

Improvement and Change Sub-Committee

Monday, 12 March 2018 at 14:00

County Hall, West Bridgford, Nottingham, NG2 7QP

AGENDA

- | | | |
|----|--|---------|
| 1 | Minutes of the last meeting held on 11 December 2017 | 3 - 6 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | Approach to Transformational Change | 7 - 10 |
| 5 | Designing Services for a Digital Age | 11 - 16 |
| 6 | Business Intelligence Strategy | 17 - 40 |
| 7 | Council Plan and Departmental Strategies - Process for Monitoring Performance | 41 - 46 |
| 8 | ICT Programmes and Performance Quarter 3 - 2017-18 | 47 - 56 |
| 9 | Progress Report on Delivery of Programmes Projects and Savings Quarter 3 - 2017-18 | 57 - 72 |
| 10 | Work Programme | 73 - 76 |

None

Notes

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

Customer Services Centre 0300 500 80 80

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

Councillors or Officers requiring clarification on whether to make a declaration of interest are invited to contact Keith Ford (Tel. 0115 977 2590) or a colleague in Democratic Services prior to the meeting.

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

Meeting IMPROVEMENT AND CHANGE SUB-COMMITTEE

Date 11 December 2017 (commencing at 2.00 pm)

Membership

Persons absent are marked with an 'A'

COUNCILLORS

Reg Adair (Chairman)

Pauline Allan
John Cottee
Richard Jackson
David Martin

Diana Meale
Philip Owen
Alan Rhodes
Stuart Wallace

OFFICERS IN ATTENDANCE

Sarah Ashton
Jayne Francis-Ward
Iain Macmillan
Celia Morris
Ivor Nicholson
Nigel Stevenson

} Resources

Members were informed of the typing error on the front of the agenda - Minutes of the last meeting should read 6 November 2017.

MINUTES

The Minutes of the last meeting held on 6 November 2017, having been previously circulated, were confirmed and signed by the Chairman.

APOLOGIES FOR ABSENCE

None.

Councillor Pauline Allan replaced Councillor Kate Foale for this meeting only.

DECLARATIONS OF INTERESTS

None

ICT PROGRAMME AND PERFORMANCE QUARTER 2 – 2017-18

Ivor Nicholson introduced the report which provided an update on progress of key projects and performance measures for ICT Services and also outlined the major planned activities over the next 6 months.

RESOLVED 2017/019

That a further report for the next quarter be submitted to a future meeting of the Sub-Committee.

PROGRESS REPORT ON DELIVERY OF PROGRAMMES, PROJECTS AND SAVINGS

Celia Morris introduced the report which provided an update on progress made from June to September 2017 on the delivery of programmes and projects, the current savings and strategically significant projects.

RESOLVED 2017/020

That the Quarterly Programmes, Projects and Savings Update be noted, with no further actions required at this stage.

SMARTER WORKING PROGRAMME

Iain Macmillan introduced the report giving an overview on the progress of the Smarter Working Programme (SWP), details on the project at Lawn View House that concluded in October 2017 and explained the need to re-profile the approved funding for the Smarter Working Programme - should the need arise as a result of the acceleration of the programme.

RESOLVED 2017/021

- 1) That the progress of the Smarter Working Programme be noted.
- 2) That the Smarter Working Programme be allowed to re-profile funding from future years, should the need arise as a result of the acceleration of the programme.

CHANGE AND TRANSFORMATION PRINCIPLES

Jayne Francis-Ward introduced the report which set out principles relating to change and transformation that would form the basis of the Council's Transformation Strategy.

RESOLVED 2017/022

- 1) That the principles for change and transformation be supported and approved.
- 2) That these principle should form the basis of the Council's transformation Strategy.

WORK PROGRAMME

Jayne Francis-Ward explained the need for the addition report to the January 2018 meeting of the Designing Services for the digital Age

RESOLVED 2017/023

That the work programme as presented in the report be approved, with no further changes required.

The meeting closed at 2.37 pm.

CHAIRMAN



12th March 2018

Agenda Item: 4

REPORT OF THE SERVICE DIRECTOR FINANCE, PROCUREMENT AND IMPROVEMENT

APPROACH TO TRANSFORMATIONAL CHANGE

Purpose of the Report

1. To provide information to committee on the approach to transformational change taken by Newton Europe, an operational performance improvement specialist and external savings partner.

Information

2. Newton Europe provide an approach to transformational change based on a meticulous analysis of a wide range of data sources to inform opportunities. They provide services for a range of organisations – from health and social care to aerospace and defence.
3. The first step is a diagnostic of savings opportunities that will deliver better outcomes and long term financial sustainability. Newton Europe have undertaken two diagnostics within the Council during the last year - for Adult Social Care and Health and Children and Families.
4. The diagnostic is based on the following key questions:
 - Culture: How well does the culture support people to perform at their best?
 - Decision Making: Are we effectively tackling variation in decision making, and consistently making the best decisions to maximise independence? Do we understand the full menu of service?
 - Outcomes: Are the services effective? Are we referring people to the right place, and is that delivering the desired outcome?
 - Use of resources: Are we set up in a way that makes best use of our limited resource? What is the financial impact on staff numbers and commissioned spend if we deliver this improvement?
5. Senior representatives from Newton Europe will attend Committee and give a presentation on their overall approach to transforming services; improving performance and making savings.

Reason/s for Recommendation/s

6. To provide information for Committee on the transformational approach of Newton Europe, an external savings partner

Statutory and Policy Implications

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

Financial Implications

8. There are no financial implications contained within this report.

Human Resources Implications

9. None.

Safeguarding of Children and Adults at Risk Implications

10. None.

Implications for Service Users

11. The approach is designed to help deliver good outcomes and reduce costs for an organisation.

RECOMMENDATION/S

That Committee:

- 1) Consider the approach to Transformation undertaken by Newton Europe and any learning and future actions for the Council.

Nigel Stevenson

Service Director Finance, Procurement and Improvement

For any enquiries about this report please contact:

Nigel Stevenson, Service Director Finance, Procurement and Improvement Ext 73033

Constitutional Comments (KK 01/03/2018)

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

Financial Comments (CSB 01/03/2018)

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

Background Papers and Published Documents

Nil

Electoral Division(s) and Member(s) Affected

All.



12 March 2018

Agenda Item: 5

**REPORT OF THE SERVICE DIRECTOR, COMMUNICATIONS, MARKETING
AND COMMERCIAL DEVELOPMENT**

DESIGNING SERVICES FOR THE DIGITAL AGE – PROJECT OUTCOMES

Purpose of the Report

1. To provide an update on the outcomes of 'Designing Services for the Digital Age' and seek approval for the next steps for this project which was established to explore and support a new approach to transformation.

Information and Advice

2. The Designing Services for the Digital Age project (April to September 2017) was set up to help steer the way that the authority approaches transformation by rethinking the way that we deliver services that reflects a societal shift towards more digital delivery.
3. The Improvement and Change Sub-Committee approved the project direction on 24 July 2017 which included the identification of two pilot areas (Transport Services and the Integrated Children's Disability Service). The 8-week pilots were also designed to explore how a service could be delivered differently to meet the needs of service users in a more efficient and effective manner.
4. FutureGov – experts in combining design, technology and change in the public sector – were contracted after a procurement process. Through research with residents and staff, they build a detailed understanding of the needs of people who use the service and how well they are being met. Working with the service they explore how services should be redesigned to make them easy to understand and use - this includes looking at where new or improved technology can improve the service. A well designed service will deliver better outcomes and more value for money.
5. The approach taken by the Council to date has been to look at existing processes to find efficiencies and move them online where possible. This not only presumes that the existing process is the best one but also does not always recognise that many services are split into different pieces across the Council. Service design is about working out which pieces need to fit together and rebuilding them so they better meet the needs of local people and the Council can deliver more efficient and sustainable services.
6. "A service happens over time and is made up of touchpoints – the people, information, products and spaces that we encounter. Service design is the process of creating these

touchpoints and defining how they interact with each other and with the user. Service design can be used to re-design an existing service to make it work better for users, or it can be used to create an entirely new service.” *[The Design Council]*

Outcomes

7. All of the key deliverables in the project were delivered:
 - a. A high-level digital vision and strategy
 - b. A digital roadmap to identify services with the greatest potential versus the scale of complexity involved
 - c. Two pilots in service areas
 - d. Skills transfer

A. High-level digital vision and strategy

8. It was recognised early in the project that it would be more useful for FutureGov to produce a report on Transforming Services in the Digital Age. This report is being used to guide the development of the authority’s approach to transformation.
9. The report and FutureGov’s approach defines “digital” as fundamentally redesigning the services we deliver. This means changing the way we work and the business models that underpin some of our services. Technology is often an important part of this, but the report makes it clear that we must not look at this in isolation. The most effective digital transformation projects are built on a detailed understanding of service users, they redesign the way the whole service works (not just the technology) and drive organisational change. In addition to improve outcomes for residents, a well delivered digital project will change the people, processes and culture of a service team.
10. **Outcome:** The report also sets out what a digitally mature Council would look like in practice along with the key skills and capabilities needed to lead and deliver (digital) transformation. This report is now being used to inform the delivery of a new Transformation Strategy. Another recommendation was the adoption of digital transformation principles, based on those used by the Government Digital Service. These principles were set out in the Change and Transformation report that was approved by Improvement and Change Sub-Committee on 11 December 2017. Another recommendation was how the authority could best deliver transformation. A transformation model was discussed that included the creation of a small, core team with highly specialised skills. This team would then work with services to redesign services so that they can deliver a better, more joined up service but at a lower cost.

B. Digital roadmap to identify services with the greatest potential

11. A digital roadmap was produced early in the project to identify the areas of the Council with the greatest potential for returns versus the complexity of delivery. The two pilot areas were identified from this piece of work.
12. **Outcome:** This roadmap will be useful in selecting other service areas to explore during the next phase in transformation.

C. Two pilot areas

13. Two pilot areas were chosen to test the service design concept: Transport Services and Integrated Children’s Disability Service.
14. Each of the service areas offered a different challenge in terms of complexity and return: One service (Transport) was chosen as it offered the potential of greater efficiencies and outcomes, but was complex and large scale. The other service (ICDS) had a lesser potential for the delivery of savings but had the potential to improve the experience of service users with smaller efficiencies. This was less complex so could be delivered within shorter time frames.
15. Both pilots were delivered using an agile methodology which involved 2-weekly sprints over a two-month period.

Integrated Children’s Disability Service (ICDS)

16. This pilot involved the co-production of a new digital solution with service users that included early prototyping and testing. Digital transformation in this area was identified as a priority to help the service manage rising demand (nationally and locally) for Education and Health Care Plans (EHCP). These plans involve complex needs assessments and demand has increased further with additional duties that were introduced as part of the 2014 SEND reforms.
17. The project identified some quick (digital) wins:
 - a. Improvements to the display of information on the website to help families find the support they need. Prototype pages were developed
 - b. Improved support to allow families and professionals to work together to co-design the “all about me” section of the support plan. A prototype was developed
 - c. Future additional opportunities for service transformation to better meet the needs of service users in a more efficient way.
18. **Outcome:** The service is keen to develop a fully digitalised and collaborative platform to deliver the statutory Education Health and Care Plan (EHCP) pathway and will progress the development/commissioning of such a platform. This is a solution which will take some time to implement and timescales are currently unknown as further work is required, including further work to increase the number of families involved with any co-production of service changes.
19. The service also intends to further explore i) an online template to enable families to test their eligibility for a short break ii) redesign of the Local Offer – either in respect of the statutory EHCP pathway or a wider redesign which would include partners and iii) redesign of the EHC Plan. It is proposed that progress is discussed with the service’s Committee Chair and updates are provided as required to the Children and Families Committee.

Transport Services

20. Transport Services involved the co-creation of ideas for improvement with service users, key stakeholders and a number local bus operators. The current focus on transport support matching areas of deprivation, low car ownership and rural isolation was explored as part of the pilot. The ideas generated require further work to evaluate whether they are fully

transferable to the 'Nottinghamshire' model or whether current transport strategies need to be developed further.

21. The service is keen to focus on three areas identified by the pilot and investigate these further which are:
- a. Work with the Community & Voluntary sector to see where its resources could be better used to provide additional or alternative transport services - this raises several challenges around funding but also in the light of recent DfT guidance on the operation of services by this sector.
 - b. The provision of alternative transport models - these may be initiatives that could build on current flexible or on-demand routes or alternatively taxi-bus contracts, ride-share or a hybrid of more than one. The challenge will be to assess where traditional services could be replaced with alternatives and in incentivising new operators to provide these.
 - c. Work in partnership with other transport commissioners (such as the NHS Clinical Commissioning Groups) to identify opportunities for efficiencies and services improvements.
22. **Outcome:** It is proposed that the follow-up work will be developed as part of the Transport Service's medium-term planning process with potential efficiency savings identified in the 2-4 year period. Progress will be discussed with the service's Committee Chair and reported back to the Transport and Highways Committee as required at a later date.

D. Skills transfer for the overall approach to transformation

23. Four 'Lunch and Learn' sessions were held on the following topics: *Digital and Design; User Research and Service Design; Organisation Design; and How Agile Projects are Managed*. These were all very well attended (up to 70 employees a session) and FutureGov, which has worked with more than 100 councils, fed back that these were the best attended workshops they had ever delivered.
24. The high attendance demonstrated the high level of interest and engagement amongst employees from a range of areas across the Council. Several members of the Programmes and Projects Team also joined the project to learn more about the service design methodology, which included a visit for this service to their Headquarters in London. Specific learning and best practice was shared by FutureGov with the pilot services (e.g. better use of data and mapping for the Transport Team and service user research for the Children's Integrated Disability Service). In addition, the open and collaborative approach taken by FutureGov on the service pilots (which included fortnightly 'Show and Tell' meetings) has ensured transfer of skills to representatives of the pilot services, Programme and Projects Team and Communications and Marketing service.
25. **Outcome:** a significant skills and knowledge transfer has taken place and there is a greater awareness and understanding of designing services for the digital age amongst those involved in the pilots and employees who attended the 'lunch and learn' sessions. The challenge now is to ensure this work is not lost and can be used in future service developments and transformation.

Next steps

26. The next steps will be to take the learning from the project to help guide the formation of a Transformation Strategy.
27. It has been recognised that further testing of the service redesign approach is needed. Reports will be brought back to Improvement and Change Sub-Committee to agree the next phase.

Other Options Considered

28. Other methodologies for change, transformation and innovation were researched but they did not offer the potential to deliver the same level of financial savings and outcomes.

Reason/s for Recommendation/s

29. Delivery of savings is becoming increasingly difficult and service design presents an alternative strategic framework for redesigning services in the digital age, which is referenced in the Council's Strategic Plan.

Statutory and Policy Implications

30. 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

31. The total project cost was £93,800 which has been funded from budgetary provision held in a revenue reserve.

Implications for Service Users

32. There is increased potential for service user and stakeholder research, engagement and co-production as a result of the continuation of work commenced by the two service pilots.

RECOMMENDATION/S

It is recommended that:

1. (Digital) transformation best practice as recommended by FutureGov is considered as part of developing a Transformation Strategy for the Council.
2. Further progress updates on the two service pilots be discussed with relevant Committee Chairs and reports taken as required to relevant Committees.
3. A report is brought back to Improvement and Change Sub-Committee agreeing the next phase of the service redesign concept.

Martin Done, Service Director Communications, Marketing and Commercial Development

For any enquiries about this report please contact:

Martin Done, Service Director Communications, Marketing and Commercial Development

Constitutional Comments (SLB 05/12/2017)

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

Financial Comments (CSB 05/12/2017)

34. The financial implications are set out in paragraph 32 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.

- 24/7/17 Improvement and Change Sub-Committee report - Designing Services for the Digital Age
- 11/12/17 Improvement and Change Sub-Committee report – Change and Transformation Principles
- 3/10/17 Transforming Services in the Digital Age report
- 16/8/17 Working with ICDS report
- August 2017 Developing a future-proof integrated transport system

Electoral Division(s) and Member(s) Affected

- All



12 March 2018

Agenda Item: 6

REPORT OF THE CORPORATE DIRECTOR RESOURCES BUSINESS INTELLIGENCE STRATEGY

Purpose of the Report

1. This report provides an opportunity for the Improvement and Change Sub-Committee to consider the draft Business Intelligence Strategy for the Council.

Information

2. The Council Plan “Your Nottinghamshire Your Future” sets out a clear and ambitious vision for the future of Nottinghamshire: A county that is a great place to bring up a family, to fulfil ambition, to enjoy later life and to start and grow a business.
3. The Council has identified information and intelligence as vital assets to be developed and managed to support the Council to achieve its commitments. Through the Business Intelligence Strategy the Council will develop the technology and approaches that it will use for the collection, integration, analysis, and presentation of information and the data that it is derived from.
4. The development of a Business Intelligence Strategy builds on the progress previously reported to the Improvement and Change Sub-Committee in developing a data warehouse and implementing a BI Hub.
5. The provision of effective business intelligence is seen as a key requirement to enable future organisational change and transformation. The development of the Strategy is therefore a key milestone in the Resources Improvement and Change Portfolio of the Resources Departmental Strategy.

Business Intelligence Strategy

6. Business Intelligence (BI) is how we bring together data – a vast range of facts and statistics - for analytical purposes so that we can plan and provide efficient services to the public. This can range from how we present or visualise complex information through to how we structure and use it to automate parts of service delivery.
7. The draft Strategy is intended to set out a framework for the future development of Business Intelligence across the Council and how the Council will explore the new opportunities arising from developments in the way that data can be used.

8. The BI Strategy sets out the principles to be applied in this work and proposes the Council's approach should be driven by service needs; designed around the Customer journey through our services and the stages that make up that journey – our business processes.
9. The BI Strategy sets out three main areas for focus
 - **BI for People** - Developing our understanding of the people who live here, their needs and demands; Putting them at the heart of our plans to build a great place
 - **BI for Services** Having the right information and processes to make wise choices in the way that we run our services and budgets
 - **BI for Transformation** - Getting the most out of our data, basing our toughest choices on the strongest analysis and using data driven technology to transform our services
10. Importantly, the Strategy also outlines work to develop a performance management culture that makes full use of developments and new approaches in Business Intelligence and furthers the implementation of the Council's Planning and Performance Management Framework. This includes strengthening the role of managers through the competency framework, learning and development, communication and governance.
11. The draft Strategy is included as an Appendix to the report for consideration by the Improvement and Change Sub-Committee.

Other Options Considered

12. Development of a Business Intelligence Strategy is a key milestone in the Resources Improvement and Change Portfolio on the Resources Departmental Strategy. No other options were considered.

Reason/s for Recommendation/s

13. The Council's Policy Framework requires all policies and strategies to be approved by a single body, the Policy Committee. The recommendation progresses the Strategy to fulfil this Constitution requirements.

Statutory and Policy Implications

14. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.
 - Development of the Council's Business Intelligence Infrastructure and BI Hub has particular regard to information management and data security requirements to ensure that this is managed appropriately and in accordance with statutory requirements.

Financial Implications

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

RECOMMENDATION/S

1) The Improvement and Change Sub-Committee consider the draft Strategy and refer it to Policy Committee for adoption.

Jayne Francis-Ward
Corporate Director Resources

For any enquiries about this report please contact:

Matthew Garrard, Performance, Intelligence and Policy Team Manager

Constitutional Comments ([SLB 28/02/2018])

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

Financial Comments ([CSB 01/03/2018])

17. The financial implications are set out in paragraph 15 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

Introduction

- **Your Nottinghamshire Your Future**

Section One

- **Strategic Context and Challenges**

Section Two

- **Our Approach to Business Intelligence**

Section Three

- **Priorities and Key Actions to Support the Delivery of the Council Plan**
 - **BI for People, Services and Transformation**

Section Four

- **Developing Business Intelligence**

Section Five

- **Embedding and Evaluating Change**

“More data is estimated to have been created between 2013 and 2015 than in the entire previous history of the human race”

“Yet it is estimated that only 0.5% of data is ever analysed.”

Your Nottinghamshire Your Future

The way we live our lives is changing at an unprecedented rate. In Nottinghamshire we see this as a fantastic opportunity to show vision and ambition and put the county at the forefront of modern Britain.

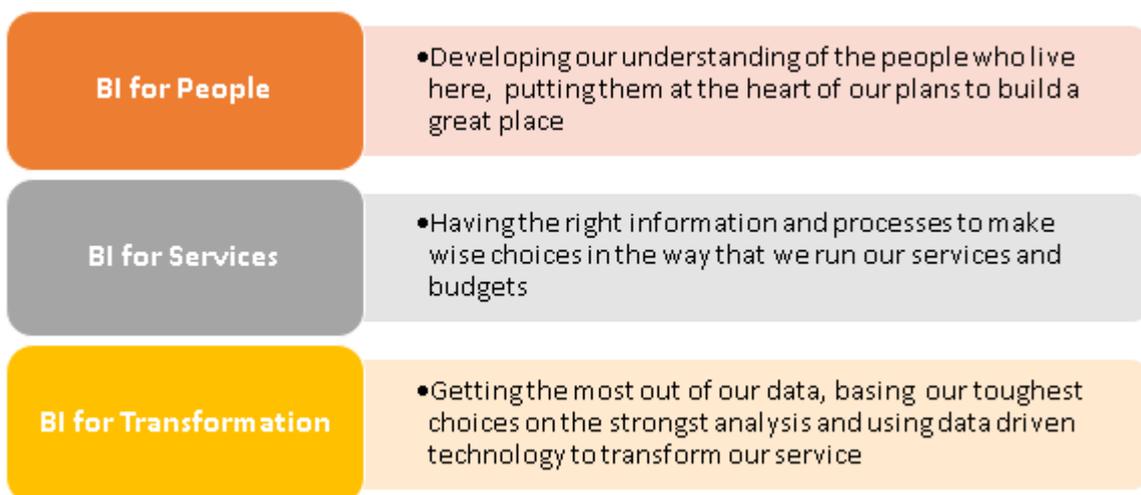
Our new Council Plan “Your Nottinghamshire Your Future” sets out a clear and ambitious vision for the future of Nottinghamshire. A county that is a great place to bring up a family, to fulfil ambition, to enjoy later life and to start and grow a business. And our Departmental Strategies set out how we intend to achieve these ambitions

The way we operate as a Council and our approach to change are fundamental to the delivery of these plans. As a Council, our duty is to provide a diverse range of services, to protect and shape the environment in which we live, and to create the right conditions for a strong local economy.

We must also make sure that these aims are delivered in a way that provides the best possible value for our taxpayers. The Council must provide the best possible services for local people, improve the place in which we live, and give good value for money.

Information and intelligence are vital assets to support us to deliver services in this way. This Strategy sets out how the Council will use Business Intelligence to achieve our commitments and our duty to provide the best possible services for local people, improve the place in which we live, and give good value for money.

Our Strategy focuses on how we use Business Intelligence for people, services and transformation:



Section 1 Strategic Context and Challenges

Strategic Context

It is widely acknowledged that expectations of public services are changing. With an ever increasing demand for good quality services to be delivered in a timely and efficient way, it has never been more important that we put value for money at the forefront of our thinking, ensuring that we understand our data and evidence base in order to design services in the best way.

Key to this is the development of our use of business intelligence, both in terms of how we collect, integrate, manage, analyse and present information to inform decisions, and how we manage and get maximum value from the data that we hold.

The Business Intelligence strategy has been developed in the context of the key drivers which will support the County Council in delivering its commitments as set out in the Council Plan. These business drivers fall into three main categories:

Strategic Drivers

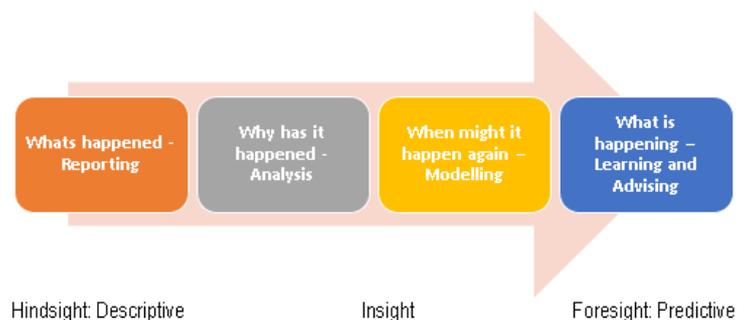
- A sustained reduction in Central Government funding for Councils allied to increased demand and costs for children’s and adults social care mean that current forecasts show a funding gap in excess of £54 million up until the financial year 2020/21. These long term financial constraints and the increased demand for services continually challenges the County

Council’s existing models of service delivery to remain affordable, sustainable and relevant to service users. Key to the success of any new/revised operating models will be the information and insight that the Council uses to make decisions about services.

- Nationally driven initiatives such as the Troubled Families Programme, the Midlands Engine Local Industrial Strategy, the Sustainability and Transformation Plan (STP) and Health and Social Care integrations require evidence driven collaboration at a Regional and County level. Local partnership priorities for Economic Growth, Health and Wellbeing and Community Safety require shared intelligence for the targeting of action and interventions.

Service Drivers

- Demand from services for more advanced intelligence to move beyond our reporting of ‘what happened’ to understand more analytical questions such as ‘why did it happen’, ‘could it happen again’, ‘what will happen if we change xyz’ and ‘what else does the data tell us that we have never thought to ask’



- Increasing need for service redesign to meet new pressures, implement the data driven recommendations of service diagnostics carried out by Newton Europe and realise the benefits of the reconfiguration of Place and Resources Departments.

Technology Drivers

- The availability of data to learn from continues to grow at a significant pace as residents increasingly interact with social media, smart technology, voice recognition and as big data and the internet of things (IoT) become a greater part of our lives.
- Data and the technology to analyse data are being revolutionised through the development of data science, predictive analytics, data mining and cognitive processes such as machine learning and artificial intelligence (AI). Developing our uses of these techniques offers opportunities to redesign public service built around the needs of local people.
- The increasing availability of data driven technology, smart appliances, the internet of things and AI provide opportunities for the public sector to reconsider the way that some services are provided.
- The County Council has a clear direction to fully embrace off-premise (Cloud) solutions and decommission current data centre services by the end of 2019 changing where our systems and data resides.

Building on our foundations

This Strategy is intended to build on work that the Council has already undertaken to improve access to management information. Over the past year we have made great strides in developing an enterprise data warehouse – a technical store to bring together data from some of the Council’s key systems.

Having this data together in the warehouse has enabled improvements to be made to reporting of information for our social care services – making it more user friendly and providing better access to support decision making. Our progress includes:

- Provision of a ‘BI Hub’ – a single point of access for management information
- Development of static reports of social care information derived from the data warehouse
- Completed discovery scoping work for expansion of the warehouse to include data from other core IT systems
- Centralised performance, policy and reporting roles into a single service to provide resource for business intelligence. Scoped the integration of public health intelligence into the service
- Initiated a business change analytical function
- Reviewed community safety partnership analytical needs

This initial work enables the Council to explore new opportunities for using BI.

Section 2 Our Approach to Business Intelligence

Business Intelligence

Information is increasingly coming from a wider range of sources as people generate more data about their daily lives through the way they access and pay for services, through the internet, smart homes, mobile devices and social media.

It is being generated in many formats, from traditional structured data such as that from IT systems, databases and spreadsheets to more unstructured data such as text files, internet cookies, photos, and videos. The availability of data is growing and through computer learning, artificial intelligence and sophisticated data mining, software data is ever developing.

For the Council,

Business Intelligence is how we bring together data – a vast range of facts and statistics - for analytical purposes so that we can plan and provide efficient services to the public

As a commissioner and provider of services, data is generated throughout the customer journey through our services.

Through analysis of this data and the wider sources of data that are available, the Council will seek to manage efficient services as part of our Planning and Performance Management Framework and based on:

- Our understanding of customer needs
- Planning services to meet needs

- Managing delivery of
 - the Customer journey or service as a whole through to its outcome
 - the stages of the journey or the business processes that lead to the outcome
- Learning from the Customer experience (across one or more services) to
 - improve or transform future service delivery
 - improve our understanding of future need

Our Principles

Our principles of good business intelligence are:

1. Single version of the Truth

Data will be brought together and viewed through a single, trusted Hub for business intelligence and analysis. We will seek to improve our data to provide an accurate and consistent view, particularly where services cross organisational divides.

2. Data as an asset

Data gathered and held by the Council will be used as an enabler for public services. It will be managed as an asset - so that the development of business intelligence can help meet multiple service needs and outcomes across the whole Council. The value of data, intelligence and analysis will be respected when storing, sharing and disposing of it, and ensuring GDPR compliance.

3. Timely and accessible intelligence

Business Intelligence will be designed and presented to meet the needs of decision makers. This means providing the right information, in the right way at the right time. We will use technology to expand visualisation (how we present information) and develop skills in business analysis, design and analytics to get the maximum value from our data. Our analysis will be interpreted and assured to a consistent standard to support our decision making.

4. Customer focused intelligence

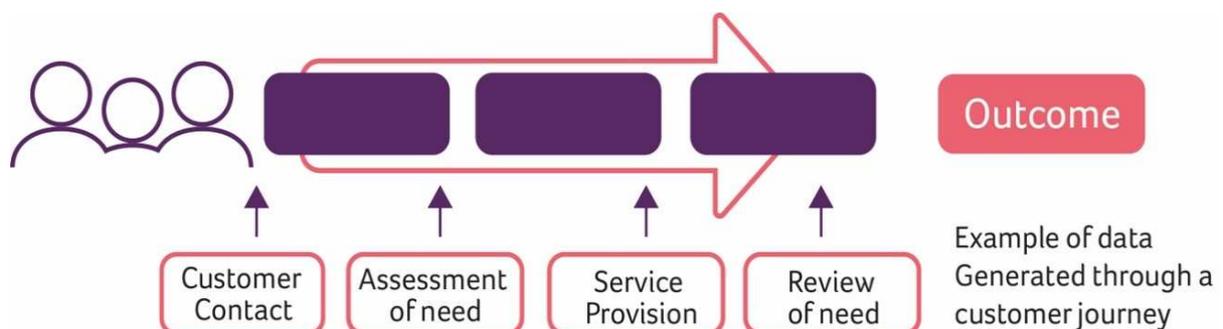
Business intelligence will be shaped and designed around outcomes for our customers, their journey through our services and the stages that make up that journey – our business processes. We will seek to bring together different views of that journey from the perspectives of the customer, outcome, quality, cost, time and risk.

5. Structured data and intelligence

Business Intelligence will be underpinned by good design choices in the way that we organise our data. We will transform the way that the Council's major repositories of data are structured and managed to provide a data warehouse and linked data repositories across the Council. Analytical 'layers' on top of our data will enable the development of dashboards and querying by our analysts. We will bring consistency to our data and manage change across our data sources to protect the integrity of our data and intelligence architecture.

6. Integrating analysis and insight

Analysis and data science will increasingly inform our service choices in the future. We will integrate cognitive BI, automation and data driven technology into our decision making. We will seek to expand data science (how we turn data into insight through BI and technology) and analytical capability across the Council.



Section 3 Priorities and Key Actions

Using BI for People

A strong understanding of Nottinghamshire and the people who live here is important to be able to plan and deliver our services.

The Council want to put local people at the heart of everything we do and so it is important that we have a consistent understanding of those local people that can be used across our services.

By bringing together statistics and data about people such as demographics, economic activity, wellbeing and deprivation we will develop a single Council wide view of Nottinghamshire. We bring together address, property and spatial data to link these characteristics to places to offer interactive mapping and spatial analysis across the Council.

The Council operates in a wider environment supporting and working with many different organisations. Our relationship with these partners also benefits when we work from a single evidence base and a shared understanding of our communities.

This work is often based on the findings of a needs assessment, used to identify gaps between the current and desired health and condition of local people. We will share appropriate intelligence with our partners and our single view of Nottinghamshire will form the basis for the Council's contribution to the assessments of need.

How will we use this:

The Council is committed to using business intelligence to achieve:

A shared view of need

Putting our understanding of local people at the heart of our plans and strategies and how we measure our successes

To put local people at the heart of everything we do the Council needs to translate our understanding of people into action by reflecting it in our plans. Starting with the measures of success set out in our Council Plan we will use BI to identify and follow the key characteristics and changes in our community.

We will use BI to pursue the progress of our plans through performance management of Core Data Sets - a hierarchy of measures linked together by technology – and follow performance through to see how services are helping our achievement. Where further progress is needed we will follow the hierarchy of measures to identify the source of problems or reverse it to understand the potential impact of emerging challenges.

A shared view of demand

Identifying future demand for services and where people may need an intervention or different service

The Council continues to see rising demand for many of its services and Business Intelligence provides an

opportunity to model this in advance to enable the Council to take long term decisions about service delivery.

We will build on our understanding of people by gathering and analysing data about customers. We will bring together customer data including their perceptions and satisfaction to develop our customer insight and a Council view of demand.

Some of the Council's services are aimed at reducing or preventing future demand for often more expensive services – or the whole county cost of receiving services from multiple public sector agencies. The Council targets these services based on a detailed understanding of need, often in partnership with other public sector organisations. We will work with partners to integrate and analyse data that enables us to target service delivery and interventions such as the work with vulnerable people through the Safer Nottinghamshire Board Integrated Working Project.

Benefit for people

Creating opportunities for others to use our Business Intelligence to benefit people and the economy

Our Business Intelligence has the potential for wider use in Nottinghamshire to bring benefits for local people through the actions of our partners and entrepreneurs such as those working in the digital economy. We will share non-personal data and our BI about

place where it can appropriately be used to help unlock external resources and funding from partners such as our work with the sporting community. Where appropriate we will license BI as open data to provide opportunities for it to be used creatively.

We will also use our understanding of place to support the commercial operations of the Council including growth in our services and by exploring the market for selling BI services.

To deliver the Strategy we will:

- **Bring together our data and statistics about people and places to create a single view of Nottinghamshire and a platform for BI.**
- **Align our needs assessments to provide a single evidence base for our key strategies and partnership activity**
- **Apply a hierarchy to our performance measures and core datasets to link need to outcomes and to activity**
- **Establish a Council wide mapping system (GIS) to support services and the key activities of the Place Departmental Strategy**
- **Bring together our data about customers to model current and future demand across our services**
- **Provide specialist business intelligence services across Nottinghamshire to support income generation and the Adult and Public Health Strategy**
- **Explore opportunities to publish open data to enable innovation and entrepreneurship**

Section 3 Priorities and Key Actions

Using BI for Services

The way we make decisions and manage our services affects our ability to deliver on our ambitions for Nottinghamshire.

The decisions that we make in service delivery rely on the information available when they are taken to support our service to spend money wisely.

The Council wants to make best use of resources by adopting creative and innovative ways of working that deliver value for money for our residents.

By bringing together data from our different systems we can ensure that our managers have the right information available to them to make decisions both now and for the future. By sharing our single view of Nottinghamshire we can help connect our services to the changes in our communities and use BI to manage the delivery of our commitments to them.

How will we use this:

The Council is committed to using business intelligence to:

Understand service delivery

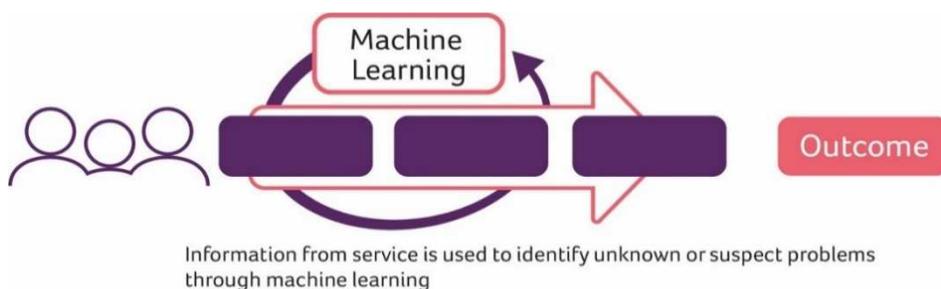
Mapping business processes to data to build a common understanding of the customer journey through our services

As a commissioner and provider of services, data is generated throughout the customer journey through our services. We will work with our services to deconstruct and map these journeys and identify the data held across the Council and how it can be compared or benchmarked with other services.

Our understanding of business processes and data will inform the review of our performance measures so that their importance in supporting management of each of our services can be understood. We will strengthen understanding of the way that our services are provided by creating a service dataset of the key measures of the customer journey from the perspectives of the customer, outcome, quality, cost, time and risk.

We will also identify data opportunities to

- bring in new or master datasets to support management of the service.
- use BI to learn from the data that our services hold and move towards predictive BI.
- use service data to improve the efficiency and effectiveness of other services across the Council.



Improve service delivery

Visualising service data to support day to day decisions and continuous improvement as part of the management of our services.

Everyday decisions in our services impact on customers, public finances and service provision. We will provide managers with the tools and opportunities to make decisions to lead improvement and change at a service level.

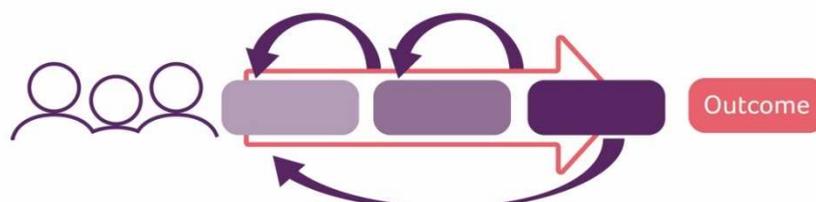
We will use business intelligence to bring together data about our services to ensure that managers have the right information available to them – their service dataset. We will move away from spreadsheets and static reports of activity to use interactive dashboards that bring together information about the service and its processes - linked through to the detailed data that sits behind it.

We will work with managers to identify the key measures that they need to manage to maintain a high standard of service delivery and to drive forward improvement. Managers will be supported to review these metrics at set intervals to form a cycle of continuous improvement. These improvement cycles will be defined through our service plans and reported through our Planning and Performance Management Cycle.

When the need for service change is identified, BI and analytics will be used alongside qualitative information from our staff and customers to develop our plans for change. We will also consider future BI requirements as an integral part of service change and support managers to use the new BI through the transition in service delivery.

To deliver the Strategy we will:

- Pilot changes to our service planning process to map the customer journey through our services and the key data and metrics required to manage it.
- Work with managers to develop service datasets and provide dashboards and maps that bring together information about people, place, activity, finance, assets and staff.
- Embed a cycle of continuous service improvement into the delivery of services to support the Adult and Public Health and Children and Young People Strategies.
- Identify data opportunities, new data sources and transition services to the use of master records.
- Build the identification of future BI requirements into the planning of service changes and improvement.



Information about a whole service reviewed to ensure efficiency and effectiveness

Page 51 of 76

Section 3 Priorities and Key Actions

Using BI for Transformation

With sustained changes in funding, increased demand for services and technology playing an increasing role in everyday life, the way that we provide our services must also continue to evolve.

The Council wants to be creative and work in new ways to reflect the digital age that is transforming the way that we live, do business and spend our leisure time. These transformations in our lives will inevitably lead to transformation in the way that we deliver services.

Our strong understanding of need, demand and our services will provide a foundation for BI to contribute to three stages of transformation:

- Identifying and analysing transformation opportunities
- Transforming processes and services
- Embedding change within our services

How will we use this:

The Council is committed to using business intelligence to:

Analyse opportunities

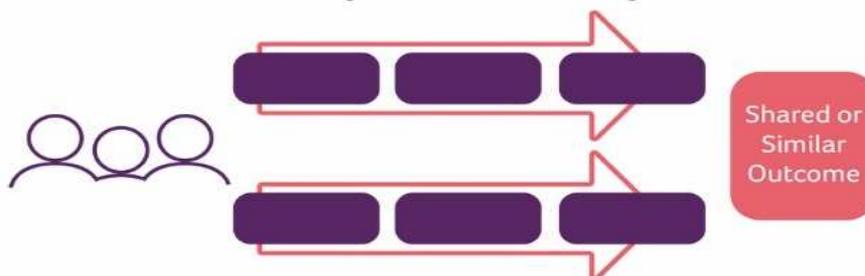
Providing insight and analysis to inform the Council's major transformation portfolios

Big changes to services start with an understanding of how they are working and then require the right intelligence to ensure that potential changes can be modelled, costed and tested before they are implemented.

We will develop our data and analytical capabilities to inform our transformation choices. By providing a single source of BI analysis for transformation we will be able to assure data and analysis through our BI service, so that decision makers can have increased trust in the information and insight that they receive. By moving access to analysis to our BI hub, decision makers will know that it is up to date and that the data that it is based on is protected, supporting our compliance with the GDPR requirements.

We will use advances in BI to identify and gather new data and insight to improve services and outcomes and bring forward new transformation opportunities across one or more customer journeys.

Transformation also be based on processes through multiple services which should be looked at together and could be integrated



Transform services

Using technology to improve services and processes and by reducing the need for manual contact, data calculations and decision making

Our ambition is to make the best use of the opportunities offered by the ever-changing world of business intelligence and data driven technology. We will take advantage of new tools and techniques to design and develop services focused on the customer that will address council pressures and drive efficiency.

We will look to use automation to deliver our repetitive business processes, particularly those of our back office services and use AI to provide capacity in our interactions with customers. In some cases AI may be used to manage the entirety of these customer interactions.

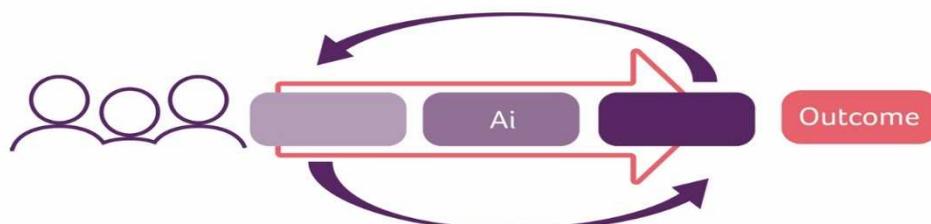
We will also explore the opportunities for BI to prioritise service delivery following contact from a potential customer, particularly for our Place Services.

New technology is bringing new opportunities to transform service delivery. The Internet of Things and devices that learn from user activity such as Alexa, Hive and Nest are entering more

homes and are being used to control a range of appliances such as entertainment, lighting and heating. These devices use and generate data and can also be used to provide information or services to users. Structuring and managing data for this technology will be key to getting maximum value as we explore the benefits of its use for our customers and service users

To deliver the Strategy we will:

- Expand our advanced analytics offer to model change and transformation activity
- Develop our approach to machine learning and AI to support the Resources Strategy including piloting automation for some processes and customer access
- Develop our approach to analysing sensor data to support the Place Strategy including piloting data prioritisation for some service processes
- Provide advanced analytics to identify transformation opportunities for preventative or targeted services
- Provide advanced analytics to analyse cross service and agency customer journeys and support wider public sector reform such as the STP.



Artificial intelligence or Ai uses information about customers to prioritise delivery of services - or in some cases deliver a service. Information from the transaction is processed to inform the next customer interaction.

Section 4 Developing Business Intelligence

Managing BI

Our focus on BI for people, services and transformation, will be underpinned by how we approach the development of business intelligence across the Council.

Improvements to the way that we develop Business Intelligence will enable us to deliver for the future. Our approach to BI will include changes to the way that we:

Capture requirements

Many Council services use business intelligence reports to get data as part of a business process but do not go on to make full use of the technology available. We will explore opportunities to use BI software to transform business processes by improving our requirement gathering to promote maximum use of Business Intelligence and analytics within our services and encourage a move away from spreadsheets and static reports of activity.

Develop BI

We will be creative and work in new ways with business intelligence by following experimental, innovative and incremental approaches to development that help grow our business intelligence skills in data design and data science.

To manage the increasing demand for BI we will seek to automate the supply of regular BI so that resource can be deployed to deliver new BI requirements. Our development of new BI capabilities will be delivered in three phases:

- **Diagnostic and pilot** – we will create an overall design for each new capability that fits with the Council’s BI architecture and pilot capabilities with one or more of our services.
- **Build** – we will deliver each new BI capability across additional services and implement Council wide processes for maintenance and use prior to roll out to services.
- **Embed and enhance** – we will support use of the new capability, learn from feedback and deliver enhanced functionality where there is a business case to do so.

Where the Council’s needs exceed the BI or analytical skills available we will commission external expertise through the BI service and seek to learn from the services that they provide.

Add new capabilities

Providing BI is dependent upon our ability to access data and structure it in a logical, sustainable way. We will continue to develop our data warehouse to bring together data from our major systems, partners, big data and new data sources.

We will design this to industry best practices, ensuring that it is well documented and low maintenance. We will provide an ‘analytical layer’ on top of our warehouse to enable the development of dashboards and ad-hoc querying by our analysts.

Explore and learn from data

As the availability of data continues to grow through everyday interactions with data driven technology and smart devices so will the importance in being able to analyse and trial new uses through BI. Our approach to data science techniques such as machine learning, data mining and artificial intelligence – where systems learn responses to customers based on data from past experiences – will shape how we respond to new opportunities to use data.

We will plan how we explore new approaches to use data creatively in service delivery and to work in new ways such as through intelligent automation. This includes using BI to define appropriate approaches to data science, AI and machine learning.

We will build capacity to explore this work and identify the requirements for advanced analytics – such as a data development environment that allow us to bring together and explore a wider pool of data without impacting on our trusted BI provision.

Govern BI

Defining the processes to make best use of BI and manage data effectively

When our services change so can the way that they gather data. Improvements to the way that we deliver services can also have an unexpected impact on existing uses for data, particularly when this has multiple or wider uses across the Council

or a partnership. We will develop common standards to support our BI including:

- data formats, storage, master records and unique identifiers, data licencing, data management and data quality.
- inputting records, data and performance and for providers of contract data
- analysis, presenting or visualising data commissioning of external analysis and assurance of analysis.
- recording progress against plans, strategies and projects.

We will also strengthen data integrity by introducing new arrangements for data held outside of our systems (such as in spreadsheets) to be stored in a secure central repository such as Microsoft SharePoint to support its use in BI.

To deliver the Strategy we will:

- Link data in our major systems to our data warehouse and expand our BI capabilities
- Define the processes, standards and governance required to make best use of BI and manage system change effectively
- Align and improve system development and BI requirement gathering processes
- Establish approaches for our BI Service to develop data science and analytics including new skills and technology
- Create a data development environment for experimentation and piloting of new approaches to BI and automation
- Update our BI tools to keep pace with changes in technology and our move to the Cloud

Section 5 Embedding and Evaluating Change

Our Culture

Our focus on BI for people, services and transformation, will be underpinned by developing a culture that values its use.

Evidence based decision making can only be as good as the information that is available to the decision maker. The majority of the Council's Business Intelligence will be based on the information gathered through the processes and systems that make up our customer journeys. The quality of our BI will therefore be reliant upon the data from those processes and systems being up to date and accurate.

Promoting the value of Business Intelligence is not only important for embedding the use of BI for people, services and transformation, but also for explaining the importance of good record keeping and data quality that underpins our BI.

Our approach to embedding BI in our culture will involve:

Embedding BI in our work

Defining the roles, processes and competencies of managers and staff in using BI in our work

A successful Business Intelligence Strategy is about more than just the provision of information it's about the way that it is used. Our goal is that high quality business intelligence should be shaped by

mature business processes and a culture that values its use.

Like many organisations the Council uses 'competencies' to link individual performance to the goals of the organisation.

To ensure that the Council embeds an intelligence led culture, Business Intelligence will be integrated into the Council's competencies with staff supported in its use through their own personal development reviews and learning plans.

We will provide the learning and training packages that our staff and managers require to support development of BI across the Council and to understand their responsibility for its quality and use.

Supporting BI in our work

Ensuring that our BI and analytical support evolves as our use of BI matures

As the Council changes the way that it uses BI it should be matched with a change in the skills and resources available to manage and innovate our use.

The Council has already started this transition by using temporary contracts to increase capacity in BI reporting and warehouse development – including upskilling some of our BI specialists as part of the business reporting and management information project.

To secure the Council's BI culture we will bring together a range of existing roles and resources to provide consistent support and leadership for innovation in BI. We will move away from traditional performance roles to provide a dedicated BI and Analysis service based on our existing data, reporting, intelligence, policy, change, public health and performance analysts.

We will look to the Service to provide specialist advice on opportunities to develop BI for People, Services and Transformation and support our services with the implementation of our BI Strategy.

Our new service will need to provide capacity for data science, innovation and delivery of the BI Strategy. By automating the supply of regular BI we will release resource to deliver our new BI requirements.

Sharing BI in our successes

Improving the communication of performance and success. Using BI in a campaign showing achievements against the Council's Plans

To develop an understanding of the value of Business Intelligence the Council will change the way that it communicates about data.

The most visible part of business intelligence is where it connects with performance and the interpretation of

how well the Council is doing. The Council Plan sets the standards for the Council to achieve – our measures of success - which we will link to a visible campaign and branding about how we are making Nottinghamshire a great place.

The campaign will have a strong internal focus on sharing success and developing understanding of the people and place based on our BI and the actions of our services.

Through the campaign we will seek to show the relevance of data and BI to our service delivery. We will communicate our uses of data driven technology and BI to transform service, to stimulate ideas and suggestions for how we further its use and innovate in Nottinghamshire.

To deliver the Strategy we will:

- Define the roles, processes and competencies of managers and staff in using BI in our work
- Identify and develop organisational learning and development to support the use of BI
- Bring together data, intelligence, change, public health and performance analysts and rebalance these with new skills in a dedicated BI service
- Use BI in a campaign showing achievements against the Council's Plans and improve the communication of BI, performance and successes.

Glossary

Glossary of key terms used in the BI Strategy and across the Council:

- **Data** - a vast range of facts and statistics
- **Business Intelligence (BI)** - how we bring together data for analytical purposes so that we can plan and provide efficient services to the public
- **Data Visualisation** - the presentation of data in a pictorial or graphical format to communicate significant or complex information or identify new patterns

Data

- **Big Data** - an evolving term that describes a large volume of structured, semi-structured and unstructured data that has the potential to be mined for information. Big Data is often too vast to be interpreted using traditional analysis techniques
- **Open Data** – a standard for data that anyone can access, use and share
- **Master Data** – core data used across an organisation or multiple services to provide a single record or identifier eg a master record of people
- **Data Cleansing** – the action of identifying and removing or amending data that is incorrect, incomplete or duplicated.

Tools and Processes

- **Data Warehouse** – an organised and structured store of data brought together from multiple sources
- **Cubes** – are a method for organising and applying common rules to a group

of datasets from a warehouse for analytical and presentational uses

- **ETL** – extract, transform and load, the process of copying data from a system into a warehouse.
- **Reports** – a means of presenting data, from a warehouse or ICT system. Typically shown as static content and developed using coding language (sql)
- **Dashboard** - is a data visualisation tool that is used to track a group of related metrics, activity and other key data points relevant to a process, service or organisation

Analytics and Approaches

- **Data Science** - methods, processes, algorithms and systems to extract knowledge or insights from data in various forms
- **Machine Learning** - a field of computer science that gives systems the ability to "learn" or progressively improve performance on a task using data rather than being explicitly programmed
- **Artificial Intelligence (AI)**- when a machine mimics functions associated with human minds, such as learning and problem solving
- **Automation** – a technique of making a process, or a system operate automatically.
- **Data mining** - using software to look for patterns in large data sets to identify patterns and establish relationships to solve problems through data analysis
- **Fuzzy logic** – a method of matching data by assessing variables using logic that approximates human reasoning.

BI for People

Developing our understanding of the people who live here, putting them at the heart of our work to build a great place

- Bring together our data and statistics about people and places to create a single view of Nottinghamshire and a platform for BI.
- Align our needs assessments to provide a single evidence base for our key strategies and partnership activity
- Apply a hierarchy to our performance measures and core datasets to link need to outcomes and to activity
- Establish a Council wide mapping system (GIS) to support services and the key activities of the Place Departmental Strategy
- Bring together our data about customers to model current and future demand across our services
- Provide specialist business intelligence services across Nottinghamshire to support income generation and the Adult and Public Health Improvement Portfolio
- Explore opportunities to publish open data to enable innovation and entrepreneurship

BI for Services

Having the right information and processes to make wise choices in the way that we run our services and budgets

- Pilot changes to our service planning process to map the customer journey through our services and the key data and metrics required to manage it.
- Work with managers to develop service datasets and provide dashboards and maps that bring together information about people, place, activity, finance, assets and staff.
- Embed a cycle of continuous service improvement into the delivery of services to support the Adult and Public Health and Children and Young People Strategies
- Identify data opportunities, new data sources and transition services to the use of master records
- Build the identification of future BI requirements into the planning of service changes and improvement

BI for Transformation

Getting the most out of our data, basing our toughest choices on the strongest analysis and using data driven technology to transform our services

- Expand our advanced analytics offer to model change and transformation activity
- Develop our approach to machine learning and AI to support the Resources Strategy including piloting automation for some processes and customer access
- Develop our approach to analysing sensor data to support the Place Strategy including piloting data prioritisation for some service processes
- Provide advanced analytics to identify transformation opportunities for preventative or targeted services
- Provide advanced analytics to analyse cross service and agency customer journeys and support wider public sector reform such as the STP.

BI Development

Governing, developing and exploring opportunities for data and analytics

- Link data in our major systems to our data warehouse and expand our BI capabilities
- Define the processes, standards and governance required to make best use of BI and manage system change effectively
- Align and improve system development and BI requirement gathering processes
- Establish approaches for our BI Service to develop data science and analytics including new skills and technology
- Create a data development environment for experimentation and piloting of new approaches to BI and automation
- Update our BI tools to keep pace with changes in technology and support our move to the Cloud

Embedding a BI Culture

Business intelligence shaped by business processes and a culture that values its use

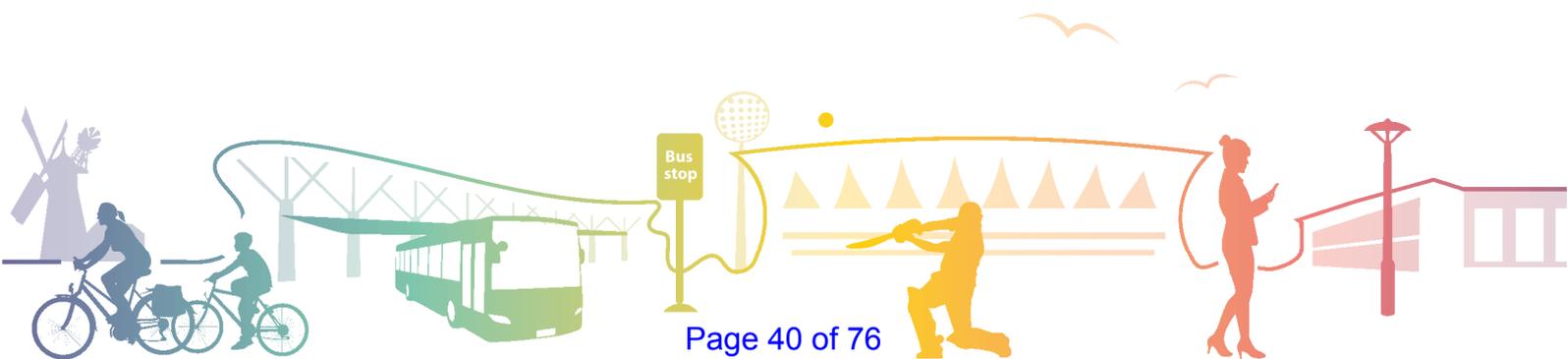
- Define the roles, processes and competencies of managers and staff in using BI in our work
- Identify and develop organisational learning and development to support the use of BI
- Bring together data, intelligence, change, public health and performance analysts and rebalance these with new skills in a dedicated BI service
- Use BI in a campaign showing achievements against the Council's Plans and improve the communication of BI, performance and successes

W nottinghamshire.gov.uk
E enquiries@nottscc.gov.uk
T 0300 500 80 80

Nottinghamshire County Council, County Hall
West Bridgford, Nottingham NG2 7QP

 facebook.com/nottinghamshire

 @NottsCC





12 March 2018

Agenda Item: 7

**REPORT OF THE CORPORATE DIRECTOR RESOURCES
COUNCIL PLAN AND DEPARTMENTAL STRATEGIES – PROCESS FOR
MANAGING PERFORMANCE**

Purpose of the Report

1. This report seeks the agreement of the Improvement and Change Sub-Committee to revised arrangements for performance management reporting.

Information

2. The Council's Planning and Performance Framework was agreed by Policy Committee on 21 June 2017 and sets out the approach the Council will take to planning and managing its performance.
3. As part of the Framework, the measurement of the Council's performance is to be set out through core data sets in the Council Plan and Departmental Strategies with the monitoring, evaluation and benchmarking of progress managed through a Business Intelligence Hub.
4. The approach and format for performance reporting falls to the Improvement and Change Sub-Committee to determine. Following the agreement of the Council Plan and the Departmental Strategies at Policy Committee in January 2018 the following arrangements are proposed for introduction for performance reporting in 2018-19, commencing with the reports for Quarter 1.

The Council Plan

5. The terms of reference of the Improvement and Change Sub-Committee include responsibility for monitoring performance of the Council Plan. It is proposed that reports to the Sub-Committee should:
 - include an overview of activity and key measures for each of the 12 commitments in the Council Plan as set out in the Departmental Strategies
 - be presented as a dashboard bringing together the narrative and numerical content in a visual way, focusing on performance highlights and exceptions.
 - be reported to the Improvement and Change Sub-Committee twice a year.

Departmental Strategies

6. The Council has four Departmental Strategies which set out the
 - Priorities and Key Activities that support the delivery of the Council Plan
 - Department Improvement and Change Portfolio
 - Department Core Dataset
7. It is proposed that a report on the implementation of the Departmental Strategy be provided to each relevant committee twice a year. The report would include a narrative summary of progress against the key activities and the trend of key measures of success during the period.
8. The Improvement and Change Portfolio details the projects and programmes being undertaken in each department. It is proposed that some improvements be made to the way that this information is presented and that it continue to be reported four times a year to each relevant committee. This report would continue to provide a summary of progress towards savings targets.
9. A whole Council view across all four portfolios and the savings across the Council will be provided to the Improvement and Change Sub-Committee quarterly.

Core Datasets

10. The Council's four Departmental Strategies each include a Core Dataset of key performance measures for Service Delivery. Reporting of these measures will be provided to the Committee responsible for each service. It is proposed that Core Datasets be reported on quarterly in a consistent format across all committees. This will be based on a dashboard of performance measures and a narrative report setting out progress and/or matters contributing to service performance.

Reporting Cycle

11. To support the timely provision of these reports to committee it is proposed to adopt a single council timetable for services and managers to prepare information on performance during a reporting period. The cycle will support the management of performance through leadership teams, committees and the Improvement and Change Sub-Committee.
12. The cycle will be aligned to the reporting timeframes that managers are already familiar with for budget forecasting and supported through the performance and intelligence function to provide consistency across the information being presented to committee.

Other Options Considered

13. The arrangements set out in the report are intended to provide effective and proportionate performance management reporting to committees as required by the Constitution.

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 Planning and Performance Framework identified the performance to be reviewed in the core data sets in the Council Plan and Departmental Strategies. The recommendation sets out the arrangements for fulfilling these requirements.

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.

Financial Implications

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

RECOMMENDATION/S

1) The Improvement and Change Sub-Committee agree the arrangements for performance management reporting.

Jayne Francis-Ward
Corporate Director Resources

For any enquiries about this report please contact:

Celia Morris, Performance and Improvement Group Manager or
Matthew Garrard, Performance, Intelligence and Policy Team Manager

Constitutional Comments ([SLB 28/02/2018])

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

Financial Comments ([CSB 01/03/2018])

18. The financial implications are set out in paragraph 16 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 [Page 43 of 76](#)

- All

**Appendix 1
Summary of Performance Reporting to Committees 2018-19**

Report on	Purpose	Reported to	Frequency	Format
Council Plan				
Key activities that support the delivery of the Council Plan and key measures of success	Overview of performance across all four Departmental Strategies contributing to the Council Plan	Improvement and Change Sub-Committee	Twice yearly	Narrative summary of progress and trend of key measures
Departmental Strategies				
Key activities that support the delivery of the Departmental Strategies and key measures of success	Overview of delivery of the Departmental Strategy	Relevant Committee	Twice yearly	Narrative summary of progress and trend of key measures
Council Improvement and Change Portfolio	Oversight of delivery of Improvement and Change projects and programmes across the Council and progress towards savings	Improvement and Change Sub-Committee	Quarterly	Narrative alongside key measures and savings
Department Improvement and Change Portfolio	Oversight of delivery of projects and programmes the Departmental Strategy and progress towards savings	Relevant Committee	Quarterly	Narrative alongside key measures and savings
Service Delivery				
Department Core Dataset	Performance Management of Key Measures of Service Delivery	Relevant Committee	Quarterly	Dashboard of performance measures



12th March 2018

Agenda Item: 8

REPORT OF THE SERVICE DIRECTOR, ICT

ICT PROGRAMMES AND PERFORMANCE QUARTER 3 2017-18

Purpose of the Report

1. To provide the Improvement & Change Sub-Committee with the 3rd quarter progress update on key projects and performance measures for ICT Services and to outline the major planned activities over the next 6 month period.

Information and Advice

Programmes Update

2. The ICT Strategy 2017-20 identifies the four ICT strategic themes supporting business transformation across the County Council. These themes shape much of the activity and priorities within ICT Services (covered in the progress and planning sections of the report - paragraphs 3 and 4). The four key themes are:
 - **Smarter working:** *Technology supporting a workforce able to work flexibly, where and when it best suits them, their customers and service users and managed by results*
 - **Health and social care technology integration:** *Improving the health and wellbeing of the local population through technology enabled integrated health and social care services*
 - **Business intelligence:** *Technology providing robust, timely and accessible information that drives informed decision making, service commissioning and business transformation*
 - **Cloud services (off-premise data centres):** *A flexible, scalable and secure cloud infrastructure where service cost is tied to applications and usage and user experience is managed*
3. Progress has been made across the priority ICT projects over the last quarter and a summary of progress is as follows:

- i. A programme of work is ongoing to plan, scope and deliver the transition of ICT services away from the County Hall data centre to *cloud* based solutions by the end of 2019. A comprehensive update report was presented to this sub-committee in November 2017. The procurement phase is now well underway and the anticipated composition of cloud service models is as follows:

Model	Description
Software as a Service (SaaS)	<p>This model enables an organisation to rent an application and its underlying infrastructure. This is often chargeable on a per user per month basis.</p> <p>The first solution delivered through this model will be Microsoft Office 365. This is Microsoft's SaaS solution for the delivery of their office productivity software e.g. Outlook (e-mail, calendar, contacts), Word, Excel, PowerPoint, SharePoint (team and project spaces), OneNote, OneDrive (file and folder storage and sharing), Skype for Business etc.</p>
Infrastructure as a Service public cloud (IaaS)	<p>The supplier builds, provides and supports the server infrastructure that the software, databases and data are hosted on. This is delivered through the provider data centre(s) in the form of <i>virtualised</i> 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.</p>
Co-location model	<p>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. This is because not all technologies currently lend themselves to the above 2 models.</p>

- ii. The Smarter Working Programme is providing mobile technology over the next 3 years to replace much of the desktop computer estate. This will assist many more staff to be able to work more flexibly and allow for better use of the property assets. Following the successful repurposing of accommodation and deployment of new technology at Lawn View House, work has now begun in rolling out new technology (tablet/laptop, monitors, docking station solution) to support the restacking at County Hall.
- iii. A new *public* Wi-Fi solution, provided through O2, has been installed as a replacement for the current *guest* Wi-Fi solution. This service is operating in parts of County Hall

and Trent Bridge house as we test the impact on the network. A wider deployment can then be considered.

- iv. A new *corporate* Wi-Fi solution (for staff and partners) is also being piloted. The proposal is to replace the current “staff” Wi-Fi” access arrangement with the “device.wifi” solution. This provides for greater security, but also facilitates a flexible, shared working environment with other organisations adopting the solution. It enables users to auto-connect to their own organisation from each other’s sites. This solution has been adopted by Connected Nottinghamshire for a shared wireless network, and is initially being deployed in the City and County Councils.
 - v. The project to transition mobile voice and data services from Vodafone to EE is under way. It is anticipated that savings of £300k per annum will be delivered, once the transition from Vodafone has been completed.
 - vi. A Microsoft Office 365 secure e-mail solution has been successfully implemented. This has replaced the Vodafone “Go Portal” solution which was coming to the end of its support contract. This secure e-mail solution is used by teams to communicate sensitive data to organisations that are connected to the Public Services Network (PSN).
 - vii. The innovative work recently reported to this sub-committee on health and social care technology integration was submitted for the 2018 Local Government Chronicle Awards. The County Council has subsequently been shortlisted as a finalist and commended for the high quality of the entry.
4. Over the next 6 months the major focus of activity will include the following:
- i. The procurement and contractual arrangements for the Cloud Programme will be agreed and the delivery of the programme of work will begin.
 - ii. As part of the Smarter Working Programme, phase 1 of the delivery of mobile devices at County Hall will be completed. A number of older desktop computers at other sites will also be replaced as part of an ongoing ICT equipment refresh programme.
 - iii. The Smarter Working delivery plan for 2018-19 will be agreed.
 - iv. The implementation of the *public* Wi-Fi solution to replace the *guest* Wi-Fi solution at County Hall will be completed.
 - v. Following Microsoft’s announcement that it will no longer focus on developing its Windows 10 operating system for smartphones, a technology roadmap and supporting plans will be developed to define the future direction for smartphones.
 - vi. The next phase of the Corporate Performance Reporting Project for the further development of the business intelligence hub will be scoped and initiated. There will also be a full technical review of the supporting technology infrastructure.

- vii. The next phase of workflow automation with King's Mill Hospital, which includes automatic assessment notices, discharges and shared health data, will be scoped and initiated.
- viii. Options for the better use of technology will be explored and reviewed ahead of the next tender for home care services in 2018.
- ix. A project will be scoped and initiated for introducing the new *corporate* Wi-Fi solution.
- x. Some planning activity will be undertaken in readiness for introducing the Microsoft Windows 10 operating system on computers.
- xi. The project to transition mobile voice and data services to EE will be completed.
- xii. New ICT contracts with Inspire and VIA will be agreed, as the initial two year contracts established when the ASDMs were created are about to expire.

Performance Update

- 5. To provide a balanced assessment of performance, ICT Services measures four groups of indicators that cover business activities, customers, staff and finance. Performance for the 3rd quarter of 2017-18 is attached as an Appendix.

Business Activity Indicator

- 6. The business activity indicators measure some of the key day to day operational performance areas, with the two most significant being systems availability and incident resolution. The focus is to ensure that business critical systems are operational during business hours and that any incidents are resolved speedily and within service level agreement (SLA). Systems availability continues to remain at high levels with aggregate availability of 99.95% in the quarter.
- 7. The speed with which ICT Services and suppliers respond to incidents improved over 2016-17 to bring performance up to the target level. There was a short dip in performance in quarter 2 (88.2% resolution rate) as we transitioned to a new break-fix support arrangement for devices with an external supplier. The changes have now been implemented and performance has improved in quarter 3.
- 8. The County Council is increasingly reliant on its ICT provision and so disruptions to services need to be avoided wherever possible. In November 2017 users at the Piazza (MASH – Multi Agency Safeguarding Hub), Prospect House and Meadow House reported an issue with their telephone system. This was identified as a system fault within the Virgin Media managed network and was resolved by them as part of an emergency change procedure. Also during November there was a partial failure on one of the internal firewalls, which controls and monitors access to and from our network. The failure meant that services, including access to our Internet and e-mail services,

were unavailable for periods over a weekend. Access to systems was restored by using the secondary firewall whilst the fault was fixed.

9. The business activity indicators also show two project performance indicators that are used by CIPFA (Chartered Institute of Public Finance and Accountancy). The project delivery index is used to measure conformance to good project management standards e.g. adoption of PRINCE 2 methodology, business case produced, delivery to timelines, business benefits achieved etc. Performance against this indicator remains consistently good since we reorganised the service and incorporated dedicated programme and project management resources. The second indicator is related to delivery of milestones, and measures the overall percentage of milestones delivered by the planned timelines. Progress has been very good in the period, see paragraph 3, with 89% achieved in the quarter.

Customer Indicator

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

Staff Indicator

11. The average number of sick days per staff member in ICT Services is at the corporate annual target level. Training activity for ICT Services staff is crucial to ensuring that the relevant and required skills are available, with training delivery continuing to be above the target level as we introduce and transition to new technologies.

Financial Indicator

12. Revenue spending for the quarter is in line with the overall annual budget plans and planned financial savings of £479k have been delivered in 2017-18 following the recent staffing restructure. The profile of capital spend will be updated as we plan the move away from owning and managing our own data centre and making use of off-premise (cloud) arrangements instead. The amount and pattern of capital spending will be largely determined through the Cloud Programme procurement exercise.
13. ICT Services also continues to provide very favourable cost comparisons with other public sector bodies with the cost of ICT support within the lowest cost quartile of the current annual CIPFA benchmarking.

Reason for Recommendation

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

Statutory and Policy Implications

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

RECOMMENDATION

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

Ivor Nicholson
Service Director (ICT)

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

Constitutional Comments: (SMG 31/1/18)

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

Financial Comments: (SES 24/01/18)

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

Background Papers

None

Electoral Division(s) and Member(s) Affected

All

ICT Services Overall Performance: Quarter 3 2017-18

Key symbols table:

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

Business Activity Indicator	Performance 2017-18						Comments
	Q1 Actual	Q2 Actual	Q3 Actual	Q3 Target	Status	Trend	
Average availability to users of NCC's business critical services during business hours	99.86%	99.94%	99.95%	99.8%			<p>There are 96 services identified as Business Critical to the County Council e.g. e-mail, internet, Mosaic, BMS, Capita ONE etc.</p> <p>Contributory factors to this high level of availability are the investment in the ICT infrastructure (such as the network, servers, cabling and data centres), a proactive approach to infrastructure alerts and monitoring (taking pre-emptive action where necessary), plus the rapid response of technical teams should issues occur.</p>
% of Mobile devices within the ICT estate (a mobile device is classed as a Laptop or Tablet PC. Smartphones are excluded from this indicator)	42%	44%	41%	44%			<p>At the end of Q3 there were 8,763 devices connected to the ICT network. Laptop and tablet computer devices accounted for 41%. With the advent of the Smarter Working Programme many desktop computers and small form factor tablets are being replaced with tablets/laptops. An updated security policy implemented this quarter removes more devices from connecting to the network, as it removes those that have not been active for 90 days.</p>

Business Activity Indicator	Performance 2017-18						Comments
	Q1 Actual	Q2 Actual	Q3 Actual	Q3 Target	Status	Trend	
% Incidents resolved within agreed service levels	91.5%	88.2%	91.9%	92%			This indicator assesses the performance of the ICT function in restoring service and responding to incidents within our Service Level Agreement (SLA). In this quarter there were 7,824 incidents reported (7,302 last quarter). Performance is now back to the level of the SLA.
% of ICT changes successfully completed	99%	98.4%	99%	98%			The ICT change management process aims to ensure that upgrades and new services are implemented without any negative impact on service provision and ensure that all changes to business critical services have been comprehensively planned, tested and authorised before being carried out. In this quarter there were 282 changes of which 2 failed and had to be reversed. These both related to updates to older versions of software and which have now been resolved.
Compliance to CIPFA project delivery index	9	8.7	9	8.0			This indicator measures the effectiveness of ICT project management and delivery by assessing approved projects completed in the quarter against a set of 9 defined criteria established by CIPFA and based around PRINCE 2. Five projects were closed in this quarter.
% of project milestones delivered	80%	81%	89%	85%			Each project and priority activity incorporates a series of milestones (both for ICT Services and the business) that are the basis for assessing progress. These can be updated by Project Boards to reflect revisions to scope, priorities etc. Progress has been made against all priorities as outlined in paragraph 3 of the report. In this period there have been some delays associated with the procurement of cloud services and some technical issues (Windows 10 planning, PSN upgrades).

Customer Indicator	Performance 2017-18						Comments
	Q1 Actual	Q2 Actual	Q3 Actual	Q2 Target	Status	Trend	
Customer satisfaction score: Corporate / School users	4.3/4.9	4.6/4.9	4.3/4.6	4.5			The access channel into ICT Services is the Service Desk which receives and handles the incidents, service requests and enquiries. The efficiency and effectiveness of this function is crucial for the user perception of the whole range of services provided. ICT Services collects information regarding customer's satisfaction (score 1-poor, 5-excellent) of the ICT incident management process for both corporate and school users (weekly sample sizes are approximately 30 corporate users and 20 school users).
Service Desk 1 st call resolution	46%	58%	59%	50%			First call resolution measures the effectiveness of the Service Desk at first point of call. The 50% target of incidents resolved at 1 st point of call is a balance of being able to manage the call volumes through the desk and maintaining a high percentage success rate within the allocated call period (6 minutes).
Average Service Desk call duration	5.41mins	5.45mins	5.4mins	6 mins			In order to manage call volumes and achieve a lower call abandonment rate, a target of 6 minutes (ICT industry practice) is allocated to each call to the first line Service Desk.
% dropped calls on Service Desk	8.72%	5.1%	7%	10%			This measures the proportion of calls unanswered by the Service Desk (including calls that are terminated by the user having heard recorded incident updates). Significant improvements have been made throughout the last year in call handling management. This is reflected in a more ambitious target for 2017/18 (from 12% to 10%).

Staff Indicator	Performance 2017-18						Comments
	Q1 Actual	Q2 Actual	Q3 Actual	Q2 Target	Status	Trend	
Average Number of sick days per staff member	1.27	3.01	5.72	5.25			This level of staff sickness is currently around the profile of the annual County Council target of 7 days per member of staff.
Average number of professional training days per member of staff	1.06	2.08	3.6	2.25			The annual target is 3 days per member of staff and based on completed timesheets. Training levels are above target. The approach incorporates attending training courses, gaining internal knowledge transfer/coaching across ICT and 'CBT' for people studying/exams for various technology disciplines.

Financial Indicator	Performance 2017-18				Comments
	Actual	Target	Status	Trend	
Expenditure against revenue	75%	75%			Planned budget reductions of £479k have been delivered in 2017-18. Forecast spending for 2017-18 is in line with budget plans.
Expenditure against capital	50%	75%			Capital spending plans are currently in line with budgets but the timing of payments will largely depend on the Cloud Programme, which is currently at the procurement phase and so the spending profile is unclear at this stage.
Cost of ICT support per user	£223	£217			Our current cost of £223 per user puts the County Council at the lowest cost quartile of CIPFA 2015 benchmarking. The target of £217 is based on remaining at the lowest cost quartile.
Cost of ICT support per workstation	£190	£243			Our current cost of £190 per workstation puts the County Council in the lowest cost quartile of CIPFA 2015 benchmarking. The target of £243 is based on remaining within the lowest cost quartile.



12th March 2018

Agenda Item: 9

REPORT OF THE SERVICE DIRECTOR FINANCE, PROCUREMENT AND IMPROVEMENT

PROGRESS REPORT ON DELIVERY OF PROGRAMMES, PROJECTS AND SAVINGS

Purpose of the Report

1. The purpose of this report is to:
 - inform the Sub-Committee on the progress towards delivery of the Council's current savings and strategically significant projects
 - seek approval for 2 project change requests

Information

2. The Council's Departmental Strategies were considered and approved by Policy Committee in January 2018. These set out the 'major departmental and service change programmes being undertaken or planned'.
3. Responding to these developments, a revised reporting format will be developed in order that Improvement and Change Sub-Committee can consider progress in delivering against the Departmental Strategy change programmes. The Sub-Committee will receive the first of these reports, covering the period January to March 2018, in June 2018 and from then onwards on a quarterly basis.
4. This report focuses upon the detail in the following appendices. **Appendix A** provides a full status report as at December 2017, for all savings projects and some other strategically significant projects by portfolio. This status report is produced on a monthly basis from individual project highlight reports.
5. **Appendix B** consists of 2 change requests for the Care and Support Centres (**B1**) and Targeted Reviews projects (**B2**).
6. The overall financial position set out in the Project Status report, including savings at risk and amendments to the profile of savings approved through formal change control, is contained within the body of the financial monitoring report that will be regularly considered by the Finance and Major Contracts Management Committee.

Overall Savings Position

7. **Appendix A** to this report outlines in detail the delivery status of individual projects.

8. Across all portfolios the total savings target across the four years 2017/18-2020/21 is £38.5m. When taking into consideration savings at risk, slippage and over delivery it is projected that this target will be over achieved by £2.2m.
9. The breakdown of savings delivery, by Portfolio across the four years 2017/18-2020/21 as at December 2017 is as follows:
 - ASCH Portfolio - total savings target of £26.5m which is projected to be over achieved by 3.1m.
 - CFCS Portfolio - total savings of £4.7m with £172k currently assessed as being at risk.
 - Place Portfolio - total savings of £3.8m with £686k currently assessed as being at risk.
 - Resources Portfolio - total savings of £3.5m which are projected to be delivered as planned.

Projects at risk or compromised

9. Care and Support Centres (OfC C03)

This project seeks to make best use of the Council's five remaining care and support centres (CSC) for the period they remain open, with a view to reducing the numbers of long term residents and extending the provision of more short term and reablement services (such as respite, assessment beds, fall & fracture, transfer to assess, or any other short term provision). This supports the phased closure of the remaining CSCs, to coincide with the opening of extra care facilities in Nottinghamshire, in keeping with the commitment made by the Council that no CSC would close until a local extra care scheme was opened.

The closure of the remaining CSCs is predicated on:

- a) Finding alternative residential care or extra care placements for residents.
- b) Re-provision of short term social care assessment beds and short term beds that are used whilst a person waits for other care arrangements to be available.
- c) Decisions by Members on the development and approval of the Extra Care Strategy, and decisions regarding the re-provision of short-term capacity.
- d) Soft market testing with providers to establish the viability, models and costs of re-procuring the short term beds in the independent sector.

The link to the development of extra care due to delays in securing partnerships to develop some of the new local schemes, and further work to understand the capacity and likelihood of the Independent Sector to be able to provide the short term residential care assessment beds, has led to delays in the closure programme of the remaining CSCs, and the associated delivery of savings. To reflect these delays it is proposed that £2.464m of savings will slip from delivery in 2018/19 to delivery instead of £1.633m savings in 2019/2020 and £0.831m savings in 2020/2021. The Change Request (**Appendix B1**) provides further details.

10. Reduction in long-term care placements (C03 2014 & B04 2016)

This project, which was originally approved in February 2014, has been working to reduce the number of adults living in Long Term Care by developing more alternative services and moving suitable individuals from long-term residential care into supported living. A lack of supply of suitable housing has meant that less people have been able to move out of residential care and into supported living than planned. This is in part due to uncertainty over the central government's decision to remove the top up element of housing benefit that essentially funds supported housing from the housing benefit system and place it under local Authority control from 2019. This has made investment in supported housing riskier for housing associations and their investors.

The government announcement that supported living schemes will continue to be funded through housing benefit within the existing framework has resulted in improved confidence in the market being expressed by the Council's housing providers. The projects savings profile will be reviewed once the outcome of current invitations to tender for the development of supported housing are known. Any slippage of savings is predicted to be made up in 2019/2020.

11. Integrated Community Equipment Loan Scheme (ICELS)

It was approved in 2016/2017 to negotiate with partners to reduce the County Council's contribution to the Integrated Community Equipment Loans Service (ICELS) pooled budget in line with reduction in the Council's prescribing activities and the loaning of community equipment.

It has not proven possible to negotiate this reduction and alternative methods to deliver the savings are being investigated, such as potential underspends against the separate minor adaptations budget. Currently, £84k is projected to be at risk.

12. Contracts Review

It was approved in February 2016 that £1.080 million of contract savings would be made by Children's and Young People's Department in 2018/2019.

When the project was originally scoped 3.1% of savings (£1.08m) from a net budget of £34.9 million were proposed. However the scope of the project has subsequently been reduced to exclude care type contracts, which are to be considered under wider commissioning proposals and cultural service type contracts as a result of departmental restructures. This meant the £1.08 million of efficiency savings has needed to be delivered from a vastly reduced value of the contracts.

Contract Efficiencies to the value of £400k have been delivered in 2017/2018 and £443k has been identified for 2018/2019. The department are currently investigating alternative ways to deliver the remaining £237k. The project status will remain as compromised pending the outcome of these investigations.

13. Statutory School Transport

In February 2016 it was approved that the Council would cease to provide school bus services and discounted season passes for non-statutory travellers. It was proposed that the new statutory-only service would be implemented from September 2018. This approval was agreed on the basis that this would bring us in line with the services offered by many of our neighbouring County Councils.

However since this time organisational priorities have changed and consequently a decision is required on how this savings proposal will proceed. The service is actively reviewing the £686k 2018/19 savings target and recognises that there may be a potential requirement for slippage or for write-off as part of a future report to Improvement and Change Sub-Committee.

Other Options Considered

14. None.

Reason/s for Recommendation/s

15. To ensure opportunities for the effective and proportionate performance management of the Programmes and Projects.
16. For amendment to project saving profiles to be recommended to the Finance and Major Contracts Committee.

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. Amendments to the savings profiles of the Care and Support Centres and Targeted Reviews Projects are detailed in change requests appended at **Appendix B**. For the Care and Support Centres the financial implication will be that £2.464m of savings will slip from delivery in 2018/19 to delivery instead of £1.633m savings in 2019/2020 and £0.831m savings in 2020/2021. For the Target Reviews project there will be slippage of savings of £1 million from the savings target in 2018/19 to 2020/21. These slippages were incorporated into the Budget and Medium Term Financial Strategy approved last month.

RECOMMENDATION/S

It is recommended that Improvement and Change Sub Committee:

- 1) Consider the Quarterly Savings Update
- 2) Approve the change requests for the Care and Support Centres and Targeted Reviews Projects detailed in **Appendix B**.

Nigel Stevenson

Service Director Finance, Procurement and Improvement

For any enquiries about this report please contact:

Celia Morris, Group Manager Performance and Improvement (0115 9772043)

Constitutional Comments (SLB 16/02/2018)

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

Financial Comments (RWK 15/02/17)

The financial implications are set out in the report.

Background Papers

None

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

Project Status Report as at December 2017

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

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Cashable Benefits					Projected At Risk / Slippage & Over Achievement					Savings delivered in an alternative way	Net at risk amount
				2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s		
Adult Social Care & Health	Targeted Reviews (C07)	On Target	On Target	2,010	3,010	2,000	1,000	8,020	-526				-526		-526
Adult Social Care & Health	Promoting Independence in supported living and outreach services. (C02 2014 & C01 2016)	On Target	On Target	1,000	1,250	625	100	2,975							
Adult Social Care & Health	Direct Payments (OfC C01 2015 & C04 2016)	On Target	On Target	580	1,280			1,860							
Adult Social Care & Health	Further Expansion of Assistive Technology to Promote Independence (C08)	On Target	On Target	543	174	154	-28	843							
Adult Social Care & Health	Various options to reduce the cost of the intermediate care service	On Target	On Target	800				800							
Adult Social Care & Health	Early Resolution (Consulted on as - C05 New operating model for the Social Care Pathway)	On Target	On Target	176	176			352							
Adult Social Care & Health	Partnership Homes	On Target	On Target	292				292							
Adult Social Care & Health	Transitions	On Target	On Target	60	60	50	50	220							
Adult Social Care & Health	Investment in Shared lives	On Target	On Target	60	60			120							
Adult Social Care & Health	Review of partnership expenditure in Mid-Notts	On Target	On Target	67				67							
Adult Social Care & Health	START scheduling service users visits	On Target	On Target	6	33			39							
Adult Social Care & Health	Cessation of First Contact	On Target	On Target	21				21							
Adult Social Care & Health	ASCH Strategy Phase II	Experiencing Obstacles	Experiencing Obstacles	750	375			1,125	178	-178					
Adult Social Care & Health	Reducing the Costs of residential Placements - Younger Adults (OfC C06)	Experiencing Obstacles	Experiencing Obstacles		500			500	-484	58			-426		-426
Adult Social Care & Health	Charge for Money Management service	Experiencing Obstacles	Experiencing Obstacles	134				134	30	-30					
Adult Social Care & Health	Maximise the income available to the Council's directly provided adult social care services	Experiencing Obstacles	Experiencing Obstacles	60	70			130	60	70			130	60	70

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Cashable Benefits					Projected At Risk / Slippage & Over Achievement					Savings delivered in an alternative way	Net at risk amount
				2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s		
Adult Social Care & Health	Increase in transport charge	Experiencing Obstacles	Experiencing Obstacles	80				80	40	-40					
Adult Social Care & Health	Brokerage for Self-Funders - full cost recovery	Experiencing Obstacles	Experiencing Obstacles	12	28			40							
Adult Social Care & Health	Care and Support Centres (OfC C03)	At Risk	At Risk	292	3,268	294		3,854		2,464	-1,633	-831			
Adult Social Care & Health	Reduction in long-term care placements (C03 2014 & B04 2016)	At Risk	At Risk	300	435	35		770	143	100	-338		-95		-95
Adult Social Care & Health	Integrated Community Equipment Loan Scheme (ICELS)	At Risk	At Risk	350				350	84				84		84
Adult Social Care & Health	Improving Collection of Continuing Healthcare funding	Closed or Completed	Closed or Completed	2,550	500			3,050	-2,076				-2,076		-2,076
Adult Social Care & Health	HPAS	Closed or Completed	Closed or Completed	167				167							
Adult Social Care & Health	Gain alternative paid employment for remaining Sherwood Industries staff	Closed or Completed	Closed or Completed	35				35							
Adult Social Care & Health	Living at Home Phase II (A01)	Closed or Completed	Closed or Completed							-114			-114		-114
Adult Social Care & Health	Supporting the use of best practice in the commissioning of Older Adults' care services	No Status	No Status		130	130	199	459							
Adult Social Care & Health	Ensuring cost-effective services for younger adults through alternative accommodation	No Status	No Status			124		124							
Adult Social Care & Health	Merger of Commissioned Crisis Prevention Service for Carers and Rapid Response Service (now called Home First Response)	No Status	No Status		50			50							
Adult Social Care & Health Totals				10,345	11,399	3,412	1,321	26,477	-2,551	2,330	-1,971	-831	-3,023	60	-3,083

Exceptions Details by Project		
Portfolio & Status	Project Name	Detail
Experiencing Obstacles	ASCH Strategy Phase II	Both the Improving Lives workstream and the Notts Enabling Service (NES) workstream are experiencing obstacles. There continues to be difficulties attracting the required number of applicants to posts in the NES, and there is on-going work required to increase the number of referrals to the service. There is also the need to increase the number of progression reviews being undertaken by Community Learning Disability Teams. NES slippage for this year is currently quantified as £178k. Cost avoidance savings delivered by the support planning workstream of the project are currently being calculated by Finance, and once verified will help mitigate some of the in year slippage.
	Reducing the Costs of residential Placements - Younger Adults (OfC C06)	Projections based on the success rate to date indicate that the project would be £298k short of the £2m target by March 2019. However, it has now been agreed that £868k savings left over from the £2.2m 2016 inflationary fund can go towards the project's saving target, as Commissioning Officers actively worked with providers to reduce claims against this. Once this is actioned, whilst this will improve the project's overall savings position, this should not mask the wider cost, quality and sustainability issues on the YA res care market.
	Charge for Money Management service	The implementation of the revised charging structure was delayed until October 2017, to allow for Service Users to be notified in advance. Income has been greater than projected though, despite this delay, and the savings amount slipping from 2017-18 to 2018-19 has reduced from £67k to £30k.
	Maximise the income available to the Council's directly provided adult social care services	2017-18 savings have been delivered in an alternative way. The method of delivery for 2018/19 savings is being assessed by the relevant Service Director.
	Increase in transport charge	The price increase has been delayed, and as a result the 2017/18 income will be lower than anticipated. The under delivery against the target is currently projected to be £40k, and this is projected to be delivered in 2018/19.
	Brokerage for Self-Funders - full cost recovery	The revisions to the brokerage service were delayed until October 2017. Currently, income is on track to achieve the 2017/18 savings target, but this is being kept under review through budget monitoring. The status is likely to revert to 'on target' if the current trend continues.
At Risk	Care and Support Centres (OfC C03)	The link to the development of extra care due to delays in securing partnerships to develop some of the new local schemes, and further work to understand the capacity and likelihood of the Independent Sector to be able to provide the short term residential care assessment beds, has led to delays in the closure programme of the remaining CSCs, and the associated delivery of savings. Please see Change Request (appendix B1) for further details.
	Reduction in long-term care placements (C03 2014 & B04 2016)	Fewer moves from residential care to supported living have taken place this year than projected. In addition, some moves have been required to meet business priorities but have resulted in increased costs. As a result, £143k is at risk of slippage from 2017/18 into future years. However, the amount of risk of slippage from 2018/19 into 2019/20 has been lowered from £200k to £100k, to reflect the renewed confidence in the supported living market by private sector providers.

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Cashable Benefits					Projected At Risk / Slippage & Over Achievement					Savings delivered in an alternative way	Net at risk amount	
				2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s			
	Integrated Community Equipment Loan Scheme (ICELS)			Advised that other ICELS partners are unlikely to agree to changes in the split of funding between partners. However, if the minor adaptations budget is under-spent this year, as last, then some of the savings may be achieved in a different way. £84k is currently projected to be at risk.												

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Cashable Benefits					Projected At Risk / Slippage & Over Achievement					Savings delivered in an alternative way	Net at risk amount
				2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s		
Childrens, Families & Culture	Looked After Children placements (B16 2014 & OICA09 2015)	On Target	On Target	451				451							
Childrens, Families & Culture	Line by line budget review	On Target	On Target	201	102			303							
Childrens, Families & Culture	Investment in Personal Advisor Posts to reduce residential placement costs for Looked After Children	On Target	On Target		158			158							
Childrens, Families & Culture	Restructure of the Quality and Improvement Group	On Target	On Target	125				125							
Childrens, Families & Culture	Efficiency Savings, Support to Schools	On Target	On Target	100				100							
Childrens, Families & Culture	Youth Service - Mobiles	On Target	On Target		98			98							
Childrens, Families & Culture	Alternative Delivery Models for NCC Children's Homes OFC - Mainstream	On Target	On Target		66			66							
Childrens, Families & Culture	Removal of the assisted boarding education framework	On Target	On Target	16	35			51							
Childrens, Families & Culture	Youth Service - Mgt Restructure	On Target	On Target	50				50							
Childrens, Families & Culture	Remodelling Children's Care - Integrated Commissioning	On Target	On Target		50			50							
Childrens, Families & Culture	Early Childhood & Help Services	On Target	On Target	45				45							
Childrens, Families & Culture	Youth Service - deletion of two Young People's Centres (YPC)	On Target	On Target		40			40							
Childrens, Families & Culture	Service efficiencies in the Quality and Improvement Group	On Target	On Target		30			30							
Childrens, Families & Culture	Outdoor Education - Income generation and efficiency savings	On Target	On Target	25				25							
Childrens, Families & Culture	Restructure of School Swimming Service	On Target	On Target	10	10			20							
Childrens, Families & Culture	CFCS Management Structure Review	Experiencing Obstacles	Experiencing Obstacles							-65			-65		-65
Childrens, Families & Culture	Contracts Review	Experiencing Obstacles	Compromised	400	680			1,080		237			237		237
Childrens, Families & Culture	Libraries, Archives, Information and Learning (B13, OICA15 2015 & B12 2016)	Closed or Completed	Closed or Completed		80			80							
Childrens, Families & Culture	Relocation of Adoption Team & EDT	Closed or Completed	Closed or Completed	78				78							
Childrens, Families & Culture	Sports Development - Reduction of revenue funding	Closed or Completed	Closed or Completed	108				108							
Childrens, Families & Culture	CDS/SEND/Health Integration (B07 2016)	Closed or Completed	Closed or Completed		300			300							
Childrens, Families & Culture	CYP Sports & Arts - Service redesign including arm's length operation	Closed or Completed	Closed or Completed	150				150							
Childrens, Families & Culture	Rufford Abbey Country Park (B12 2015)	Closed or Completed	Closed or Completed	303				303							
Childrens, Families & Culture	Integrated Family Support Model (OFCB09 2015 & B08 2016)	Closed or Completed	Closed or Completed	1,000				1,000							
Childrens & Families Totals				3,062	1,649			4,711		172			172		172

Exceptions Details by Project		
Portfolio & Status	Project Name	Detail
Experiencing Obstacles	CFCS Management Structure Review	£65k savings from previous years remains to be delivered, 2017/18 budget monitoring is currently reflecting an overspend but it is anticipated that the outstanding savings will be delivered in 2018/19.
Compromised	Contracts Review	2017/18 contract savings delivered but £237k remains to be identified from the 2018/19 savings target. Project status has been amended to compromised pending the identification of the remaining savings.

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Cashable Benefits					Projected At Risk / Slippage & Over Achievement					Savings delivered in an alternative way	Net at risk amount
				2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s		
Place	Road Lighting Energy	On Target	On Target	225	225			450							
Place	Sherwood Forest (OfC A15 & A16)	At Risk	On Target	100	295			395							
Place	Efficiency Savings: Transport and Travel Service Budget	On Target	On Target	150	179			329							
Place	Property Services and FM - Base Budget Reductions	On Target	On Target	187	100			287							
Place	Commercialisation of Business Support and Advice	On Target	On Target	50	75			125							
Place	Removal of sports funding	On Target	On Target		108			108							
Place	Concessionary Travel Scheme	On Target	On Target	100				100							
Place	Reduction of provision of parking, traffic management and small-scale community works service	On Target	On Target	70				70							
Place	Reduction of arts funding	On Target	On Target		63			63							
Place	Passenger Transport Facilities Charge	On Target	On Target	25				25							
Place	Publicity & Transport Infrastructure	On Target	On Target	20				20							
Place	Increase in fees for Registration services	On Target	On Target	10				10							
Place	Broadband	On Target	On Target												
Place	Statutory School Transport	On Target	Compromised		686			686	686				686	686	
Place	Highways JV (OfC B13)	Closed or Completed	Closed or Completed	550	400			950							
Place	Reducing Local Bus Service Costs (OfC C09)	Closed or Completed	Closed or Completed	220				220							
Place	Integrated Transport Programme	Closed or Completed	Closed or Completed												
Place	Devt Mgmt restructuring - staff reductions. Income generation.	Closed or Completed	Closed or Completed												
Place Totals				1,707	2,131			3,838	686				686	686	

Exceptions Details by Project		
Portfolio & Status	Project Name	Detail
Compromised	Statutory School Transport	The decision has been made not to proceed with the previously approved policy change on the basis that organisational priorities have changed since the original proposal was put forward. The service is actively reviewing the £686k 2018/19 savings target.

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Cashable Benefits					Projected At Risk / Slippage & Over Achievement					Savings delivered in an alternative way	Net at risk amount
				2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s		
Resources	Business Support Services Review (ASCH&PP and CFCS) (A07/A15)	On Target	On Target	495	400			895							
Resources	Efficiency Savings – Finance and Procurement Groups	On Target	On Target		540			540							
Resources	Business Support Centre- Maintain an in-house service and explore the opportunities to sell services to other organisations	On Target	On Target	300				300							
Resources	To retain the Customer Service Centre in-house and identify new opportunities to develop the services on offer	On Target	On Target	200				200							
Resources	A revised staffing structure for Democratic Services to meet future demand and changed requirements.	On Target	On Target		165			165							
Resources	Ongoing development of digital improvements to legal services procedures	On Target	On Target	150				150							
Resources	Review of the in-house Document Services team	On Target	On Target	140				140							
Resources	HR - CSC: New Operating Model	On Target	On Target	90	35			125							
Resources	HR - Operational and Strategic HR: Further development of the integrated HR Business Partnering Operating Model	On Target	On Target	86	33			119							
Resources	Legal: Continuing electronic working and office efficiencies	On Target	On Target	46	33			79							
Resources	Communications & Marketing: Staff and operational efficiencies	On Target	On Target	65				65							
Resources	Saving money on print and postage costs	On Target	On Target	29	11			40							
Resources	Democratic Services: Reduction in members' allowances	On Target	On Target	34				34							
Resources	Complaints and information - Efficiencies in complaints services	On Target	On Target	18	12			30							
Resources	Democratic Services: Further service efficiencies	On Target	On Target	20	8			28							
Resources	Reductions in Communications and Marketing	On Target	On Target	25				25							
Resources	Performance and Improvement: Efficiencies in research, policy and equalities	On Target	On Target	17				17							
Resources	BRMI	On Target	On Target												
Resources	Smarter Working	On Target	On Target												
Resources	Corporate Services Review	On Target	On Target												
Resources	ICT services efficiency programme	Closed or Completed	Closed or Completed	299	115			414							
Resources	ICT Service Staff Re-organisation	Closed or Completed	Closed or Completed	154				154							
Resources Totals				2,168	1,152			3,520							

Change Request – Care and Support Centres (ASC503)

- 1) This project seeks to make best use of the Council's five remaining care and support centres (CSC) for the period they remain open, with a view to reducing the numbers of long term residents and extending the provision of more short term and reablement services (such as respite, assessment beds, fall & fracture, transfer to assess, or any other short term provision). This supports the phased closure of the remaining CSCs, to coincide with the opening of extra care facilities in Nottinghamshire, in keeping with the commitment made by the Council that no CSC would close until a local extra care scheme was opened.
- 2) Kirklands CSC closed in June 2016. The closure of those remaining is predicated on:
 - a. Finding alternative residential care or extra care placements for long-term residents.
 - b. Re-provision of fifty-four short term social care assessment beds, and 38 short term beds that are used whilst a person waits for either homecare, permanent independent sector residential care, respite, or emergency care to become available.
 - c. Working with Health to re-provide NHS funded short term intermediate care beds.
 - d. Decisions by Members on the development and approval of the Extra Care Strategy developed by the Member Reference Group (MRG), and decisions regarding the re-provision of short-term capacity.
 - e. Soft market testing assessment with providers to establish further details on the viability, models and costs of re-procuring these short term beds in the independent sector. The outcome of this work will inform decisions taken by Members.
- 3) The link to the development of extra care due to delays in securing partnerships to develop some of the new local schemes, and further work to understand the capacity and likelihood of the Independent Sector to be able to provide the short term residential care assessment beds, has led to delays in the closure programme of the remaining CSCs, and the associated delivery of savings. The closure of one home, Woods Court in Newark, has now been resolved and is due to close in May 2018, following extra care capacity becoming available at Gladstone House at the end of March 2018. For the remaining CSCs – James Hince Court (Carlton in Lindrick), Bishop's Court (Ollerton), Leivers Court (Arnold) and St Michael's View (Retford) – future closure dates will need to be agreed in line with the Council's decision on the future development of Extra Care and the re-provision of short term capacity.
- 4) As a result of the above this change request is being submitted to slip £2.464m of savings from delivery in 2018/2019 to delivery instead in 2019/2020 (£1.633m) and 2020/2021 (£0.831m). This re-profiling is based on the following estimated delay to closure dates:

CSC	Previous planned closure date	Indicative closure date
Woods Court	March 2018	May 2018 (confirmed)
Leivers Court	March 2018	March 2019
James Hince Court	March 2018	July 2019
St Michael's View	May 2018	May 2019
Bishop's Court	March 2018	September 2019

- 5) However, these timelines can only be indicative at this stage, and may be subject to further change pending a decision by Members on the approval of the Extra Care Strategy developed by the MRG, and decisions regarding the re-provision of the short-term capacity.
- 6) It is requested that the above changed closure profile (and savings re-profile) is accepted as necessary to meet service needs. These changes are included within the MTFs.

Change Request – Targeted Reviews (ASC604 and A9)

- 1) This change request is presented in response to Newton Europe appraisal of the project's current profile of savings that can be expected in future from targeted reviews, which suggests that it does not reflect sufficiently the likely pace of reductions in younger adults, where savings will take longer to release as a result of the complexity in these cases, and that the remaining reductions available in older adults are expected to be lower and take longer to realise than suggested in the original profile.
- 2) The project's current profile of remaining savings is as follows:
 - a. £3.010m 2018/2019
 - b. £2.000m 2019/2020
 - c. £1.000m 2020/2021
- 3) By contrast, Newton Europe suggested profiling of:
 - a. £1.010m 2018/2019
 - b. £2.000m 2019/2020
 - c. £3.000m 2020/2021
- 4) The profiling difference comes from a different way of calculating the speed and duration of savings based on lead in time, cultural change and getting services up to speed.
- 5) Whilst the project is currently on track to deliver its review savings targets, there has been a fall in the level of saving per review, and therefore to stay on track proportionately more reviews would have to be undertaken in order to achieve the required amount of savings, if the level of saving per review continues to fall.
- 6) Approval is therefore requested to re-profile the project's savings to slip £1.000m from the savings target in 2018/2019 to 2020/2021, as follows:

Cashable Benefits (Savings) by Year						
£000s						
<u>Year</u>	<u>Expected</u>	<u>Revised</u>	<u>Change</u>			
2017/2018			0			
2018/2019	3,010	2,010	-1,000			
2019/2020	2,000	2,000	0			
2020/2021	1,000	2,000	1,000			
Total	6,010	6,010	0			

- 7) The overall total savings delivered will remain the same. This change is consistent with the current MTFS.
- 8) The volume and level of savings will continue to be tracked and monitored closely. Should the evidenced delivery not match the agreed profile, approval will be sought to further amend the savings profile.

12 March 2018**Agenda Item: 10****REPORT OF THE CORPORATE DIRECTOR OF RESOURCES****WORK PROGRAMME****Purpose of the Report**

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

Information and Advice

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

Other Options Considered

4. None.

Reason/s for Recommendation/s

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

Statutory and Policy Implications

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

RECOMMENDATION

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

Jayne Francis-Ward
Corporate Director - Resources

For any enquiries about this report please contact:

Keith Ford, Team Manager, Democratic Services Tel. 0115 9772590

E-mail: keith.ford@nottscc.gov.uk

Constitutional Comments (SLB)

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

Financial Comments (NS)

There are no financial implications arising directly from this report.

Background Papers

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

None

Electoral Division(s) and Member(s) Affected

All

IMPROVEMENT AND CHANGE SUB-COMMITTEE - WORK PROGRAMME (AS AT 26 FEBRUARY 2018)

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>Lead Officer</u>	<u>Report Author</u>
30 April 2018			
Council Plan – Review of Progress Quarter 3	Overview of progress against the Council Plan	Anthony May	Celia Morris
Business Change Analysis	This report and presentation will update Members on the work of the business change analysis function within the Council.	Jayne Francis-Ward	Celia Morris
Data Centre Modernisation Programme (Cloud) Update	Further update as agreed by Committee on 6 November 2017.	Jayne Francis-Ward	Ivor Nicholson
Benchmarking	Update on benchmarking insights	Nigel Stevenson	Paul Swift
National and local improvement and change initiatives	A report on different approaches to change and a workshop style discussion to seek members ideas and initiatives seen elsewhere	Jayne Francis-Ward	Celia Morris
25 June 2018			
Approaches to project management	To consider difference project management approaches such as Prince 2 and agile project management.	Jayne Francis Ward	Jayne Francis-Ward
Council Plan – Review of Progress Quarter 4	Overview of progress against the Council Plan	Anthony May	Celia Morris
Programmes, projects and savings - Quarter 4	Progress report on delivery of programmes, projects and savings	Nigel Stevenson	Celia Morris
ICT Programmes and Projects – Quarter 4	Progress report on ICT programmes and projects	Ivor Nicholson	Ivor Nicholson
Progress implementing the Planning and Performance Framework	Update on the implementation of the new planning and performance framework	Nigel Stevenson	Celia Morris
4 September 2018			
Transformation Strategy	To consider the Council's new transformation strategy	Jayne Francis-Ward	Jayne Francis-Ward

