Nottinghamshire County Council

Improvement and Change Sub-Committee

Monday, 11 December 2017 at 14:00

County Hall, 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 Keith Ford (Tel. 0115 977 2590) or a colleague in Democratic Services prior to the meeting.

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

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

Nottinghamshire County Council

minutes

Meeting	IMPROVEMENT AND CHANGE SUB-COMMITTEE
Date	6 November 2017 (commencing at 10.30 am)

Membership

Persons absent are marked with an 'A'

COUNCILLORS

Reg Adair (Chairman)

John Cottee   Philip Owen
Kate Foale   Diana Meale
Richard Jackson   Alan Rhodes
David Martin   Stuart Wallace

OFFICERS IN ATTENDANCE

Keith Ford
Jayne Francis-Ward
Iain Macmilllan   Resources
Celia Morris
Ivor Nicholson
Nigel Stevenson

MINUTES

The Minutes of the last meeting held on 26 September 2017, having been previously circulated, were confirmed and signed by the Chairman.

APOLOGIES FOR ABSENCE

None

DECLARATIONS OF INTERESTS

None

DATA CENTRE MODERNISATION (CLOUD) PROGRAMME UPDATE

Ivor Nicholson introduced the report which provided an update on progress with the Cloud Services Programme.

RESOLVED 2017/016

1) That an update report be submitted to the Committee in six months' time.

2) That the financial savings proposals of £50k in 2019-20 and £200k in 2020-21, as set out in paragraph 17 of the report, be incorporated into the Medium Term Financial Strategy.

SMARTER WORKING PROGRAMME AND CUSTOMER SERVICE CENTRE

Iain Macmillan introduced the report which outlined plans for a site visit for Members to see the impact of three projects within the Smarter Working Programme.

RESOLVED 2017/017

That arrangements be made for a Smarter Working Programme site visit for Members on Tuesday 5 December 2017.

WORK PROGRAMME

RESOLVED 2017/018

That no amendments were required to the work programme at this stage.

The meeting closed at 10.59 am.

CHAIRMAN

Nottinghamshire County Council

REPORT OF THE SERVICE DIRECTOR, ICT

ICT PROGRAMMES AND PERFORMANCE QUARTER 2 2017-18

Purpose of the Report

1. To provide the Improvement & Change Sub-Committee with the 2nd quarter progress update on key projects and performance measures for ICT Services and to outline the major planned activities over the next 6 month period.

Information and Advice

Programmes Update

2. The ICT Strategy 2017-20 identifies the four ICT strategic themes supporting business transformation across the County Council. These themes shape much of the activity and priorities within ICT Services (covered in the progress and planning sections of the report - paragraphs 3 and 4). The four key themes are:

   • *Smarter working*: *Technology supporting a workforce able to work flexibly, where and when it best suits them, their customers and service users and managed by results*

   • *Health and social care technology integration*: *Improving the health and wellbeing of the local population through technology enabled integrated health and social care services*

   • *Business intelligence*: *Technology providing robust, timely and accessible information that drives informed decision making, service commissioning and business transformation*

   • *Cloud services* (*off-premise data centres*): *A flexible, scalable and secure cloud infrastructure where service cost is tied to applications and usage and user experience is managed*

3. Progress has been made across the priority ICT projects over the last quarter and a summary of progress is as follows:

i. The initial delivery phase of the ICT Strategy 2017-20, approved by Policy Committee, has been planned and resourced and delivery is under way.

ii. A programme of work is ongoing to plan, scope and deliver the transition of ICT services away from the County Hall data centre to *cloud* based solutions. The Cloud Programme is a significant range of projects that will consume a lot of our resources, but will provide a more modern, flexible and scalable model of delivery where the County Council pays only for the data centre services it consumes. The plan is to exit the County Hall data centre by the end of 2019. Work is now underway on the discovery phase that assesses the current technology estate, identifies suitable cloud models for future delivery and identifies the transition plans. This discovery work is now nearing completion and will inform the subsequent procurement and contractual arrangements.

iii. The pilot of the automated scheduling technology with 60 staff of the Short Term Assessment and Reablement Team (START service within the ASCH Department) was very successful:

- 27% increase in caseload visits undertaken.
- 28% increase in hospital referrals being accepted.
- 38% reduction in worker downtime.

This scheduling technology solution and smartphones have now been deployed to all 160 staff in the START service.

iv. The Smarter Working Programme, which was approved by Policy Committee in November 2016, includes the provision of mobile technology over the next 3 years to replace much of the desktop computer estate. This will assist many more staff to be able to work more flexibly and allow for better use of the property assets. During this quarter new technology (tablet/laptop, monitors, docking station solution) has been rolled out and accommodation re-purposed at Lawn View House. The impact of the change includes:

- Accommodating 412 FTE staff over 2 floors (was 390.7 FTE over 3 floors).
- Delivering a 10:6.8 staff to desks ratio (was a 10:8.5 staff to desk ratio).
- 76% reduction in storage units (179 units).
- Replacing 651 computer devices (desktop, laptop and small form tablets) with 396 computer devices (laptop and tablets), plus a retention of 40 desktop computers for business continuity and touch down.

v. As part of the Smarter Working Programme the social care Assessment Team that work at the Queen's Medical Centre have had their technology solution refreshed, to assess how we can improve how staff can work from non-NCC sites. The technology has included the tablet device, Skype for Business, swipe card printing and a reconfigured Wi-Fi solution. Benefits from this deployment include:

- An 8% increase in workforce productivity.

- Enabling social care staff to spend more time on hospital wards alongside health staff and service users (rather than having to return to a dedicated office to access their ICT).
- Supporting the quicker and safer discharge of patients.
- Case notes and records being updated and shared much more quickly.
- Web access enables the quicker ordering of equipment and care options and adaptations can be displayed and viewed on-line with service users.
- Staff communicate better with easy access through instant messaging and calls.
- Improved work-life balance as staff can work from home at the start and end of the day.

vi. A new ICT support model for tablet and laptop computers has been established to provide a next-day break-fix/swap-out service, which better aligns with mobile working.

vii. A public Wi-Fi solution to replace the current guest Wi-Fi solution at County Hall has been procured and implementation is currently being planned.

viii. Following a procurement exercise, the mobile voice and data services contract has been awarded to EE. The specification of our requirements was reframed to request a data storage amount for the County Council, rather than on a per user basis. It is anticipated that savings of £300k per annum will be delivered, once the transition from Vodafone has been completed.

ix. The GPRCC (General Practitioner Repository for Clinical Care) system helps identify those patients who are most at risk of either requiring emergency care or deteriorating health. Early intervention can often prevent patients from either presenting at A&E or requiring more significant clinical treatments. Clearly, the information held in social care systems adds an important perspective to the risk stratification and the inclusion of this data in the GPRCC system – for service users over 75 – has now gone live, in line with a new data sharing agreement.

4. Over the next 6 months the major focus of activity will include the following:

i. The Cloud Programme will proceed to the procurement stage.

ii. The Smarter Working Programme will focus on the delivery of mobile device deployment at County Hall. A number of older desktop computers at other sites will also be replaced as part of an ongoing ICT equipment refresh programme.

iii. The public Wi-Fi solution to replace the current guest Wi-Fi solution at County Hall will be implemented.

iv. Following Microsoft's announcement that it will no longer focus on developing its Windows 10 operating system for smartphones, a technology roadmap and supporting plans will be developed to define the future direction for smartphones.

v.   The second phase of the Corporate Performance Reporting Project for the further development of the business intelligence hub, which is expected to include information from the SAP-based Business Management System, will be scoped and initiated. There will also be a full technical review of the supporting technology infrastructure.

vi. The next phase of workflow automation with King's Mill Hospital will be scoped and initiated. Discussions will also proceed with other health trusts in order to widen the future scope of this activity. A proposed technology approach for ensuring a consistent approach for such workflow automation and systems integration will be proposed to *Connected Nottinghamshire* (encompasses the Nottinghamshire health trusts, East Midlands Ambulance Service, City and County Councils).

vii. Options for the better use of technology will be explored and reviewed ahead of the next tender for home care services in 2018.

viii. A project will be scoped and initiated for introducing the new staff/partner Wi-Fi solution

ix. A Microsoft Office 365 secure e-mail solution will be designed, built and implemented. This will replace the current secure e-mail solution (Vodafone "Go Portal") that is coming to the end of it support contract.

x.   Some planning activity will be undertaken in readiness for introducing the Microsoft Windows 10 operating system on computers.

xi. A project will commence to scope and progress the transition of mobile voice and data services to EE.

Performance Update

5.   To provide a balanced assessment of performance, ICT Services measures four groups of indicators that cover business activities, customers, staff and finance. Performance for the 2nd quarter of 2017-18 is attached as an Appendix.

Business Activity Indicator

6.   The business activity indicators measure some of the key day to day operational performance areas, with the two most significant being systems availability and incident resolution. The focus is to ensure that business critical systems are operational during business hours and that any incidents are resolved speedily and within service level agreement (SLA). Systems availability continues to remain at high levels with aggregate availability of 99.94% in the quarter.

7.   The speed with which ICT Services and suppliers respond to incidents improved over 2016-17 to bring performance up to the target level. There was a short dip in performance in quarter 2 (88.2% resolution rate) as we transitioned to a new break-fix support arrangement for devices with an external supplier. This should be addressed in quarter 3.

8. The County Council is increasingly reliant on its ICT provision and so disruptions to services need to be avoided wherever possible. Towards the end of this quarter users at the Piazza (MASH – Multi Agency Safeguarding Hub) reported an issue with their telephone system. This was due to a break in the telephone fibre between the Mansfield and Chesterfield telephone exchanges, which also caused problems for other connected organisations. The MASH were able to introduce local business continuity processes whilst Virgin Media restored the service.

9. The business activity indicators also show two project performance indicators that are used by CIPFA (Chartered Institute of Public Finance and Accountancy). 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 good since we reorganised the service and incorporated dedicated programme and project management resources. The second indicator is related to delivery of milestones, and measures the overall percentage of milestones delivered by the planned timelines. Progress has remained largely on track during the period, see paragraph 3, with 81% achieved in the quarter.

Customer Indicator

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

Staff Indicator

11. The average number of sick days per staff member in ICT Services is within the corporate annual target. 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.

Financial Indicator

12. Revenue spending for the quarter is in line with the overall annual budget plans and planned financial savings of £479k have been delivered in 2017-18 following the recent staffing restructure. The profile of capital spend will be updated as we plan the move away from owning and managing our own data centre and making use of off-premise (cloud) arrangements instead. The amount and pattern of capital spending will be largely determined through the Cloud Programme procurement exercise.

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

Reason for Recommendation

14. To raise awareness of progress on the key ICT programmes and performance indicators for 2017-18.

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

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

Ivor Nicholson
Service Director (ICT)

For any enquiries about this report please contact: Ivor Nicholson on 0115 9932557

Constitutional Comments: (SMG 10/11/2017)

The Improvement and Change Sub-Committee has responsibility for considering performance reports in relation to the Council's ICT strategy and is the appropriate body to consider the content of this report.

Financial Comments: (RWK 08/11/2017)

Financial performance is outlined in paragraphs 12 and 13. ICT Services continues to monitor against key performance indicators to improve value for money.

Background Papers

None

Electoral Division(s) and Member(s) Affected

All

ICT Services Overall Performance: Quarter 2 2017-18

Key symbols table:

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

Business Activity Indicator	Performance 2017-18					Comments
	Q1 Actual	Q2 Actual	Q2 Target	Status	Trend	
Average availability to users of NCC's business critical services during business hours	99.86%	99.94%	99.8%	✅	▬	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.
% of Mobile devices within the ICT estate (a mobile device is classed as a Laptop or Tablet PC. Smartphones are excluded from this indicator)	42%	44%	41%	✅	⬆	At the end of Q1 there were 10,283 devices (excluding smartphones) within the ICT estate, rising to 10,441 by the end of Q2. Mobile devices (Laptops and Tablet PC's) accounted for 42% of the overall estate. With the advent of the Smarter Working Programme many desktop PC's will be replaced with mobile devices, assisting many staff to work more flexibly and allow better use of the property assets.

Business Activity Indicator	Performance 2017-18					Comments
	Q1 Actual	Q2 Actual	Q2 Target	Status	Trend	
% Incidents resolved within agreed service levels	91.5%	88.2%	92%	⚠	⬇	This indicator assesses the performance of the ICT function in restoring service and responding to incidents within our Service Level Agreement (SLA). In this quarter there were 7,302 incidents reported (8,223 last quarter). There was a short dip in performance as we transitioned to a new break-fix support contract for devices.
% of ICT changes successfully completed	99%	98.4%	98%	✓	▬	The ICT change management process aims to ensure that upgrades and new services are implemented without any negative impact on service provision and ensure that all changes to business critical services have been comprehensively planned, tested and authorised before being carried out. In this quarter there were 291 changes (182 last quarter) with 4 failed changes that were backed out. These failed changes were associated with load testing for the BRMI project, a school network configuration change, a Windows patching update and a component failure on a new storage server.
Compliance to CIPFA project delivery index	9	8.7	8.0	✓	▬	This indicator measures the effectiveness of ICT project management and delivery by assessing approved projects completed in the quarter against a set of 9 defined criteria established by CIPFA and based around PRINCE 2. Three projects were closed in this quarter.

Business Activity Indicator	Performance 2017-18					Comments
	Q1 Actual	Q2 Actual	Q2 Target	Status	Trend	
% of project milestones delivered	80%	81%	85%	⚠️	⬆️	Each project and priority activity incorporates a series of milestones (both for ICT Services and the business) that are the basis for assessing progress. These can be updated by Project Boards to reflect revisions to scope, priorities etc. Progress has been made against all priorities as outlined in paragraph 3 of the report. In this period there have been some delays associated with IT resourcing (Fit for Purpose project, system for computer access requests), technical issues (Windows 10 planning, secure partner printing), supplier delays (public Wi-Fi) and revisions to customer requirements (Day Care portal).

Customer Indicator	Performance 2017-18					Comments
	Q1 Actual	Q2 Actual	Q2 Target	Status	Trend	
Customer satisfaction score: Corporate / School users	4.3/4.9	4.6/4.9	4.5	✅	⬆️	The access channel into ICT Services is the Service Desk which receives and handles the incidents, service requests and enquiries. The efficiency and effectiveness of this function is crucial for the user perception of the whole range of services provided. ICT Services collects information regarding customer's satisfaction (score 1-poor, 5-excellent) of the ICT incident management process for both corporate and school users (weekly sample sizes are approximately 30 corporate users and 20 school users).

Customer Indicator	Performance 2017-18					Comments
	Q1 Actual	Q2 Actual	Q2 Target	Status	Trend	
Service Desk 1st call resolution	46%	58%	50%	✓	⬆	First call resolution measures the effectiveness of the Service Desk at first point of call. The 50% target of incidents resolved at 1st point of call is a balance of being able to manage the call volumes through the desk and maintaining a high percentage success rate within the allocated call period (6 minutes). There were 8,392 incidents in the quarter.
Average Service Desk call duration	5.41mins	5.45mins	6 mins	✓	▬	In order to manage call volumes and achieve a lower call abandonment rate, a target of 6 minutes (ICT industry practice) is allocated to each call to the first line Service Desk.
% dropped calls on Service Desk	8.72%	5.1%	10%	✓	⬆	This measures the proportion of calls unanswered by the Service Desk (including calls that are terminated by the user having heard recorded incident updates). Significant improvements have been made throughout the last year in call handling management. This is reflected in a more ambitious target for 2017/18 (from 12% to 10%).

Staff Indicator	Performance 2017-18					Comments
	Q1 Actual	Q2 Actual	Q2 Target	Status	Trend	
Average Number of sick days per staff member	1.27	3.01	3.50	✓	▬	This level of staff sickness is currently within the profile of the annual County Council target of 7 days per member of staff.

Average number of professional training days per member of staff	1.06	2.08	1.5	✅	⬆	The annual target is 3 days per member of staff and based on completed timesheets. Training levels are above target. The approach incorporates attending training courses, gaining internal knowledge transfer/coaching across ICT and 'CBT' for people studying/exams for various technology disciplines.

Financial Indicator	Performance 2017-18				Comments
	Actual	Target	Status	Trend	
Expenditure against revenue	57%	58%	✅	▬	Planned budget reductions of £479k are being delivered in 2017-18. Forecast spending for 2017-18 is in line with budget plans.
Expenditure against capital	56%	50%	✅	▬	Capital spending plans are currently in line with budgets but the timing of payments will largely depend on the Cloud Programme, which is currently in the discovery phase and so the spending profile is unclear at this stage.
Cost of ICT support per user	£223	£217	✅	▬	Our current cost of £223 per user puts the County Council at the lowest cost quartile of CIPFA 2015 benchmarking. The target of £217 is based on remaining at the lowest cost quartile.
Cost of ICT support per workstation	£190	£243	✅	▬	Our current cost of £190 per workstation puts the County Council in the lowest cost quartile of CIPFA 2015 benchmarking. The target of £243 is based on remaining within the lowest cost quartile.

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Nottinghamshire County Council

Report to Improvement and Change Sub-Committee

11 DECEMBER 2017

Agenda Item: 5

REPORT OF THE IMPROVEMENT AND CHANGE SUB COMMITTEE

PROGRESS REPORT ON DELIVERY OF PROGRAMMES, PROJECTS AND SAVINGS

Purpose of the Report

1. The purpose of this report is to:
   - update Improvement and Change Sub Committee on the progress made towards the delivery of Programmes and Projects from June to September 2017
   - inform the Sub-Committee on the progress towards delivery of the Council's current savings and strategically significant projects

Background

2. The Council's Planning and Performance Framework agreed by Policy Committee in June 2017 states that the Council's Departmental Strategies will set out the 'major departmental and service change programmes being undertaken or planned'. These Strategies are being developed and will be considered by Policy Committee in December 2017. Until these updated improvement and change programmes are agreed by members progress on delivery of the existing Programmes and Projects will be considered by this Committee on a quarterly basis.

3. **Appendix A** provides a summary of progress in delivering the programmes and projects that comprise the departmental portfolios for the three months to September 2017. It also provides an overview of key delivery milestones for the three months to the end of December 2017, along with key risks to delivery.

4. **Appendix B** complements **Appendix A** and provides a full status report as at September 2017, for all savings projects and some other strategically significant projects by portfolio. This status report is produced on a monthly basis from individual project highlight reports.

5. The overall financial position set out in the Project Status report, including savings at risk and amendments to the profile of savings approved through formal change control, is contained within the body of the financial monitoring report that will be regularly considered by the Finance and Major Contracts Management Committee.

Overall Savings Position

6. **Appendix B** to this report outlines in detail the delivery status of individual projects.

7. 10 new savings proposals agreed during 2017/18 for delivery in the period 2017/18-2020/21 have been added to Project Status Summary (**Appendix B**) during quarter 2 of 2017/18. Two High Governance and one Low project(s) have had their savings targets

increase and 7 new low governance projects been added. The total additional savings added is £10m.

8. Across all portfolios the total savings target across the four years 2017/18-2020/21 is £35.4m. When taking into consideration savings at risk, slippage and over delivery (including from previous years) it is projected that this target will be over achieved by £1.3m.

9. The breakdown of savings delivery, by Portfolio across the four years 2017/18-2019/20 as at September 2017 is as follows:

- ASCH Portfolio - total savings target of £23.5m which is projected to be over achieved by 1.3m.
- CFCS Portfolio - total savings of £6m which are projected to be delivered as planned.
- Place Portfolio - total savings of £2.5m which are projected to be delivered as planned.
- Resources Portfolio - total savings of £3.5m which are projected to be delivered as planned.

Projects at risk or compromised

10. **Reduction in long-term care placements (C03 2014 & B04 2016)**
This project, which was originally approved in February 2014, has been working to reduce the number of adults living in Long Term Care by developing more alternative services. A lack of supply of suitable housing has meant that less people have been able to move out of residential care and into supported living than planned. Uncertainty over the government's decision to remove the top up element of housing benefit that essentially funds supported housing from the housing benefit system and place it under local authority control has made investment in supported housing riskier for housing associations and their investors.

As a consequence, only 2 new supported living developments were completed in 2016/17. In mitigation, the Council has played an active part in the consultation about funding arrangements from 2019 and has offered support to providers to offset risks. There has also been a continued focus on filling existing vacancies in supported living settings. Such dialogue with developers has helped to provide improved confidence in the market.

In addition, following a recent government announcement that supported living schemes will now continue to be funded through housing benefit within the existing framework, the views of the Council's housing providers are being canvassed on the changed position, and it is hoped this will improve confidence yet further. However, the projected savings profile will remain unchanged for now (with the final delivery of savings slipping to 2019/20), until the outcome of Invitations to Tender that are soon to be issued are known.

11. **Integrated Community Equipment Loan Scheme (ICELS)**
It was approved during 2016/17 to negotiate with partners to reduce the County Council's contribution to the Integrated Community Equipment Loans Service (ICELS) pooled budget in line with reduction in the Council's prescribing activities and the loaning of community equipment.

It has not proven possible to negotiate this reduction and alternative methods to deliver the savings are being investigated, such as potential underspends against the separate minor adaptations budget.

12. **Sherwood Forest (OfC A15 & A16)**
This project that was originally approved February 2015 has been working with our partner the RSPB (following a procurement process) to deliver a new visitor centre and introduce a

new operating arrangement for the Sherwood Forest Country Park. Preparation works for the new visitor centre are progressing well and it is estimated to go-live in summer 2018. This go live date may affect the delivery profile for the remaining savings of £395k to be delivered through the new operating model. Once the implications of the go live date are fully assessed a change request will be submitted should the savings profile need to be amended.

Other Options Considered

13. None.

Reason/s for Recommendation/s

14. To ensure opportunities for the effective and proportionate performance management of the Programmes and Projects.

Statutory and Policy Implications

15. This report has been compiled after consideration of implications in respect of finance, the public sector equality duty, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATION/S

It is recommended that Improvement and Change Sub Committee:

1) Consider the Quarterly Programmes, Projects and Savings Update

Councillor Reg Adair
Deputy Leader of the Council

For any enquiries about this report please contact:
Celia Morris, Group Manager Performance and Improvement (0115 9772043)

Constitutional Comments (LM 02/11/2017)

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

Financial Comments (SES 31/10/17)

The financial implications are set out in the report.

Background Papers

None

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

Adult and Health Portfolio as at September 2017

Progs.	• **Adult Social Care Strategy & market development** – preventing & reducing care needs by promoting independence • **Integration with health** – implementing joined-up working practices and initiatives with health • **Public Health Outcomes** – working with key stakeholders to establish how to allocate the current budget • **Care Act Implementation** – implementing the changes needed for the next stage of the Care Act • **Direct Services Provision** – developing different ways of delivering services
Benefits to be delivered	• Promoting independence and preventing, reducing and delaying the need for care and support (including providing information and advice to encourage people to look after themselves and each other) • Better and more joined-up working with partners (e.g. health) to improve outcomes for service users • More efficient, flexible and mobile staff by using technology to maximise staff time and help manage demand • Providing services that are creative, sustainable, value for money and legally compliant

Key achievements in last 3 months	Expected delivery over next 3 months
• An updated Adult Social Care Strategy has been developed with input from over 85 employees and service users. The strategy retains the key principle of Promoting Independence whilst giving a more defined structure to how the strategy can be applied in practice. • Following Committee approval in September work commenced to redesign the review process – this includes the policy, guidance, workflows and processes. • Decision made to extend the Notts Enabling Service and work commenced to recruit the required staff. • The new ways of working projects have been evaluated and the findings show that overall the early increased productivity evidenced last year has been sustained or improved. Overall the number of assessments and reviews completed for older adults has increased by around 30% since May 2015. This productivity has been channelled into responding to safeguarding, increased number of reviews and increasing the number of cases seen within the 28 day timeframe.	• Following consideration, amendment and approval at Committee the Strategy will be used to further support transformation in Adult Social Care. • Work to redesign the reviews process will continue, it is expected to take at least six months to implement the new approach to reviewing. The emphasis will be on prioritising work to promote independence and ensuring as proportionate an approach to reviews as is appropriate. • The data on commissioning trends across teams for Older Adults has been combined with contextual information to understand where any unwarranted variations exist to help understand where teams can identify opportunities for improving practice. • Notts Enabling Service north and south teams will be established and work will will have begun to make progress towards the objective of offering 800-900 younger adults with a learning and/or physical disability a period of reablement focussed support a year. This focussed support will aim, where possible to make them more independent and less reliant on formal support. • The Three Tier pilot, which is trialling an approach that looks to resolve people's needs by having different, more solution focused conversations is due to be extended from November. This will involve having a pilot team at the first point of contact looking to work with people as soon as they approach the department for support. The aim of the pilot is to help people be more independent for longer.

• Our savings partner – Newton Europe – have completed a diagnostic of ASCH. This work has involved a comprehensive analysis of data, workshops with staff to look at existing practice and reviewing ASCH's existing options for change. This work has been undertaken in partnership with the Transformation Team and involved staff at all levels of the department.	• Further work is now being undertaken to validate the findings and the opportunities identified by Newton Europe.
• The first phase of an integrated discharge pilot was completed in September 2017 at Kings Mill Hospital. The purpose of this was to trial a new way of supporting people with complex needs to be discharged directly home from hospital.	• The results of the discharge pilot will be analysed to inform decisions on the next steps to be taken.
• A discrete set of Social Care data on known service users aged 75 years or more has been released into a data warehouse called ehealthscope and updated on a daily basis since August 2017. The data is processed by Rushcliffe CCG alongside other data from primary, community and acute health services. The information is available to primary care staff, to support more informed decision-making and provision of direct care to patients. All Information Governance requirements have been addressed.	• New arrangements will have been trialled countywide to improve how health and social care staff work together more closely within each acute hospital setting to ensure the safe and early discharge for all patients across Nottinghamshire. • Work is underway with community health colleagues for social care to have access to physiotherapy within the Short Term Independence service to support the review process. It is anticipated that this will improve the outcomes for individuals who can be supported back to independence and potentially free up some homecare capacity. • Nottingham Trent University and PeopleToo will have delivered their evaluation report into the impact of the social care role within integrated care teams across Nottinghamshire. This will provide evidence about the cost-effectiveness of the social care input as well as other non-financial benefits, and will make recommendations about future development of the integrated care team model.
• Public Health are considering future commissioning intentions beyond 2018 as current contracts for Public Health commissioned services begin to expire. The intention is to look for creative options to deliver future services that will deliver value for money Public Health outcomes.	• Proposals for future Public Health commissioning intentions are due to be considered by ASC&PH Committee in December 2017.
Key risks to delivery	• Pressures from changing demographics and increased responsibilities from legislation may increase demand for services. • There will not be the community based support available to provide alternatives to paid support in order to reduce demand. • Maintaining service quality as much as possible in the face of falling budgets and the continued need to find savings. • Maintaining care provision in the face of increased costs and problems with staff recruitment and retention. • Adoption of nationally proposed health models may increase demand for social care services, it is important to assess their impacts to ensure that they are implemented in a way that supports the Adult Social Care strategy.

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Children's & Culture Portfolio as at September 2017

Progs.	**Integration of Family Support Services –** delivering locality focussed support to children and families **Improving Outcomes for Children and Young People with Disabilities –** developing an integrated approach across social care, education and health **Integrated Commissioning of Children's Health Services** – an integrated approach to community health services **Transformation of Children's Social Care –** ensuring support for vulnerable children is outcome-focused and provided by a suitably skilled workforce. Placements for Looked After Children will achieve the required outcomes at lower cost **Cultural Services Transformation** – redesigning services and using alternative service delivery models
Benefits to be delivered	- Easier access to services in the right place, at the right time, with seamless transitions between services - Maintaining good quality services, maximising resources, reducing unit costs and being legally compliant - Working better with partners – reducing the need for families to continually repeat the same information - Supporting children and young people to live at home, with their families, wherever safe and possible to do so, or moving to alternative permanent placements (e.g. adoption) as quickly as possible, minimising time spent in care - Delivering services in different ways to make them more sustainable

Key achievements in last 3 months	Expected delivery over next 3 months
- Sherwood Forest Visitor Centre – Naish's hardstanding car park has been completed. The contractor has now moved over to Forest Corner and ground works have commenced. - Parkwood Leisure Ltd took over the running of the commercial offer at Rufford Abbey Country Park and have implemented a number of improvements, such as the refurbishment of the Coach House café and an improved and extended outdoor seating area. - Delivery of business cases for the Remodelling Children's Care project for the following areas: - Support for Looked After Children - Support for Children and Young People (CYP) with Disabilities - Integrated approach to commissioning - Social Impact Bonds (SIBs) - Delivery of a forecasting model to show Looked After Children (LAC) numbers and associated costs of placement provision up to 2020/2021. - Support for CYP with Disabilities – began coproduction work to capture the views of children, young people and their families on a review of Short Breaks. Families have reacted positively to being involved with 102 people attended 3 family events over the	- The frame erected for the new visitor centre at Forest Corner. - Implementation of an integrated Commissioning & Placements Service - Implementation of work to grow the Fostering Service so that more CYP can be placed with foster carers, thus keeping them in-county, in a family environment, and reducing the associated costs of their care. - Further review and development of remaining Remodelling Children's Care business cases - Work will continue to develop a data and forecasting model for the Integrated Children's Disability Service (ICDS). - Support for Children and Young People with Disabilities – coproduction work with families will continue with a parent working group looking at the development and design of a sustainable short breaks offer for the future.

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Summer and over 200 people have filled in survey responses.	
Key risks to delivery	• Residual Provider Services savings for 18/19 will not be achieved due to the short timescales available for the new Remodelling Children's Care Programme.

Place Portfolio as at September 2017

Progs.	• **Highways Transformation** – changing the way the highways service is delivered to maximise quality and cost efficiencies • **Transport** – changing how transport services are delivered, focusing on partnership working and reviewing policies • **Energy and waste** – reducing energy use, increasing power generation from the Council's estate and improving recycling • **Traded Services** – determining the best model for future delivery of traded services including Catering & Facilities Management • **Growth and Economic Development** - To lead on policy and programme development, growth activities and the commissioning of economic development, enterprise and skills services • **Community Empowerment & Resilience** - enabling Nottinghamshire communities to be more empowered and resilient in order to delay or prevent the need for public services intervention
Benefits to be delivered	• Better value for money and more sustainable services by moving services into different delivery models • Improved customer satisfaction and quality of services • Reduced duplication, improved processes and maximising opportunities of new technology – more efficient services • Delaying and preventing the need for services and providing services at lower costs by working more closely with partners • Increasing economic growth and improving economic prosperity in Nottinghamshire • Reducing the Council's carbon footprint and becoming more energy efficient • Reduce demand on services while enhancing and strengthening social capital through increasing social action at neighbourhood level – a more robust and confident voluntary sector

Key achievements in last 3 months	Expected delivery over next 3 months
• The Government's preferred route for HS2 in the East Midlands was announced in July 2017. The employment, skills and wider supply chain study was completed and the results incorporated into the East Midlands HS2 Growth Strategy which was itself launched and submitted to Government in September 2017.	• A review of the potential delivery mechanisms will commence and the overall business case for HS2 at Toton will be concluded. Negotiations with HS2 Limited over the content and detail of the proposed HS2 Hybrid Bill as it will impact on the County will commence.
• Policy Committee approval received to procure a third contract for the Better Broadband for Nottinghamshire Programme and endorsement for a Value for Money Strategy for targeting the areas planned for coverage.	• Contract No. 3 Better Broadband for Nottinghamshire Invitation to Tender will be launched.
• Participation in local authority engagement events which are part of the Government's £740m funding from the National Productivity Investment Fund (NPIF) to invest in the next generation of digital technologies, including 5G and full fibre. To explore how the Council can get involved in supporting the development of a '5G ecosystem' through technology and deployment testbeds and trials and the potential for 5G to deliver benefits for Notts businesses.	• Minister of State for Digital to announce the first phase of the Government's 5G Testbeds & Trials Programme - a £25m UK-wide competition to fund a number of projects in 2018-19. Submission of an application (if appropriate) to Phase 1 of the Programme.
• Work undertaken with partners to develop a longlist of projects for inclusion within the N2 Town Centres Programme and the process for their fuller assessment has been agreed in principle with the	• Economic Prosperity Committee will consider the assessment and approval process for the N2 Town Centre Programme, followed by the submission of a final business case with an agreed programme of

- D2N2 Local Enterprise Partnership (LEP). The County Council agreed to undertake the accountable body and project management role at its September Policy Committee meeting.
- County Council delegation to Ningbo and Hangzhou (second and capital cities of Zhejiang) to further define the role of the County Council and Zhejiang in the Friendship Agreement.

- A Member's Highways workshop was held on the 22nd September, this included a tour of Bilsthorpe Depot and demonstrations on the use of Viafix and a hot patch repair. The purpose of this workshop was to allow Members to review Via EM's highway maintenance practices to ensure they aligned with their expectations.

- Catering & Facilities Management and County Supplies have participated in the Commercial Development Unit process and attended the November Assessment Centre.
- Findings and recommendations presented to CLT following the completion of Futuregov project in September 2017. This project explored opportunities to develop alternative delivery options for travel within Nottinghamshire.
- Nottingham Trent University recruited to evaluate the social action element (Age Friendly Nottinghamshire) of the Community Empowerment & Resilience Programme. Community organising events held in pilot areas over 55 volunteers engaged

- activities to be made to the D2N2 LEP's Investment & Infrastructure Board in December 2017.
- Officers to commence work (a) with partners to agree how best to take forward the commitment by the Zhejiang Department of Commerce and the China Council for the Promotion of International Trade (CCPIT) to host a Nottinghamshire business delegation in 2018. (b) to establish a brokerage role in developing Mandarin Teaching exchanges; (c) on opportunities to support inward investment and (d) to further collaboration between the council and the Midlands Engine
- Design and development work continues into the use of Water Source Heating derived from the River Trent to heat the County Hall complex.
- The Via EM Board will vote to release a dividend to the shareholders i.e. Cornwall and Nottinghamshire County Councils.
- Full British Standards Institution (BSI) certification in Quality Management Systems and Occupational Health & Safety will shortly be granted to Via EM following the BSI audit. A precertification audit will be conducted by BSI on Environmental Management in November.
- Via EM's Quarter 2 2017/18 performance information will be reported to the Communities and Place Committee.
- Catering & Facilities Management will commence a management restructure to deliver efficientices and savings.
- Further to a successful Total Transport Pilot Project further scoping work will take place with local CCG's

- Community Empowerment and resilience model to be further developed through approach to supporting local communities to help themselves. Further community events to be held

Key risks to delivery	- Failure to effectively engage with DCMS regarding its full fibre broadband and 5G plans could hinder the Council's ambitions to prepare Nottinghamshire for 5G - Engagement with China is a long term commitment and offers no guarantee of success by its nature. However signs are very positive, particularly in relation to an inward investment success - Using new operating models which are previously untested by the Council - That integrated services do not meet the different needs and strategies of all organisations involved - Protecting service quality as much as possible in the face of reduced budgets and temporary resources - Time / funding limitations

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Resources Portfolio as at September 2017

Progs.	• **Smarter Working** – changing attitudes towards the workplace and supporting staff to be more efficient and flexible • **Designing Services in the Digital Age** – delivering savings and improved experiences for service users • **Workforce development** – developing employee skills to help them respond to the new working environment • **Performance management and benchmarking** – better management information to feed decision-making • **Integrated commissioning and procurement** – aligning the approach to these areas plus contract management • **Reform of corporate services and functions** – reviewing corporate support functions and determining the best model
Benefits to be delivered	• Quicker and easier access to services and information by delivering a significantly improved website • Costs savings arising from fewer Council-owned buildings • More agile, flexible and productive staff – better outcomes for customers and value for money • Better partnership working with other organisations – improving outcomes for customers and value for money • Reliable and timely data available to inform decisions and improve performance of services

Key achievements in last 3 months	Expected delivery over next 3 months
• New ICT equipment deployed to staff based at Lawn View House to support flexible working • Plans for the restack of County Hall, to increase the efficiency of the building, agreed with Members and communicated to staff and Trade Unions • Work completed on two pilots as part of the Designing Services for the Digital Age project: Children's Integrated Disability Service and Transport Services. • Over 100 further enhancements and additional management information reports have been developed and released. Requirement specification work for inclusion of additional data in the data warehouse has begun. • Work on the Corporate Services Review continued including work on revised operating models.	• The configuration of the office space at Lawn View House to provide alternative work settings and support flexible working will be completed. • The restack of County Hall will be commenced, new ICT equipment will be deployed to staff to support flexible working • Digital options for the two pilots to be discussed with the relevant Committee Chair to decide the next steps before a report is taken to the Improvement and Change Sub Committee. • Requirements specification work to be completed and benefit-based decision to be made on which data to add to the warehouse. Enhancement and additional report work to continue. • New Departmental Strategies will be presented to December Policy Committee for approval. • Workforce Strategy to be revised to reflect the new Council Plan

Key risks to delivery	• That staff do not embrace new ways of working and being more flexible in how and where they work • Internal resistance to the introduction of new digital tools • Complex partnership arrangements across Nottinghamshire • The local property market will affect the ability to reduce the Council's property estate

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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)	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	Savings delivered in an alternative way	Net at risk amount
Adult Social Care & Health	Targeted Reviews (C07 & A9 2017)	On Target	On Target	2,010	3,010	2,000	1,000	8,020	-77			-77		-77
Adult Social Care & Health	Direct Payments (OfC C01 2015 & C04 2016)	On Target	On Target	580	1,280			1,860						
Adult Social Care & Health	Promoting Independence in supported living and outreach services. (C02 2014 & C01 2016)	On Target	On Target	1,000	250			1,250						
Adult Social Care & Health	Various options to reduce the cost of the intermediate care service	On Target	On Target	800				800						
Adult Social Care & Health	Further Expansion of Assistive Technology to Promote Independence (C08)	On Target	On Target	543	40			583						
Adult Social Care & Health	Early Resolution (Consulted on as - C05 New operating model for the Social Care Pathway)	On Target	On Target	176	176			352						
Adult Social Care & Health	Partnership Homes	On Target	On Target	292				292						
Adult Social Care & Health	Preparing for Adulthood – Improving Transitions between Children's and Adults Services (A3 2017)	No Status	On Target	60	60	50	50	220						
Adult Social Care & Health	Commisioning of hospital discharge packages (A5 2017)	No Status	No status		5	125		130						
Adult Social Care & Health	Supporting the use of best practice in the commissioning of Older Adults' care services (A6 2017)	No Status	No status		130	130	199	459						
Adult Social Care & Health	Ensuring cost-effective services for younger adults through alternative accommodation (A7 2017)	No Status	No status			124		124						
Adult Social Care & Health	Ensuring consistency in commissioning of care, support and enablement services for younger adults and promoting independence (A8 2017)	No Status	No status		1,500	625	100	2,225						
Adult Social Care & Health	Commercialisation of Business Support and Advice	On Target	On Target	50	75			125						
Adult Social Care & Health	Investment in Shared lives	On Target	On Target	60	60			120						
Adult Social Care & Health	Review of partnership expenditure in Mid-Notts	On Target	On Target	67				67						
Adult Social Care & Health	START scheduling service users visits	On Target	On Target	6	33			39						

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	Savings delivered in an alternative way	Net at risk amount
Adult Social Care & Health	Cessation of First Contact	On Target	On Target	21				21						
Adult Social Care & Health	Increase in fees for Registration services	On Target	On Target	10				10						
Adult Social Care & Health	Care and Support Centres (OfC C03)	Experiencing Obstacles	Experiencing Obstacles	292	3,268	294		3,854						
Adult Social Care & Health	ASCH Strategy Phase II	Experiencing Obstacles	Experiencing Obstacles	750	375			1,125						
Adult Social Care & Health	Reducing the Costs of residential Placements - Younger Adults (OfC C06)	At Risk	Experiencing Obstacles		500			500	-484	-48		-532		-532
Adult Social Care & Health	Charge for Money Management service	Experiencing Obstacles	Experiencing Obstacles	134				134	67	-67				
Adult Social Care & Health	Maximise the income available to the Council's directly provided adult social care services	On Target	Experiencing Obstacles	60	70			130	60	70		130	60	70
Adult Social Care & Health	Increase in transport charge	On Target	Experiencing Obstacles	80				80						
Adult Social Care & Health	Brokerage for Self-Funders - full cost recovery	Experiencing Obstacles	Experiencing Obstacles	12	28					12	-12			
Adult Social Care & Health	Reduction in long-term care placements (C03 2014 & B04 2016)	At Risk	At Risk	300	435	35		770	100	200	-395	-95		-95
Adult Social Care & Health	Integrated Community Equipment Loan Scheme (ICELS)	At Risk	At Risk	350				350	120			120		120
Adult Social Care & Health	Improving Collection of Continuing Healthcare funding	Closed or Completed	Closed or Completed	2,550				2,550	-650			-650		-650
Adult Social Care & Health	HPAS	Closed or Completed	Closed or Completed	167				167						
Adult Social Care & Health	Gain alternative paid employment for remaining Sherwood Industries staff	Closed or Completed	Closed or Completed	35				35						
Adult Social Care & Health	Promoting Independent Travel (C03)	At Risk	Closed or Completed											
Adult Social Care & Health	Reduction in transport budget	At Risk	Closed or Completed											

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	Savings delivered in an alternative way	Net at risk amount
Adult Social Care & Health	Living at Home Phase II (A01)	Closed or Completed	Closed or Completed							-114		-114		-114
	Adult Social Care & Health Totals			10,405	11,295	3,383	1,349	26,392	-864	53	-407	-1,218	60	-1,278

Exceptions Details by Project		
Portfolio & Status	Project Name	Detail
Experiencing Obstacles	Care and Support Centres (OfC C03)	In addition to the Council's existing commitment to not closing Care and Support Centres until a new local Extra Care Scheme is open, timing the closure of the Care and Support centres also depends upon finding alternative placements for the remaining long term residents at the Care and Support Centres, as well as re-provision of fifty-four short term social care assessment beds and up to thirty-eight of the other short term beds used, e.g. for respite, some of which are joint with NHS partners. Delays in securing partnerships to develop some of the new Extra Care Schemes (ECSs) has led to delays in the closure programme in relation to four of the Care and Support Centres (CSCs) and the associated delivery of savings. Two of these are now resolved, with schemes currently under construction. Gladstone House is due to open in March 2018, linked to the closure of Woods Court, and Abbey Grove is due to open in Spring 2019, linked to the closure of James Hince Court. A Member Reference Group has been established to review the Council's previous strategies and success with the development of Extra Care and make recommendations to ASCH Committee for a future strategy in February 2018. There are no confirmed CSC closure dates beyond this for St Michael's View, James Hince Court and Bishop's Court CSCs. In addition to the links to opening of Extra Care, the range of short term beds also needs to be re-provided. Therefore, the level of further delays to the delivery of savings cannot yet be reported. Whilst the delays won't impact on the total level of savings that can be achieved (assuming all schemes go ahead), the impact of the revised timescales on the project's savings profile is significant. This is being assessed and the outcome will inform adjustments required to timescales and the project's savings profile.
	ASCH Strategy Phase II	Both the Improving Lives project and the Notts Enabling Service are experiencing obstacles; there continues to be difficulties attracting the required number of applicants to posts in the Notts Enabling Service and there is on-going work required to increase the number of referrals to the Community Independence Workers. There is also the need to increase the number of progression reviews being undertaken by Community Learning Disability Teams. Any potential impact on the projects savings target is being assessed.
	Reducing the Costs of residential Placements - Younger Adults (OfC C06)	Projections based on the success rate to date on cases completed and under negotiation indicate that the project would be £162k short of the £2m target by March 2019. If just the success rate of completed cases are taken into account, the shortfall increases to £192k. It has now been agreed that savings left over from the £2.2m 2016 inflationary fund can go towards the projects saving target as Commissioning Officers actively worked with providers to reduce claims against this. Validation is awaited on how much was spent from this fund and the project will claim the difference. Project Status has improved to Experiencing Obstacles as a result of improved savings projections and the potential for additional savings to be claimed from the inflationary fund.
	Charge for Money Management service	The implementation of the revised charging structure was delayed to allow for Service Users to be notified in advance and will now be implemented in October 2017. The savings profile has been amended to take account of this slippage.
	Maximise the income available to the Council's directly provided adult social care services	2017-18 savings delivered in an alternative way, method of delivery for 2018/19 savings is currently being assessed by the Service Director.
	Increase in transport charge	Price increase delayed until Oct 2017, impact on savings target is being assessed.
	Brokerage for Self-Funders - full cost recovery	The revisions to the brokerage service were delayed and will now be implemented in October 2017. The savings profile has been amended to slip 2017/18 savings into 2018/19
At Risk	Reduction in long-term care placements (C03 2014 & B04 2016)	Dialogue with developers has provided improved confidence in the market, however, the projected savings profile will remain unchanged (with the final delivery of savings slipping to 2019/20) until the outcome of Invitations to Tender that are soon to be issued are known. In terms of 2017/18, it is anticipated that the target of 40 moves from residential care into alternative provision will not be met, with slightly over 30 expected. The impact of this is built into the current savings profile.
	Integrated Community Equipment Loan Scheme (ICELS)	Advised that other ICELS partners are unlikely to agree to changes in the split of funding between partners. However, if the minor adaptations budget is under-spent this year, as last, then some of the savings may be achieved in a different way. £120k is currently projected to be at risk.

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	Savings delivered in an alternative way	Net at risk amount
Childrens, Families & Culture	Statutory School Transport	On Target	On Target		686			686						
Childrens, Families & Culture	Looked After Children placements (B16 2014 & OfCA09 2015)	On Target	On Target	451				451						
Childrens, Families & Culture	Line by line budget review	On Target	On Target	201	102			303						
Childrens, Families & Culture	Investment in Personal Advisor Posts to reduce residential placement costs for Looked After Children	No Status	On Target		158			158						
Childrens, Families & Culture	Restructure of the Quality and Improvement Group	On Target	On Target	125				125						
Childrens, Families & Culture	Removal of sports funding	On Target	On Target		108			108						
Childrens, Families & Culture	Efficiency Savings, Support to Schools	On Target	On Target	100				100						
Childrens, Families & Culture	Youth Service - Mobiles	On Target	On Target		98			98						
Childrens, Families & Culture	Alternative Delivery Models for NCC Children's Homes OfC - Mainstream	On Target	On Target		66			66						
Childrens, Families & Culture	Reduction of arts funding	On Target	On Target		63			63						
Childrens, Families & Culture	Removal of the assisted boarding education framework	On Target	On Target	16	35			51						
Childrens, Families & Culture	Youth Service - Mgt Restructure	On Target	On Target	50				50						
Childrens, Families & Culture	Remodelling Children's Care - Integrated Commissioning	No Status	On Target		50			50						
Childrens, Families & Culture	Early Childhood & Help Services	On Target	On Target	45				45						
Childrens, Families & Culture	Youth Service - deletion of two Young People's Centres (YPC)	On Target	On Target		40			40						
Childrens, Families & Culture	Service efficiencies in the Quality and Improvement Group (C18-13 2017)	No Status	On Target		30			30						
Childrens, Families & Culture	Remodelling Children's Care - Integrated Commissioning (C18-08 2017)	No Status	No status		50			50						
Childrens, Families & Culture	Outdoor Education - Income generation and efficiency savings	On Target	On Target	25				25						
Childrens, Families & Culture	Restructure of School Swimming Service	On Target	On Target	10	10			20						
Childrens, Families & Culture	Sherwood Forest (OfC A15 & A16)	At Risk	At Risk	100	295			395						
Childrens, Families & Culture	Contracts Review	Experiencing Obstacles	Experiencing Obstacles	400	680			1,080						

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	Savings delivered in an alternative way	Net at risk amount
Childrens, Families & Culture	CFCS Management Structure Review	**Experiencing Obstacles**	**Experiencing Obstacles**							-85		-85		
Childrens, Families & Culture	Libraries, Archives, Information and Learning (B13, OfCA15 2015 & B12 2016)	**Closed or Completed**	**Closed or Completed**		80			80						
Childrens, Families & Culture	Relocation of Adoption Team & EDT	**Closed or Completed**	**Closed or Completed**	78				78						
Childrens, Families & Culture	Sports Development - Reduction of revenue funding	**Closed or Completed**	**Closed or Completed**	108				108						
Childrens, Families & Culture	CDS/SEND/Health Integration (B07 2016)	**Closed or Completed**	**Closed or Completed**		300			300						
Childrens, Families & Culture	CYP Sports & Arts - Service redesign including arm's length operation	**Closed or Completed**	**Closed or Completed**	150				150						
Childrens, Families & Culture	Rufford Abbey Country Park (B12 2015)	**Closed or Completed**	**Closed or Completed**	303				303						
Childrens, Families & Culture	Integrated Family Support Model (OfCB09 2015 & B08 2016)	**Closed or Completed**	**Closed or Completed**	1,000				1,000						
	Childrens & Families Totals			**3,162**	**2,851**			**6,013**		**-85**		**-85**		

Exceptions Details by Project		
Portfolio & Status	**Project Name**	**Detail**
Experiencing Obstacles	Contracts Review	2017/18 contract savings delivered and £137k remains to be identified from the 2018/19 savings target. Project status will remain experiencing obstacles pending the identification of the remaining savings.
	CFCS Management Structure Review	£85k savings from previous years remains to be delivered, budget monitoring suggest that this will be delivered in 2018/19
At Risk	Sherwood Forest (OfC A15 & A16)	Project with RSPB progressing well, however go-live date now estimated to be late July 2018, the resultant slippage from 2018/19-2019/20 is being quantified.

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	Savings delivered in an alternative way	Net at risk amount
Place	Road Lighting Energy	On Target	On Target	225	225			450						
Place	Efficiency Savings: Transport and Travel Service Budget	On Target	On Target	150	179			329						
Place	Property Services and FM - Base Budget Reductions	On Target	On Target	187	100			287						
Place	Concessionary Travel Scheme	On Target	On Target	100				100						
Place	Reduction of provision of parking, traffic management and small-scale community works service	On Target	On Target	70				70						
Place	Passenger Transport Facilities Charge	On Target	On Target	25				25						
Place	Publicity & Transport Infrastructure	On Target	On Target	20				20						
Place	Broadband	On Target	On Target											
Place	Highways JV (OfC B13)	Closed or Completed	Closed or Completed	550	400			950						
Place	Reducing Local Bus Service Costs (OfC C09)	Closed or Completed	Closed or Completed	220				220						
Place	Integrated Transport Programme	Closed or Completed	Closed or Completed											
Place	Devt Mgmt restructuring - staff reductions. Income generation.	Closed or Completed	Closed or Completed											
	Place Totals			1,547	904			2,451						

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	Savings delivered in an alternative way	Net at risk amount
Resources	Efficiency Savings – Finance and Procurement Groups (R12 2017)	No Status	On Target		540			540						
Resources	Business Support Services Review (ASCH&PP and CFCS) (A07/A15)	On Target	On Target	495	400			895						
Resources	Business Support Centre- Maintain an in-house service and explore the opportunities to sell services to other organisations	On Target	On Target	300				300						
Resources	To retain the Customer Service Centre in-house and identify new opportunities to develop the services on offer	On Target	On Target	200				200						
Resources	A revised staffing structure for Democratic Services to meet future demand and changed requirements (R09 2017)	No Status	On Target		165			165						
Resources	Ongoing development of digital improvements to legal services procedures	On Target	On Target	150				150						
Resources	Review of the in-house Document Services team	On Target	On Target	140				140						
Resources	HR - CSC: New Operating Model	On Target	On Target	90	35			125						
Resources	HR - Operational and Strategic HR: Further development of the integrated HR Business Partnering Operating Model	On Target	On Target	86	33			119						
Resources	Legal: Continuing electronic working and office efficiencies	On Target	On Target	46	33			79						

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	Savings delivered in an alternative way	Net at risk amount
Resources	Communications & Marketing: Staff and operational efficiencies	On Target	On Target	65				65						
Resources	Saving money on print and postage costs	On Target	On Target	29	11			40						
Resources	Democratic Services: Reduction in members' allowances	On Target	On Target	34				34						
Resources	Complaints and information - Efficiencies in complaints services	On Target	On Target	18	12			30						
Resources	Democratic Services: Further service efficiencies	On Target	On Target	20	8			28						
Resources	Reductions in Communications and Marketing	On Target	On Target	25				25						
Resources	Performance and Improvement: Efficiencies in research, policy and equalities	On Target	On Target	17				17						
Resources	BRMI	On Target	On Target											
Resources	Smarter Working	On Target	On Target											
Resources	Corporate Services Review	On Target	On Target											
Resources	ICT services efficiency programme	Closed or Completed	Closed or Completed	299	115			414						
Resources	ICT Service Staff Re-organisation	Closed or Completed	Closed or Completed	154				154						
			Resources Totals	2,168	1,352			3,520						

Nottinghamshire
County Council

**Report to Improvement &
Change Sub-Committee**

**11ᵗʰ December 2017
Agenda Item: 6**

REPORT OF THE CORPORATE DIRECTOR, RESOURCES

SMARTER WORKING PROGRAMME

Purpose of the Report

1.   The purpose of this report is to provide an overview on the progress of the
Smarter Working Programme (SWP), detail on the project at Lawn View House
that concluded in October 2017 and to seek approval to re-profile the approved
funding for the Smarter Working Programme - should the need arise as a result
of the acceleration of the programme.

Information and Advice

Background

2.   The vision for the Smarter Working Programme is:

"A workforce able to work flexibly, where and when it best suits them, their
customers & service users and managed by results "

3.   SWP is the successor to Ways of Working (WoW) programme, which delivered
the following savings:

£ 2.42 m in capital receipts
£ 3.11 m reduction in annual running costs

4.   The SWP is designed to build on the success of the WoW programme to
deliver the technology, work settings and support to increase the flexibility of
our workforce and to deliver a range of benefits.

Progress

5.   In 2016 the SWP delivered the following:

•   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 HR to move to County Hall.

- Staff moved out of Chadburn House delivering an additional annual saving of £175k
- The Lync telephony system was implemented at all main County Office sites
- The Multi Agency Safeguarding Hub (MASH) were moved into the Piazza
- Model developed to show the potential impact of the SWP on the future requirement for office space
- Funding secured for new ICT equipment and the reconfiguration of office space
- The former CLASP building was cleared and handed over for demolition- resulting in an additional annual saving of £ 178k

6.   In 2017 the SWP delivered the following:

- 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

Impact and benefits of the work in 2017

7.   **Scheduling.** The impact of the introduction of scheduling was covered in a presentation to the Improvement and Change sub-committee in July. These were identified as:

- The percentage of SW assessments undertaken within timescale has increased from 61% to 77%
- The percentage of OT assessments completed within timescale increased from 25% to 67%
- The START service were able to increase referrals by 28% and saw a 45% reduction in travel time

8.   **Mail scanning.** This project has seen the following benefits arise from having mail scanned upon arrival and sent electronically to the recipient:

- A reduction in staff time handing mail items from an average of 7 minutes per item to 2 ½ minutes
- A reduction in the requirement for physical storage at LVH

- Increased flexibility for staff who can receive their mail regardless of their location

9. **QMC.** A case study for the work at QMC is detailed in Appendix A of this report. The main impacts are:

- Staff spend a lot less time traveling between the wards and their office and overall has saved them up to three hours a week
- Vital information relating to a patients status are updated on back office systems direct from the ward meaning that other staff are able to answer Health colleagues enquiries with up-to-date information

10. **Chancery Lane.** As this office base had not been part of the previous equipment replacement programme some of the equipment was below the current specification. Following the deployment of the new equipment, 93 % of staff experienced an improvement in computer response times and feedback from staff on their new devices included, "It works very well and the speed is much better".

11. **Lawn View House.** The following objectives were set for the project at Lawn View House:

- Reduce the space allocated for teams
  The implementation of smarter working principles has seen the desk-to-staff ratio reduce from 1.18 to 0.68 and teams have been restacked and have gone from using three floors to two.

- Introduce new work settings
  Touchdown areas and meeting pods have been provided for teams based on floors 1 and 2 to provide alternative work settings. The ground floor has been re-configured to provide staff with a variety of alternative work settings, including team collaboration spaces, quiet areas for touch down and regular touchdown.

- Rationalise the amount of storage
  Storage has been reduced by 179 units (76%) across the building. This has been achieved by supporting staff to rationalise what they keep, support from records management and some digitisation, along with support from business support colleagues to scan files of paper.

- Deploy new ICT equipment and remove desktop PCs.
  Last October there were 651 devices at LVH. This consisted of 367 desktop PCs, 62 laptops and 222 Lenovo tablets. We have deployed 396 devices (a mix of Laptops and Yoga devices) and have left 40 desktop PCs in place for business continuity and for use in touchdown areas. This represents a

reduction of 33% in the number of devices provided for staff at Lawn View House

- Refresh peripheral devices
  As part of the project we replaced over 300 monitors as well as many keyboards and mice.

Spend against funding secured in November 2016

12. In November 2016, Policy Committee approved £3.6m of capital funding for the SWP- which was profiled over three years from April 2017 through to March 2020.

	2017/18	2018/19	2019/20	Total
	£ '000	£ '000	£ '000	£ '000
ICT equipment	1,040	980	554	2574
Lync Telephony	25	25	25	75
Audio Visual equipment	25	0	0	25
Sub - total 1	1,090	1,005	579	2,674
Furniture and refurbishment	350	437	148	935
Sub-total 2	350	437	148	935
Total	1,440	1,442	727	3,609

13. Whist this funding was approved for the Smarter Working Programme it is worth noting that £ 2.574M of the £ 3.609M (71%) is on the replacement of ICT equipment that would have been required irrespective of the SWP.

14. The forecast out-turn for spend against this allocation in 2017/18 is currently in line with the profiled amount. However, we are monitoring this very closely as:

(i) The pace of work at County Hall is picking up and we would rather bring some capital funding forward from future years than delay progress.
(ii) There are many variables that could affect the spend on this project especially from changing requirements and price changes

Other options considered

15. No other options were considered.

Reasons for Recommendations

16. To seek approval to re-profile the approved funding for the Smarter Working Programme - should the need arise as a result of the acceleration of the programme.

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.

RECOMMENDATION/S

1) That the Improvement & Change Sub-Committee notes progress of the SWP

2) That the Improvement & Change Sub-Committee provides approval to re-profile the approved funding for the Smarter Working Programme – should the need to arise as a result of the acceleration of the programme.

Jayne Francis-Ward
Corporate Director (Resources)

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

Constitutional Comments – (KK 29.11.2017)

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

Financial Comments [SES 29/11/17]

19. The financial implications are set out in 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

![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. This increase in capacity has been vital in allowing our team to cope with the increase in pressures to ensure that the delays in transfers from the hospital back to the community are kept to a minimum – which is better for our service users and helps to relieve the pressure on hospital services.

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
0115 8043024

Nottinghamshire County Council

REPORT OF THE CORPORATE DIRECTOR FOR RESOURCES

CHANGE AND TRANSFORMATION PRINCIPLES

Purpose of the Report

1. To seek Member's support and approval of a set of principles relating to change and transformation, which if agreed, will form the basis of the transformation strategy.

Information and Advice

Background

2. The Corporate Leadership Team has been considering the Council's approach to transformation and particularly service design. Over the past few years the Council has delivered on a wide range of improvement and change programmes. These programmes have looked at making our services more efficient and resulted in considerable savings.

3. It is becoming increasingly difficult to identify savings and so it is now considered an appropriate time for the Council to take a fresh look at how we deliver positive outcomes for the residents of Nottinghamshire.

4. It is widely acknowledged that the expectations of public services are changing. Central Government has created a set of criteria for Digital Service Standards which seek to support these rising expectations. These standards translate well into a set of principles that support broader transformation.

5. The adoption of a set of principles around transformation is the beginning of a much wider piece of work around the Council's transformation strategy and will provide a framework for future transformation programmes.

Change and Transformation Principles

i. **Understanding service user needs**
   Develop a thorough understanding of who the service user is and what their needs are.

ii. **Do ongoing user research**
   Ensure that a plan is in place for continued research and collecting feedback from service users to inform improvements.

iii. **Have a multidisciplinary team**
   Develop a sustainable multidisciplinary team that can design, build and operate the service.

iv. **Use agile methods of project management in conjunction with Prince II**
Build services using a method that puts the service user at the heart, is reviewed iteratively and improved on a frequent basis.

v. **Evaluate tools and systems**
Thoroughly evaluate the systems, and their interoperability with other systems, that will be used to build, host and measure the service.

vi. **Understand information management issues**
Consider what data will be processed and stored by the service, and ensure that the adequate systems and security are in place.

vii. **Use open standards and common platforms**
Where appropriate standards and platforms that are already available they should be used to ensure consistency.

viii. **Make sure service users succeed first time**
A service must be designed so that it is easy to understand and quick to use.

ix. **Encourage people to use the digital option**
Build in support for people to enable them to use a digital option if it is the most appropriate way of them accessing a service.

x. **Collect performance data**
Set out the key performance indicators for the service, linked to the Council Plan, and analyse performance data regularly to feed into the review and improvement of the service.

6. If these principles are adopted they will form the basis of the in draft transformation strategy and all future transformation projects will be required to operate in accordance with these principles.

Other Options Considered

7. None – a set of principles will help the Council to define its approach to transformation.

Reason for Recommendations

8. To agree a set of basic principles which will help to shape the way we approach transformation programmes and service design.

Statutory and Policy Implications

9. 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

10. The principles enshrine the need for proper information governance.

Financial Implications

11. None arising from this report.

RECOMMENDATIONS

1) That Members support and approve the principles for change and transformation.

2) That Members agree that these principles should form the basis of the Council's transformation strategy.

Jayne Francis-Ward
Corporate Director for Resources and Monitoring Officer

For any enquiries about this report please contact: Nerys Davies, Executive Officer - Resources

Constitutional Comments (SLB 27/11/2017)

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

Financial Comments (NS 27/11/2017])

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

Background Papers and Published Documents

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

- Digital Service Standard - https://www.gov.uk/service-manual/service-standard

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

REPORT OF THE CORPORATE DIRECTOR OF RESOURCES

WORK PROGRAMME

Purpose of the Report

1. To review the Committee's work programme for 2017/18.

Information and Advice

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 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

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

Jayne Francis-Ward
Corporate Director - Resources

For any enquiries about this report please contact:
Keith Ford, Team Manager, Democratic Services Tel. 0115 9772590
E-mail: keith.ford@nottscc.gov.uk

Constitutional Comments (SLB)

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

Financial Comments (NS)

There are no financial implications arising directly from this report.

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

None

Electoral Division(s) and Member(s) Affected

All

IMPROVEMENT AND CHANGE SUB-COMMITTEE - WORK PROGRAMME (AS AT 23 NOVEMBER 2017)

Report Title	Brief summary of agenda item	Lead Officer	Report Author
29 January 2018			
Designing Services for the Digital Age	Progress report on the two digital service design pilots	Jayne Francis-Ward	Martin Done
Business Intelligence Strategy	To consider the Council's future business intelligence needs	Nigel Stevenson	Celia Morris
Council Plan – Process for monitoring performance	To review the proposed indicators and process for reporting performance.	Anthony May	Celia Morris
Approaches to project management	To consider difference project management approaches such as Prince 2 and agile project management.	Jayne Francis Ward	Jayne Francis-Ward
Transformation in Adult Social Care	To consider the methodology and approach taken by Newton Europe.	David Pearson	Jane North
12 March 2018			
ICT Programmes and Projects – Quarter 3	Progress report on ICT programmes and projects	Ivor Nicholson	Ivor Nicholson
Case study: the impact of change	To review the impact change has had on a specific service area	Jayne Francs-Ward	Jayne Francis-Ward
Programmes, projects and savings - Quarter 3	Progress report on delivery of programmes, projects and savings	Nigel Stevenson	Celia Morris
Council Plan – Review of Progress Quarter 3	Overview of progress against the Council Plan	Anthony May	Celia Morris
Transformation Strategy	To consider the Council's new transformation strategy	Jayne Francis-Ward	Jayne Francis-Ward
30 April 2018			
Data Centre Modernisation Programme (Cloud) Update	Further update as agreed by Committee on 6 November 2017.	Jayne Francis-Ward	Ivor Nicholson
Benchmarking	Update on benchmarking insights	Nigel Stevenson	Paul Swift
National and local improvement and change initiatives	A report on different approaches to change and a workshop style discussion to seek members ideas and initiatives seen elsewhere	Jayne Francis-Ward	Celia Morris
11 June 2018			
Council Plan – Review of Progress Quarter 4	Overview of progress against the Council Plan	Anthony May	Celia Morris
Programmes, projects and savings - Quarter 4	Progress report on delivery of programmes, projects and savings	Nigel Stevenson	Celia Morris

ICT Programmes and Projects – Quarter 4	Progress report on ICT programmes and projects	Ivor Nicholson	Ivor Nicholson
Progress implementing the Planning and Performance Framework	Update on the implementation of the new planning and performance framework	Nigel Stevenson	Celia Morris
23 July 2018			