Nottinghamshire County Council

Improvement and Change Sub-Committee

Monday, 23 November 2020 at 10:30

https://youtu.be/Pu2pSVeogBo

AGENDA

Notes

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

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

Customer Services Centre 0300 500 80 80

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

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

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

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

Nottinghamshire County Council

minutes

Meeting	IMPROVEMENT AND CHANGE SUB-COMMITTEE
Date	22 September 2020 (commencing at 10.30 am)

Membership
Persons absent are marked with an 'A'

COUNCILLORS

Reg Adair (Chairman)

John Cottee	Richard Jackson
Jim Creamer	David Martin
Kate Foale	Diana Meale
Tony Harper	Philip Owen

OTHER MEMBERS PRESENT

Councillor Mrs Kay Cutts MBE

OFFICERS IN ATTENDANCE

Adrian Smith — Deputy Chief Executive

Sara Allmond
Mark Davies
Derek Higton
Sue Milburn — Chief Executive's Department
Marie Rowney
Nigel Stevenson
Marjorie Toward

1. MINUTES

The Minutes of the last meeting held on 21 July 2020, having been previously circulated, were confirmed and signed by the Chairman.

2. APOLOGIES FOR ABSENCE

None

3. DECLARATIONS OF INTERESTS

None

4. TRANSFORMATION AND CHANGE PROGRAMMES AND THE TRANSFORMATION MODEL

Derek Higton, Service Director, Transformation and Change introduced the report and responded to questions.

RESOLVED 2020/11

1) That the proposed way forward for implementing the agreed model for transformation, improvement and change, as set out in the report be approved.

2) That further updates on the implementation of the model and the definition, initiation and delivery of transformation programmes going forward be received.

5. MYNOTTS APP – PROGRESS UPDATE

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

RESOLVED 2020/012

To approve the approach being taken to further develop the MyNotts App and accepted the proposed changes and options presented during the meeting.

6. CHANGES TO THE SAVINGS DELIVERY PROFILE OF EXISTING, PREVIOUSLY APPROVED PROJECTS

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

RESOLVED 2020/013

That the change requests set out in appendices A and B of the report be approved.

7. ICT OPERATIONAL PERFORMANCE QUARTER 1 2020-21

Mark Davies, Interim Head of ICT introduced the report and responded to questions.

RESOLVED 2020/014

That a further update report would be received for the next quarter.

8. WORK PROGRAMME

RESOLVED 2020/015

That the Work Programme be agreed.

The meeting closed at 11.45 am

CHAIRMAN

Nottinghamshire County Council

REPORT OF SERVICE DIRECTOR FINANCE INFRASTRUCTURE AND IMPROVEMENT

YOUR NOTTINGHAMSHIRE YOUR FUTURE – COUNCIL PLAN PROGRESS

Purpose of the Report

1. This report provides the Improvement and Change Sub-Committee with an assessment of progress against the Council Plan since the previous report in January 2020.

Information

2. The Council Plan - Your Nottinghamshire, Your Future - sets out the strategic ambition for the future of Nottinghamshire and the Council. It is focused on the future of Nottinghamshire as a prosperous place where people want to live, work, visit and invest.

Coronavirus context

3. The previous update report to the Sub-Committee was presented in January 2020, covering the six-month period to September 2019. Due to the impact of the pandemic on the Council's committee schedule, it did not prove possible to table a six-month update to the end of March 2020. This report spans the gap by reporting the latest performance data in the following way:

   - Current performance – wherever available, data relates to the end of September 2020. For some measures, typically those collected annually, the most recent data is used (most often relating to the year to March 2020).

   - Comparison to previous performance – wherever available, data relates to the quarter or year to March 2020.

4. This latest performance report must be considered in the context of the significant impact of the pandemic on the day-to-day delivery of services by the Council. Members are aware that the Policy Committee meeting in March 2020 approved the establishment of five programmes of work to manage the response to the emergency, both corporately and with partners county-wide:
   - Support for vulnerable adults
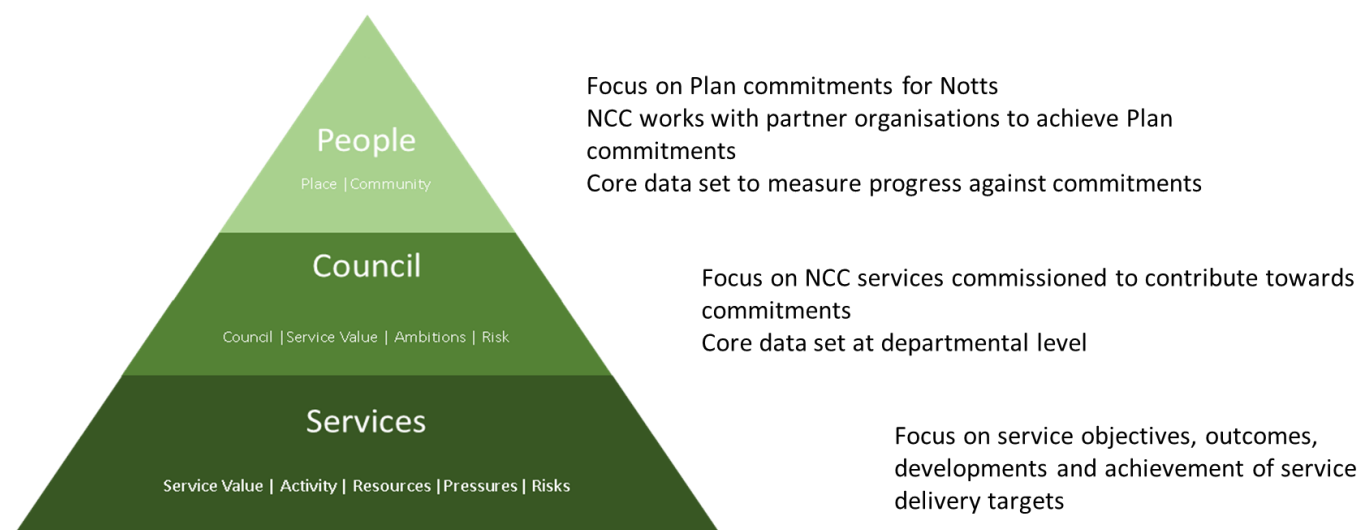   - Support for vulnerable children and families including schools

- Community support and resilience
- Support for business and the local economy
- Corporate resilience

5. Subsequent update reports to the Policy Committee and, notably, to the Resilience, Recovery & Renewal Committee, have highlighted the Council's achievements in mounting a successful and sustained response to deliver the essential services Nottinghamshire people have needed during these challenging times. A recent report by Internal Audit provided positive assurance that the Council's response to the first wave of the pandemic was effective.

6. Within this context, therefore, it is suggested that this report presents an opportunity to assess the extent to which the significant shift in the Council's focus since March 2020 has impacted delivery against the Council Plan.

Planning & Performance Management Framework

7. The Council Plan is the core and over-arching component of the Council's Planning and Performance Management Framework. The Framework sets the key components of the Council's performance management approach and the linkages between them, as depicted below.
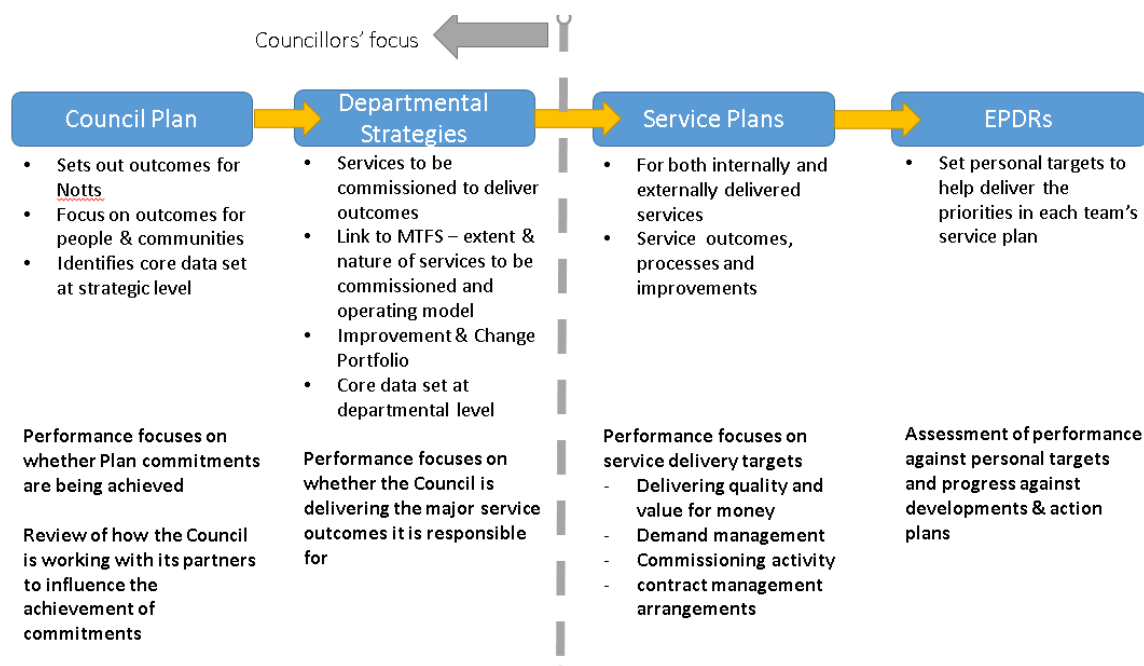
8. The Framework recognises that, for many of the commitments in the Council Plan, the County Council has a significant part to play in their achievement but it must also work with its strategic partners to influence the contribution that others need to make. In order to draw out this distinction, the Council's core data set is structured around the following hierarchy.

2

Focus on Plan commitments for Notts
NCC works with partner organisations to achieve Plan commitments
Core data set to measure progress against commitments

Focus on NCC services commissioned to contribute towards commitments
Core data set at departmental level

Focus on service objectives, outcomes, developments and achievement of service delivery targets

Progress against the Council Plan Commitments

9. This progress report focuses on the top two levels of the hierarchy. ***Appendix 1*** sets out concise details to inform the assessment of progress against each commitment, based on the following:

    - An update on performance against the 'People' level core data set for each commitment in the Council Plan. The data set for this level was approved by Policy Committee in May 2019 as part of the report presenting the updated Departmental Strategies.
    - A summary of performance against the 'Council' level core data set and key activities and developments. The Council's service committees nomally receive quarterly updates on progress against the core data set at this level in the hierarchy, along with six-monthly progress reports against the Departmental Strategies. Both sets of updates have been disrupted by the pandemic impact, but quarterly performance reporting recommenced for service committees in September 2020:

Department	Committee reported to	Date	Content and outcome
Place	Communities & Place	3/9/2020	Committee approved the proposal for the annual core data set targets to be reviewed to ensure they remain meaningful following the impact of the pandemic. A report is scheduled for presentation to the Communities and Place Committee in December on the quarter 2 core data set.
Adult Social Care & Public Health	Adult Social Care & Public Health	14/9/2020	The department is undertaking a Core Metrics & Management Information Review to ensure its information is robust and fit for purpose. The need for this initiative has been reinforced by the impact of the pandemic. Of 31 existing measures reported for the first quarter of 2020/21, 9 were on target and 14 behind target.
Children and Families	Children & Young People's	21/9/2020	Of the 50 measures updated, 28 showed an improved level of performance and 16 a decline.

- The work of the Chief Executive's Department spans a number of Committees and is focused predominantly on the five core approaches in the Council Plan. Regular reports on progress against key objectives in its Departmental Strategy are taken to a variety of Committees during the year and the outcomes are summarised below in the section of the report dealing with the Council Plan approaches.

10. The following table summarises performance to September 2020 against the 'People' level core data set, along with a summary of progress against key contributing actions for each of the Plan commitments.

Commitment	Council Plan level indicator	NCC delivery actions
Priority 1: A great place to bring up your family		
1. Families prosper and achieve their potential	**G** Percentage of children in non-working households is ahead of target and has improved from previous value.	Progress has been made on key projects targeting housing developments for local people.
2. Children are kept safe from harm	**A** Measures on first time entrants to Youth Justice and children in road traffic accidents are within target and have improved. Target reductions in repeated subjects of a child protection plan is behind target.	Action was taken during the pandemic to adapt the service's contact arrangements with children known to be vulnerable. This included the redeployment of staff from other departmental teams into this area of service. There was also a strong focus on the safety of children's travel to and from school during the emergency.
3. Children and young people go to good schools	**G** The number of schools in the Ofsted 'inadequate' category has remained static: 1 primary school and 3 secondary schools.	Activity towards this commitment has focussed on support to schools in the impactful use of additional Government funding to address an anticipated widening of the attainment gap for disadvantaged and vulnerable children. A Council commissioned service from Futures is supporting young people at risk of falling out of education, employment or training.
Priority 2: A great place to fulfil your ambition		
4. Nottinghamshire has a thriving jobs market	**A** Median annual pay is slightly below target and the number of Council supported placements has fallen. Target reduction in the gap in employment rate for people with long-term health conditions is on target.	In Nottinghamshire, Futures are currently working with 74 apprentices on a range of apprenticeships on Administration, Digital Marketing and Level 5 Management. Futures have successfully run 4 Sector-based Work Academy Programmes (SWAP) since August, which engaged with 46 residents, linking and preparing them for specific employment opportunities.
5. Nottinghamshire is a great place to live, work, visit and relax	**G** Measures on satisfaction with services have remained on target.	Progress has been made on a number of actions, notably in relation to flood risk management. Progress with the Demand Responsive Transport pilots has been delayed by the pandemic.

Commitment	Council Plan level indicator	NCC delivery actions
6. People are healthier	**R** Long-term measures relating to healthy life expectancy remain below target.	Highlights from this period include the continued success of campaigns to stop smoking and tackle illicit smoking and new survellience work to monitor these activites.
Priority 3: A great place to enjoy later life		
7. People live in vibrant and supportive communities	**R** Measures on safeguarding services and Friends Against Scams are below target.	Although currently below the Council's target for the safeguarding measure, the Council's performance compares well against national and regional benchmarks.
8. People live independently for as long as possible	**A** Measures relating to residential or nursing placements for younger adults is below target, while the corresponding measure for older adults is on target.	A new senior management structure has been established which will deliver the Council's priorities and programmes to help meet these targets that are currently under review.
9. People can access the right care and support at the right time	**A** The measure on direct payments is a little below target. The measure on older people at home after hospital discharge position is still on track.	The Council continues to promote Direct Payments where these are considered suitable and appropriate. An ongoing culture change programme is in place to improve support, knowledge and skills of frontline staff in relation to Direct Payments.
Priority 4: A great place to start and grow a business		
10. Nottinghamshire is a great place to invest and do business	**G** New enterprises and gross added value measures have remained above target and in line with previous performance.	The Coronavirus pandemic has impacted on business growth with the Growth Hub and the County Council's advisers being at the forefront of helping businesses access the immediately available support. All short term Government funding and support measures are being actively rolled out to the benefit of Nottinghamshire businesses.
11. Nottinghamshire is a well-connected County	**A** Progress against the annual measure for digital networks is on target, and the average journey time increase target is also on track.	Over 98% of the whole County can access superfast broadband speeds and where the new digital infrastructure has been installed, over 70% of premises have made the switch to high-speed internet access. The Streetworks Permit Scheme commenced during the pandemic, and good progress has been made with key improvement schemes on the county's road network.
12. Nottinghamshire has a skilled workforce for a global economy	**A** Percentage of population with NVQ level 3 or above remains below target, but performance has improved from previous period.	The Council's Employment & Health Strategy 2020-2030 was jointly produced by the Place and Adult Social Care & Public Health Departments, and adopted in March 2020,

Progress against the Council Plan Approaches

11. The Council Plan also establishes 5 approaches to guide delivery of the commitments:
    - To put local people at the heart of everything we do
    - To spend money wisely
    - To be creative and work in new ways
    - To stand up for local people
    - To empower people and support their independence.

12. These approaches are of particular relevance to the business services delivered by officers in the Chief Executive's Department, working alongside colleagues in the other departments. *Appendix 2* presents a concise view of the significant programmes and projects the Chief Executive's Department is helping to drive, mapped against the Council Plan approaches and the Committees to which updates are reported. This may be summarised as below.

> ➤ *Put local people at the heart of all we do*
> The Council is developing themes for transformational programmes of work to improve outcomes for residents whilst enabling the Council to meet its financial challenges. Throughout 2020 the Council has put the health of local people at the forefront of its work, supporting them through the coronavirus pandemic. For the longer term, the Council is pursuing an opportunity to present proposals for unitary government in its administrative area that would be focused on the ongoing engagement of residents.

> ➤ *Spend money wisely*
> The Medium Term Financial Strategy drives the Council's continued delivery on its savings commitments in a very challenging financial environment. Alongside this, the Council's governance framework is delivering strong assurance around financial management, risk management and control. Through the coronavirus pandemic the Council has also supported those organisations in need of urgent funding to support local people.

> ➤ *Be creative and work in new ways*
> The Council has approved a new model for transformation, improvement and change, arising from the findings of the Council's work with its external partner. The impact of the pandemic severely tested the Council's ways of working programme, which has shown resilience in ensuring the Council's staff can work effectively from home with the right technology in place. Council services have adapted throughout the pandemic and new services stood up to support the most vulnerable of local people.

> ➤ *Stand up for local people*
> The Council continues to represent Nottinghamshire people and their interests at a regional and national level. In particular the Council and our partners have negotiated with a number of Government Departments to progress the establishment of the East Midlands Development Corporation and to secure the funding necessary to bring forward ambitious projects at Toton/Chetwynd, Ratcliffe on Soar and East Midlands Airport that will directly benefit local people. The Council adopts an open and transparent approach, welcoming scrutiny and recognising opportunities for improvement. The Annual Residents' Survey 2019 returned positive outcomes, with overall satisfaction levels remaining high.

> **Empower people and support their independence**
> The Council renewed and bolstered its commitment to progressing its equalities agenda, taking positive steps to understand and tackle issues experienced by its Black, Asian and Minority Ethnic employees. The Council's apprenticeship and graduate trainee placement schemes continue to offer attractive opportunities for local residents and students. The Council also provided cross-department support to establish the Nottingham and Nottinghamshire LRF Community Support Hub, that has facilitated the coordination of volunteering action to help residents across the county through the pandemic.

Other Options Considered

13. The matters set out in the report are intended to provide effective and proportionate performance management reporting to the Sub-Committee. The revised approach to reporting progress against the Council Plan was approved by the Policy Committee in April 2019 and subsequently endorsed by the Sub-Committee in June 2019. No other options were considered.

Reason/s for Recommendation/s

14. The Council's Constitution requires each Committee to review performance in relation to the services provided on a regular basis. The terms of reference of the Improvement and Change Sub-Committee include responsibility for monitoring performance of the Council Plan and the recommendation seeks to fulfil this requirement

Statutory and Policy Implications

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

RECOMMENDATION/S

1)   The Improvement and Change Sub-Committee considers the progress outlined in this report, and determines whether any actions are required to further scrutinise any aspects of Council performance.

Nigel Stevenson
Service Director – Finance, Infrastructure and Improvement

For any enquiries about this report please contact:
Rob Disney, Group Manager – Assurance

Constitutional Comments (LW 06/11/2020)

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

Financial Comments (RWK 05/11/2020)

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

Background Papers and Published Documents

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

- None

Electoral Division(s) and Member(s) Affected

- All

Nottinghamshire County Council

A great place to bring up your family

A great place to fulfil your ambition

A great place to enjoy later life

A great place to start and grow a business

Click here to view fullscreen

Nottinghamshire County Council

Below Target	On or Above Target	Select to view:	Council Plan Measures	Progress of Key Activities

Families prosper and achieve their potential

% children in non-working households (2018)

Target of 10.50

Good is: Low

Previous Value 8.30

6.90 %
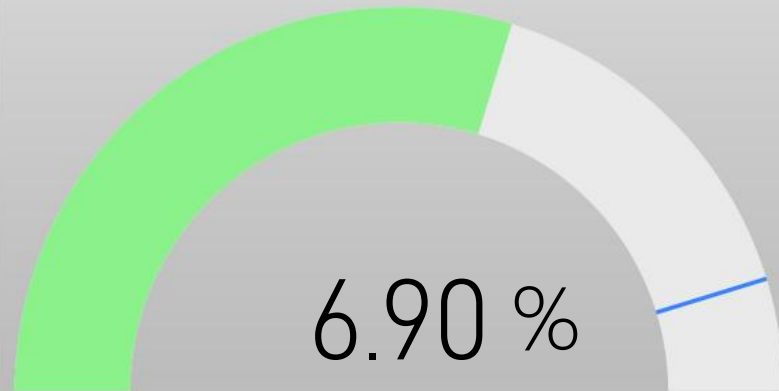
Children are kept safe from harm

% reduction in the number of children becoming subject of a child protection plan for a second or subsequent time within 2 years

Target of 15.00

Good is: Low

Previous Value 8.30

14.50 %
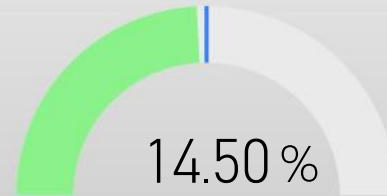
First time entrants to the Youth Justice System aged 10-17 (per 100,000).

Target of <224

Good is: Low

Previous Value 78

65

Number of children and young people seriously injured or killed in road traffic accidents

Target of 32

Good is: Low

Previous Value 26

7

Children and young people go to good schools

Number of primary schools in an Ofsted category (Inadequate)

Target of (Blank)

Good is: Low

Previous Value 1

1
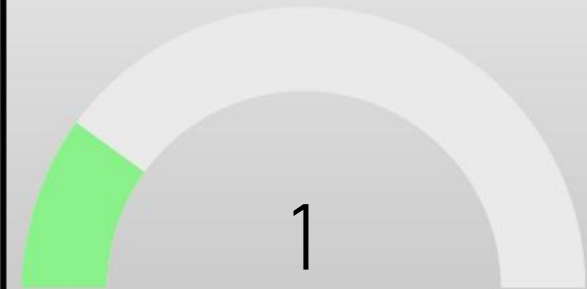
Number of secondary schools in an Ofsted category (Inadequate)

Target of (Blank)

Good is: Low

Previous Value 3

3

Nottinghamshire County Council

| Below Target | On or Above Target | Select to view: | Council Plan Measures | Progress of Key Activities |

Families prosper and achieve their potential

Success Means

Young people will have improved physical and mental health

More children will achieve a good level of development by the end of reception year

More families will be in work

More families will live in good quality housing

Progress of Key Activities

Top Wighay: On 5 August 2020 D2N2 LEP announced their intention to create a reserve list of future investment propositions should further funding become available. With funding made up of grants from Homes England, the D2N2 LEP and from the council, the Top Wighay development is one of the most ambitious projects ever undertaken by the county council. It will boost the county's economic growth and will regenerate an area at the heart of the County, benefitting not only the current populations but many generations to come. It is for this reason that officers are in the process of resubmitting the Zero Carbon Regional Demonstrator at Top Wighay which could be presented to any new funding allocations as they arise.

Lindhurst: Phase One is well under way with all land disposals already achieved. The development saw 258 housing completions by the end of August 2020. Making the best possible use of the land will make a critical contribution towards fulfilling the Council's ambitions for the county and for the housing needs of its communities.

The contract as been extended with Nottinghamshire Healthcare NHS Trust for an additional 4 years to deliver the Healthy Families programme until 2024.

Due to Covid-19 there were no key stage assessments in 2020. An optional data collection was run with 30% of primary schools responding. Like for like comparisons to last year is not possible.

Children are kept safe from harm

Success Means

Children at risk are appropriately identified, supported and protected

Improved outcomes for children, young people and families accessing our safeguarding and family services, as a result of high quality interventions

Looked After Children and care leavers are well supported through improved placement provision, health services and learning opportunities

Continued good quality, targeted youth services

Progress of Key Activities

The Youth Service colleagues were redeployed to support vulnerable children in care whose placements were at risk of disruption or breaking down.

School Travel Toolkit launched in Sept 2020; and is now available for use by all schools. As the Toolkit will also help schools during the current Covid-19 pandemic, government has provided the County Council with some additional, time-limited and capped funding, to help support schools promote the measures contained within it during the current school term (Autumn 2020).

Enforcement around schools is a high priority and the CCTV car beats are regularly refined to match problem areas and public demand. The request-a-visit e-form is popular with schools working with us to address ongoing parking issues.

During the Covid-19 panemic "lockdown" we recognised that children at risk would be more vulnerable as they were not attending school and home visits from other agencies stopped or were significantly reduced. In response all children open to the family service and children's social care were contacted mimimum weekly. This was a mixture of indirect and face to contact. Depending on the risk assessment contact for some children was more frequent than weekly.

Children and young people go to good schools

Success Means

Children and young people are provided with sufficient early years provision and school places in their local communities

Vulnerable children are less likely to miss education

Educational outcomes for vulnerable children improve

More than 90% of Nottinghamshire schools are classified as "good" or "outstanding" by Ofsted

Fewer young people are not in education, employment or training (NEET)

Progress of Key Activities

Due to Covid-19 there were no key stage assessments in 2020. An optional data collection was run with 30% of primary schools responding. Like for like comparisons to last year is not possible.

National research, mirrored in Nottinghamshire schools, suggests that disadvantaged children have been disproportionately affected by the pandemic and predicts a widening of the attainment gap. The government has announced £1 billion support for disadvantaged and vulnerable groups. The Education Improvement Team is supporting schools to make the most of this additional funding.

Work to support young people who are NEET or risk of being NEET after school has been delivered by NCC commissioned service Futures throughout the COVID 19 pandemic. Virtual or socially distanced sessions have helped young people to identify and raise their aspirations, to build their confidence and self esteem and to develop the basic life skills required for accessing post 16 education or employment. Support with writing CV's, in filling out application forms and with interview techniques is also available. At the end of September 2020 1.1% of the 16-17 year olds cohort were NEET compared to 1.4% in September 2019 and 1.7% in March 2020. This figure is subject to change whilst work is underway during the autumn term to establish the educational status of those pupils for whom their education status is unknown.

Below Target	On or Above Target	Select to view:	Council Plan Measures	Progress of Key Activities

Nottinghamshire has a thriving jobs market

Median annual pay (gross)

£23,382

Target of 24,897
Good is: High
Previous Value 22,960

Reduction in the gap in employment rate for people with long term health conditions

11.40 %

Target of (Blank)
Good is: Low
Previous Value 11.40
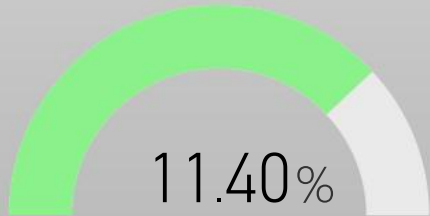
Number of people supported by the Council in apprenticeships and placements related to social care and public health

12

Target of (Blank)
Good is: Maintain at same level
Previous Value 26

Nottinghamshire is a great place to live, work, visit and relax

% People satisfied with how we run things (2018/19)

58.00 %

Target of 60.00
Good is: High
Previous Value 62.00

Customer satisfaction levels at libraries

96.00 %

Target of 96.00
Good is: High
Previous Value 96.00

Overall satisfaction with the bus journey

94.00 %

Target of 93.00
Good is: High
Previous Value 93.00
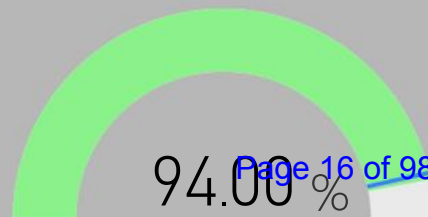
People are healthier

Healthy Life Expectancy

All People

61.00 Years

Target of (Blank)
Good is: High
Previous Value 62.05

Male

62.00 Years

Target of (Blank)
Good is: High
Previous Value 62.50

Female

60.00 Years

Target of (Blank)
Good is: High
Previous Value 61.60

Nottinghamshire County Council

Below Target	On or Above Target	Select to view:	Council Plan Measures	Progress of Key Activities

Nottinghamshire has a thriving jobs market

Success Means

People leave education with better qualifications and skills

More people are in higher paid and skilled jobs

More apprenticeships available for people of all ages

More graduates choose to stay in Nottinghamshire for work or further study

Progress of Key Activities

In March 2020 Adult Social Care and Public Health worked to develop and publish a ten year Employment and Health Strategy 2020-2030 which includes specific actions on improving the number of adults with disabilities and people with long term health conditions in meaningful employment. The strategy complements both the ambitions within the Director of Public Health Annual Report 2019 and the December 2019 Health & Wellbeing Board approved actions. Due to COVID pressures within the Public Health division, plans are in place to appoint an external consultant with expert knowledge in this area to push forward with the delivery of these objectives. However, the reintroduction of emergency response arrangements to manage the pandemic locally mean this has been paused and will be picked up again in 2021.

We continue to work on career promotion and progression across adult social care and public health. In the early response to the Covid-19 emergency the department launched a recruitment campaign for frontline care and support workers, which proved very effective and was encouraging in terms of the level of interest in working in social care. By the closing date of the campaign 283 residents had applied, with 225 candidates have been interviewed by telephone. From these, 221 accepted an offer to join the Department's supply register. The learning from this exercise will be used for future recruitment work.

Nottinghamshire is a great place to live, work, visit and relax

Success Means

People live in communities supported by good housing and infrastructure

People enjoy a wide range of leisure and cultural activities

People can travel safely and quickly across urban and rural parts of the county

People look after and enjoy the local environment

Progress of Key Activities

A site has now been identified in Cotgrave for the new Rushcliffe recycling centre and approval has been given to proceed with a planning application.

Progress on the Transport Review has been made but the DRT pilots have been delayed due to Covid-19 pandemic.

- A £1.5m bid has been submitted to the Govt for Rural Mobility Fund Monies for new DRT services.
- Responded to approximately 100 planning applications seeking transport and Highway contributions.
- School transport is reviewed throughout the year to provide efficient and cost effective transport solutions. Some of the tendering for 20/21 has been disrupted due the covid-19 pandemic.
- Community Transport engagement continues to increase capacity within the sector to fulfil residents needs.

The delivery of the Southwell and Hucknall Titchfield Park Flood Alleviation Schemes are nearing completion, resulting in a more flood resilient Nottinghamshire. An updated ambitious Flood Risk Management Strategy promotes a pipeline of flood risk management schemes to drive forward flood resilience across the County together with the introduction of telemetry systems will enable communities to become engaged with their flood risk and in turn provide further communities resilience.

People are healthier

Success Means

Healthy life expectancy increases

Life expectancy rises fastest in those areas where outcomes have previously been poor

Progress of Key Activities

In the last quarter, 3 inspections took place with two seizures. Trading Standards seized 470 packs of counterfeit/non duty paid cigarettes valued at £4,070 and 30 pouches of illegal hand rolling tobacco valued at £600. The police also seized quantities of drugs.
The police obtained a closure order preventing the shop from continuing to trade.

March 2020 on wards - Due to the Covid situation the previous proactive response had to be suspended.
The intelligence flow has however continued and three private houses were sent cease and desist letters on the back of intelligence that they were extremely active in the sale of illicit tobacco.

Nottinghamshire County Council

Below Target	On or Above Target	Select to view:	Council Plan Measures	Progress of Key Activities

People live in vibrant and supportive communities

Number of adults supported through prevention services to promote their independence, connect with community resources and address social isolation

Target of (Blank)

Good is: High

Previous Value 3,754

3,660

% of safeguarding service users (of above) who were satisfied that their outcomes were achieved

Target of 80.00

Good is: High

Previous Value 75.00

76.40 %

Growth of Friends Against Scams Schemes

Target of 500

Good is: High

Previous Value 70

30 New Friends

People live independently for as long as possible

Number of younger adults supported in residential or nursing placements

Target of 635

Good is: Low

Previous Value 662

677

Number of older adults supported in residential or nursing placements

Target of 2,309

Good is: Low

Previous Value 2,375

2,073

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People can access the right care and support, at the right time

Proportion of service users receiving a direct payment

Target of 42.00

Good is: High

Previous Value 40.60

40.40%

Proportion of older people at home 91 days after discharge from hospital (effectiveness of the service)

Target of 80.00

Good is: High

Previous Value 84.80

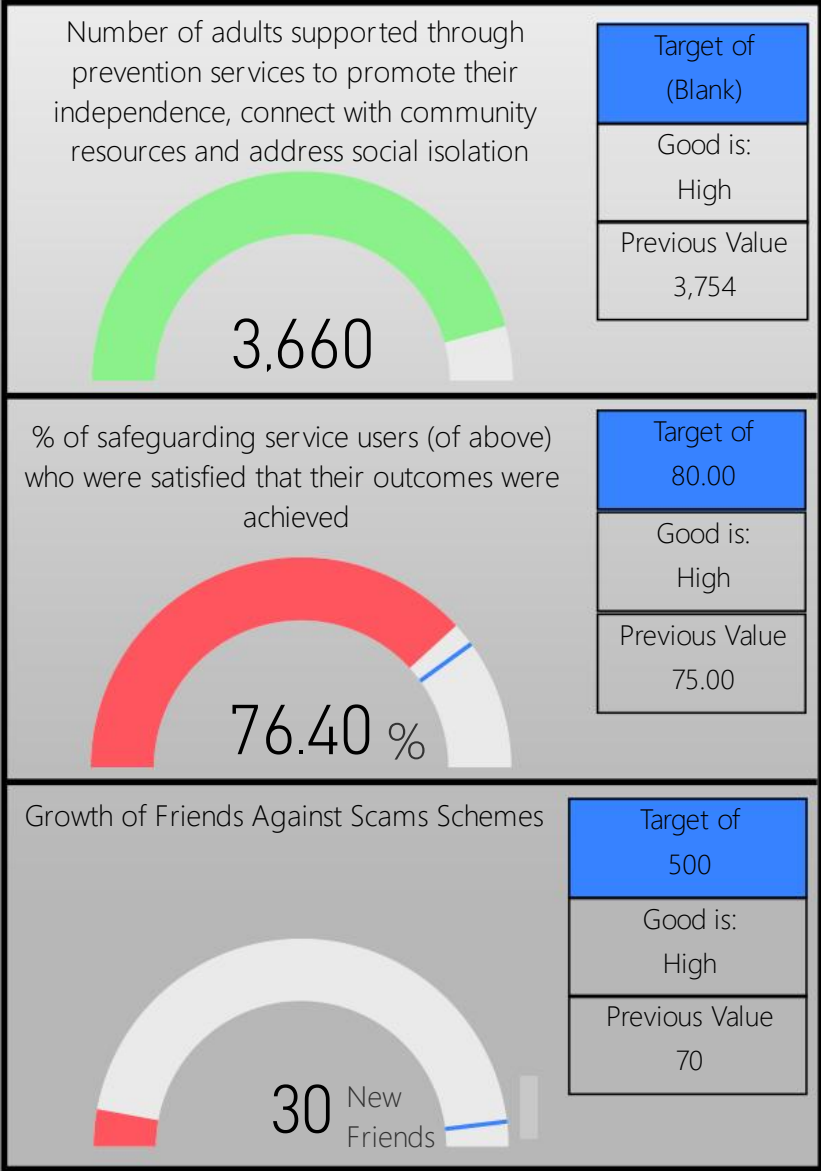**87.80%**

Nottinghamshire County Council

| Below Target | On or Above Target | Select to view: | Council Plan Measures | Progress of Key Activities |

People live in vibrant and supportive communities

Success Means

Older people are treated with dignity and their independence is respected

Our most vulnerable residents will be protected and kept safe from harm

Communities will support each other through volunteering and involvement in local organisations

Progress of Key Activities

Public Health mobilised and started two Domestic Abuse support contracts in April 2020. These services provide domestic abuse support to women, men and children across the County and deliver the Multi Agency Risk Assessment Conferences (MARAC) and 24 hr free helpline. The new Prevention, Promotion and Training Service also mobilised and started in April 2020, providing training for professionals across the County. This has been a valuable resource through the pandemic, updating and reassuring professionals during a challenging time. In January 2020 the authority led a partnership bid and successfully applied for £500K from the national Domestic Abuse Safe Accommodation fund. Four refuges were funded and services began in April 2020. A new Safe Accommodation Group was established to monitor and manage the services. Early in the pandemic the availability of domestic abuse accommodation was identified as a risk. The authority agreed to fund 20 extra units and supported providers to make successful bids to the Ministry for Homes Communities and Local Government. These services were delivered from Jun - Sept 2020. The Public Health team has continued to work with wider partners (Police and Crime Commissioner and City Council) to ensure that funding has been sourced to address the changing and developing needs of domestic abuse survivors and the providers during the pandemic. As critical services, all the domestic abuse services have continued to be delivered throughout the pandemic, being flexible and evolving to meet the new challenges as they arise.

People live independently for as long as possible

Success Means

Carers receive the support they need

People will have the opportunity to live independently in their local community

Better access to financial advice so that older people can make more informed decisions

Progress of Key Activities

The department has been undertaking work on the development of Short Breaks support for carers and the broader Carers Strategy which will be updated by March 2021. The pandemic has had a significant, and often negative, impact on carers and the department has been:
• ensuring carers are supported through virtual groups and networks and individual contacts where needed
• providing good and accessible information via the Carers Hub service
• providing practical support through the Carers Hub and their volunteer service
• Mental Health support for carers – signposting to talking therapies, developed Mindfulness videos for carers via the Carers Hub
• providing emergency Short Breaks via internal Short Breaks units
• revised service models for Day Opportunities and Short Breaks from September
• encouraging carers to complete a carer's 'Emergency Plan' should the carer fall ill or is unable to provide support
• continuing to provide emergency respite via ASCH Duty teams
• supporting Young Carers through the Young Carers Support service and supporting schools with young carer identification and awareness.

People can access the right care and support, at the right time

Success Means

People's needs are met in a quick and responsive way

Services improve as a result of better integration of health and social care

Progress of Key Activities

Due to Covid19 the current national performance standards on Delayed Transfers of Care (DTOC) monthly reported delays were suspended from Thursday 19th March 2020. However, Nottinghamshire has maintained its good performance in relation to timely hospital discharges with the average number of days from a patient being determined as medically fit for discharge to then being actually discharged from hospital has reduced from 3.92 days during the 2019-20 to only 2.16 days currently. Colleagues across the department are working collaboratively with our community health partners and continue to work hard to maintain this good performance to assist our hospitals to better cope with the Covid19 emergency.

The Early Resolution project continues to support people and their carer's with timely information, advice and guidance to live independently. The project has exceeded its performance targets in providing short term solutions to prevent escalation of further need or in the event of a crisis.

We continue to increase the number of people who will benefit from short term interventions to regain their daily living skills and confidence or to recuperate after an illness. This reablement service supports people to return and remain at home after being in hospital or prevents them being readmitted to hospital. This 2 year project exceeded it performance targets.

Nottinghamshire County Council

Below Target	On or Above Target	Select to view:	Council Plan Measures	Progress of Key Activities

Nottinghamshire is a great place to invest and do business

1 year survival rate for newly born enterprises in 2017

Target of 89.00

Good is: High

Previous Value 93.20

91.50%

Gross Value Added £000- all industries (2015)

Target of (Blank)

Good is: High

Previous Value 15,024

£15,755

Nottinghamshire is a well-connected County

Number of premises able to access a super or ultrafast digital network

Target of 1,975

Good is: High

Previous Value 1,823

1,594
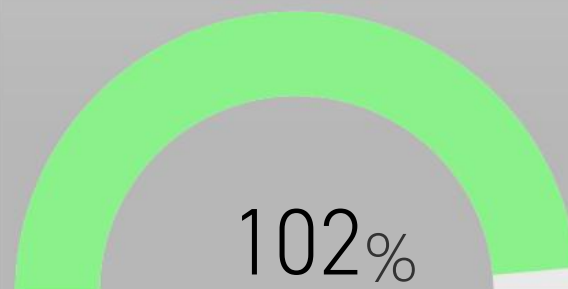
Increase in average journey time per mile during the morning peak on the urban centre networks in the county

Target of 102 (1% increa...

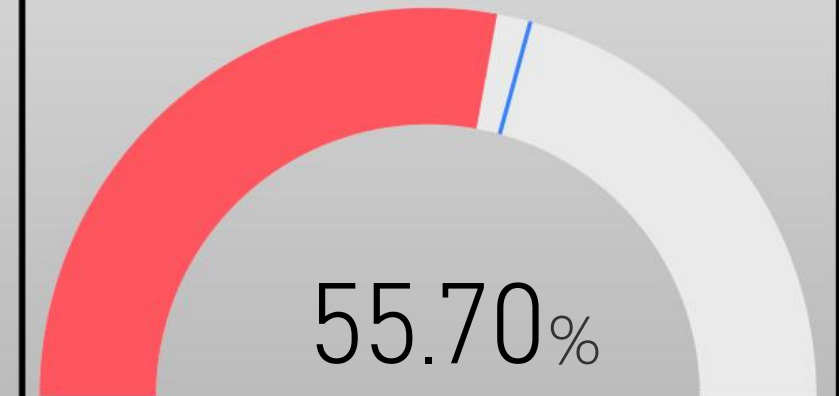Good is: Low

Previous Value 100

102%

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Nottinghamshire has a skilled workforce for a global economy

% of population aged 16-64 educated to NVQ level 3 or above

Target of 58.50

Good is: High

Previous Value 53.00

55.70%

Below Target

On or Above Target

Select to view:

Council Plan Measures

Progress of Key Activities

Nottinghamshire is a great place to invest and do business

Success Means

An increased amount of inward investment in the county

High quality business accommodation is available for businesses to start and grow

Increased economic productivity across the county

More visitors spending more money in our county

Increased economic vibrancy and improved appearance of market towns

Progress of Key Activities

Heritage led regeneration projects:Miner2Major: (a) Working in partnership with Nottingham Trent University to map the stories of Sherwood's heritage and nature through the Sherwood Retold project. Will then work with local organisations and communities to develop a creative content approach.

(b) People of Sherwood project ready to deliver but currently paused. (c) Pop-up exhibition finalised. Living Memories project, to encourage visits to heritage sites by older residents, completed https://www.nottinghamshire.gov.uk/culture-leisure/heritage/living-memories. Miner2Major Connecting Trails project – survey methodology created, training and survey work on hold.

We have also assisted the Nottinghamshire Serious Crime Team investigating a death where a tobacco derived product was the cause. Through research they were able to direct the team to the lead laboratory in Bristol to establish the products contents.
We have conducted 4 test purchases , in 3 cases no sales were made and 1 where counterfeit cigarettes were sold and this is currently under investigation

We have one further case pending in the Nottingham Magistrates Court.

Nottinghamshire is a well-connected County

Success Means

Improved roads and transport infrastructure with better connectivity across the county and region

Improved superfast broadband coverage

Local people have the right skills to benefit from employment opportunities generated by HS2 and other major infrastructure developments

Progress of Key Activities

The Streetworks Permit Scheme commenced in April 2020 despite considerable operational challenges shortly after the initial COVID lockdown. The first 6 months has seen rising numbers of permits approved, an almost full staff complement to the new structure and over £370K banked in fees. A report will be presented to Place Committee in DEc 2020 on progress to date in detail.

The Gedling Access Road (GAR) project started on site in January 2020, is on track and estimated to be completed in Autumn 2021.

Further work is underway refining option appraisals for A38 and A611 with the latter scheduled for public consultation during 2021. Work on the A617, including liaison with the approved development site, is also progressing but has slowed through this pandemic period but will continue to unsure the cost and opportunity to safeguard a corridor for future improvement is fully understood.

A614/A6097 - NCC has been pro-actively working with the Department for Transport to update its Outline Business Case (OBC) for this vital corridor improvement. Further consultation is scheduled for later this year and the revised OBC will be completed before year end to allow the Department to make a formal decision on programme entry by March 2021.

Nottinghamshire has a skilled workforce for a global economy

Success Means

People have a higher level of skills

There is a flexible and varied workforce that is able to meet the needs of local businesses in the future

Progress of Key Activities

Public Health: In March 2020, the Council's Employment and Health Strategy 2020-2030 (cocreated with Adults and Place Department) was adopted. An implementation Place, setting out how the Strategy will be delivered to be reported to the Improvement and Change Sub-Committee was also endorsed.
https://www.nottinghamshire.gov.uk/policy-library/72899/employment-and-health-strategy-2020-30

Work has continued with the University of Nottingham Trent University both collectively and individually on a range of collaoborative projects including:
Universities for Nottingham - supporting the drafting of the economic aspects of the joint universities' Civic Agreement;
Economic Intelligence - commissioning an overview of the impact of COVID-19 on the Nottinghamshire economy from Nottingham Trent University;
Low Carbon - developing collaaborative bids and joint working with both universities on low carbon / energy efficiency ambitions, geared towards low carbon business growth.

Committee	Put local people at the heart of all we do	Spend money wisely	Be creative & work in new ways	Stand up for local people	Empower people & support their independence
Full Council	**Covid-19 Response**: The Covid-19 Resilience, Recovery and Renewal Committee was established to review the Council's response, policy development in respect of the Council's recovery from COVID-19, including the Council's approach to the renewal of the local economy and renewal and reform of local government services, including the future structure of local government in Nottinghamshire. All five of the Council Plan Approaches will influence the work taken forward by the Committee.				
	Approved the Annual Report of the Governance & Ethics Committee, which delivered assurance about the Council's arrangements for governance, risk management and control.	Approved the balanced budget for 2020/21, along with the update of the Medium-Term Financial Strategy for 2020/21 to 2023/24. Reviewed the 2019/20 year-end Management Accounts			
Policy	**Covid-19 Response**: Policy Committee received and approved a series of reports setting out the Council's mobilisation arrangements for the response to the pandemic, along with its priorities to focus unhindered on effective delivery of the Council's critical services for the duration of the emergency: - Support for vulnerable adults - Support for vulnerable children and families, including schools - Community support and resilience - Support for business and the local economy - Corporate resilience All five of the Council Plan Approaches have remained relevant in the design and ongoing delivery of the Council's response to the pandemic, and through the leading role it is playing with its partners in the wider county response through the Local Resilience Forum.				
	Midlands Engine Development Corporation – reviewed progress and approved next steps for the Corporation's focus on: investing in transport for growth; accelerating innovation and enterprise; powering an ultra-connected region; trading with the world; and amplifying the voice of the Midlands. Renewed the Council's commitment to the work of the D2N2 Local Enterprise Partnership and its focus on driving forward sustainable, economic growth. Wrote to the Secretary of State for Housing, Communities and Local Government requesting an invitation for the County Council to come forward with proposals for unitary local government for the County Council's administrative Area. Agreed to develop draft proposals for unitary local government in our administrative area.	Approved the Property Planned Maintenance Programme for the current and next financial year.	Invest in Nottinghamshire – approved proposals for the best future use of the Council's major office and service buildings, as part of a wider programme of activity to improve the mobility, productivity and effectiveness of the Council's workforce. These principles were tested in earnest through the pandemic response, which is providing further insight for this programme. Approved key strategic ambitions for a Corporate Environmental Policy and Strategy	Annual Residents' Survey 2019 – seeking local people's views and using the feedback to shape service delivery. Overall satisfaction with the Council remains high. Adopted the International Holocaust Remembrance Alliance's working definition of antisemitism. Ratified an Addendum to the Council's adopted Statement of Community Involvement to allow members of the public and other stakeholders to continue to engage effectively in the planning process during Covid-19 restrictions, and to ensure the continuation of robust decision making. Considered an update on the work of East Midlands Councils, in which Nottinghamshire is a key partner in collaborating on issues of significance and common priorities for councils in our region. Considered the Council's response to the Government White Paper 'Planning for the Future' which proposes fundamental reforms to the planning system in England.	Renewed and refreshed the Council's commitment to ensuring that there are no victims of slavery or human trafficking employed directly by the Council, in its commissioned services or supply chains.

Committee	Put local people at the heart of all we do	Spend money wisely	Be creative & work in new ways	Stand up for local people	Empower people & support their independence
Improvement & Change Sub-Committee	Developing themes for transformational programmes of work to improve outcomes for residents whilst enabling the Council to meet its financial challenges. Reviewed progress with the MyNotts App, in terms of statistics, feedback and improvements since its launch.	Delivery of Projects & Savings – progress against the total savings target 2019/20-2022/23 of £24.2m. In 2019/20, 29 projects 29 projects with a savings value of £15.4m were completed.	Approved a new model for transformation, improvement and change, arising from the findings of the Council's work with its external partner. Considered performance of the ICT Team, including its response to the pandemic by increasing resilience, ensuring Council staff can work more effectively at home, and with the right technology in place.		
Finance & Major Contracts Management		**Covid-19 Response**: Agreed the extension of the Covid-19 cultural service contract variations with two country park partners. Gave particular scrutiny to the procurement of Personal Protective Equipment (PPE).			
		Received regular financial monitoring reports, and an updated position of the Medium-Term Financial Strategy. Considered an update on accounts receivable, accounts payable and procurement performance. Approved a5-year extension of the contract with Inspire for the provision of a range of services on behalf of the Council, including the public library service.			
Governance & Ethics		Delivery of Internal Audit plans provided positive assurance about the Council's arrangements for governance, risk management and control. Renewed focus is needed on implementation rates for agreed audit recommendations. Assurance mapping provided good assurance over financial management, performance management, risk management, people management and asset management. Annual Fraud Report identified low-level losses to fraud and strong arrangements for prevention and detection. Confirmed strong alignment with National Audit Office guidance for financial reporting and management. Scrutinised use of resources and Divisional Funds by Councillors.		Annual Governance Statement delivered positive assurance regarding compliance with the Council's Local Code of Corporate Governance. Periodic progress reviewed against the governance action plan. The outcomes of all Ombudsman reports have been considered by the Committee, with a focus on opportunities to learn and improve services. Similarly, annual updates on outcomes from the complaints process are reported and analysed. Information Governance – positive progress made against the action plan	

Committee	Put local people at the heart of all we do	Spend money wisely	Be creative & work in new ways	Stand up for local people	Empower people & support their independence
Personnel	**Covid-19 Response**: Considered a PPE recovery plan to move to a sustainable operating model.				
	Reviewed progress towards achieving accreditation to the health and safety management standard ISO 45001.	Scrutinised periodic performance on workforce availability and ongoing actions to support and maintain employee health and wellbeing. Approved the refreshed Employee Health and Well-being Action Plan. Approved a restructure of the Business Support Service to deliver savings of £221k in 2020/21.			Reviewed an update against the 'Race at Work Charter' and approved action to better understand the issues being raised and provide support for Black, Asian and Minority Ethnic (BAME) employees to help the Council to tackle racism and discrimination. Approved actions arising from the updated annual summary of the diversity profile of the direct workforce of the County Council by their "protected characteristics". Approved the Equalities (Support for Black Employees) Action Plan. The Council's apprenticeship programme continues and is targeted at Nottinghamshire residents. The Council's Graduate Development Programme continues to be administered by the Department, providing vocational training opportunities for Nottinghamshire students.
Pensions		Considered the results of the triennial valuation of the Pension Fund as at 31 March 2019. Approved revised versions of the Funding Strategy Statement, Investment Strategy Statement, the Risk Management Strategy and Risk Register and Governance Compliance Statement.	Reviewed progress with the programme to transform pension administration through digital development and new ways of working.	The Chief Executive's Department continues to administer and report on the operation of the Local Government Pension Scheme, delivering significant benefits for local people and employers. The implications of the 'McCloud Judgement' are being addressed currently. Developing an approach to assessing and responding to the financial risks of climate change.	
Covid-19 Resilience, Recovery & Renewal	**Covid-19 Response**: Considered regular updates on the impact of Covid-19 on the work of the Council, its response and plans for recovery. Received and considered reports on lessons learned from the Council's response to the pandemic. Approved an ambitious economic recovery action plan, which sets out how the Council and the County can recover from the COVID-19 pandemic.				

Nottinghamshire County Council

REPORT OF THE SERVICE DIRECTOR, TRANSFORMATION AND CHANGE

TRANSFORMATION AND CHANGE PROGRAMMES AND THE TRANSFORMATION MODEL AND STRUCTURE

Purpose of the Report

1. To update the Sub-Committee on progress with implementing a new corporate model for transformation, improvement and change, and with the establishment of cross Council programmes of work to improve outcomes for residents whilst enabling the Council to meet its financial challenges.

2. To seek approval for the proposed high level structure for the Council's transformation, improvement and change function.

Information

3. A previous report to the Sub-Committee on 21st July 2020 gained approval for a revised corporate approach to transformation, improvement and change. The Service Director post that was subsequently established to lead on transformation, improvement & change has enabled focused leadership and capacity to be put in place to be able to drive this work forward.

4. As such, work is now under way to implement the new transformation and change model and to develop and deliver a number of new transformation programmes intended to improve outcomes for residents and service users, deliver financial savings and enable the Council to develop new ways of working across service and departmental boundaries.

5. The translation of the model for transformation and change into an agreed staffing structure, supported by effective business processes and governance is under way. A high level summary of it is presented in this report. This will continue to be a priority in the coming months.

Transformation and Change Programmes

6. The scope, leadership and business cases for a number of new transformation and change programmes are also now under development. Officers are reviewing the outputs from the work undertaken with Newton Europe earlier in the year, to ensure that the programmes build on learning from COVID-19 and are aligned with the Council's Medium Term Financial Strategy, the Your Nottinghamshire, Your Future corporate plan, and individual Department

strategies. The Programmes will also sit alongside and complement existing corporate programmes, such as the Investing in Nottinghamshire programme.

7. Each programme will be sponsored at a senior level by a Corporate Director to ensure it has priority and visibility, with each programme representing a major area of Council provision that impacts significantly upon Nottinghamshire residents, and to which the Council devotes significant resource across more than one Departmental area. Each programme therefore represents an opportunity to secure both improved outcomes for residents, and improved efficiency in terms of the delivery of service provision. The proposed programmes are as follows:

   o **All age approaches to improving support for those with disabilities** – This programme will take a "whole life course" approach to the Council's provision for those with disabilities, with a focus on improving outcomes, minimising risk factors and enhancing protective factors through the delivery of effective interventions at key stages in the lives of service users. The programme will explore how the integration of approaches to effective interventions across Departments – for example in the areas of education, skills and employability – may deliver improved life chances and help manage/reduce demand for more expensive provision for those with higher levels of need. The programme will be directed by the Corporate Director for Adult Social Care and Health.

   o **Developing integrated prevention and early help interventions** - Building in part on the successful community hub based response to Covid, this programme will focus on the Council's early help and prevention provision, and how it might better engage with, work with and support community based services and support groups, in order to improve access to, and the delivery of, early support for residents. Such approaches will help reduce demand (and therefore financial impact) for higher level Children's, Adults and Public Health interventions. This programme will also build upon existing "strength based" work in both Children's and Adults Services, and will be directed by the Corporate Director of Place.

   o **Developing "whole family" approaches to safeguarding** – This programme will aim to build on existing "Think Family" approaches to safeguarding provision: vulnerable children will achieve improved safety, stability, wellbeing and educational outcomes through a more joined up approach across Children's and Adults Services and Public Health (but also with key partners such as schools and health services) that works with the whole family to build on strengths and address risks. Through improving children's outcomes this programme will seek to manage the long term, high cost demands for children's social care. This Programme will be directed by the Corporate Director for Children and Families.

   o **Improving residents access** – This programme will drive the further development of a coordinated and integrated Council "front door", based around the Customer Services Centre and a strengthened approach to digital access and effective self service for residents needing to access Council services and information. The programme will incorporate a review of the current arrangements for the MASH. This programme will be directed by the Service Director for Customers, Governance and Employees, and will also incorporate the leadership of broader corporate digital development work to support all transformation programmes, and a review of the Council's corporate "back

office" systems to ensure that they deliver efficient, integrated and cost effective support to the Council's core functions.

Further underpinning strands of work will be:

o **A workforce design programme** sponsored by the Service Director for Customers, Governance and Employees. This programme will ensure staff will be supported to access the learning and support opportunities required to help strengthen service improvement/transformation and change approaches, and strengthen their digital awareness and data analysis skills, within the context of a broader Workforce Development Strategy that will encompass a revised corporate approach to a range of key workforce matters.

o **A strategic commissioning programme** sponsored by the Corporate Director for Adult Social Care and Health. This programme will build upon existing work to improve the Council's approach to effective strategic commissioning to secure cost effective outcomes.

The model for Transformation and Change

8. Within the Transformation and Change function three specific core areas of expertise will be established to support and drive effective change. This marks a move away from the Council's previous "generalist" approach:-

9. **A Strategic Insight Unit (SIU).** This will provide:

- Data insight, analytics and data science skills and capacity, to provide both support and challenge to existing transformation programmes, and to help generate future programmes.
- A focus on research, policy and strategy planning and development, to ensure the Council keeps abreast of national thinking and policy development, and ties this in to its strategic work. Here, the Unit will utilise links with other authorities, the LGA, central government, external partners and academic research to support horizon scanning and best practice.
- A direct link with Departments and senior leaders so that corporate and Departmental priorities and strategies are informed by the latest thinking and best practice, and that cross Council transformation is effectively co-ordinated.
- The Unit will work closely with ICT to ensure that the ICT strategy and internal design authority (which provides corporate oversight, guidance and governance on technology based decisions) are embedded within the SIU approach
- The Unit will link closely with the other key elements of the Transformation function - the Transformation Bureau and the Portfolio Office.

10. **A Transformation and Change Bureau**. This will provide:

- Change management capacity, with strong project management, data and digital skills, embedded within Departments and services in order to support and drive the delivery of the cross Council transformation programmes. This will therefore be close to the frontline but will be part of a strong corporate "transformation community" where best

practice and knowledge are shared, development is targeted and resource aligned appropriately to the needs of the transformation programmes as they progress. This approach will help ensure:

- A consistent approach and ongoing professional development for staff;
- That managers and staff can be assigned to programmes that fit best with their skillsets where required;
- The full engagement and understanding of Departmental front line services in cross Council transformation programmes.

11. **A Transformation and Change Portfolio Office.** This will:

- Govern transformation and change programmes and projects – both cross Council and Department/service specific - in a lightweight but rigorous way to ensure the effective and consistent use of resources, and the clear realisation of benefits, with effective corporate oversight.
- Support and track appropriate resource allocation and monitor and report on programme and project delivery and benefits realisation to a variety of audiences/groups across the Council.

Structure for Transformation and Change Team

12. To implement these three key elements of the revised transformation model, the Council's corporate Transformation and Change Team will need to be restructured. The detailed definition and implementation of the structure will be complex, bringing together and rationalising some roles from other corporate functions that will overlap with the new transformation model. The restructure of the Transformation and Change Team will therefore be co-ordinated with a concurrent restructure of the corporate Performance, Intelligence and Policy Team as it is expected that some staff from this team whose skillsets align with those required by the new Strategic Insight Unit will move across to the Transformation and Change team. The remaining staff will be established within a remodelled corporate Data Management Team reporting to the Group Manager, Assurance. Key areas of focus for this Team will be the following
    - Corporate support – to maintain the Business Intelligence Hub, its current suite of reports and to develop further reports to meet the requirements of the SIU. It will also maintain data-sharing feeds with our external partners, notably with the Local Resilence Forum and the Intergrated Care System.
    - Departmental support – to deliver the data intelligence and analytical products to support the needs of departments in progressing their service improvement programmes, embracing the maintenance of current reports and development of new products. The Team will also continue to deal with the annual statutory returns to government.

13. Conversely, it is anticipated that some members of the Transformation and Change team with ICT specific roles and skillsets will transfer to the corporate ICT Service as part of the current project to remodel and restructure that function. This transfer will support future effective co-ordination of ICT related transformation activity.

14. The proposed high level structure for the Transformation and Change, and Data Management teams is therefore shown below:
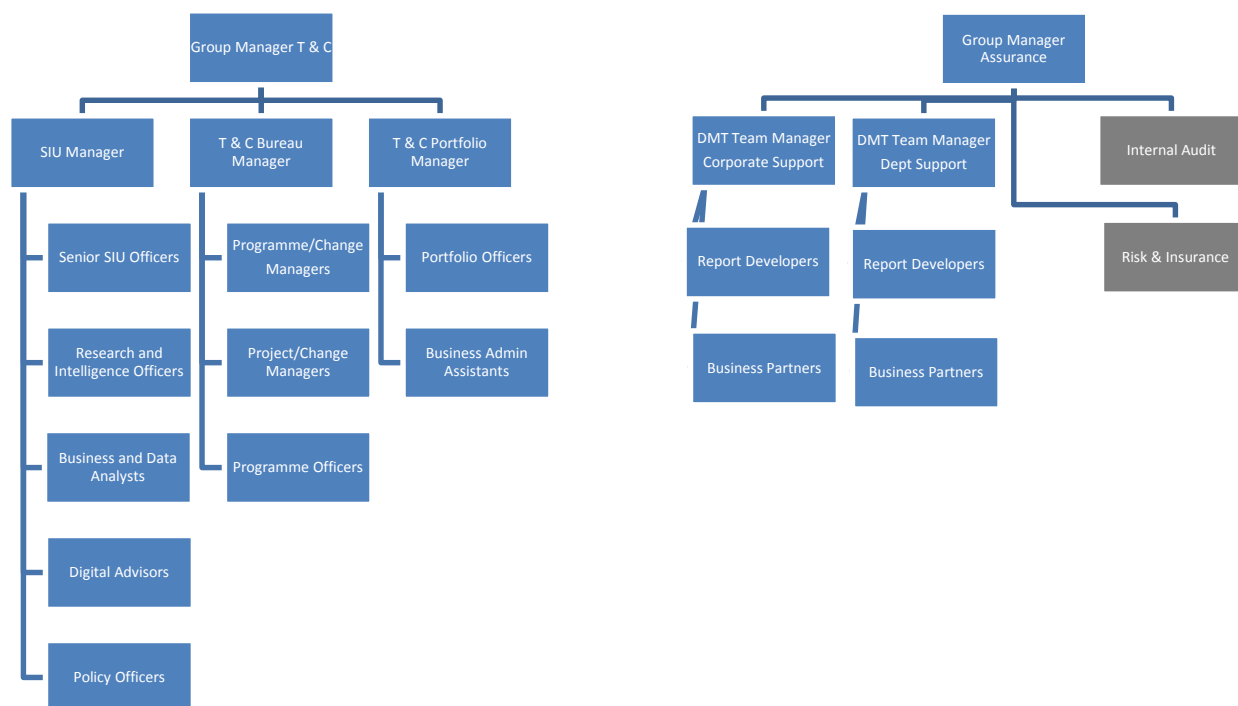
Fit with Departmental Service Improvement Activity

15. A key element of the new Transformation and Change model will be the development of a new "matrix" model of joint activity and collaboration between the corporate Transformation function and the operational service improvement functions/teams based in individual departments, particularly in Adults and Children's Services. This new model will see Departmental Service Improvement teams have corporately agreed forward work plans, based upon work with the SIU to ensure plans with a sound evidential base. Plans will have sufficient flexibility to enable responsive activity where new opportunities and challenges are identified.

16. Expertise and capacity will, by mutual agreement, work across Corporate and Departmental boundaries where this is beneficial. This will help maximise opportunities, ensure appropriate expertise is fitted with need/priority and provide a flexible, responsive improvement resource which operates to consistent standards.

17. This model for Corporate and Departmental Transformation and Improvement will;

- Facilitate open and transparent oversight of service improvement activity;
- Help provide a high quality and consistent approach to service improvement;
- Assure best use of expertise and resource, identifying gaps and where necessary supporting the consistent engagement of internal and external expertise;
- Focus on the functions/skills required to deliver agreed work plans rather than the available volume of resource.

Next steps and transition period

18. In view of the complexity of the restructure work, it is proposed that the senior posts in the Transformation and Change Team are established and filled first. These are:

    o SIU Manager
    o T & C Bureau Manager
    o T & C Portfolio Manager

The lower level posts in the structure are indicative and may alter as the more detailed structure is developed

19. Similarly, for the Data Management Team, it is proposed to establish and fill the following posts first:

    o Team Manager – Corporate Support
    o Team Manager – Departmental Improvement Support

20. Once the consultation process has been completed and staff have been enabled into these roles, the full Team structures will be developed, ensuring the two teams are aligned with a consistent model and approach. Proposals for the detailed structures and their financial implications will be brought to a forthcoming meeting of the Sub Committee for approval.

21. In light of the current pressures on both departmental and corporate resources in response to Covid , it is acknowledged that the development and delivery of the proposed cross-Council programmes may not proceed at the pace originally envisaged. However work will be progressed as quickly as possible and members will continue to be updated on progress through regular reporting to this Sub Committee.

Other Options Considered

22. Alternatives to the proposed model of bringing together all Transformation and Change skillsets into a central function have been considered; however the approach set out in this report best fits the transformation model previously agreed by members.

Reason/s for Recommendation/s

23. To enable the Council to bring about sustainable change for the benefit of residents and their communities within the current financial and operational circumstance faced by the Council.

Statutory and Policy Implications

24. 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

It is recommended that members:

1)   Approve the proposed high level structure for the Transformation and Change and Data Management teams, and the development and consultation on full structures for both teams for approval at Improvement and Change Sub Committee at a forthcoming meeting.

2)   Agree to receive further updates on the implementation of the model and the definition, initiation and delivery of the cross Council transformation programmes at future Sub-Committee meetings..

Derek Higton
Service Director, Transformation and Change

For any enquiries about this report please contact: Sue Milburn, Group Manager Transformation and Change

Constitutional Comments (KK 13/11/202)

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

Financial Comments (SES 11/11/2020)

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

HR Comments (JP/10/11/20)

The proposals will be subject to formal consultation with staff and the recognised trade unions. The implementation of the recommendations will be undertaken in accordance with the County Councils agreed employment policies and procedures, including enabling, redundancy and redeployment (JP)

Background Papers and Published Documents

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

- Update on Progress with Future Approach to Transformation and Change report to Improvement and Change Sub Committee – 21 July 2020

Electoral Division(s) and Member(s) Affected

- All

Nottinghamshire County Council

REPORT OF THE CORPORATE DIRECTOR, ADULT SOCIAL CARE AND HEALTH AND THE DIRECTOR OF PUBLIC HEALTH

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

Purpose of the Report

1. The report provides information about how transformation and change activity in the Adult Social Care and Public Health department has been considered, alongside the continued emergency response and recovery planning.

2. The report also sets out the department's transition from the previous programme of transformation and change activity, the Improving Lives Programme, to the Adult Social Care Programme Plan.

3. The report also provides a brief, reflective summary of transformation and change within the Adult Social Care and Public Health department during 2019/20.

Information

4. Following the Coronavirus pandemic and guidelines from government, the Adult Social Care and Public Health department implemented emergency operating models in response to anticipated service demand. With the introduction of emergency operating models many of the Adult Social Care and Public Health department's transformation and service improvement initiatives were suspended to enable the workforce to focus on the emergency response. Despite this and in preparation for the formal exiting of the emergency phase, the department has already been planning how it will review opportunities to transform, whilst taking into account government guidelines and assessing risk to ensure people are protected. A report on the Adult Social Care and Public Health recovery plan was taken to the Adult Social Care and Public Health Committee in September 2020.

5. As set out in the Adult Social Care and Public Health recovery plan, for the remainder of the financial year until March 2021, as the department formally moves out of the emergency phase into recovery, some specific areas have been identified as a priority by the department. These are:

    a) Sustainability of the Social Care Market

b) Reshaping services
c) Reablement and supporting people home from hospital
d) Local Outbreak Control Plans and infection control
e) Resetting and rethinking health and care services.

6.   Moving forward towards 2021, the department is already well placed to embrace improvement and change in 2021/22 and beyond, with a number of enablers to this already in place. These include:

   a) **Strengths Based Approach Programme** – this will help staff and the people they are supporting to work in ways that focus on the person, their life, their circumstances and their personal outcomes.

   b) **Owning and Driving Performance Programme** - this is a two-year cultural change programme that commenced across the department in October 2020 which will ensure there is the right environment, atmosphere and management approach in place to fully promote independence and wellbeing through strength-based approaches.

   c) **New Operating Model** - a new operating model for the department was introduced in September 2020, with the aim of offering a more joined up, effective, easy to access suite of services to people who require the Council's help and support. A report on the main changes introduced as part of the new operating model was taken to the Adult Social Care and Public Health Committee in September 2020.

   d) **Core Metrics & Management Information Review –** this review is looking at a range of information principles and needs, including ensuring that the department:

   • is able to identify where service improvements are required, and track savings and benefits on programmes of work to ensure its objectives are met
   • is able to use management information for continuous improvement.

7.   In addition, taking into account the lessons learned during the pandemic and our progress towards recovery at that time, in 2021 the department will also recommence its paused review of the strategies that underpin our commitment and relationship with the people of Nottinghamshire that the Council supports. These strategies are:

   a) **Adult Social Care Strategy** – this strategy sets out the guiding principles for the delivery of adult social care in Nottinghamshire, to ensure it is effective, can meet the needs of Nottinghamshire's people now and in the future and is fully compliant with the Care Act 2014.

   b) **Adult Social Care and Public Health Departmental Strategy** – this sets out the priorities and programmes of activity that the department will pursue in order to deliver the Council Plan commitments.

   c) **Nottinghamshire Joint Health and Wellbeing Strategy** – this sets out how the Nottinghamshire Health and Wellbeing Board will drive activity across the local authorities, the NHS and other partners to improve the health and wellbeing of the local community and reduce inequalities.

8.   **Paragraphs 9 to 28** of this report reflects on improvement and change that took place in the Adult Social Care and Public Health department during 2019/20. This section of the report does not seek to provide information about all the transformation and change made by the department during 2019/20 but rather provides a selection of examples that demonstrate the impact of some of the activity.

Transformation and change in 2019/20

9.   Section four of the current Adult Social Care and Public Health Departmental Strategy for 2019-2021 sets out an Improvement and Change portfolio to deliver improved health and wellbeing across the population and to improve the way the Council delivers social care support to adults in Nottinghamshire.

10.   Within the Adult Social Care and Public Health department, the Improving Lives Portfolio had been the programme of work delivering service transformation and budget savings between April 2018 and March 2020.

11.   Overall in 2019/20 the department had agreed savings of £12.47m to deliver and delivered £15.7m. The extra savings delivered were a combination of £1.9m of additional savings on projects that ended March 2020 and £1.2m of early delivery for savings projects that, at that time, were continuing into 2020/21.

Simplifying Processes Project

12.   The purpose of the simplifying processes project is to streamline processes to ensure they support a strengths-based approach, are fit for purpose and easy to use. Improving the customer journey through our processes is a key deliverable of this project. The overall aim is to reduce the amount of time staff spend completing forms and processing information and as a result increase the time they can spend having conversations with people whilst working in a strengths-based way.

13.   The project design principles are to:

•   Design processes with people at the heart
•   Ensure our processes reflect and support the three conversations rules, values and ethos
•   Involve staff in design and testing
•   Increase the time available for staff to work directly with people by processes being efficient, user friendly and not duplicated
•   Reduce the number, length and complexity of processes wherever possible
•   Ensure data collection is proportionate and appropriate
•   Reduce variation in processes across the County to ensure equity
•   Provide appropriate support and training.

14.   There will be a collaborative and co-produced approach throughout the life of the project, starting with a review of the current end-to-end processes to identify issues, challenges, quick wins and opportunities to improve or do things differently.

15.   The project was paused in March 2020 due to the need to support the implementation of the emergency operating models. Lessons have been learned from the emergency

process implementation and the scope and approach have been reviewed to reflect the learning over the past six months.

Update on sharing information with Health & other partners

16. Nottinghamshire County Council has joined health partners across Nottinghamshire to gain access to the Nottinghamshire Health and Care Portal (NHCP). This allows cross organisational information to be available to front line staff safely and securely without requiring full access to core ICT systems. Since being rolled out in September 2019 to over 800 Adult Social Care staff this has released over 1,000 hours, allowing staff to spend more time with the people they support. More importantly, because staff have access to the health information they need at the right time, it is helping them to make better decisions with people. It has also been rolled out recently to an initial cohort of Children's Social Care staff. Since April 2020 social care data is being shared in the portal to allow health colleagues to understand where a person is already known to Adult Social Care, the services they are being provided with and which team is involved.

- *Vicky was referred to the Adult Access Service for some equipment and rehousing support. Using the portal, the Community Care Officer (CCO) was able to quickly identify that Vicky had fallen 15 times over six months but that she had never had a falls assessment. The CCO was also able to see that Vicky had not seen a GP for a long time so contacted the GP to suggest a health review. Over the next few weeks Vicky became increasingly upset and confused and didn't attend the arranged GP appointment. Again, using the portal, the CCO could see that the Community Mental Health Team were involved in Vicky's support and so was able to put Vicky back in touch with the right people who could provide the right support. The portal allowed the CCO to have a holistic view of Vicky and support her appropriately when it became apparent that Vicky needed some support over and above the initial referral.*

17. The department has made significant progress during 2019/20 with the digital transformation work in hospitals across Nottinghamshire, to speed up how referrals are made to the Council's social work teams for hospital patients and to introduce automatic alerts coming from health systems to tell us when circumstances change for these patients. For example, if people change wards, get discharged or pass away, the Council's staff are made aware of this change immediately, rather than finding out from nursing staff or a person's relatives. These developments have been completed at the Sherwood Forest Trust Hospitals (SFHT) and at Doncaster and Bassetlaw Trust Hospital (DBH) and will be completed at the Nottingham University Hospitals by the end of November 2020. A digital patient tracker also means that managers can get an up-to-date view of workload for the team at any time, instead of using manual spreadsheets. Benefits of this work include:

a) since May 2020 there have been over 4,000 automated referrals direct from hospitals to social care, averaging over 700 per month. At SFHT each referral sent in this way saves on average 4.5 hours of delay in reaching social care, more over weekends.
b) automated systems direct the referrals to the right council based on the patient's address, allowing Derbyshire and Nottingham City referrals to be identified correctly without manual checks.
c) at DBTH the administrative time saved every month is 32.5 hours

d) Team Managers have reported that without the digital patient tracker, which gives a full view of all cases in the team and supports the prioritisation of cases, they would have struggled to feel in control of the work.

e) all the data is now available to senior managers on a dashboard updated automatically each night, reporting the recent referral trends and discharge timescales allowing faster response to local pressures.

f) the average hospital discharge timescale to social care has halved from 2019/20 allowing people to get home from hospital quicker.

18. In 2019/20, the Proactive Interventions project had built the confidence and the legal framework to support different public sector partners to share data with each other. In March 2020, this work enabled information about homeless people and rough sleepers to be shared for the first time by housing authorities with health and social care as part of the emergency response's 'Everyone In' campaign. District and borough councils had an urgent duty to house all homeless people – access to health and social care data about this cohort of people enabled housing partners to understand which of these vulnerable people needed to shield because of their health conditions and also to understand known risks such as people who should not be placed in a hostel or other shared accommodation provision because of a history or arson or other risky behaviours.

- *John was a rough sleeper and was placed in temporary accommodation. John had a number of health and social care issues and the district council were very concerned about whether John had capacity to hold a tenancy, due to signals of learning disability. In their opinion it seemed doubtful.*

  An Adult Social Care Housing with Support social worker became involved and a full care and support assessment was carried out for John. This identified that although he had a number of needs and would need a small level of support if he was to live independently, that John had the capacity to make his own decisions. John was offered a tenancy by the district council shortly after this assessment. A Promoting Independence Worker was engaged for a short period to help John adjust to having a tenancy and a small ongoing support package was set up that would allow John to remain living independently. If Nottinghamshire County Council and the district council had not worked together and shared appropriate information about John, John would not have been able to have a tenancy and live independently and would have continued to live either in temporary accommodation or return to the streets as a rough sleeper.

Establishment of Employment and Health work stream

19. The Council has made employment and health one of its key priorities and good progress was made in 2019/20 in order to identify the aims, ambition and key areas of focus, and to develop an appropriate employment strategy to take this forward. The Strategy was approved at Policy Committee in March 2020. As well as a universal approach to health and wellbeing at work, the Strategy targets those furthest away from work, including supporting people with disabilities and long-term health conditions, and young people leaving care to find, and remain in, employment. The following case study provides an example of a man with Down's Syndrome supported by the Council's I-Work Team, which become part of the Maximising Independence Service in September 2010.

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- *A young man with Down's Syndrome, living at home with his parents, was referred to the I-Work Team. Support through school to gain work experience in a catering environment hadn't led to regular paid employment. The young man also had a stammer which was a real barrier at interview stage, so the I-Work Team looked for work trials as a way for him to explain what he could do. A local branch of Sainsbury's gave it a try and on the strength of the man's performance offered him a permanent part time job working in a café. The I-Work Team was able to support him throughout his induction period, gradually tapering off support. He gets on well with his new colleagues (particularly when football is the subject!) and work has given him a new social outlet. He went to the staff Christmas party and really enjoyed it and he goes to other social events. He is always positive about his job. He is very happy as he has more independence and enjoys using his Sainsbury's discount card to make his money go further! I-Work offer ongoing support to him when he needs it, for example to cope with changes in life or to get to know new colleagues at work.*

20. Public Health completed an evidence review of the impact of employment on health and the effectiveness of interventions to increase employment for people who experience barriers to gaining and maintaining employment. This was followed by input from an external partner to undertake an audit of the Council's current employment support services and to make recommendations – based on best practice – for how this could be improved. Currently, the work has had to be paused indefinitely due to the pandemic.

Your Health, Your Way - Integrated Wellbeing Service

21. The Council is responsible for improving the health and wellbeing of Nottinghamshire residents and this is reflected in the Council Plan (Commitment 6: people are healthier). Health and wellbeing is an asset which enables individuals and communities to pursue what is important to them. It also underpins other important outcomes related to growth and prosperity in which all communities can share.

22. One of the key workstreams in 2019/20 was to establish an Integrated Wellbeing Service (IWS) to deliver improved healthy lifestyle outcomes for groups with the greatest need. This service is called Your Health, Your Way and commenced in April 2020.

- *Evidence shows that in certain parts of Nottinghamshire, health risk behaviours such as smoking and obesity are higher than the national and regional average. More importantly, evidence suggests that there are a significant number of people who have multiple risk factors such as smoking, excessive alcohol consumption, physical inactivity and a poor diet. This has implications for both the individual and society. For the individual it means an increased proportion of life spent with illness and disability. For society, it means increased health and social care costs. In response to this, an Integrated Wellbeing Service (IWS) model has been commissioned in Nottinghamshire by Public Health from April 2020. It will deliver a more person-centred and personalised approach to health behaviour change services that addresses multiple health behavioural risk factors rather than individual stand-alone behaviours delivered by separately commissioned services. The service supports all residents across the whole life course from pregnancy, childhood to adulthood and into later life.*

23. Integral to the development and delivery of the IWS is closer partnership working with communities and local stakeholders. The service specification links with the rollout of social

prescribing, community asset-based development and the aims of the NHS Long Term Plan to embed prevention and reduce health inequalities. The procurement process used competitive dialogue to further develop deliverable solutions through discussion with interested bidders, resulting in a more effective and better value for money service offer.

24. In its approach, Your Health, Your Way will be a part of the community that it serves and support local residents, services and organisations to develop the strengths and capacity of individuals, families and communities to enable sustainable behaviour change. It will offer local employment opportunities, provide training to develop health champions, co-locate with other services, support community events and offer a community fund to enhance community capacity.

25. A report providing an update on the initial three month delivery of the new Integrated Wellbeing Service will be presented to Adult Social Care and Public Health Committee in January.

Health integration

26. Frontline assessment staff in the department's Ageing Well Teams continued to develop closer working relationships with Community Health staff across Nottinghamshire during 2019/20. This included:

- the co-location of health and social care teams in the following areas - Ashfield North, Ashfield South including Hucknall, Mansfield North and Mansfield South
- the co-location of Ageing Well duty desk with urgent care health triage teams covering Mansfield and Ashfield
- social care staff hot-desking with Community Health Teams across Bassetlaw
- the development of other models of closer working in South Nottinghamshire, including multi-disciplinary case discussion by teleconference and Community Health colleagues attending social care case meetings with the Ageing Well Team in Gedling
- social care staff attending monthly GP practice multi-disciplinary team meetings across Nottinghamshire to advise on social care issues
- direct referrals between health and social care staff for appropriate cases in Mid-Nottinghamshire.

27. The following case study was provided by a Social Worker in one of the department's North Nottinghamshire Ageing Well Teams:

- *'R was admitted to hospital with exacerbation of his Chronic Obstructive Pulmonary Disease condition. He lived in a local authority bungalow in Bassetlaw. His family lived locally and were very supportive. R was discharged from hospital to a short-term care placement in a care home. He was assessed in hospital as needing 24-hour oxygen.*

  The Integrated Neighbourhood Team (INT) became involved, including the Social Worker, the Community Matron, the Oxygen Matron, a Physiotherapist and a Therapy Assistant. R was very clear that he wanted to return home. His family felt that he required a long-term care placement. R's mobility improved and a home visit was arranged; he did well on the home visit, equipment was put in place as well as a hospital bed and a care package of four visits per day was arranged. As a multi-disciplinary team, we were able to offer reassurance to R and his family during the time that he was

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in the care home and also on his discharge home. We discussed the case together at INT multi-disciplinary meetings and worked together to support R and also his family during this time. We were also able to provide follow up visits on his return home. It worked well – working as one multi-disciplinary team, because we were able to have immediate face to face discussions about R and his situation rather than spending time making separate referrals via a call centre to various agencies. We all worked together to support R to reach his goal of being able to return home. R's family could see that we were all working together to provide support to enable his discharge home to be a success. I think that if I had been working on my own with other professionals 'in reaching' to provide support, the outcome may have been different - possibly resulting in a long-term care placement.'

28. Due to the pandemic, social care staff have had to work from home rather than alongside Health staff in the co-located offices. However, the relationships that had been built up previously meant that it has been easy to continue working together virtually. In South Nottinghamshire, Living Well Team Managers were invited to join the regular Microsoft Teams case discussions with Health colleagues. The Team Managers have found it extremely useful to be able to ask for health advice and also to be able to flag up people known to social care who are struggling with their health. Other Living Well Teams will soon be brought into the integrated care team arrangements in Mid Notts and Bassetlaw.

Transformation and change going forward

29. The Improving Lives Portfolio ended in March 2020. In the current financial year, the department has agreed savings of £4.749m. Given that many projects were put on hold, the in-year savings forecast as at period 6 is for an under-delivery of £0.67m, with £0.5m of savings still expected to be delivered in this financial year.

30. However, the department delivered savings early up to the end of last year, so although reduced, there is still a cumulative over-delivery forecast to be delivered by the end of this financial year of £0.54m.

31. Existing savings proposals for 2021/22 had already been agreed prior to the pandemic. As it is not known how long the pandemic will impact delivery of these savings, there is an increased risk that the 2021/22 target may not be met. New savings proposals for 2021/22 and beyond are being considered.

32. Alongside the continued emergency response and recovery planning, from October 2020, the department has begun to transition to the Adult Social Care Programme Plan, which will be the programme of service improvement and development going forward.

Other Options Considered

33. No other options have been considered. The matters set out in the report are intended to provide an update to the Sub-Committee of transformation and change in the Adult Social Care and Public Health department during 2019/2020, as well as an overview of how transformation and change activity in the department has been impacted by the emergency response to the pandemic.

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Reason for Recommendation

34.   The Council's constitution requires each Committee to review performance in relation to the services provided on a regular basis. The terms of reference for the Improvement and Change Sub-Committee include responsibility for monitoring performance of the Council Plan. Departmental Strategies are an extension of the Council Plan therefore this report is designed to support the Sub-Committee to fulfil this requirement.

Statutory and Policy Implications

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

Financial Implications

36.   The financial implications are set out in **paragraphs 29 to 31** of this report.

RECOMMENDATION

1)   That the Improvement and Change Sub-Committee considers the progress against the Adult Social Care and Public Health Department's Improvement and Change Portfolio, in the context of the department's emergency response and recovery planning, and considers whether any actions are required in relation to the detail in the report.

Melanie Brooks   **Jonathan Gribbin**
Corporate Director, Adult Social Care & Health   **Director of Public Health**

For any enquiries about this report please contact:

Jennifer Allen
Strategic Development Manager
T: 0115 9772052
E: jennifer.allen@nottscc.go.uk

Constitutional Comments (EP 22/10/20)

37.   The Improvement and Change Sub-Committee is the appropriate body to consider the content of this report, if Committee resolves that any actions are required it should ensure that such actions are within its terms of reference.

Financial Comments (KAS 11/11/20)

38.   As at period 6, the department is forecasting a cumulative net over-delivery of savings of £0.54m as a result of the over-delivery on savings last year of £1.2m more than offsetting

the forecast under-delivery in year of £0.67m as described in **paragraphs 29 - 31** of 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.

Nottinghamshire Health and Wellbeing Board Joint Health and Wellbeing Strategy

Adult Social Care and Public Health Departmental Strategy

Adult Social Care Strategy

Adult Social Care Performance and Financial Position update for Quarter 4 2019/20 and Quarter 1 2020/21 - report to Adult Social Care and Public Health Committee on 14th September 2020

Adult Social Care and Public Health Recovery Plan in Response to the Coronavirus Pandemic - report to Adult Social Care and Public Health Committee on 14th September 2020

Review of the Staffing Structure within Adult Social Care - report to Adult Social Care and Public Health Committee on 14th September 2020

Electoral Division(s) and Member(s) Affected

All.

ASCPH733 final

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

NHS DIGITAL PATHFINDERS PROGRAMME 2020/21

Purpose of the Report

1. To provide the Improvement and Change Sub-Committee with a progress update on the NHS Digital Pathfinders Programme which is due to complete in March 2021.

Information

2. Since 2016 Nottinghamshire County Council has been at the forefront of the interoperability programme to develop information sharing and data flows between health and social care, working with the three local hospital trusts in the County:-

    *   Sherwood Forest Hospital Trust (Kings Mill and Newark hospitals)
    *   Nottingham University Hospitals (QMC and City hospitals)
    *   Doncaster and Bassetlaw Teaching Hospitals (Bassetlaw and Doncaster hospitals)

3. Digital solutions have been developed that support the following functions:

    *   Services that allow the sharing of social care information to support hospital decision making for admissions and discharges;
    *   Automated referrals and alerts from hospital directly into the Mosaic social care system;
    *   The identification of the correct local authority for every discharge from hospital.

4. These developments have resulted in considerable benefits for health partners, social care, patients and families. For example:

    ✓ Hospital referrals no longer must be manually keyed in to Mosaic, saving approximately 25 minutes per case. There are approximately 10,000 referrals per annum requiring Mosaic input.

    ✓ Referrals previously were sent by email, fax or telephone. In some cases, these could take four days to reach the Council. Now, they are received directly and automatically into Mosaic within seconds.

✓ The Council now receives automatic alerts to confirm when a discharge date or ward location changes. This helps more effective planning, and stops time being wasted planning for a discharge that may not happen as expected.

✓ The Healthcare Locator Service now ensures that all referrals go to the correct local authority. For example, where a property is on the City/County border, referrals did on occasion go to the wrong authority which resulted in delays as teams tried to establish the correct provider.

✓ Greater information sharing and more efficient processes have contributed to reduced lengths of stay in hospital. For example, Sherwood Forest Hospitals have reduce dthe average length of stay from 21 to 18 days. This benefits both the patient and their family or carers.

5. **NHS Digital Pathfinders Programme**: In September 2018 the Health Secretary, announced the Government's digital vision for health and social care. This involved the encouragement of more local influence on digital development, rather than the imposition of a centrally procured and developed IT system. The NHS Digital Pathfinders programme was subsequently initiated. The intention was to develop a range of products that other organisations can make use of to deliver benefits to Social Care and the health system through digital technology.

6. Having already had positive feedback about the local work described above, officers recently applied for funding from the programme to help share learning.

   The table below details the key dates for the programme:

Date	Outcome
August 2020	Application made by NCC
November 2020	Notice of successful award
December 2020	Programme commenced
February 2021	Programme conclusion

7. Nottinghamshire's existing programme had already attracted national interest from the likes of NHS Digital, Local Government Association and health bodies. The Council's commitment in this programme is to scale up the local solutions that have been found so they can be adopted by organisations who wish to share our learning.

8. In November when officers were informed that the bid had been successful, a programme of activity was established to deliver three key pieces of work:

   • Adoption of Nottinghamshire social care data and information standards across the country. Up until now, unlike in Health, there are no nationally agreed data standards to support the wider sharing of social care data. Working with the Professional Records Standards Body (PRSB), NHS Digital and Local Government and LHCR (Local Health and Care Record) Network, we have used our learning to influence this national debate.

   • Taking digital services developed in Nottinghamshire and working with the Council's partner Servelec to develop these for the wider Servelec customer base across England.

It has been agreed with NHS Digital that 50% of the funding detailed below will be utilised for this purpose.

- Making the Healthcare Locator Service available to all health organisations across England to help reduce the number of incorrect social care referrals where they have been issued to the incorrect local authority.

9. Delivery of this work will help to enhance the reputation of the Council, and improve outcomes for the public on a national level.

Financial Considerations

10. The key objective of the programme was to allow health and social care organisations to further develop local solutions where it was felt there could be a wider benefit to other organisations. To support this aspiration, funding of **£316,540** from NHSX (a joint unit bringing together teams from the Department of Health and Social Care, NHS England and NHS Improvement to drive the digital transformation of care) was awarded. This funding is payable in quarterly milestones, based upon the delivery of pre-agreed objectives. The payment schedule is detailed below:

Date	Amount	Status
Dec 20	£63,308.00	Funding received
Mar 20	£66,473.00	Funding received
Jun 20	£63,308.00	Funding received
Sep 20	£63,308.00	Invoiced
Feb 21	£60,143.00	Not yet invoiced

11. This funding will broadly be split in to two halves to:

- Finance key personnel at Nottinghamshire County Council to continue to deliver and grow this development;
- Support the Servelec costs associated with the software development.

Next Steps

12. These will be to continue the programme of work to deliver the items identified in Section 5 above; to work with NHS Digital to participate in national discussions with other organisations and public bodies to raise awareness of these services; and by the end of February 2021, wrap the project up with NHS Digital and finalise the funding position.

Other Options Considered

13. Not applicable.

Reason/s for Recommendation/s

14. To make members and officers aware of this successful workstream.

Statutory and Policy Implications

15. This workstream supports the Council to deliver social care services in line with national and local policy and statutory requirements. All developments are in support of the strategic objectives of the Adult Social Care and Health Department and the Council.

RECOMMENDATION/S

1) That the Sub-Committee considers the content of this report, provides feedback and ratifies the approach set out within it.

2) That the Sub Committee agrees to receive further updates as appropriate.

Sue Milburn
Group Manager, Transformation and Change, Chief Executives Department

For any enquiries about this report please contact:

Anne Morgan, Technology Partner Transformation & Change 0115 9773819

Constitutional Comments (KK 13/11/2020)

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

Financial Comments (SES 11/11/2020)

17. The financial implications are set out in paragraph 10 of the report. Funding of £316,540 has been awarded by NHSX to fund this programme.

HR Comments (JP 11/10/2020) Any HR implications are contained in the body of 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

REPORT OF THE SERVICE DIRECTOR FOR FINANCE, INFRASTRUCTURE AND IMPROVEMENT

CLOUD PROGRAMME UPDATE

Purpose of the Report

1. To brief Members on the progress and direction of the Cloud programme.

Information

2. The presentation aims to further inform Members of the objectives of the Cloud Programme, progress to date and what the next steps will be.

3. The discovery phase and high level design phases are now complete providing scalable choice regarding which Cloud service model is best utilised. These can broadly be summarised into the following descriptions:

Model	Description
Software as a Service (SaaS)	This model enables an organisation to rent an application separate from its underlying infrastructure. This is often chargeable on a per user per month basis. The main Microsoft solution delivered through this model is Microsoft 365, a suite of applications including email, documentation, presentation and collaboration products.
Infrastructure as a Service public Cloud (IaaS)	This model enables and organisation to rent a form of *virtualised* servers (physical servers that are segmented to run multiple systems) and accessed through secure network connections. The County Council would retain responsibility for the provision and support of the systems, the supplier has the responsibility to maintain the physical equipment.
Co-location model	The County Council will retain a small amount of infrastructure and some systems in a supplier

	provided data centre(s), in the same way that we currently use the Node 4 data centre.

4. Further work is underway to provide education and support materials to embed the adoption of the services and technologies delivered through the programme. This has become more significant with the increased reliance on effective communication and collaboration tools that support the displaced workforce.

Progress

5. There were three primary objectives identified in the most recent report:
    i.   Roll out Office 365 mail across the estate. Completed.
    ii. Migrate applications to Microsoft Azure. Designs have been tested allowing a choice of three migration pathways, enabling a more efficient migration based upon application type and technical requirements.
    iii. Move remaining applications out of County Hall data centre and relocate the core to Node 4 Derby. The balance of services now has Node 4 as our primary datacentre, with the County Hall building acting as the secondary data centre inclusive of failover provision for resilience purposes and host to site-specific services.

6. The Council received a letter from the Cabinet Office in February 2020 regarding the risks of of ransomware, risks that are brought into sharp relief by the current events experienced by Hackney Borough Council. A specific concern was raised regarding the provision of offline backups. This is underway and, once implemented, will need to be tested for effectiveness.

7. The unexpected displacement of staff in the Springtime accelerated the adoption of Microsoft Teams as a central communication platform. Within a few weeks the number of Teams users increased by 400% to approximately 3,800, rising to 7,960 active accounts in October 2020. This transition brought with it the respective need for training and support for the new technology.

8. The migration to home working also necessitated some fast reconfiguration work on the central network. The Cloud Programme inately supported this transition as it enables secure, direct communication from NCC devices straight to the Microsoft 365 platform.

9. The experiences from this summer raise three areas of concern that need to be addressed with the plans for future technology. These are:

    i.   Supporting team cohesion whilst working in isolated locations.
    ii. Connecting users with support and training tools to maximise the benefits of the new functionality.
    iii. Moving to a hybrid environment as offices begin to repopulate, and delivering a common user experience whether working remotely or in presence.

Next Steps

10. Key milestones for the next phase include:

i. Roll out Office update, allowing the use of protective markings, data labelling, and other features to help implement an effective document management strategy.
ii. Deliver OneDrive to all users. OneDrive is a modern, cloud-based file store service which supports more flexible collaboration between individuals, helping to remove the home drive equipment from the data centre.
iii. Implement teams telephony Proof of Concept prior to the removal of Skype for Business in 2021. The ambition for most users is that their voice, messaging, and meetings will all be accessed through a single application.
iv. Migrate applications to Microsoft Azure; the first batch of web based applications (webapps) is due to commence this month.
v. Describe the ambitions for 2021 and beyond.

11. There are some technical difficulties with supporting geographically dispered devices. The delivery of software updates is usually contingent on a large, managed network link to all devices. Most home connections are a fraction of this capacity and can not be managed.

12. To mitigate the disruption to end users, capacity for software updates have been reduced to critical security patches only over the summer whilst an alternative delivery mechanism has been developed. This is currently being tested with a small group of pilots users with an update to Office 365.

13. Microsoft Teams has been a proven success this summer. MS Teams meetings hosted by the Council are kept within our security and protection controls, allowing safe collaboration within the Council and with partners. In October 2020 there were 7,960 active users on Teams, which indicates nearly 1 in 4 participants is a partner or guest member.

14. To supplement the structured collaboration Teams provides, further products are being prromoted over the next period to support dynamic and cross-team collaboration within the Council. There are many add-on applications the individual teams can select, support for these will largely be based on the manufacturers own content initially.

15. Replacing the use of home drives is part of the roadmap to decommission legacy hardware from the data centre. OneDrive is a modern filestore service that, amongst other features and benefits, will replace the need for a home drive by providing a personal, workplace document store. OneDrive allows users to share access to files with colleagues, promoting simpler cross-team working. OneDrive content is synchronised across all the user's devices, expanding the ease of mobile technologies.

16. The legacy Skype for Business telephone platform will become unsupported in Q1 2021/22. Preparation is underway to migrate the telephone services this still supports for the Councils major sites to Microsoft Teams. A proof of concept will be implemented over the next quarter to better inform the key design decisions.

17. The nature of Cloud services means new products and features are becoming available more frequently. One example of this is a new offer labelled Metal As A Service, potentially allowing the Council to migrate our virtualised servers to Azure more quickly

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and economically. Work is underway to evaluate the possible fit of this technology within our estate.

Technology in the future workplace

18. The experience and lessons learned this summer will need to influence the design of future technology solutions related to corporate property use. The Council has experienced a seismic shift in culture and working practices which should be enhanced and leveraged further.

19. Whilst the capability to work from home has been proven, and every improvement to the work/life balance is welcomed, the social and health impact of prolonged isolation highlights how the use of corporate premises should be focussed on supporting the human connection elements that technology cannot deliver. Technology's role in this is to enable disparately located attendees to share the experience.

20. Not every work situation can be done in a home setting. Council sites should support a broad selection of drop-in attendance, providing choice from casual and informal seating to board room. This may include an assortment of meeting types, from solo working to energising team spaces, and to connect across partnerships and geography.

21. Technology is most readily adopted and it is seamless and unobtrusive. Consultation is underway in partnership with suppliers to explore how technology can support a flexible hybrid experience, allowing all staff (whether working remotely or otherwise) to share a similar experience.

22. Solutions will need to be scalable and flexible. Automation and booking services can help support staff outside of the traditional 9-5 pattern alongside the work-locally ethos.

23. There is current investment in smartscreen technologies within the council which can be enhanced further to better support remote participation. A infographic of potential products has been produced and will be shared with stakeholders and leadership teams.

24. The technology solutions will not be produced in a silo, and must be developed in conjunction with other initiatives, service areas, and the transformation plan.

Other Options Considered

25. None

Reason/s for Recommendation/s

26. To help the committee understand the context behind the cloud programme and report on progress to date.

27. To help the committee support the direction and use of cloud services in the modern workplace.

Statutory and Policy Implications

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

RECOMMENDATIONS

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

2)   That the Committee agree to receive regular updates from, the cloud programme.

Nigel Stevenson
Service Director Finance, Infrastructure and Improvement

For any enquiries about this report please contact:
Mark Davies, Interim Head of ICT

Constitutional Comments (SSR 12/11/2020)

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

Financial Comments (CSB 13/11/20)

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

Background Papers and Published Documents

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

- None

Electoral Division(s) and Member(s) Affected

- All

![Nottinghamshire County Council logo] **Nottinghamshire County Council**

Report to Improvement and Change Sub-Committee

23 November 2020

Agenda Item: 9

REPORT OF THE SERVICE DIRECTOR, TRANSFORMATION AND CHANGE, CHIEF EXECUTIVE'S DEPARTMENT

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

Purpose of the Report

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

Information

2. This update reports against the departmental Improvement and Change Portfolios contained within the Council's refreshed Departmental Strategies approved by Policy Committee in May 2019 with effect from end May 2020.

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

4. **Appendix A** provides an exception report relating to progress in delivering departmental Improvement and Change Portfolios as of end of Quarter 2 2020-2021.

5. **Appendix B** provides an exception report as at end September 2020, for savings projects and some other strategically significant projects by portfolio for the Children and Families, Place and Chief Executives Departments. This status report is produced on a monthly basis from individual project highlight reports.

6. **Appendix C** provides an exception report based on programme level status update for the Adult Social Care and Health Portfolio. This status report is produced on a monthly basis from individual project highlight reports.

7. **Appendix D** provides an example of the new proposed reporting templated for the Adult Social Care Portfolio, which has replaced the completed Improving Lives portfolio, and reflects the revised work structure within ASCH following workforce redesign and taking into consideration changes made due to the emergency response to the outbreak of COVID-19

8. The overall financial position set out in the Programmes and Projects Status reports, including savings at risk and amendments to the profile of savings approved through formal change control, is contained within the body of the financial monitoring report that is regularly considered by the Finance and Major Contracts Management Committee. The financial monitoring report also provides a summary of the revenue budgets for each Committee for the current financial year.

Overall Status of the Transformation and Change Portfolio

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

10. Across all portfolios the total savings target over the four years 2019/20-2022/23 is £24.8M. Details for each of the departmental savings and associated over/under achievements can be found in the summaries of savings targets in Appendices B and C.

Projects with Outstanding Change Requests or Write-offs

11. The following projects are due to, or have submitted, change requests against their savings profiles, as follows: -

    - Housing with Care – change request due to be approved at Finance & Major Contracts Committee in early November (value: £331K for 2021/22)
    - Better Practice in Support Planning for Older Adults 65 yrs+: change request due to be approved at Finance & Major Contracts Committee in early November (value: £199K for 2020/21).

    Changes against the above savings profiles have already been included in the September statement (tabled at I&C Sub Committee in July).

    - Social Impact Bond – a change request has been approved to slip the savings from 2020/21 and 2021/22 by 12 months consecutively, therefore an adjustment has been made to the savings profile for CFS for 2020/21of -£250K.
    - Development of the fostering service – a change request has been approved to slip the savings from 2020/21 and 2021/22 by 12 months consecutively, therefore an adjustment has been made to the savings profile for CFS for 2020/21 of -£283K (NB this revised profile does not include already incurred costs of £169K which were accounted for in 2019/20).

12. A new portfolio report for Adult Social Care and Health has been proposed for submission at the end of Quarter 3 which will accommodate changes in programmes and projects in ASCH and reflect the revised portfolio of change being delivered since workplace reorganisation and COVID-19 changes have been made. A template of the new report can be found in Appendix D, please note that this is for illustration purposes only and figures may not be in line with those represented in Appendices A-C.

Other Options Considered

13. None.

Reason/s for Recommendation/s

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

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

16. To approve the future use of Appendix D as the template for ASCH reporting following the closure of the Improving Lives portfolio.

Statutory and Policy Implications

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

Financial Implications

18. The delivery of the programmes and projects set out in **Appendices B & C** is a key component of the Council's Medium Term Financial Strategy.

19. Across all portfolios the total savings target across the four years 2019/20-2022/23 is £24.2M.

RECOMMENDATION/S

20. It is recommended that the Sub Committee:
    1) considers the departmental Improvement and Change portfolio update and the quarterly projects and savings update and decides whether any other action is required.

Sue Milburn
Group Manager, Transformation & Change

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

Constitutional Comments (KS 20.10.2020)

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

Financial Comments [RWK 12/11/2020]

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

Background Papers

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

None

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

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ASCH Improvement and Change Portfolio – July - September 2020 Update

The Department is still delivering some services under emergency operating models in its response to the Coronavirus pandemic. Because of this some elements of activity related to the Improvement & Change Portfolio have been temporarily ceased. Linking in with the Council's corporate recovery activity, a Departmental Recovery & Transformation Plan has been developed which looks at how the Adult Social Care & Public Health Department will continue to manage the emergency response where required; to develop those initiatives introduced as part of the emergency response that were very successful and will be retained as part of the Department's ongoing way of working; and to review the ongoing business case for the areas of activity that were temporarily ceased. This appendix provides an update on the Improvement & Change Portfolio activity as it was described before the Department's emergency response commenced.

Programme 1 – Improve wellbeing through prevention and promoting independence			
Programme Outline: This programme will embed prevention into clinical and social care pathways, promoting independence and preventing future or long-term service need. There will be a focus on working with partners and wider stakeholders to develop and deliver healthy environments and communities, promoting health, wellbeing and independence. A review will take place of our employment offer to scope out work required from a social care and public health perspective to improve access to employment for disabled people/people with long term health conditions and support them to be economically active in their local communities. **Overview of progress:** The Department is on track to deliver this programme although some activity has been delayed or put on hold as a result of Covid 19.			
Key Milestones	**Implementation Date**	**Status**	**Updates, Exception Detail and Mitigations**
Roll out the three-tier conversation so that more people will be supported to resolve their care needs as early as possible. **Savings Target: £735K**	March 2021	On Target	
Increase the number of people who benefit from short term services to help them regain skills and confidence or recuperate after an illness. **Savings Target: £2.067M**	September 2020	On Target	
Provide a therapy led approach to assessment and support planning to maximise people's independence.	September 2020	On Target	

Implement a multi-agency strategy that aims to reduce the risk of abuse and/or neglect of adults with care and support needs. NSAB Partnership event – Safeguarding in the Criminal Justice System. Review of the Safeguarding Policies and Procedures following a referral to reflect ADASS guidance. Strengthening links with the Quality and Market Management Team (QMMT) and care providers	November 2020 November 2020 April 2020	On Target	
Nottinghamshire Employment and Health Strategy	March 2021	On Target	
Work to standards laid out in the Wellbeing at Work toolkit for enhancement of staff wellbeing. For commissioned services, service specification will include requirements to adhere to Wellbeing at Work, adopting a Making Every Contact Count type approach and sign up to the tobacco declaration.	March 2021	On Target	
Within Adult Social Care and Health, frontline staff will be supported to have healthy conversations with people.	March 2021	On Target	
Implementation of the new Carers Strategy with partners to enable carers to access good quality advice, information and support. **Savings Target: £80K**	Estimate December 2020	Experiencing Obstacles	

Programme 2 – Develop our integrated health and social care system

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

Overview of progress: The Department is on track to deliver this programme although some activity has been delayed or put on hold as a result of Covid 19.

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

adults for services. Anticipated benefits of this approach include improved engagement in services and improved health and social outcomes.		Complete	
Increase the number of people who receive support to manage their own health and well-being.	March 2020	Complete	
Increase the number of people who benefit from personalised approaches through an increase in personal health budgets and personalised care and support plans.	March 2020	Complete	
Roll out the best conditions needed for integrated health and social care frontline older adults' teams and pilot new approaches including joined up assessments.	March 2021	On Target	
Work together with health colleagues to reduce Nottinghamshire delays to discharge to the national target and implement the 'Discharge to Assess' model. Maintain excellent social care delays performance and improve the effectiveness of hospital discharge processes.	March 2021	On Target	
Continue to expand our use of automated workflows and alerts across wider partners than the hospital sector i.e. Nottinghamshire HealthCare NHS Trust (community health, learning disability and mental health), District and Borough Councils, East Midlands Ambulance Service. This programme is funded from the Better Care Fund for 20/21.	January 2021	On Target	

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

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

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

Overview of Progress: The Department is on track to deliver this programme although some activity has been delayed or put on hold as a result of Covid 19.

Key Milestones	Implementation Date	Status	Updates, Exception Detail and Mitigations
Develop an Adult Social Care Digital strategy to improve the customer experience and increase the efficiency and effectiveness with which we work.	April 2020	On Target	
Review Home First Response Service (HFRS), Short Term Assessment and Reablement (START) and homecare to ensure maximum effectiveness.	October 2020	On Target	
Confirm commissioning strategies for Housing with Care (HWC) to offer a range of housing options which will help people who are aged 65 years and over to stay as independent as possible for as long as possible. **Savings Target: £125K**	March 2022	Complete	
Confirm commissioning strategies for Housing with Support (HWS) to offer a range of housing options which will help people under the age of 65 to stay as independent as possible for as long as possible. **Savings Target : £2.960m**	March 2023	Experiencing Obstacles	

Increase the number of Shared Lives placements we can offer, helping people with long term care needs live with support in a home environment.	April 2022	Complete	
Establish an integrated wellbeing service which delivers improved healthy lifestyle outcomes for groups with the greatest need.	April 2020	Complete	
Establish an all-age substance misuse treatment and recovery service that tackles inter-generational substance misuse through a family-based approach. Recovery outcomes include successful completions, improved mental wellbeing, increased engagement in education, training and employment and improved housing and accommodation where a need is identified.	April 2020	Complete	
Attract and recruit people with the right qualifications, skills, knowledge and experience to work in frontline social care roles in the Council and home care.	March 2020	On Target	
Commercialisation of the Council's directly provided Social Care services.	Summer 2022	On Target	

Chief Executive's Department: July - September 2020 Update

Programme 1 – Consolidating our new department

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

Programme 2 –Commercial Strategy

Key Milestones	Implementation Date	Status	Update, Exception Detail and Mitigations
Embed commercial skills by providing commercially focused training that will form part of the key competencies for Council employees.	Ongoing	On Target	
Further services supported in their commercial development.	Ongoing	On Target	
Undertake a review of pricing and charging.	May 2020	Experiencing Obstacles	Data on all income generating services has been collated. A sample of services have been selected and detailed data collection and analysis has commenced but this is taking longer than anticipated. The review will now be completed by May 2020.

Programme 3 – Intelligence led Performance

Key Milestones	Implementation Date	Status	Update, Exception Detail and Mitigations
Prioritise deliverables for business intelligence across the Council.	Autumn 2019	Complete	
Refresh the operating model and processes for performance and intelligence.	Model developed Winter 2019/20	On Target	
Bring together people and place data to provide spatial analysis for service and inform demand management.	Autumn 2019	On Target	

Upgrade our Geographical Information Systems to provide mapping of spatial data.		On Target	
Develop our approach to predictive analytics, machine learning and Artificial Intelligence, including our ethical use of data.	Autumn 2019	Experiencing Obstacles	Draft policy and procedures have been prepared for internal consultation. Consideration will be given to these at the Information Governance Management Board and Governance and Ethics Committee in the Spring. The timescales for this work have been revised to allow for wider discussion of the innovative topics that they cover and engagement with the Council's new transformation partner.

Programme 4 – Information Governance			
Key Milestones	**Implementation Date**	**Status**	**Update, Exception Detail and Mitigations**
End of Information Governance Improvement Programme	March 2020	Complete	

Programme 5 – Our Workforce			
Key Milestones	**Implementation Date**	**Status**	**Update, Exception Detail and Mitigations**
Refresh People Strategy.	July 2019	Complete	

Programme 6 – Health and Social Care Technology Integration			
Key Milestones	**Implementation Date**	**Status**	**Update, Exception Detail and Mitigations**
Improving referral workflows with King's Mill Hospital and other hospitals within Sherwood Forest Hospital Trust (SFHT).	July 2019	Complete	
Developing a secure technology approach for automating workflows amongst a number of Health and Social Care partners.	December 2019	Complete	
Implementing a standard for Wi-Fi access for staff and partners across health and local authority sites.	Ongoing	On Target	

Use of portal technology for sharing agreed information between Health and Social Care practitioners.	Sept 2019	Complete	
Use technology to support improvements to home-based care services.	Jan 2020	Complete	
Use technology to support vulnerable children.	November 2019	On Target	
Access provided to E-Healthscope for Public Health team	Slipped to Feb	Complete	
Improving referral workflows with Doncaster & Bassetlaw Hospital Trust (DBHT).	December 2019	Complete	
Improving referral workflows with Nottingham University Trust Hospitals (NUH).	Awaiting a new date from NUH	Complete	
Create a standard suite of interoperability standards for wider use	January 2021	On Target	

Programme 7 – The Cloud (off-site data centres)			
Key Milestones	**Implementation Date**	**Status**	**Update, Exception Detail and Mitigations**
Migrate to an Office 365 platform.	November 2019	Complete	
Upgrade of desktop / laptop Office image from 2013 to 2016.	September 2019	Complete	
Transition a range of applications and databases to off-site solution.	Ongoing March 2021	On Target	
Complete migration to O365 secure email solution	December 2019	Complete	
Commence migration of H drive data to OneDrive	December 2020	Experiencing Issues	Migration issues now resolved. Proof of concept to be completed for ICT staff in October. Plan to begin migrations for NCC staff in November.
Windows 7 replacement commenced	December 2019	Complete	
Windows 7 replacement completed	February 2020	On Target	
Node 4 consolidation – equipment removal	Ongoing	On Target	
Smart phones – have new android devices available to order under business as usual processes	March 2020	On Target	
Commence replacement of Windows smartphones with new Android devices	March 2020	On Target	

Programme 8 – Investing in Nottinghamshire			
Key Milestones	**Implementation Date**	**Status**	**Update, Exception Detail and Mitigations**
Undertake detailed feasibility work to support the disposal of existing office premises and development of new accommodation to better meet the needs of the Council.	April 2020	Complete	
Complete Detailed Design for new build on County Hall site, West Bridgford and present to Committee for decision	September 2020	Experiencing Obstacles	• Work progressing alongside Arc Partnership and design partners, Leonards Design Architects for the new build. • RIBA Stage 2 Concept Design has taken longer to complete due to implications surrounding COVID-19 and consideration of its longer term impact on the Council's accommodation requirements at the County Hall campus. In consequence, the Programme Plan and associated timescales are under review.
Submit Planning Application for new office development at Top Wighay	September 2020	Experiencing Obstacles	• Planning application for office development not submitted due to delays in planning decisions for the wider site. Anticipated by January 2021.

Programme 9 – Improving Customer Experience through Digital Development			
Key Milestones	**Implementation Date**	**Status**	**Update, Exception Detail and Mitigations**
Digital Maturity Assessment commenced	Feb 2020	Complete	
Digital Maturity Report – Produced by Socitm	April 2020	Experiencing Obstacles	This work was paused as a consequence of Covid-19, the findings collated up to this point will be utilised to produce a draft report for consideration, the impacts of Covid-19 resulted in fewer workshops being undertaken than proposed.
Collated Organisation Long List – baseline for 2020	April 2020	Experiencing Obstacles	Work was undertaken within the Departments to produce comprehensive digital long lists of all digital development work currently underway and

			emerging digital needs. It had been intended these would inform the forthcoming Digital Development Programme. This work has been paused in acknowledgement of the ongoing review of Transformation and Change, supported by External Partners, Newton.

Programme 10 – Member Communication and Engagement			
Key Milestones	**Implementation Date**	**Status**	**Update, Exception Detail and Mitigations**
Develop and launch new 'Newsroom' pages	December 2019	Complete	
My Notts App and Website development and launch	January 2020	Complete	
Topic specific information leaflets and online content to be developed	December 2019	Complete	
Development of 'Members Hub' – relaunch information for Members webpages on the intranet	October 2020	On Target	
Design and implement standardised summary of Council achievements, activities and information	October 2020	On Target	
Develop an information and insight system for constituency data	October 2020	On Target	

| **End** |
| **Children's Improvement and Change Portfolio – July - September 2020 Update** |

Programme 1 – Remodelling Practice			
Key Milestones	**Implementation Date**	**Status**	**Update, Exception Detail and Mitigations**
Review of recruitment and retention initiatives.	Dec 2019	On Target	Q1 data for 2020-21 showed that turnover within hard to recruit to teams was at 3.31% with a vacancy rate of 3.31% The target for both is 5%. 29% of our hard to recruit to teams' staff have been in post for 2-5 years (target 30%). Overall, 64% have been with us for over 2 years. Initiatives including the introduction of a market factor supplement and appropriate tools such as laptops have been implemented to support recruitment and retention. There is a rolling recruitment process for hard to recruit teams. Candidates are fast-tracked to interview within 2 weeks. Engagement with local Universities continues to be productive and supports successful recruitment of graduates. In addition, we have now introduced a Student Progression Programme, which enables final year students on placement with us to access a fast-track recruitment process which recognises their work whilst on placement with us, and removes some of the barriers to recruitment. This is proving to be a popular option with current students, and we will continue to use this initiative into the Autumn Term. The 2019 Workforce Health Check provided the most positive set of data from recent years. Key positives noted were: new IT resources, supportive managers and teams, and opportunities to have a good work/life balance. We are awaiting sight of the new social work health check before progressing with our own 2020 Health Check, to ensure that we capture the appropriate data across our workforce.
Implementation of new audit and learning visit model.	April 2019	Complete	This was implemented in Quarter 1 2019/20. Reporting and evaluation took place in September 2019, analysing

			thematically to identify strategic learning. Staff involved with the new audit model have been positive about the focus on families rather than processes and gained a reflection of professionals directly involved to provide a lived-in experience for the child from every perspective. The new model has continued to become embedded within Q2 & Q3. The current focus is planning new developments for the upcoming financial year. These developments include tailoring the process for shorter-term cases and demonstrating impact on practice.
Develop and embed new Framework for Practice	Ongoing	On Target	This workstream was on hold for most of the period due to Covid-19. Work which resumed in May included: • Planning training in relation to strengths-based practice • Development and sign-off of proposal to embed strengths-based language • Planning phased roll-out of strengths-based approach to child protection conferences Next steps include: • Establishing departmental steering group • Planning virtual development day • Roll out of reflective group supervision for managers • Evaluation of reflective group supervision for teams • Beginning phased roll-out of strengths-based approach to child protection conferences • Planning engagement and briefings with teams regarding strengths-based language
Review of Staffing Model	Ongoing	On Target	This workstream was on hold for most of the period due to Covid-19. Work which resumed in May and June included:

			• Planning the implementation of an Advanced Practitioner role (this was approved by CYP Committee in June) • Planning the launch of the Managing Allegations Service in October (this was approved by the CYP Committee in June) • Approval of Clayfields structure and job descriptions (at CYP Committee in June) • Progression of the Front Door Development Plan in respect of the MASH • Development of Front Door Development Plans for Children's Disability Service, Assessment Service and Emergency Duty Team • Sign-off of a current position statement and development of an action plan in relation to recruitment and retention in the Residential Homes • Evaluation of Early Intervention Domestic Abuse Link Worker pilot Next steps include: • Beginning demand review of the Looked After Children Team • Beginning review of the Independent Chair Service • Scoping Social Work Apprenticeships
Business Intelligence	Timescale TBC	Complete	Reporting has now been developed at a service, team and individual level. Workforce reporting will be developed as part of the career pathway and staffing model workstreams. This workstream is now closed.
Develop and implement Career Pathway	March 2020	On Target	15 people have now undertaken the National Assessment and Accreditation System (NAAS). Assessments are currently on hold until 2021; however, endorsements can continue. Endorsements have now been linked into the pay progression process which has resulted in an increase in endorsements.

Programme 2 – Remodelling Children's Care

Key Milestones	Implementation Date	Status	Update, Exception Detail and Mitigations
Social Impact Bond: Implement new services for children on the edge of care and provide additional services to stabilise or deescalate care placements where appropriate and safe to do so through the DN2 Social Impact Bond project. (DN2 is a partnership between Derby City Council, Nottingham City Council and Nottinghamshire County Council). **Saving:** £500k	September 2020	Completed	Contracts were signed in September 2020 and children and young people are being referred into the STARS programme offered by the Social Impact Bond. Periodic updates will now be provided to Children and Young People's Committee on the progress of the Social Impact Bond.
Regional Commissioning: Deliver a new sub-regional arrangement for procuring residential and foster care placements. (D2N2 is a partnership between Derby City Council, Derbyshire County Council, Nottingham City Council and Nottinghamshire County Council). **Saving:** £260k	January 2020	Completed/ Closed	The Children in Care framework launched in January 2020 and is now operational.
Children's Home Governance: Review the governance arrangement and independent scrutiny of the authority's own residential provision.	March 2019	On Target	On 18 March 2019 the Children and Young People's Committee voted to end the practice of "Rota Visits" and to replace this with a new Governance Board to oversee children's homes, including Clayfields House Secure Unit, led by Elected Members and with cross-party representation alongside senior professionals from multi-disciplinary backgrounds. The Board has been established, meetings taking place every two months. The first meeting took place on the 1st July 2019 and the second the 19th September 2019. Members took the decision that they would like to continue to visit the homes unannounced. Two unannounced visits have taken place with feedback from the members. All the homes will be visited by the end of 2019.

| | | | The board is provided with updates on all the homes and have sight of the Reg44 reports, Ofsted reports and action plans prior to the meetings.

Future meetings have been arranged to ensure continued independent scrutiny of all the homes. |
|---|---|---|---|
| **Fostering Development:**

Increase the number of foster placements available within the county by 50 over three years, from April 2019.
Saving: £471k | March 2022 | Experiencing Obstacles | This project was put on pause from late March until early July. Analysis has been carried out on the fostering pipeline (the number of potential foster carers who are moving through the assessment process). This shows very positive news, in spite of the effect that lockdown restrictions has had on fostering events, home visits etc.
Changes to the recruitment and assessment process, marketing approach, and the fostering offer began in August 2019. The analysis so far shows:

- A 41% increase in foster carers approved in 2019/20 compared with 2018/19.
- There are currently 26 potential mainstream and 19 family and friends foster carers booked into panels between July and December 2020, a total of 45 applications. The success rate over the last three years is 92%, so we would forecast a further 41 carers to be approved by the end of this calendar year.

Less easy to forecast is the number of deregistrations that will take place and these will affect the net increase in overall for carer numbers, but as the target is to recruit enough carers to realise a net increase of 50 foster placements over 3 years the early results look positive.
Although the aspiration is to meet the target within the original timeframe of 2019/20 to 2021/22, the likelihood is that full benefits realisation will slip into 2022/23 as a result of the time lost due to the lockdown. |
| **Development of new NCC Residential Home:** | September 2020 | Experiencing Obstacles | Policy Committee approved the purchase of 3 pairs of 2-bed homes on March 18 2020. The approval also included the |

Increase the residential provision available within the county.		Experiencing Obstacles	relocation of the Oakhurst children's home to an alternative property. Shortly after this the project was put on hold due to the restrictions of the pandemic and the priority of responses to it.
Maximising capacity of residential homes: Sale of excess disability beds **Saving:** £393k	March 2020	Experiencing Obstacles	This project has been on hold due to the impact of the pandemic on the children's disability homes.

Programme 3 – Future of Education Support			
Key Milestones	**Implementation Date**	**Status**	**Update, Exception Detail and Mitigations**
Further strengthen partnership working to improve outcomes for all pupils (attainment and progress).	2021	On Target	To improve outcomes for all pupils, the membership of the Improving Educational Opportunities for All performance board has been expanded and now includes colleagues from the secondary sector, FE colleges and universities.
Ensure that basic need funding is allocated where it is most needed to increase secondary school places from 2019 and beyond. £20 million to be invested in primary and secondary place provision.	2020	Experiencing Obstacles	Basic Need funding continues to be allocated where it is most needed. In relation to the 2018-2019, basic need funding, this has been 'allocated' to the secondary expansions at the Rushcliffe School, the Carlton Academy. The Carlton Le Willows feasibility study is now complete and waiting for confirmation from the ESFA of the Nottinghamshire basic need allocation for 2020. A report will then be taken to CYP Committee. Analysis suggests that a new secondary school in the West Bridgford planning area will be required as further expansion of existing West Bridgford schools may not be sufficient to meet local need. Funding is not currently available from either basic need or developer contributions. Further work needs to be done on the modelling/feasibility for the new school. A report is scheduled to go to committee in Q4 outlining the timelines and processes to be followed and seek funding for this work.

			The 2019/2020 basic need programmes are still at feasibility stage.
Open new schools and childcare provision as a result of housing developments.	September 2019 & September 2020	On Target	Hucknall Flying High Primary School opened on the 9 September 2019 as a result of house building. It has opened as a half form entry and will grow to be a full 210 primary school over the coming years. The relocated Bestwood Hawthorne School also opened at the beginning of term. Whilst it has retained its current PAN, the school has been built to meet the needs of 315 pupils and will expand as pupils arrive from the planned housing development. The Sharphill Primary School, to be sponsored by the George Spencer Trust, whilst the building will not be completed by September 2020, interim plans are being negotiated with the Trust to ensure that pupils will be admitted to the school in September 2020.
Review the high needs budget in the context of Alternative Provision free schools, review of inclusion and area behaviour partnerships to ensure that high needs funding is targeted where it is needed most.	2018-2020	On Target	High Needs review was completed and reported to School Forum in June 2018. As a result, the Support to Schools Service staffing structure was reviewed and is now the Education, Learning and Skills Service. The review has also facilitated the creation of 7 additional locality SENCOs and these posts have been successfully interviewed in September 2019 with start dates for January 2020. Another positive outcome has been the drafting of a SEND Policy 0-25 year, which has built on the feedback from the high needs consultations and is currently out to formal consultation. SEND capital funding has also been allocated for September 2019 to fund the opening of 3 school based Alternative Provisions and 2 special school hubs. Funding is currently being allocated to these provisions which will open between September 2019 and April 2020. The planning permission required for the semi-

		 	permanent building at the Carlton Le Willows site has been approved.
Support schools to work in closer partnership with parents to raise standards for all.	2019-2021	On Target	The Locality Working project was on hold during Covid-19 whilst schools were closed. Since June the project has re-started and held a series of Locality Working Strategic workshops to agree the membership, roles and how to involve external partners such as schools and families. These will continue in September/October 2020. In addition, a SEN District Dashboard has been developed in order that the strategic meetings can oversee data at a local level. One outcome of the strategic meetings is to further develop the dashboard in order that the meetings can measure and implement changes based on data analysis.
Refresh the Closing the Gap strategy in the light of the skills agenda, national curriculum changes and the further development of schools working more closely with businesses and parents.	2021	On Target	The closing the gap strategy will cease as of December 2019. It will be replaced by a new strategy, "Improving Educational Opportunities for All" which was consulted upon during the summer term 2019 and will be taken to CYP in October 2019. The rationale for this is to reflect national priorities around providing opportunities for all to successfully transition to adulthood.
Review of SEND school provision.	2020	Experiencing Obstacles	The demand arising for specialist school places continues to increase. The expansion and rebuild of Orchard Special School is underway and will be completed by May 2020. This will deliver much needed additional specialist places but will not be sufficient to meet the projected demand. This will result in more children and young people accessing costlier and out of county places and add further costs to the SEND transport budget. Options to further increase SEND school provision within Nottinghamshire continue to be considered including opportunities for the expansion of the pupil admission numbers at existing special school sites. Updates will be provided in future portfolio updates. Members will be presented with a proposal during the Spring term 2020 advising the need to build a further special school in the Hucknall or Ollerton area.

| Vocational education pathways exploring opportunities linked with wider economic development projects. | November 2019 | On Target | Whilst the responsibility for developing the curriculum offer lies with providers (schools, colleges, AP, settings etc), underpinned by the new strategy "Improving Education Opportunities for All", strategic events are being organised in partnership with Economic Development, local district councils, the Carriers and Enterprise Company, as well as with employers and schools, to highlight the vital importance of relevant pathways to successful employment. An objective will be to develop an 'employability framework' that should be included within the curriculum offer to children and young people. The first summit was held on 15 November 2019 and was located in the Mansfield/Ashfield districts. This was well attended |

Programme 4 – Remodelling Early Help			
Key Milestones	**Implementation Date**	**Status**	**Update, Exception Detail and Mitigations**
Carry out an extensive review of our preparation for and transition to adulthood for children and young people with SEND. Actions resulting from the SEND Triennial Review to be included in the Nottinghamshire Strategic Action Plan for 2021-2023.	May 2020 October 2020	Experiencing Obstacles	The Triennial Review's draft recommendations were considered and agreed by the Nottinghamshire SEND Accountability Board on 22 January 2020. The action plans for the three groups: (1) education and employment, (2) health transitions, and (3) independence and relationships) were not completed due to Covid-19. Meetings have now been arranged with leads to complete the action plans which will be included in the final draft Strategic Action Plan which will be considered by the Nottinghamshire SEND Accountability Board in October 2020.
CYP Committee March 2019 approved the Children's Centre Service be brought back under the management of the Council at contract end on the 1st June 2020. The	**1 June 2020**	**On Target**	Successful transfer of the Childrens Centre Service on 1st June 2020 despite COVID restrictions. Some Project Support has been extended to support the service during the transition phase, support with budget

Children's Centre Service targeted offer will remain unchanged and through better integration with other Early Years Services in house will improve outcomes. 20/21 830k savings achieved. 21/22 170k ring fenced for saving.			reviews and budget saving targets including a service remodel or restructure as directed by Members. - Staff are settling into NCC and learning about new systems and processes. 3 Service induction days being held virtually in November 2020. - Virtual Mosaic training is currently being rolled out with Drop in workshops arranged for ongoing support. Further work to progress phase 2 is due to start soon. - Professional On line referral form being created to integrate between FIRMSTEP and MOSAIC to provide greater efficiency of processing professional referrals - Service user online referral form currently being created to provide greater efficiency of processing parent self-referrals - A Service Specification for the Early Intervention Speech, Language and Communication Needs Service was not agreed and completed in time for the service to launch on the 1st June. Procrastinated debates with the provider delayed the work and senior managers had to be approached to remove barriers. A contract has been agreed and is ready to be signed (delayed but progressing). - District Finance and Data Officer (DFDO) posts disestablished, and alternative posts created covering the County. No employee was at risk of redundancy because of these proposals. The Council's enabling process filled the new posts from the DFDO pool and roles will begin on1st Nov.
Review how we provide early help in line with any changes to the governments Troubled Families programme.	April 2020	On Target	In January 2020 the Ministry for Housing, Communities and Local Government (MHCLG) provided the breakdown of the Troubled Families funding for Nottinghamshire. This was capped at £1.9 million, which with the current years Payment by Results funding and reserve will ensure the Family Services budget without the need for efficiency savings.

		 	The review of the service found several areas where service improvement could be implemented and prepare the service for potential that Troubled Families is not extended beyond is new end data of 1st April 2021. These include; an online referral form for greater efficiency of processing referrals, a triage assessment by the Early Help Unit, change in guidance to assessment to shorten the length and combing interventions and intensive teams in order to reduce potential duplication with families. A committee paper was approved by CYP in January 2020. All changes should be implemented by April 2020, with embedding period completing by May. As the medium-term future of Troubled Families remains unclear, these service improvements will support mitigation against it ending or reducing.
Review how we respond to contextual safeguarding issues including extremism.	2021	On Target	Continued positive progress. Youth violence and child criminal exploitation pathway, panel and steering group embedded. Excellent partnership working notably with Nottinghamshire Police. Posters and guidance booklet developed for all YFSW staff and now Multi agency booklet produced and circulated. More detailed practice guidance and training programme nearing completion. Large Multi-agency conference on contextual safeguarding delivered in December 2019. Included national speakers and very well received. Work continuing to explore a streamlined approach to all forms of exploitation and a further coordinated approach with district/borough councils. Nottinghamshire has an established response to radicalisation and extremism led by the police 'prevent' team with multi-agency input. Multi agency guidance is in place.

Programme 5 - Leaving Care

Key Milestones	Implementation Date	Status	Update, Exception Detail and Mitigations
Care Leaver's Local Offer Ensure that LAC and Care Leavers have access to training and support which enables them to progress into employment, education and training at an equal level to the wider population.	July 2020	On Target	Notts Next Steps, the Care Leavers App went live in February 2020, this app which has been co designed by care leavers will provide care leavers with vital up to date information about the Local Offer such as employment, training, housing, finances etc. The Pilot work experience readiness knowledge (WERK) training has been completed with Vision West Notts College. Eleven children that are looked after attended the two-day training held on site in Mansfield. A Business Directory is under development to collate all offers of support, employment and training opportunities for care leavers from local Nottinghamshire businesses. This tool will assist our children that are looked after and leaving care teams in supporting young people into employment, education or training. (EET)

Place Improvement and Change Portfolio – July - September 2020 Update

Programme 1 – Our internal journey of improvement

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

Programme 2 – Generating investment and improved commercial returns

Key Milestones	Implementation Date	Status	Exception Detail and Mitigations
Complete the Property Services Transformation Programme to secure a more effective corporate property function and enabling corporate property assets to be better managed. Phase 1: •Service restructure and transfer of compliance team to Arc •Processes & Policies Review •Establish Key Performance Indicators •Improved data and information management	Autumn 2019	Complete	
Seek Approval for Phase 2 of Property Transformation Phase 2 Programme from Policy Committee	October 2019	Complete	
Review our Catering and Facilities Management Services to move towards cost neutrality.	March 2021	On Target	

Key Milestones	Implementation Date	Status	Exception Detail and Mitigations
Remodel our Highways Development Control function to increase capacity and support through industrial and residential development.	Summer 2019	Complete	
Review our approach to fees and charges for our services to ensure the right balance between cost of service provision and income generation.	December 2019	Experiencing Obstacles	Overcoming barriers in accessing information required to understand full costs continue to be an issue in some service areas. Progress on this has been delayed due to resources being transferred to dealing with Covid 19 and income has also been significantly reduced as a result of the pandemic.
Remodel the governance, commissioning and management of our highway's management functions, in collaboration with Via East Midlands, now that Via is wholly owned by the Council.	March 2020	Complete	

Programme 3 – Doing things differently with less			
Key Milestones	**Implementation Date**	**Status**	**Exception Detail and Mitigations**
Review our commissioning and contractual arrangements for our wholly or partly owned Alternative Service Delivery Model organisations (Via East Midlands, Arc Partnership), and key strategic partners (Inspire, Veolia, Parkwood Leisure, Serco, the RSPB) with a view to extracting maximum efficiency and public benefit from our partnership work.	March 2020	Complete	
Establish a Corporate Energy Strategy and Action Plan to ensure that the Council uses energy as efficiently as possible and makes best use of new technologies.	Autumn 2019	complete	

Status Key

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

Portfolio	Project Name	Project Status (Last Reported)	Project Status (This Month)	Savings Targets				At Risk / Slippage & Over / Early Delivery						Savings delivered in an alternative way	Net at risk amount
				2020/21 (£000)s	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s	Previous Years (£000)s	2020/21 (£000)s	2021/22 & Previous Years (£000)s (£000)s	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s		
Children's, Families & Culture	Social Impact Bond	Experiencing Obstacles	On Target		250	250	500	250	250	500	-250	-250			
Children's, Families & Culture	Regional Commissioning & Cost Control	On Hold	Closed or Completed	130	90		220								
Children's, Families & Culture	Development of the Fostering Service	Experiencing Obstacles	On Target		283	357	640		283	283	74	-357			
Children's, Families & Culture	Remodelling Children's Centre Services	On Target	On Target	830	170		1,000								
Children's, Families & Culture	Increasing in-house Residential Capacity	On Hold	On Hold												
Children's, Families & Culture	Leaving Care Offer	On Hold	Closed or Completed												
Children's, Families & Culture	DCATCH Home Based Support	Closed or Completed	Closed or Completed	50	76		126								
Children's, Families & Culture	Remodelling Early Help - Early Years Sold Offer	At Risk	On Target	100			100		100	100			100	100	
			Children's & Families Totals	1,110	869	607	2,586	250	633	883	-176	-607	100	100	

Exceptions Details by Project		
Portfolio & Status	**Project Name**	
On Hold	Increasing In-House Residential Capacity	This project is on hold during the emergency response to COVID-19

Portfolio	Project Name	Project Status (Last Reported)	Project Status (This Month)	Savings Targets				At Risk / Slippage & Over / Early Delivery						Savings delivered in an alternative way	Net at risk amount
				2020/21 (£000)s	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s	Previous Years (£000)s	2020/21 (£000)s	2021/22 & Previous Years (£000)s (£000)s	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s		
Place	Delivering Sustainable Waste	Experiencing Obstacles	Experiencing Obstacles	150	150		300								

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

Exceptions Details by Project		
Portfolio & Status	**Project Name**	
Experiencing Obstacles	Delivering Sustainable Waste Services	Comments below mainly reflect progress until end Feb 2020 due to limited progress between March to September caused by the COVID-19 situation. 20/21 saving will not be achieved due to impacts of Covid-19 on delivery of kerbside waste services and public behaviours. For this reason the project has been moved to "Experiencing Obstacles". The Communications Plan has been reviewed . Project Team to review with Veolia and decide way forward. Veolia provide generic footage to Ashfield District Council to test. Ashfield wish to make amendments to the current draft. Additional filming to be completed by the end of March. Once complete this will be circulated to other District Councils. It is expected each District/Borough Council will tailor the video to their own processes. Ongoing. Members training due on 25 November in the evening will be rescheduled following resumption of normal business after COVID. Bin hangers have been received by Ashfield District Council and utilised on targeted rounds; initial sampling has been carried out by Veolia. This may not have been fully targeted due to the impact of COVID, but it is expected that this will resume at a suitable point in the future. Bin smart leaflets were distributed to 4 districts with the Council Tax letters. Although leaflets were printed separately by most district councils, they were consistent in content. 4 out of 7 councils have confirmed leafleting. Further proposals from district and borough councils are being reviewed at a high level and may be included if the objectives fit the criteria of this project. 2 proposals from Rushcliffe and Broxtowe are under consideration.
On Hold	Concessions and Passes - Revised NET Scheme	The status for September is still 'on hold'. A Briefing Paper was taken to Chairs meeting in July and it was decided to further discuss the options which will be presented to senior members in October 2020, which will include an option to total withdraw the NET concession. The previous status moved to 'Experiencing Obstacles' in Period 1 2020/21 to reflect the status of in year savings (may slip into 21/22 due to COVID-19 impacts - KS/Finance/PMO). The Scholar Digitalisation programme is on course to deliver improvements from Summer 2020. The new tender for concessions applications has now been awarded but due to Covid-19 the project plan to implement changes to the application process has now been reviewed and a revised project plan has been agreed and underway.
On Hold	Local Bus	The status continues to be 'on hold'. A savings proposal is being put forward to the Committee Chair's panel on October 13th that would supersede this Option for Change.
No Status	Future Operating Model	This project has not been scoped and initiated to date
No Status	Catering and FM Service	This project has not been scoped and initiated to date

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

Chief Executives				221	97		318							
Department Totals														

Improving Lives Portfolio - (as per Project Highlight Reports, submitted September 2020)

Ref	Programme & Brief Overview	Programme Status (Last Month)	Programme Status (This Month)	Trend	Project	Project Status	Savings Targets				Savings at Risk / Slippage / Over delivery						Savings delivered in an alternative way	Net at risk amount	Department/Finance/PMO Comments for CLT
							2020/21 (£000)s	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s	Previous Years (£000)s	2020/21 (£000)s	2020/21 & Previous Years (£000)s	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s			
	Improving Lives Portfolio	On Hold	On Target	Same			4,749	811	348	5,908	-1,210	672	-538	-80		-618	12	-630	The savings are still on track to be delivered
ASCH1 80123	**Promoting Independence Interventions** This programme of work will look at changes across 3 main areas detailed below:	On Hold	On Target	Same			3,490	811	348	4,649	-1,582	822	-760			-760		-760	
	Ageing Well This work brings together 4 areas of activity: •Improve best practice and decision making in support planning (including in hospital settings). •Increase capacity in reablement •Ensure short term provision is used to maximise independence •Greater provision of Housing with Care (Extra Care). **Example Benefits:** •More adults aged 65+ completing START reablement. • A shorter average time spent in START, helping to increase capacity. • More service users will have benefitted from appropriate short term intervention, to support them to greater levels of independence. • Greater sharing of best practice will allow for improved consistency in support planning across teams, leading to improved outcomes for service users.	On Hold	Closed or Completed	Better			896			896	-269		-269			-269		-269	
					Reabling more older people to regain their independence by increasing capacity in the START Service & scheduling service user visits	On Target													
					Supporting the use of best practice in the support planning of Older Adults' care services	Closed or Completed	This project has been completed and a write off request for the outstanding savings is being processed through Finance & Major Contracts Committee in early November. Savings have been removed from the programme totals above.												
					Housing with Care	Closed or Completed	This project has been completed and a write off request for the outstanding savings is being processed through Finance & Major Contracts Committee in early November. Savings have been removed from the programme totals above.												

Ref	Programme & Brief Overview	Programme Status (Last Month)	Programme Status (This Month)	Trend	Project	Project Status	Savings Targets				Savings at Risk / Slippage / Over delivery						Savings delivered in an alternative way	Net at risk amount	Department/Finance/PMO Comments for CLT
							2020/21 (£000)s	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s	Previous Years (£000)s	2020/21 (£000)s	2020/21 & Previous Years (£000)s	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s			
ASCH1803	**Living Well:** The overall aim of this work is to ensure service users are supported to live as independently as possible with a good quality of life. This work will focus across three areas below: • Promoting independence in current settings. • Supporting service users to live as independently as possible. • Preparing for Adulthood – Improving Transitions between Children's and Adult's Services. **Example Benefits:** • Reduction in the number of support / outreach hours commissioned in existing settings (e.g. supported living schemes / residential care) through active reviewing and better use of shared hours and negotiations with providers. • More people supported to move into a more independent setting (e.g. from residential care to supported living, or from supported living into general needs accommodation. •More people receiving short-term enablement support that helps maximise their independence for longer. • Some service users may have earlier engagement than they might otherwise have done from the Transitions Team	On Hold	**Experiencing Obstacles**	Worse			1,549	811	348	2,708	-1,262	821	-441			-441		-441	The Programme has been affected by Covid 19 which has made it difficult to continue developing the projects as desired. It is hoped that as projects are able to resume savings will again start to be reported from now to the end of the financial year. However this will be dependent on to what extent Covid 19 will make this possible.
					Housing with Support	**Experiencing Obstacles**													HWS Team continues to deliver savings as a result of moves into and out of supported accommodation however is not currently seeing the savings as a result of reviewing activity and the scope to continue to deliver savings based on reviews is at risk due to increases in some services needed as a result of a reduced day service offer. HWS have moved 8 people into accommodation based services in September 2020 and moved 2 people out of schemes into general needs housing. Note from Finance: the project has been marked as experiencing obstacles due to the risk of not delivering savings as a result of COVID (rather than due to extra costs from closing day centres - KS/JM 20201021)
					Notts Enabling Service	**On target**													
					Transitions	**On Target**													
	Cross cutting interventions: This work refers to intervention that applies to service users aged 18-64 and 65+, and includes work across: • Reviewing. • Direct Payments. • Further Investment in Assistive Technology (AT) to Promote Independence. • Income Generating Projects. **Example Benefits:** •More service users will be reviewed earlier or more frequently than previously, maximising the opportunity to increase or maintain their independence and reduce reliance on formal support. •Increased use of community and voluntary support options for existing service users to maximise their independence, and subsequent reduced use of homecare, day services, transport services and other paid for sources of support. •Increased use of Personal Assistants and Pre Paid Cards. •Increased ability of service users to use Assistive Technology to self-care and remain independent for longer, and increased	On Hold	**On Target**	Better			1,045			1,045	-51	1	-50			-50		-50	The Brokerage for self funders project is reporting a compromised project status for Sept as it will not make its annual savings target of £28k. However, the Assistive Technology project is reporting as on target to meet its overall required savings
					Review the benefit rates and minimum income guarantee levels used to calculate service users' contributions towards the cost of their care and support.	**Closed or Completed**													
					Further Expansion of Assistive Technology to Promote Independence (C08)	**On Target**													
					Brokerage for self-funders (full cost recovery)	**Compromised**													107 service users were invoiced for the brokerage service as at end September, equating to projected annual income of £9,537. As it is now apparent that, despite all mitigating efforts, the annual target will not be reached, the project's status has been changed to 'Compromised'. Once all outstanding project activity has been undertaken, a closure report is to be submitted declaring any shortfall against the £28k annual income target.

Ref	Programme & Brief Overview	Programme Status (Last Month)	Programme Status (This Month)	Trend	Project	Project Status	Savings Targets				Savings at Risk / Slippage / Over delivery						Savings delivered in an alternative way	Net at risk amount	Department/Finance/PMO Comments for CLT
							2020/21 (£000)s	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s	Previous Years (£000)s	2020/21 (£000)s	2020/21 & Previous Years (£000)s	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s			
ASCH 1801	**Early Resolution** Programme relates to interventions that occur when someone first contacts/accesses services. This programme extends the existing Early Resolution project through the adoption of the 3 Tier Model to engage with people who approach the Council for care and support: •Tier 1 connects people to local resources •Tier 2 helps where more that Tier 1 support is required, offering swift and appropriate support to help people regain their independence or develop new skills. This may include access to short term support. •Tier 3 helps those people who, after Tier 2, have ongoing care and support needs. This approach applies equally to Service Users and Carers. Example Benefits: • A reduction in the number of people assessed for care and support and subsequent long term support by providing an alternative way of	On Hold	**Experiencing Obstacles**	Worse			416			416	-142	222	80	-80					**The programme has been restarted in July and is overall is on track but is experiencing obstacles in relation to:Staffing resources in MIS team being able to undertake follow-up work after assessments completed by Carers Hub assessorManagement and handling of carer initial and reviewsConsultation exercise to be undertaken with carers as a result of change in approach to assessment** **As a result of the above, this will delay the implementation of the new process and subsequent savings linked to this**
					Early Resolution (3 Tier)	On Target													
					New ways of working for carers	Experiencing Obstacles	The key updates for this month are as follows: Project restarted Outstanding carer reviews reduced from 1700 to 97 (from June to October) Proposed process approved in general Management of carer reviews to be considered Review of proposed process to be undertaken to ensure it is fit for purpose Mitigating actions: Board meeting to be arranged to discuss and agree resource requirements, contact other LA's who implemented similar process, review current proposals and consider alternatives											
ASCH1 805	**Commissioning & Direct Services** The main focus of this programme is considering options around the use of some of the Department's Direct Services, in order to optimise opportunities to reduce running costs and increase income through commercial development. Relevant Direct Services under the scope of this work include: •The County Horticulture and Work Training Service •Care and Support Centres •Investment in Shared Lives Outcomes the programme will support: •Promote greater use of the services and their assets. •Increase income generation and maximise productivity. • Increase in the number of Shared Lives carer	On Hold	On Target	Better			843			843	514	-372	142			142	12	130	**Programme on hold due to COVID-19 emergency response (CD PMO)** **The overall status of the programme is On Target, although work on projects has been affected by Covid 19 issues.**
					Care & Support Centres (C03)	Closed or Completed													
					County Horticulture and Work Training Service	On Target													
					Investment in Shared lives	Closed or Completed													
					Maximise the income available to the Council's directly provided adult social care services	Compromised	(08/10/20 CD PMO) EPR report received from Amanda Vidler - awaiting write off request for £130K savings(JM - PMO/Finance) This project was on hold due to emergency response to COVID-19 Work to market short breaks to other LAs will continue as BAU however a closure report for this project has been approved at Transformation Board as no income is anticipated.											

Group	Programme	Project Name	Project Status (Last Month)	Project Status (This Month)	Key Committee Updates	Savings Targets 2020/21 (£000)s	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s	Projected At Risk / Slippage & Over / Early Delivery Previous Years (£000)s	2020/21 (£000)s	2020/21 & Previous Years	2021/22 (£000)s	2022/23 (£000)s	Total (£000)s	Savings delivered in an alternative way	Net at risk amount
Service Improvement	Maximising Independent Service (MIS)	Early Resolution (3 Tier)	On Target	On Target		416			416	-222	73	-149			-149		-149
		New ways of working for carers	On Target	Experiencing Obstacles						80		80	-80				
		Transitions	On Hold	Experiencing Obstacles		100			100	-321	80	-241			-241		-241
		Reabling more older people to regain their independence by increasing capacity in the START Service & scheduling service user visits	On Hold	On Target		868			868	-269		-269			-269		-269
		Notts Enabling Service	On Target	Experiencing Obstacles		402			402	-170	116	-54			-54		-54
	Strength Base Programme	Brokerage for self-funders (full cost recovery)	Compromised	Compromised						17	2	19			19		19
Strategic Commissioning	Commissioning	Further Expansion of Assistive Technology to Promote Independence (C08)	On Hold	On Target		-28	`		-28	-68		-68			-68		-68
	Housing	Housing with Care	At Risk	Closed		28			28								
		Housing with Support	Experiencing Obstacles	Experiencing Obstacles		1,047	811	348	2,206	-771	708	-63			-63		-63
	Provider Services Development	County Horticulture and Work Training Service	On Target	On Target		12			12		12	12			12	12	
Legacy ASCH Projects	Ageing Well	Supporting the use of best practice in the support planning of Older Adults' care services	At Risk	Completed													
	Commissioning & Direct Services	Care & Support Centres (C03)	On Target	Closed		831			831	384	-384						
		Maximise the income available to the Council's directly provided adult social care services	Compromised	Completed						130		130			130		130
	Cross Cutting Interventions	Review the benefit rates and minimum income guarantee levels used to calculate service users' contributions towards the cost of their care and support.	On Target	Closed		1,073			1,073								
		TOTAL ASCH				4,749	811	348	5,908	-1,210	607	-603	-80		-683	12	-695

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
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.
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. However, PMO are still waiting for write off/change requests or End Project
Closed	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. All relevant documentation has been received by PMO to fully close down the
No Status	Awaiting major points of clarification / decision-making to enable PID and plan to be completed
On Hold	Project halted pending decision, other events

REPORT OF THE SERVICE DIRECTOR, CUSTOMERS, GOVERNANCE AND EMPLOYEES

WORK PROGRAMME

Purpose of the Report

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

Information

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

3. The attached work programme includes items which can be anticipated at the present time. Other items will be added to the programme as they are identified. The meeting dates and agenda items are subject to review in light of the ongoing COVID-19 period.

Other Options Considered

4. None

Reason/s for Recommendation/s

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

Statutory and Policy Implications

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

RECOMMENDATION/S

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

Marjorie Toward
Service Director, Customers, Governance and Employees

For any enquiries about this report please contact:
Sara Allmond, Advanced Democratic Services Officer, Democratic Servivces Tel. 0115 9773794
Email: sara.allmond@nottscc.gov.uk

Constitutional Comments (HD)

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

Financial Comments (NS)

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

Background Papers and Published Documents

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

- None

Electoral Division(s) and Member(s) Affected

- All

IMPROVEMENT AND CHANGE SUB-COMMITTEE - WORK PROGRAMME (AS AT 2 NOVEMBER 2020)

Report Title	Brief summary of agenda item	Lead Officer	Report Author
23 NOVEMBER 2020			
Departmental Update on Improvement and Change	Update on progress from the Corporate Director, Adult Social Care and Public Health	Melanie Brooks	Jennifer Allen
Your Nottinghamshire Your Future – Council Plan Review of Progress	Review of delivery of Council Plan	Nigel Stevenson	Rob Disney
Update on the Social Care Digital Pathfinders		Nigel Stevenson	Sean Higginbottom
Cloud Programme Update	To provide an update on the Cloud Programme	Nigel Stevenson /	Mark Davies
Update on the Transformation Model and Programmes	To provide an update to members on progress with the transformation model and programmes	Derek Higton	Sue Milburn
Transformation and Change Savings Portfolio		Nigel Stevenson	Jo McCarthy
4 JANUARY 2021			
Departmental Update on Improvement and Change	Update on progress from the Chief Executive's Department	Nigel Stevenson / Marjorie Toward	TBC
ICT Programmes and Performance	Progress report on ICT programmes and performance.	Nigel Stevenson	Mark Davies
Technology Update	To receive and update on new and emerging technologies	Nigel Stevenson	Mark Davies
Update on wide area network tender	To provide an update on progress in preparing for implementation of the new contract	Nigel Stevenson	Mark Davies
22 MARCH 2021			
Departmental Update on Improvement and Change	Update on progress from the Corporate Director, Place	Adrian Smith	TBC
ICT Programmes and Performance	Progress report on ICT programmes and performance.	Nigel Stevenson	Mark Davies
Update on the Transformation Model and Programmes	To provide an update to members on progress with the transformation model and programmes	Derek Higton	Sue Milburn

20 JULY 2021			
Departmental Update on Improvement and Change	Update on progress from the Corporate Director, Children and Families	Colin Pettigrew	TBC
ICT Operational Performance Year end / Q4	To provide an update on ICT Performance against target at year end	Nigel Stevenson	Mark Davies / Greg Delve
Your Nottinghamshire Your Future – Council Plan Review of Progress	Review of delivery of Council Plan	Nigel Stevenson	Rob Disney
Update on the Transformation Model and Programmes	To provide an update to members on progress with the transformation model and programmes	Derek Higton	Sue Milburn

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