

Improvement and Change Sub-Committee

Monday, 04 January 2021 at 14:00

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

AGENDA

- | | | |
|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| 1 | Minutes of the last meeting held on 23 November 2020 | 1 - 4 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | Children and Families - Departmental Update on Improvement and Change | 5 - 10 |
| 5 | Update on Wide Area Network Deployment | 11 - 14 |
| 6 | Work Programme | 15 - 18 |

Notes

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

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

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

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

Meeting IMPROVEMENT AND CHANGE SUB-COMMITTEE

Date 23 November 2020 (commencing at 10.30 am)

Membership

Persons absent are marked with an 'A'

COUNCILLORS

Reg Adair (Chairman)

John Cottee
Jim Creamer
Kate Foale
Tony Harper

Richard Jackson
David Martin
Diana Meale
Philip Owen

OTHER MEMBERS PRESENT

Councillor Mrs Kay Cutts MBE

OFFICERS IN ATTENDANCE

Melanie Brooks

Adult Social Care and Health Department

Sara Allmond
Mark Davies
Rob Disney
Derek Higton
Sue Milburn
Anne Morgan
Stuart Reekie
Nigel Stevenson
Marjorie Toward

Chief Executive's Department

1. MINUTES

The Minutes of the last meeting held on 22 September 2020, having been previously circulated, were confirmed and signed by the Chairman.

2. APOLOGIES FOR ABSENCE

None

3. DECLARATIONS OF INTERESTS

None

4. YOUR NOTTINGHAMSHIRE YOUR FUTURE – COUNCIL PLAN PROGRESS

Rob Disney, Group Manager - Assurance introduced the report and gave a presentation which provided an assessment against progress against the Council Plan since the previous report in January 2020.

Members were advised that they would be given access to the dashboard. Further information on the impact of COVID-19 would be covered in a future update report.

RESOLVED 2020/16

That the information contained in the report be noted and officers progress the actions requested by Members.

5. TRANSFORMATION AND CHANGE PROGRAMMES AND THE TRANSFORMATION MODEL AND STRUCTURE

Derek Higton, Service Director Transformation and Change introduced the report which provided an update on progress with implementing a new corporate model for transformation, improvement and change.

RESOLVED 2020/017

- 1) To approve the proposed high level structure for the Transformation and Change and Data Management teams, and the development and consultation on full structures for both teams for approval at Improvement and Change Sub-Committee at a forthcoming meeting.
- 2) To agree to receive further updates on the implementation of the model and the definition, initiation and delivery of the cross Council transformation programmes at future Sub-Committee meetings.

6. TRANSFORMATION AND CHANGE IN THE ADULT SOCIAL CARE AND PUBLIC HEALTH DEPARTMENT

Melanie Brooks, Corporate Director Adult Social Care and Health introduced the report which provided an update on how the transformation and change activity in the Adult Social Care and Health Department had been considered alongside the continued emergency response and recovery planning.

Members asked that their thanks to staff for their work during the COVID-19 crisis be recorded.

RESOLVED 2020/018

That there were no actions arising from the report.

7. NHS DIGITAL PATHFINDERS 2020/21

Anne Morgan, Technology Partner introduced the report which provided an update on the NHS Digital Pathfinders Programme which was due to complete in March 2021.

RESOLVED 2020/019

- 1) That the approach set out in the report be ratified.
- 2) That the Sub-Committee agrees to receive further updates as appropriate.

8. CLOUD PROGRAMME UPDATE

Stuart Reekie, Technology Partner introduced the report which provided an update on the progress and direction of the cloud programme.

RESOLVED 2020/020

That the Committee agreed to receive regular updates from the cloud programme.

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

Sue Milburn, Group Manager Transformation and Change introduced the report which provided an update, by exception, on departmental Improvement and Change Portfolios.

RESOLVED 2020/021

That there were no actions arising from the report.

10. WORK PROGRAMME

RESOLVED 2020/022

That the Work Programme be agreed.

The meeting closed at 12.42 pm

CHAIRMAN

4th January 2021

Agenda Item: 4

REPORT OF THE CORPORATE DIRECTOR, CHILDREN AND FAMILIES

CHILDREN AND FAMILIES - DEPARTMENTAL UPDATE ON IMPROVEMENT AND CHANGE

Purpose of the Report

1. The purpose of this report is to update the Committee on the approach to service improvement and transformation within the Children and Families department and on progress since the last report in January 2020.

Information

2. Within the Children and Families department there are a number of key drivers for improvement and change. These include:
 - Improving outcomes for children, particularly the most vulnerable
 - Delivery of the Departmental Strategy to support the Council Plan
 - Meeting regulatory standards
 - Maximising value for money and productivity and meeting the challenges of increasing need and reducing resources
3. This report seeks to provide an overview of the improvement and change activity under these five themes. The detail of the activity outlined is scrutinised in Children and Young People's Committee.

Improving outcomes for children

4. The department plans an annual cycle of improvement activity and this is overseen by the department's Senior Leadership Team. This includes a review of data and performance, complaints and compliments and audits of cases supported by structured visits of senior managers to teams and services. In order to strengthen the department's approach to improvement, from 2021, the coordination of service improvement activity will be the responsibility of a single Group Manager reporting directly to the Corporate Director.
5. Despite some restrictions due to the global pandemic, further progress has been made on the Strengths Based Practice programme reported to Committee in the previous report.

Strengths-based practice is centred on working 'with' colleagues, partners and children, rather than 'doing to', to assess, plan and manage work with children and families.

6. In 2020, work has focused on building on our existing strengths-based practice to create consistency and ensure that processes, workforce development and the way we work with each other reflects this approach. This has included the following achievements:
 - group reflective supervision implementation across frontline social care teams, and planning to embed within other youth, families and social work teams. This allows teams to spend time together reflecting on their work through the eyes of a child, using an informed strengths-based approach. The sessions support the building of relationships and peer support within teams to find alternative solutions and progress plans for children
 - beginning the delivery of a comprehensive training plan which incorporates learning for all staff around strengths-based approaches and how these will be embedded across the service, as well as ensuring that there are learning and development opportunities to gain practice knowledge and skills.
 - successful pilot and implementation of Schwartz Rounds, a multi-disciplinary forum which allows workers to come together to reflect upon and discuss the emotional impact of the work they do. This work has been undertaken in partnership with the Point of Care Foundation and Cardiff University
 - engagement with children and workers about the language which we use and the impact of this, and development of a plan to embed preferred language into practice
 - adoption of a strengths-based approach to planning assessments across district child protection teams
 - introduction of revised Personal Education Plans for children who are Looked After which align with a strengths-based approach
 - consultation with teams about the information they require and included this within the launch of new intranet pages which are a hub for information and tools relating to strengths-based practice, latest policies and guidance
 - celebration of the success of our colleagues and the children we work with through Covid-19
 - a full-service strengths-based practice development day held in October 2020 attended by 680 staff via Microsoft Teams. Post-event evaluation reported that 97% of respondents said that strengths-based practice has had a positive impact on their work over the last year.
7. The Department is currently reviewing its portfolio of transformation and improvement activity in line with the corporate transformation developments which were reported to Improvement and Change Sub-Committee in November 2020. This will lead to a refreshed programme of work which will be established in early 2021, which will focus on developing "whole family" approaches to safeguarding. In addition, the Department will take an active

part in the wider cross-council programmes, notably developing integrated prevention and early help interventions and improving residents' access to services.

8. Nottinghamshire continues to be an active partner in the Association of Director of Children's Services' East Midlands Regional Improvement Alliance. The annual structured self-assessment has been completed and a "challenge conversation" involving senior members of two other local authorities will take place prior to April 2021 with any recommendations featuring in the department's improvement plan.
9. The County Council's Special Education Needs and/or Disabilities (SEND) Policy was approved by Policy Committee in September 2020. The Policy sets out Nottinghamshire's values and principles together with the required 12 essential outcomes, and necessary next steps to achieve these over the next three years. Successful delivery of the Policy will require the support of all partners across social care, education and health and will be overseen by the multi-agency SEND Accountability Board.

Delivery of the Departmental Strategy to Support the Council Plan

10. The revised Children and Young People's Departmental Strategy for 2019-2021 was approved by Policy Committee on 22nd May 2019. The pandemic during 2020 has slowed/stalled progress in many areas

Commitment 1 – Families prosper and achieve their potential

- the "Best Start" strategy for 2021-25 was considered in November 2020 by the Children and Young People's Committee and has been recommended to Policy Committee for approval. The Strategy has been developed mainly using two Joint Strategic Needs Assessments (JSNA) focusing on the first 1,001 Days, and Early Years and School Readiness. Both JSNA chapters include a review of research, evidence-based practice, local data and needs as well as mapping service provision.

Commitment 2 – Children are kept safe from harm

- new arrangements for the Safeguarding Children Partnership commenced in January 2019. The first annual report has been published and reported to Children and Young People's Committee
- new cross-cutting corporate transformation priorities will include "developing whole family approaches to safeguarding" which would co-locate practitioners working with adults in respect of substance misuse, domestic violence and mental health problems, children's safeguarding teams and "improving residents' access" which would include a review of the Multi-agency Safeguarding Hub
- a piece of work is also being commissioned to take place in 2021 to review the operating model for children's social care to ensure that it enables strengths-based practice, consistency of relationships between children and their social workers, and promotes retention of experienced social workers.

Commitment 3 – Children and Young People go to good schools

- OFSTED paused its usual inspection programme during the Autumn term 2020 although HMIs have continued to visit schools to review Covid arrangements. Inspections were due to recommence from January 2021 but this has been postponed further until the Summer term. As of 31st October 2020, overall, 85.9% of Nottinghamshire’s primary, secondary and special schools were judged to be good or better, broadly in line with comparable national data (86.1%).

Meeting Regulatory Standards

11. All aspects of children’s services provision are subject to a high level of legislation or statutory guidance. The ratings provided by Ofsted and other inspectorates can have significant implications for the reputation of the Council, for Council spending and for the recruitment of suitably qualified and talented staff to improve service provision.
12. Ofsted has largely paused visits to local authority children’s services (ILACS) during the pandemic and Nottinghamshire has not had a formal visit. An annual conversation took place between Ofsted and the Children and Families Leadership Team as part of the ILACS framework in November 2020, at which the Council’s safeguarding response to Covid was considered, alongside a review of the department’s self-evaluation of practice and progress against the areas for improvement identified during the inspection in October 2019. This was a constructive conversation which recognised the commitment that the Council has displayed to continuing to improve services for vulnerable children and young people.
13. In addition, the local area volunteered to contribute to a thematic review held by Ofsted into the experiences of children with special educational needs and disabilities and their families during the pandemic. The review took the form of a virtual review undertaken by social care, education and Care Quality Commission colleagues. There was no judgement attached to this process and the thematic report which was published in November covers in broad terms the experiences of six local authority areas. The informal feedback from inspectors about practice in Nottinghamshire was largely positive. The findings from the review will be reported to Children and Young People’s Committee in February 2021.

Maximising value for money and productivity

14. In common with most local authorities across England the rising demand for children’s services is placing a strain on Council finances. The reasons for this are a rise in the number of children in the care of the Local Authority and a shortage of children’s social workers, necessitating the procurement of expensive agency staff. The department has an Effectiveness and Efficiency plan, progress against which is reported back to Children and Young People’s Committee every quarter, which aims to manage these budgetary pressures. The latest report will be presented to Children and Young People’s Committee in January 2021.
15. A small number of elements within the Effectiveness and Efficiency plan have been delayed by the pandemic, although even for many of those areas progress has been caught up over recent months and revised timescales have been agreed to ensure that timely progress can be made. All local authorities face challenges in coming years due to the Covid pandemic in addition to the upwards pressures on children’s department budgets that have existed in

recent years. In order to provide a more stable budget position for future years an exercise to identify budget pressures has been undertaken and these will form the budget proposal to Full Council in February 2021. The department has also looked carefully at where efficiencies can be made without detriment to frontline delivery of services and these are written into the latest version of the plan.

16. The department operates a Commissioning and Contracts Board, including colleagues from finance, procurement and public health, who review all external contracts at least annually including unit costs, outcomes and proposals for new tenders, recommissioning and decommissioning.
17. The department's Digital Development Board has continued to make good progress during this year and has stayed largely on track with system and reporting developments. Information sharing with police colleagues has been enhanced and interoperability with health systems is being actively pursued when appropriate. The use of digital technologies to enable video calling to better engage children and families and to improve participation of professionals in relevant meetings is being evaluated.
18. Nottinghamshire County Council has been working with Nottingham City, Derby City and Derbyshire County Council on a range of collaborative commissioning initiatives. A joint framework for the provision of residential care and independent fostering agencies commenced in January 2020 with a further strand on supported accommodation for those young people transitioning to adulthood commencing in 2021. STARS, a service funded through a Social Impact Bond using a mixture of private and lottery funding as investment, commenced in October 2020 and early signs mean that the financial benefits forecast are likely to be increased.

Other Options Considered

19. The matters set out in the report are intended to provide proportionate updates to the Sub-Committee of progress against key milestones and on the approach of the Children and Families department to transformation and service improvement.

Reason/s for Recommendation/s

20. 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

21. 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

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

RECOMMENDATION/S

- 1) That the Improvement and Change Sub-Committee considers the approach to improvement and change within the Children and Families department and whether any actions are required in relation to the detail in the report.

Colin Pettigrew
Corporate Director, Children and Families

For any enquiries about this report please contact:

Laurence Jones
Service Director, Commissioning and Resources
T: 0115 9773042
E: laurence.jones@nottsc.gov.uk

Constitutional Comments (AK 16/12/20)

23. This report falls within the remit of the Improvement and Change Sub-Committee by virtue of its terms of reference.

Financial Comments (SAS 17/12/20)

24. 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.

[Transformation and change programmes and the transformation model and structure – report to Improvement and Change Sub-Committee on 23rd November 2020](#)

[Children and Families – departmental update on improvement and change – report to Improvement and Change Sub-Committee on 27th January 2020](#)

Electoral Division(s) and Member(s) Affected

All.

C1422



**REPORT OF THE SERVICE DIRECTOR – FINANCE, INFRASTRUCTURE AND
IMPROVEMENT**

UPDATE ON WIDE AREA NETWORK DEPLOYMENT

Purpose of the Report

1. To inform the Committee on the current position with the programme of work to migrate from the existing Wide Area Network (WAN) provider Virgin Media Business to the new supplier MLL Telecomms Ltd.

Information

2. At the meeting of the Finance and Major Contracts Management 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 Wide Area Network (WAN).
3. As part of that market engagement it became clear that whilst new network technology is emerging it is still in its 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.
4. 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.
5. The tender was awarded to MLL Telecom. MLL Telecom have been providing public sector networks for the last 25 years and are accredited to provide both to Local Authorities and the Health Service. Their customers include, West Midlands combined authority, Suffolk County Council and Nottinghamshire Police.
6. The current suppliers of the existing 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 MLL has progressed well on the detailed design and the majority of the transfer costs are now known.
7. After the contract with MLL Telecomms was signed in January 2020 the planning, design, ordering of circuits and remote site surveys have been progressing.

Establishment of new WAN

8. The establishment of a new WAN by the new provider MLL telecoms falls into five key categories:
 - a. The build and connectivity of eight exchanges around the County that remote office sites will connect to.
 - b. The installation of key infrastructure circuits from the core exchanges to our two data centres at Node 4 (in Derby) and County Hall.
 - c. A review of all 210 NCC remote office sites to ensure key infrastructure is available for the new circuit (ie that the communications cabinet has enough power, space, room etc). And to conduct remediation work where necessary to ensure the required infrastructure is available.
 - d. The installation of a circuit at each remote office site that connects to the new exchanges and the new WAN.
 - e. Following the completion of all the above the migration for each individual remote office site from the old WAN to the new WAN provided by MLL telecoms.

Progress

9. The build of the eight exchanges around the County, required for the core of the network, took place over the summer months and was signed off as completed in October.
10. The installation of the key infrastructure circuits are currently taking place and are due for completion by the middle of December 2020. This process has been significantly delayed due to the Covid 19 pandemic due to circuit supplier's priority being re directed to on going support of Health sites.
11. Testing of the key infrastructure will take place throughout December with the aim for this work to be signed off by the supplier before the Christmas break.
12. The review of all 210 remote office sites was completed throughout the summer. 130 sites were identified as requiring further work and this was all completed in November.
13. In the new year 12 sites will be migrated to the new WAN provider. Following on from this plans are now being developed for the migration of all the remaining sites to the new WAN provider. This will take place from mid January 2021 through to the end of March 2021.

Reason/s for Recommendation/s

14. Report is for information only

Statutory and Policy Implications

15. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment

and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATION/S

- 1) That members agree to receive a further update report in the next 6 months and that this be included in the work programme

Nigel Stevenson

Service Director – Finance, Infrastructure and Improvement, Section 151 Officer.

For any enquiries about this report please contact:

Mark Davies

Head of ICT (Interim)

Finance, Infrastructure and Improvement

Chief Executives Department

Constitutional Comments (GR 18/12/20)

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

Financial Comments (GB 16/12/20)

17. The costs associated with the Wide Area Network redeployment will be funded from the £2.5m budget that is already approved within the Policy Committee capital programme.

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

4 January 2021

Agenda Item: 6

REPORT OF THE SERVICE DIRECTOR, CUSTOMERS, GOVERNANCE AND EMPLOYEES

WORK PROGRAMME

Purpose of the Report

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

Information

2. The County Council requires each committee to maintain a work programme. The work programme will assist the management of the committee's agenda, the scheduling of the committee's business and forward planning. The work programme will be updated and reviewed at each pre-agenda meeting and committee meeting. Any member of the committee is able to suggest items for possible inclusion.
3. The attached work programme includes items which can be anticipated at the present time. Other items will be added to the programme as they are identified. The meeting dates and agenda items are subject to review in light of the ongoing COVID-19 period.

Other Options Considered

4. None

Reason/s for Recommendation/s

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

Statutory and Policy Implications

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

RECOMMENDATION/S

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

Marjorie Toward

Service Director, Customers, Governance and Employees

For any enquiries about this report please contact:

Sara Allmond, Advanced Democratic Services Officer, Democratic Services Tel. 0115 9773794

Email: sara.allmond@nottsc.gov.uk

Constitutional Comments (HD)

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

Financial Comments (NS)

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

Background Papers and Published Documents

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

- None

Electoral Division(s) and Member(s) Affected

- All

IMPROVEMENT AND CHANGE SUB-COMMITTEE - WORK PROGRAMME (AS AT 21 DECEMBER 2020)

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>Lead Officer</u>	<u>Report Author</u>
22 MARCH 2021			
Departmental Update on Improvement and Change	Update on progress from the Corporate Director, Place	Adrian Smith	TBC
Technology Update	To receive and update on new and emerging technologies	Nigel Stevenson	Mark Davies
MyNotts App Update	To receive an update on the MyNotts App	Marjorie Toward	Marie Rowney
20 JULY 2021			
Departmental Update on Improvement and Change	Update on progress from the Chief Executive's Department	Nigel Stevenson / Marjorie Toward	TBC
ICT Operational Performance Year end / Q4	To provide an update on ICT Performance against target at year end	Nigel Stevenson	Mark Davies / Greg Delve
Your Nottinghamshire Your Future – Council Plan Review of Progress	Review of delivery of Council Plan	Nigel Stevenson	Rob Disney
Update on the Transformation Model and Programmes	To provide an update to members on progress with the transformation model and programmes	Derek Higon	Sue Milburn

