone technology and that the associated risk to service delivery should be a matter of high priority.

5. Consequently, Members were consulted and it was agreed that Members devices would be replaced following the rollout to CFS staff. This re-prioritisation moved the date for Members devices to late autumn 2019. New configurations to deliver improved functionality have been applied to devices currently used by the 4 pilot Members.

6. Currently, approximately 250 CFS staff have new smartphones with access to corporate email. Focus has now moved back to the Members devices and the plan for deployment. Feedback from the 4 Members who originally received devices in the pilot phase has been positive.

7. Members have made clear the expectation that they would be able to access other email accounts from the devices and this feature is available in the new service. However, access to other Council's email services is not something that NCC ICT Services have control over and while we do not block access, it is the other Council's ICT service who would be required to enable access.

8. In order to facilitate this access as much as possible, NCC ICT Services have engaged with colleagues in the district and borough Councils. We have agreed that we should move forward with testing access where we are able and co-produce a blueprint for others as they further develop their service offering.

9. We have two configurations available and testing of both options has started with Cllr Butler accessing Rushcliffe Borough Council email services from an NCC device.

10. A new communications and rollout plan is being drawn up and will include the activities to migrate Members email to the O365 cloud platform, upgrade of the Office suit of applications on Members devices, replacement of Vodafone SIM cards with those from EE and the provision of new smartphone devices.

11. This plan will be shared with Members during November 2019 and subject to the satisfactory testing above will result in all Members having new smartphones devices prior to the Christmas 2019 break.

Other Options Considered

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

Reason/s for Recommendation/s

13. The report is for information only.

Statutory and Policy Implications

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

RECOMMENDATION/S

1) That Members of the Improvement and Change Sub Committee agree to receive a post rollout update at the January 2020 Meeting.

Nigel Stevenson
Service Director, Finance, Infrastructure and Improvement

For any enquiries about this report please contact:
Adam Crevald
Group Manager Design and Technical Architecture
Chief Executives Department - Finance, Infrastructure and Improvement

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Constitutional Comments (EP 14/11/2019)

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

Financial Comments (SES 13/11/19)

16. There are no specific financial implications arising directly from this report.

Background Papers and Published Documents

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

- None

Electoral Division(s) and Member(s) Affected

- All

REPORT OF THE SERVICE DIRECTOR, CUSTOMERS, GOVERNANCE AND EMPLOYEES

WORK PROGRAMME

Purpose of the Report

1. To review the Committee's work programme for 2019/20.

Information

2. The County Council requires each committee to maintain a work programme. The work programme will assist the management of the committee's agenda, the scheduling of the committee's business and forward planning. The work programme will be updated and reviewed at each pre-agenda meeting and committee meeting. Any member of the committee is able to suggest items for possible inclusion.

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

Other Options Considered

4. None

Reason/s for Recommendation/s

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

Statutory and Policy Implications

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

RECOMMENDATION/S

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

Marjorie Toward
Service Director, Customers, Governance and Employees

For any enquiries about this report please contact:
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Email: sara.allmond@nottscc.gov.uk

Constitutional Comments (SLB)

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

Financial Comments (NS)

8. There are no financial implications arising directly from this report.

Background Papers and Published Documents

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

- None

Electoral Division(s) and Member(s) Affected

- All

IMPROVEMENT AND CHANGE SUB-COMMITTEE - WORK PROGRAMME (AS AT 15 NOVEMBER 2019)

Report Title	Brief summary of agenda item	Lead Officer	Report Author
27 January 2020			
Update on emerging technologies	Update on any emerging technologies which may be of benefit to the Council	Nigel Stevenson	Adam Crevald
Improving the customer experience through digital development	Update on the work being undertaken to improve the customer experience through digital development	Adrian Smith	Sue Milburn
Your Nottinghamshire Your Future - Departmental Strategy Six Month Review of Progress April - Sept 2019	Progress report on delivery of Departmental Strategy	Nigel Stevenson	Matthew Garrard / Rob Disney
Departmental Update on Improvement and Change	Update on progress from the Corporate Director, Children and Families	Colin Pettigrew	TBC
Your Nottinghamshire Your Future - Council Plan Review of Progress 2019-2020	Progress report on delivery of Council Plan	Nigel Stevenson	Matthew Garrard / Rob Disney
Cloud Programme Update	To provide an update on the Cloud Programme	Nigel Stevenson	Neil Marriott
30 March 2020			
Update on the Employment and Health Programme	To provide an update on the Employment and Health Programme	Melanie Brooks	Jennie Kennington
Departmental Update on Improvement and Change	Update on progress from the Corporate Director, Adult Social Care and Public Health	Melanie Brooks	TBC
Update on Delivery of Improvement and Change Programmes, Projects and Savings	A summary 'by exception' report highlighting key headlines	Nigel Stevenson	Sue Milburn
ICT Programmes and Performance	Progress report on ICT programmes and performance.	Nigel Stevenson	Neil Marriott
1 June 2020			
Departmental Update on Improvement and Change	Update on progress from the Chief Executive's Department	Nigel Stevenson / Marje Torward	TBC

Progress report on Delivery of Improvement and Change Programmes, Projects and Savings	Six monthly comprehensive progress report on delivery of programmes, projects and savings.	Nigel Stevenson	Sue Milburn
ICT Programmes and Performance	Progress report on ICT programmes and performance.	Nigel Stevenson	Neil Marriott
21 July 2020			
Your Nottinghamshire Your Future - Departmental Strategy Year-End Review of Progress April - March 2020	Progress Report on delivery of Departmental Strategy	Nigel Stevenson	Matthew Garrard / Rob Disney
Your Nottinghamshire Your Future - Council Plan Review of Progress 2019-2020	Review of delivery of Council Plan 2019-20	Nigel Stevenson	Matthew Garrard / Rob Disney