

Improvement and Change Sub-Committee

Monday, 05 November 2018 at 10:30

County Hall, West Bridgford, Nottingham, NG2 7QP

AGENDA

1	Minutes of the last meeting held on 4 September 2018	3 - 4
2	Apologies for Absence	
3	Declarations of Interests by Members and Officers:- (see note below) (a) Disclosable Pecuniary Interests (b) Private Interests (pecuniary and non-pecuniary)	
4	Smarter Working Programme Update	5 - 10
5	Data Centre Modernisation (Cloud) Programme Update	11 - 18
6	Project Management Methodology Use in ICT Services	19 - 24
7	Progress Report on Delivery of Improvement and Change Programmes - Projects and Savings	25 - 64
8	ICT Programmes and Performance Quarter 2 2018-19	65 - 80
9	Work Programme	81 - 84

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 4 September 2018 (commencing at 10.30 am)

Membership

Persons absent are marked with an 'A'

COUNCILLORS

Reg Adair (Chairman)

Jim Creamer
John Cottee
Kate Foale
Richard Jackson

David Martin
Diana Meale
Philip Owen
Stuart Wallace

OFFICERS IN ATTENDANCE

Keith Ford
Derek Higton
David Hughes
Neil Marriott
Sue Milburn
Nigel Stevenson
Ben Taylor
James Ward

Chief Executive's Department

1. MINUTES

The Minutes of the last meeting held on 25 June 2018, having been previously circulated, were confirmed and signed by the Chairman.

2. APOLOGIES FOR ABSENCE

None.

3. DECLARATIONS OF INTERESTS

None

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

Sue Milburn, Group Manager, Build Change and Engagement, introduced the report which provided an update in departmental Improvement and Change portfolios and on the delivery of the Council's current savings and strategically significant projects.

RESOLVED 2018/015

That no further actions were required at this stage in response to the update on the departmental Improvement and Change portfolios and the update on the delivery of the Council's current savings and strategically significant projects.

5. PLACE DEPARTMENT – IMPROVEMENT AND CHANGE PORTFOLIO

Derek Higon, Service Director, Place and Communities, and David Hughes, Service Director, Investment and Growth, introduced the report which detailed performance and progress against the Place Improvement and Change portfolio (section 4 of the Place Department Plan).

RESOLVED 2018/016

That no further actions were required at this stage in response to the progress against the Place Improvement and Change Portfolio.

6. ICT PROGRAMMES AND PERFORMANCE QUARTER 1 2018-19

Sue Milburn, Group Manager, Build Change and Engagement, and Neil Marriott, Group Manager, Operational Delivery, introduced the report which provided an update on progress on key projects and performance measures for ICT Services and outlined the major planned activities over the next six month period.

Further to discussions at the June meeting, Members queried progress with the development of an ICT application (app) for reporting potholes. Officers highlighted the current facility for reporting potholes via the Council's website which followed the approach taken for streetlights (an approach which had been commended as best practice by SOCITAM).

RESOLVED 2018/017

That a further update report on the next quarter be submitted to a future meeting of the Committee.

7. WORK PROGRAMME

During discussions, Members agreed that the departmental updates on improvement and change should be scheduled as follows:-

- 7 January 2019 – Children, Families and Cultural Services
- 30 April 2019 – Adult, Social Care, Health and Public Protection

RESOLVED 2018/018

That the Work Programme be amended to reflect Members' discussions.

The meeting closed at 11.50 am

CHAIRMAN

5th November 2018

Agenda Item: 4

REPORT OF THE SERVICE DIRECTOR, FOR FINANCE, PROCUREMENT & IMPROVEMENT

SMARTER WORKING PROGRAMME

Purpose of the Report

1. The purpose of this report is to provide an overview on the progress of the Smarter Working Programme (SWP), to seek approval for the revised governance arrangements and to note the acceleration of the programme.

Information

Background

2. The vision for the Smarter Working Programme is:

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

3. In November 2016, Policy Committee agreed funding for the SWP for the provision of new ICT equipment and the reconfiguration of office buildings over a three year period. We are now in the second year of this programme.

Progress

4. In 2018 the SWP has so far delivered the following:
 - An upgrade in the scheduling software was rolled out across all Social Work and Occupational Therapy teams in Adult Social Care & Health (ASC&H) that has provided an improved functionality for staff
 - The deployment of new ICT equipment and a reconfiguration of the office space in County Hall has resulted in an additional 356 staff working out of the building – taking the headcount up to 1,144
 - New ICT equipment has been deployed to 256 staff based at Trent Bridge House

- The Social Work team based at City Hospital have been moved from Valebrooke House to a site within the main hospital. As part of this move they have received new equipment, access to Lync telephony and there has been a review of the Wi-Fi coverage
- New ICT equipment has been deployed to over 100 staff based at Prospect House in Beeston.

Future schedule of deployment

5. Following the completion of the roll-out of new equipment at Trent Bridge House and Prospect House, it was decided to have a period of deployment that prioritised Social Care. This was done in recognition of the impact that the new equipment is having with these staff.
6. A schedule has been developed, in consultation with the deployment steering group that reflects the impact of providing additional engineer support to increase the capacity for the deployment. This will see an additional 800 devices deployed between October and the end of the calendar year, which represents a significant increase in the pace of deployment.
7. Following this period of prioritised deployment we will complete the deployment of new kit at Sherwood Energy Village which will be followed by a re-configuration of the office space there – as undertaken at Lawn View House last year.

Spend against funding secured in November 2016

8. In November 2016, Policy Committee approved £3.6m of capital funding for the SWP- which was profiled over three years from April 2017 through to March 2020.
9. Due to a slight acceleration in the deployment of ICT equipment, the out-turn for spend against this allocation in 2017/18 was exceeded by £0.2M. The funding was re-profiled accordingly, having highlighted this requirement to the Improvement and Change Sub-Committee in December 2017.
10. With the accelerated deployment planned for between October and December 2018, we are again expecting to exceed the funding allocated for this financial year and are therefore asking that this is noted by the Improvement and Change Sub-Committee.

	2017/18	2018/19	2019/20	Total
	£'000	£'000	£'000	£'000
Original Profile				
ICT Equipment	1,090	1,005	579	2,674
Furniture & Refurbishment	350	437	148	935
Total	1,440	1,442	727	3,609
Revised profile (Dec 17)				
ICT Equipment	1,290	1,005	379	2,674
Furniture & Refurbishment	350	437	148	935
Total	1,640	1,442	527	3,609
Potential profile (Nov 18)				
ICT Equipment	1,290	1,384	0	2,674
Furniture & Refurbishment	350	437	148	935
Total	1,640	1,821	148	3,609

Potential requirement for additional funding

- 11. When the funding for the SWP was agreed in November 2016 the amounts were based on the scope at that point and our expectations for the cost of ICT equipment and furniture.
- 12. Whilst our cost expectations have been higher than expected this has been contained within an element of contingency that was included within the funding. However, a decision to fund the allocation of smart phones for Social Care staff and an increase in the provisions of dual screens for workstations has had a significant impact. Whilst this will be offset by an expected underspend against the furniture budget there is now the potential for an overall shortfall in funding.
- 13. We continue to control costs wherever possible and are currently evaluating the overall impact and will provide an update this committee when this has been completed.

Review of the governance arrangements for the SWP

- 14. The current governance arrangements for the SWP have been in place since 2015. Since this time there have been structural changes to departments that include:
 - A re-structure of the Place Department
 - Resources Department being replaced by a re-structured Chief Executives Department
- 15. Therefore, we sought approval from this committee in June to review the governance arrangements. This review has now been completed and the following proposal has been identified:

Proposed future governance for SWP
<p>Member oversight The SWP will continue to report into the Improvement and Change sub-committee The programme sponsor and programme manager will provide additional updates to the Chair of this committee</p>
<p>SWP Programme governance The SWP Board will continue to meet monthly The Deployment Steering Group will meet monthly An operational delivery group will continue to meet twice-weekly</p>
<p>Place Department Governance A new Office Rationalisation Programme Board will meet monthly An Asset Management Group will meet monthly</p>
<p>A diagram of the governance is shown in appendix A</p>

Review of office accommodation

16. This investment allows a review of office accommodation to be undertaken. It is anticipated the outcome of the review will then be captured within an option for change to be submitted to Policy Committee in February 2019.

Sharing Buildings

17. The shift towards a greater level of integration between Health and Social Care is now being reflected in an increase in the co-location of NCC staff in Health buildings.

18. We are liaising closely with colleagues in the Adult Social Care & Health (ASCH) department, ICT and Property to monitor progress in this area as one potential outcome is for an overall reduction in the requirement for office capacity.

Programme closure

19. The SWP was funded for three years from April 2017 – March 2020. However, it is now anticipated that the acceleration in the deployment of new ICT equipment will mean that the programme will be completed sooner than originally planned.

20. We therefore intend to start planning for the programme closure in the new calendar year as some areas of activity within the programme will require a transfer over to a business as usual arrangement and we want to ensure that we have sufficient time for this to be completed effectively.

Other Options Considered

21. No other options were considered.

Reason/s for Recommendation/s

22. To update the Committee on progress of the Smarter Working Programme, seek approval for the revised governance arrangements and to note the acceleration of the programme.

Statutory and Policy Implications

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

RECOMMENDATION/S

- 1) That the Improvement & Change Sub-Committee notes progress of the SWP
- 2) That the Improvement & Change Sub-Committee agrees the revised governance arrangements for the programme
- 3) That the Improvement & Change Sub-Committee notes the acceleration of the SWP

Nigel Stevenson

Service Director, for Finance, Procurement & Improvement

For any enquiries about this report please contact:

**Iain Macmillan, Programme Manager, Programme & Projects Team
(0115 9772341)**

Constitutional Comments (KK 18.10.2018)]

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

Financial Comments (GB 19.10.2018)]

25. A request to Financial and Major Contracts Management Committee will be submitted to approve the change to the capital programme to reflect the re-profiled SW programme

Background Papers and Published Documents

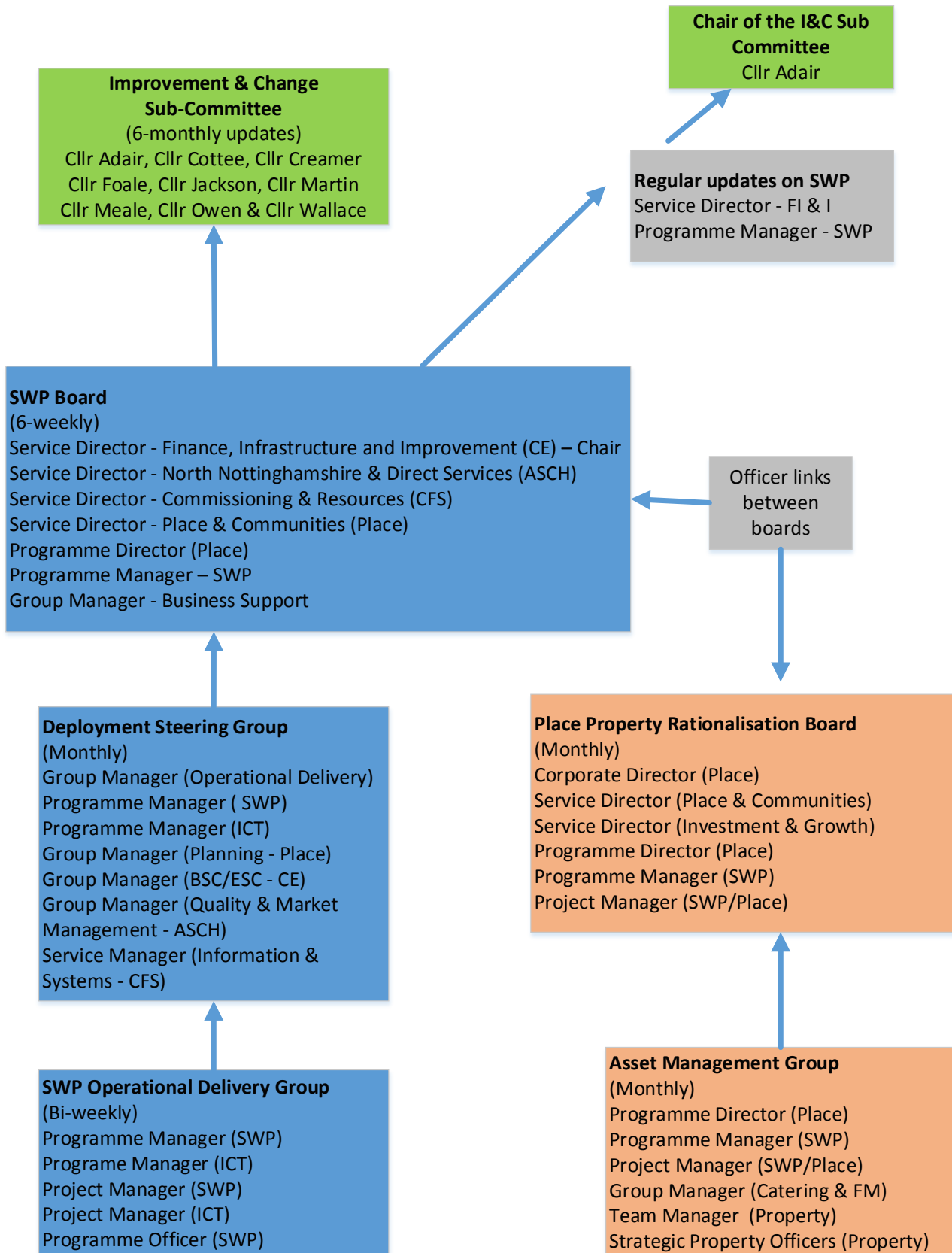
Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- 'None'

Electoral Division(s) and Member(s) Affected

- 'All'

Smarter Working Programme Governance





5 November 2018

Agenda Item: 5

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

DATA CENTRE MODERNISATION (CLOUD) PROGRAMME UPDATE

Purpose of the Report

1. To provide Members with an update on the progress of the Cloud Services Programme.

Information and Advice

Background

2. The County Council's ICT Strategy 2017-20 sets out the technology direction of travel and the key work programmes supporting its delivery. This includes the transition away from owning and operating a data centre and all of the associated infrastructure (servers, storage, switches, racking, power, air conditioning etc.) with a move to using off-site service delivery including third party data centres and *Cloud* services. Funding to support this was approved by Policy Committee in December 2016.
3. The County Council's ICT infrastructure is vital in supporting many of its services to run effectively. There are some 600 different systems that are used daily with more than 11,500 connecting devices accessing them (desktops, laptops, tablets and smartphones). Systems are run on different operating systems (e.g. versions of Microsoft Server, AIX) and many have interfaces enabling data to transmit between them. There is secure storage of all of the data and back-ups and there are many technology interfaces with external organisations. Secure access to the internet is provided and all of the infrastructure is compliant with Public Services Network standards (PSN).
4. The County Council currently has its own data centre at County Hall and the current model of delivery relies on the County Council purchasing all of the infrastructure within it and having a cyclic 5 year replacement programme so that it remains current and fit for purpose.
5. As an alternative, there are several models of Cloud service delivery available (some are described later in the report) and these incorporate a supplier providing the data centre, the infrastructure within it and sometimes the applications and services themselves. The industry trend is towards Cloud service models.
6. ICT Services has increasingly been making use of off-site and cloud services over the last 4 years. Through our business continuity arrangements we already have some 20%

of our infrastructure in a private sector data centre at Derby (Node 4). Applications currently provided through Cloud solutions include Microsoft Office 365 e-mail and calendar services used by Inspire and VIA, plus the software solutions used for electronic forms and customer contact services.

7. Although the current data centre model has worked effectively, now is a good time to progress to a full Cloud model for the following reasons:

- Major investment would be required over the next 3 years to update the current ICT equipment within the County Hall data centre as it increasingly reaches obsolescence.
- The data centre environment itself is ageing and will require investment to maintain it.
- Annual costs of the current model are rising as suppliers increase their costs by more than inflation.
- The current infrastructure costs are very difficult to reduce, even if the service usage shrinks as we are tied to a physical infrastructure which we own. This lack of flexibility becomes more of an issue as services (such as VIA, Inspire) exercise more choice and as the operating model of the County Council changes.
- The ongoing programme of upgrades to keep the current infrastructure up to date is resource intensive and expensive.
- Reductions to ICT staffing were made in April 2017 in anticipation of moving to a Cloud service model.

Progress to date

8. There are 5 phases to the Cloud Services Programme, summarised below:

Phase 1 (discovery)	The discovery phase assesses the Cloud options, produces the business case, makes recommendations and starts the activity to optimise the current ICT environment in readiness for a Cloud model.
Phase 2 (requirements)	The requirements phase identifies the full set of services and outcomes required from a cloud service model in readiness for procurement.
Phase 3 (procurement)	The procurement phase approves the Cloud solutions and providers and establishes plans and contracts.
Phase 4 (design & build)	Following contract completion, the design & build phase involves the supplier in fully identifying infrastructure requirements, designing and building the new infrastructure and confirming transition plans.
Phase 5 (implementation)	The implementation phase is the transition to go-live from the Cloud service provider, followed by the decommissioning of current services.

9. Phase 1 through 3 are now complete with work now well underway in the design and build phase.
10. As part of phase 1 a business case was developed for the Cloud Services Programme and was presented to Policy Committee in December 2016.
11. In phase 2 a full scan of the existing ICT infrastructure was undertaken to identify all applications, hardware solutions and system interfaces that we have. This information was used to identify the most appropriate cloud solutions and any preparatory activities in readiness for the transition e.g. *virtualising* more applications to run on shared hardware rather than their own hardware (this reduces hardware requirements and makes transition to Cloud easier), consolidating the numbers of servers that are required and re-sizing the infrastructure requirements (e.g. memory and CPU usage) so that we do not over specify needs.
12. The procurement phase (3) is also now complete and the anticipated composition of the Cloud service models are 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>

The exact service models used will still flex and change over time as technology, pricing and business priorities change.

13. The first 3 phases of the programme were overseen by a governance board being approved with the involvement of the Corporate Director (Resources).
14. With phase 4 now nearing completion a new governance model is proposed (Appendix A), establishing a Cross Departmental Cloud Programme Board reporting into the Corporate Leadership Team (CLT) and the Improvement and Change Sub-Committee. The Cloud Board will be supported in its delivery by an ICT delivery programme and a Departmental Working Party.
15. The identified benefits of moving to an off-site and Cloud services model include:
 - Only paying for the infrastructure and services that you use.
 - Flexibility to quickly grow or shrink the ICT estate.
 - The ongoing programme to upgrade and replace ICT infrastructure as it becomes obsolete is significantly reduced as this becomes the responsibility of the Cloud supplier.
 - Based on our discovery activity with 6 Cloud service suppliers there are estimated to be financial benefits from adopting this model.
 - It becomes easier to identify costs down to the level of business units enabling more transparency, and potentially a re-charging model.
16. There are also risks associated with moving to an off-site and Cloud services model:
 - There is an increased reliance on Cloud suppliers for service availability and upgrades, necessitating stringent contractual and service level management.
 - The process of transitioning to Cloud services presents some risk to service continuity and integrity.
 - There are some security and interoperability considerations within a Cloud model, but we have some experience of these with our current use of a second data centre.
 - There is always a risk of unplanned price increases.
17. As phase 4 is nearing completion CLT have requested that an independent gateway review be undertaken on the programme. This will be commissioned in November with the results being reported back in the next appropriate committee cycle.
18. At this stage it is anticipated that a go-live date in 2019 could be achieved but this will become clearer as the phases progress.

Financial Implications

19. The actual cost of moving to and operating a Cloud services model will not be fully known without a procurement exercise and having fully transitioned to the new delivery model. Reasonable estimates based on soft market testing identified investment of £4.1million to support the transition over a 3 year period (year 1 £1.550m, year 2 £1.750m, year 3 £800k). This is to establish and transition to a Cloud service model and for the estimated

parallel running costs. These works will be funded from capital receipts flexibility as reported to Full Council in February 2018 as part of the 2018/19 Budget Report.. The business case identified that the cumulative cost of moving to a Cloud model becomes lower within 3 years.

20. As part of the ICT Services re-structure in April 2017, staffing levels were downsized to reflect a smaller ongoing infrastructure replacement programme as we transition away from data centre ownership. Through the Cloud Services Programme further savings of £50k in 2019-20 and £200k in 2020-21 are proposed for inclusion within the medium term financial plans. This is to reflect some network cost savings from a greater take-up of Skype for Business for telephony, plus a revamp of resource requirements, supplier contracts, use of contractors, processes and technology use once the Cloud services models of delivery have been implemented.

Other Options Considered

21. The option of continuing with the current data centre model has been considered but was not cost effective in the medium term as identified above.

Reason for Recommendation

22. To update the committee on the work towards a full Cloud service model.

Statutory and Policy Implications

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

RECOMMENDATION

It is recommended that:

- 1) Members approve the Governance structure identified in Appendix A.
- 2) Members agree to receive an update report in 3 months' time and consider what further action they wish to take.

Nigel Stevenson

Service Director Finance, Infrastructure and Improvement

**For any enquiries about this report please contact:
Neil Marriott, Group Manager Operational Delivery (ICT)
(0115 9774842)**

Constitutional Comments (CEH 19/10/2018)

The recommendations fall within the remit of the Improvement and Change Sub-Committee under its terms of reference.

Financial Comments: (SES 19/10/18)

The financial implications are set out in paragraphs 19 and 20 of the report. The £4.1m funding required to enable the move to a Cloud Based model will be funded in full from capital receipts flexibilities. The report also proposes additional financial savings of £50,000 in 2019-20 and £200,000 in 2020-21.

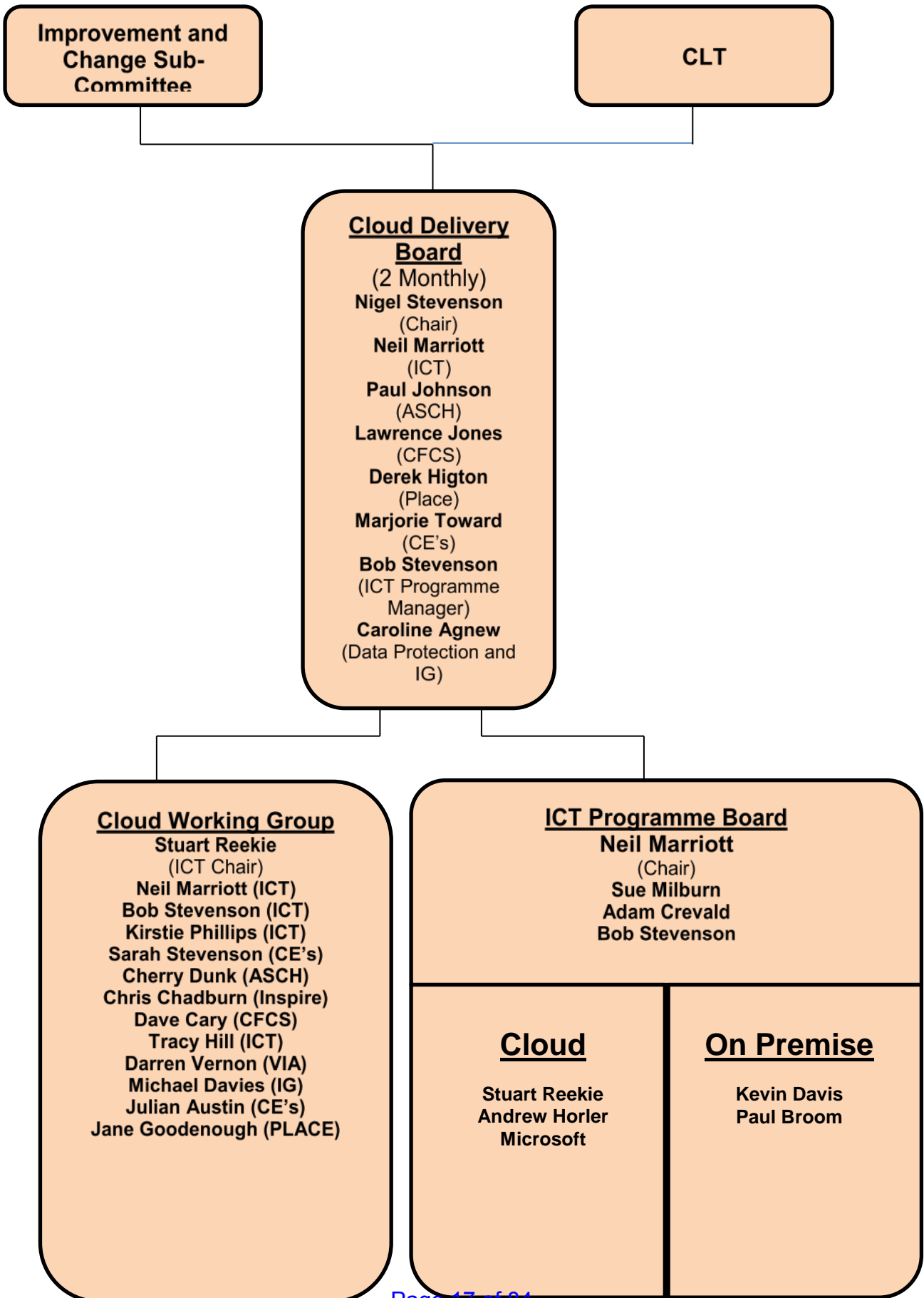
Background Papers

None

Electoral Division(s) and Member(s) Affected

All

Appendix A -Cloud Governance



It is proposed that a **Cloud Delivery Board** is established to provide governance, collective decision making, determine overall prioritisation and provide communication for the duration of the Cloud programme. The Board is accountable for the success of the programme and related projects and has responsibility and authority for the various projects

A Cloud **Working Group** be established to:

- Agree and prioritise Cloud deployments outside of the main schedule
- Act as forum for practical issues arising from the deployment of Cloud Services
- Understand the impact of Cloud deployments and champion within departments / ASDM's
- Have visibility of and input to the planned changes and impact on services
- Help mitigate any risks identified
- Ensure effective communications to departments and ASDM's
- Gather any departmental information needed to ensure applications and data remain compliant and secure.

The **ICT Programme Board** will be responsible for:

- Overall delivery of programme and project activities
- Planning & coordination
- Deployment of Cloud services
- Issue resolution
- Acceptance testing
- Communications and feedback

5th November 2018

Agenda Item: 6

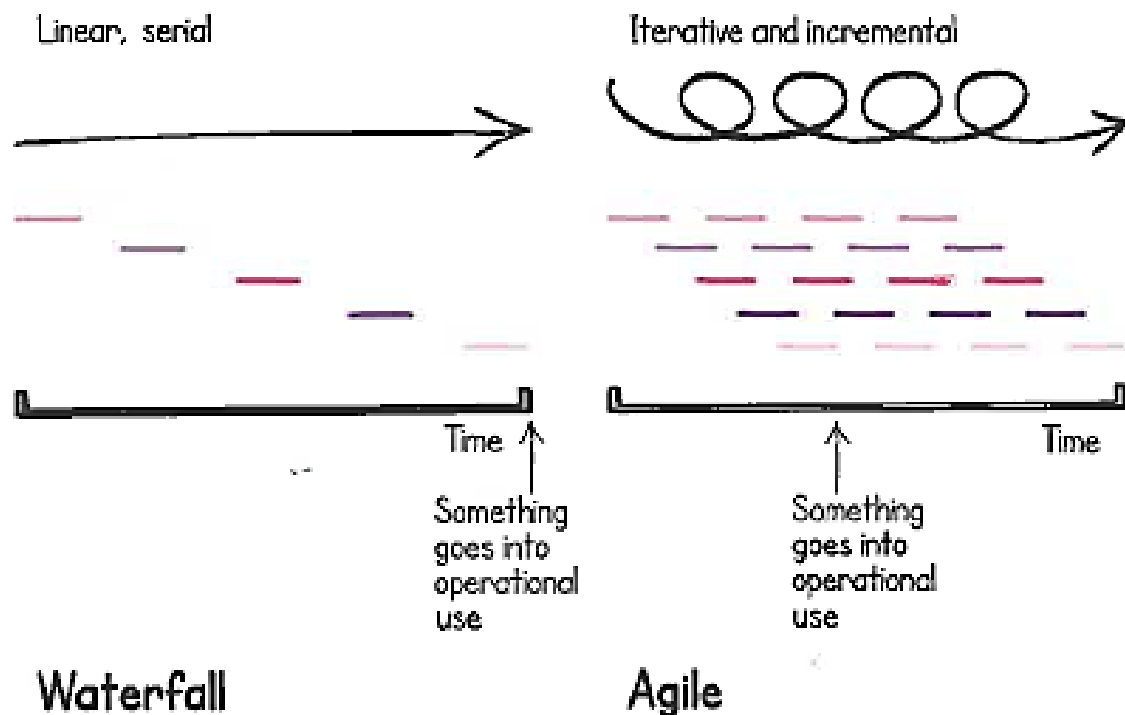
**REPORT OF THE GROUP MANAGER, BUILD CHANGE AND
ENGAGEMENT (FINANCE, INFRASTRUCTURE AND IMPROVEMENT)****PROJECT MANAGEMENT METHODOLOGY USE IN ICT SERVICES****Purpose of the Report**

1. To describe the current project management methodology approach within ICT services, how this differs from the corporate standard, and what benefits the approach brings through project delivery.

Information and Advice

2. Since the Improvement Team was conceived in 2009, the corporate standard adopted by the Authority in relation to project management methodology has been Prince 2. This has since been used by the ASCHPP Transformation team and has historically provided the foundation for delivery of projects in ICT Services.
3. Prince 2 (*PROjects IN Controlled Environments, version 2*) is an industry-wide recognised methodology that provides a framework for delivering discrete pieces of change activity in a controlled manner and to defined standards, whilst delivering identified and measurable benefits. The Prince 2 approach fits well with the Authority's process of identifying options for change to deliver savings and efficiencies, and focuses on 6 areas for delivery: cost, timescale, quality, scope, risks and benefits. It can be applied to any project and can be tailored to the environment to accommodate any type, size or complexity whilst giving senior stakeholders regular, consistent and reliable information through identifiable products and reports.
4. Prince 2 is currently used to build a business case from an option for change, then identify a set of deliverables that form a scope; plus the benefits to be achieved once the outputs are successfully delivered; and the costs, timeframe and risk to the business that will be incurred whilst the deliverables are accomplished. It is reliant therefore upon a clearly defined scope and a set of roles and responsibilities that are managed in the project framework, and overseen by products such as PIDs, plans, reports, benefits plans etc. A Prince 2 approach allows the Authority to respond to emerging needs from the business in a controlled manner that brings rigour, oversight and a defined workflow process whilst enabling benefits to be measured once deliverables are approved and complete.
5. From an ICT Services perspective the adoption of Prince 2 and the creation of a PPMO to oversee the project management approach has also brought rigour and control to the change process. It has allowed the ICT Directorate to ensure that the service is delivering against the agreed outcomes as defined in the ICT Strategy (3-4 yearly) plus the annual ICT Service Plan and is supported by the quarterly sprint

plan that is reported upon at Improvement & Change Sub Committee. However the linear approach to project management, especially to change and release elements, as defined in Prince 2 can sometimes be seen as restrictive in a development environment, and it is considered that adopting a more Agile approach can sometimes be beneficial. The diagram below depicts why:-



6. In a Prince 2 or Waterfall environment, the scope of a product to be delivered must be clearly defined at the outset and must incur change control protocols if scope is changed during the project lifecycle. This means that a linear approach is taken to delivery: there will be one timeline for deliverables; the end to end process of delivery must take place before a product is signed off as acceptable and only then can the release of a product be made; this usually means that benefits can only be realised towards the end of the timeline, or after the project has finished.
7. In an Agile environment however, there tends to be iterative and incremental developments, which are much smaller themselves but contribute to the overall deliverables of the project; because of this a small part of a product can be defined for delivery, built, tested and released before the whole product is completed and signed off. New developments can be released earlier to the customer; new, additional or overlooked requirements can be identified as the product is built; changes can be made to optimise the end product; earlier releases can be made and consequently benefits can be realised earlier.
8. Agile methodology, like Prince 2, has a set of principles; however in an Agile approach, rather than these being a set of rigid guidelines, these are used to underpin a set of softer skills or behaviours that focus upon collaborative delivery of the outputs required. Agile principles encourage the project team to look at why something is needed, work in a transparent manner where feedback is encouraged, deliver early and often, and empower and motivate teams to collaborate to achieve their shared goals. Agile behaviours can be seen in the figure below:

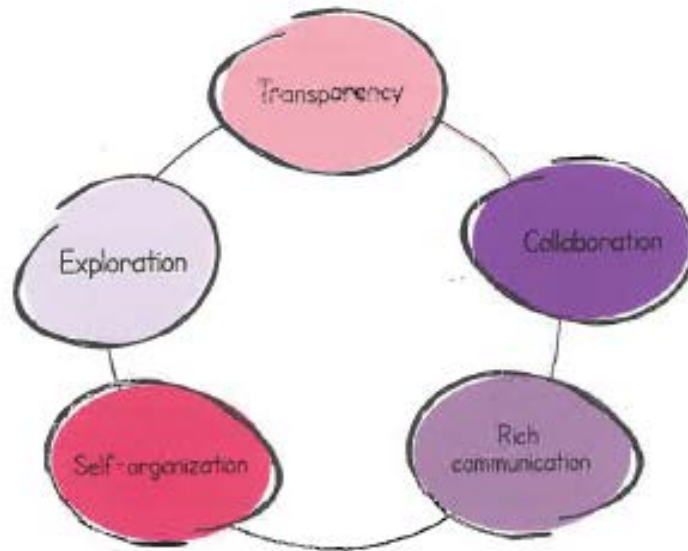


Figure 7.1 PRINCE2 Agile behaviours

- An Agile approach tends to be far more responsive to emerging needs from the business and is much more flexible to responding to customer needs. The Agile manifesto reads:-

“...uncovering better ways of developing software by doing it and helping others to do it. Through this work we have come to value:

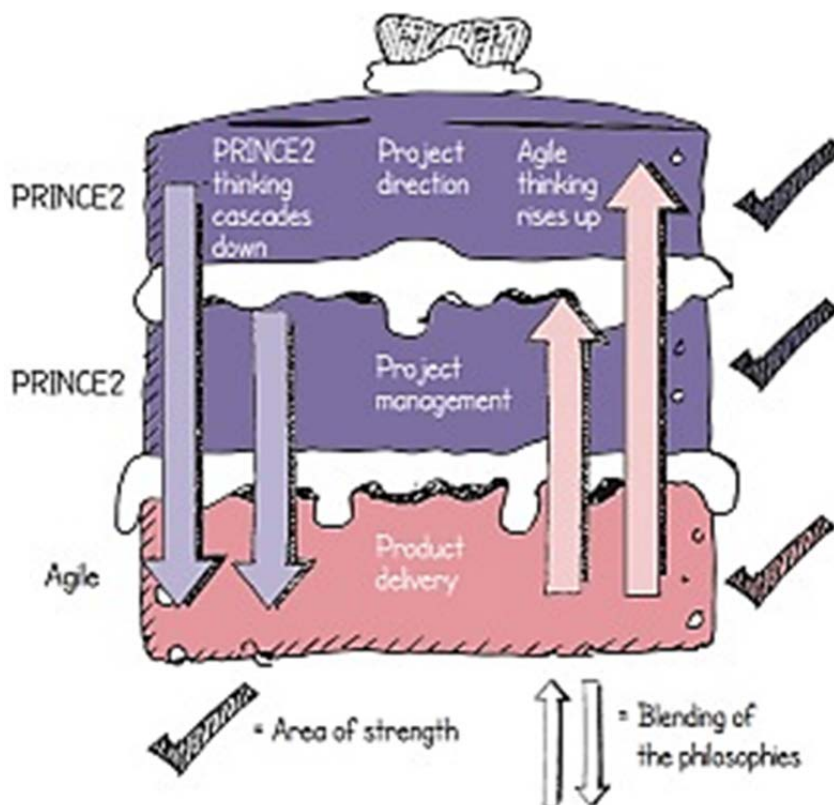
<i>Individuals and interactions</i>	<i>over</i>	<i>Process and tools</i>
<i>Working software</i>	<i>over</i>	<i>Comprehensive</i>
<i>documentation</i>		
<i>Customer collaboration</i>	<i>over</i>	<i>Contract negotiations</i>
<i>Responding to change</i>	<i>over</i>	<i>Following a plan</i>

That is, where there is value in the items on the right, we value the items on the left more.”

- By bringing the best of both together in a Prince 2 Agile Blend, it is possible to retain all of the values from Prince 2 on the right, which give visibility, clarity and assurance to senior stakeholders that the right changes are being made, for the right reasons, at the right time, in order to maximise potential benefits; whilst enabling those who prefer to concentrate on delivering beneficial changes to be able to do this in the most responsive, flexible and interactive manner, and embrace the values on the left. The customer remains at the heart of the delivery process and, due to the flexibility in approach, it is possible to identify an option for change with some identified benefits but allow the development of the solution to remain flexible in its approach and respond to changing customer needs.
- ICT Services are embracing the formal approach to a Prince 2 Agile methodology blend. The aspiration of adopting a blended approach is that all parties involved – customers, senior stakeholders, project managers and development teams alike – will be empowered to deliver the best possible output available. Also, that autonomy will be increased within the project team: it will allow the right people who can deliver, to get on with doing what they do best. It retains the familiar control and visibility for senior stakeholders through the products and governance/ structure in Prince 2, but allows freedom and flexibility in the delivery process for those who

are providing the new functionality. It continues to meet our corporate standards and expectations and ensures that there is still due diligence around project discovery, approval and initiation, as well as during transition and handover, project close and benefits review. The retention of Prince 2 also retains the ability to forward programme work and continues the formality around update cycles through highlight reports.

12. The figure below shows how a blended approach brings the best of both methodologies together and how ICT can focus on the right approach for the right stage throughout the project lifecycle:

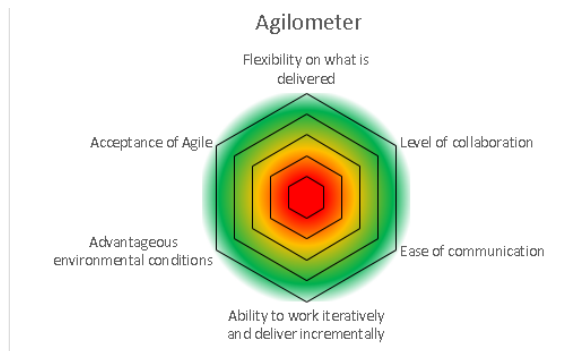


13. ICT Services have been developing their use and adoption of Prince 2 Agile as a project management methodology over the last 12 months; this has supported their commitment to providing a quality, responsive, value for money service to the Authority. Since the inception of Prince 2 Agile approach the high level milestones delivered against the quarterly plan have been:

Year	Quarter	Milestones delivered (%age)	Project delivery scores (out of 9)
2016/17	4	71	9
2017/18	1	80	9
	2	81	8.67
	3	89	9
	4	86	8.2
2018/19	1	84	8.1

14. It is important to understand when a formal approach aligning with Prince 2 is preferred, or when a flexible approach under Agile is more suitable. With this in mind ICT Services have implemented the use of an Agilometer:

Agilometer	
Flexibility on what is delivered	
Level of collaboration	
Ease of communication	
Ability to work iteratively and deliver incrementally	
Advantageous environmental conditions	
Acceptance of Agile	
Suitability of Agile	0.00



- An example of when a project would be more suited to Prince 2 would be the Cloud Programme: here we need certainty around the outcomes and deliverables; costs timeframes, levels of risk and security. A programme such as this, with very clear scope and outcomes required in a specific format would not lend well to a less formal approach. In contrast, a project such as development of the customer portal for the highways Asset Management System would benefit from a more Agile approach; this would involve software developers writing code to create a web based service and a customer portal for the general public to register issues with the highway. Software development in an Agile environment would allow small developments to be created, tested and released quicker for the end user to receive benefits earlier, and iterative development would ensure that the product would be honed and improved, or snagged if necessary, as the product remains live and in use. In this way a Prince 2 Agile blended approach would mean the Authority's products and services would work in the same manner as Microsoft or Apple where releases are many and often with users able to feedback future requirements or highlight issues.
- When engaging with ICT services for project input going forwards, our customers and stakeholders may experience some subtle differences in our approach, as the most important thing to establish in Prince 2 Agile is to work out what is important: both to the customer, to the Authority and, in some part, to ICT Services ourselves. There is likely to be a greater focus upon business requirements gathering at project start up in order to understand what is a priority deliverable in terms of a solution, against an essential requirement. Other requirements will be gathered but these will be prioritised, within the project and across the portfolio; and there should be an understanding that in the global delivery profile and the finite resource pool, not everything will be important enough to be delivered by the capability available.
- The proposed bringing together of the Business and ICT elements of Transformation and Change within the Finance, Infrastructure and Improvement element of the new Chief Executive's Department will offer the opportunity to further develop the blended Prince and Agile approach to Project Management and extend it where appropriate into other areas of transformation and change.

RECOMMENDATION

It is recommended that the Improvement and Change Sub Committee consider the Project Management methodology adopted within ICT Services and support its potential rollout to other areas of transformation and change within the Authority.

Sue Milburn
Group Manager Build, Change and Engagement (Finance, Infrastructure, and Improvement)

For any enquiries about this report please contact: Sue Milburn on 0115 9773196

Constitutional Comments: (CEH 21/10/2018)

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

Financial Comments: (CSB 22/10/2018)

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

Background Papers

Acknowledgements

Figures are extracted from Axelos Prince 2 Agile Book:

- Figure 2.2: The contrast between Waterfall and Agile phases (Paragraph 5)
- Figure 7.1: Prince2 Agile behaviours (Paragraph 4)
- Figure 3.1: Blending Prince 2 and Agile together (Paragraph 13)

Electoral Division(s) and Member(s) Affected

All

5th November 2018

Agenda Item: 7

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

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

Purpose of the Report

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

Information

2. The Council's Departmental Strategies were considered and approved by Policy Committee in January 2018. These set out the 'departmental Improvement and Change Portfolios being undertaken or planned'.
3. This report focuses upon the detail in the following appendices.
4. **Appendix A** provides a summary of progress in delivering departmental Improvement and Change Portfolios.
5. **Appendix B** provides a full status report as at September 2018, 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.
6. Improvement and Change Sub Committee on the 25th June 2018 approved a revised approach to monitoring savings within the ASCH Portfolio. The ASCH Improving Lives Portfolio status report can be found at **appendix c** and provides a programme level status update. This is currently dual reporting with the traditional project status report (**appendix b**).
7. 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

8. **Appendix B** to this report outlines in detail the delivery status of individual projects.
9. Across all portfolios the total savings target across the three years 2018/19-2020/21 is £25.6m. When taking into consideration savings at risk, slippage and over delivery it is projected that this target will be over achieved by £6m.

10. The breakdown of savings delivery, by Portfolio across the three years 2018/19-2020/21 as at September 2018 is as follows:

- Adult Social Care & Health Portfolio - total savings target of £17.8m which is projected to be over achieved by £6.7m.
- Children & Families Portfolio - total savings of £2.4m which is projected to be over achieved by £25k.
- Place Portfolio - total savings of £2.4m with £686k currently assessed as being at risk.
- Chief Executives Portfolio - total savings of £3m which are projected to be delivered as planned.

Projects at risk or compromised

11. Promoting Independence in supported living and outreach services

This project involves reviewing supported living and outreach services with a view to reducing day hours and/or replacing sleep in night provision.

Savings to date have been made through reviewing and identifying people who no longer need the level of support they initially did. Work has started on a more proactive form of review which is identifying where provider intervention may enable a person to be more independent with a view to reducing packages, especially sleep-in nights, further down the line once mitigating actions have been put in place to manage risks.

Previous year's savings over achieved targets by £272k and savings of £1.12m have been delivered towards the 2018/19 target.

Following the identification of at risk savings in 2018/2019 mitigating activity was undertaken to increase the pace and success of work relating to sleep in nights. This has resulted in the projected at risk figure reducing from £250k to £70k during quarter 2. This at risk figure will continue to be monitored as project reviewing activity continues.

12. Reduction in long-term care placements & Ensuring cost-effective services for younger adults through alternative accommodation

This project 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, resulting in slippage of £251k from previous years. Significant progress has been made this year with 28 service users having moved to a more independent setting and a further 5-6 moves planned by year end and it is projected that only £86k of savings will remain for delivery in 2019/2020. This amount has however been put at risk due to the Community Care Officers (CCOs) delivering the project only currently being contracted until March 2019.

Over the longer-term, separate but related work is taking place to identify the most suitable accommodation and support package for younger adults living in all current residential, nursing and supported living services, with a view to enabling people to move, where appropriate, to ensure more cost effective services which best promote the independence of the individual. It is envisaged that there could be a number of moves from residential into supported living and from supported living into general needs accommodation, as well as the potential rationalisation of existing supported living where larger schemes may be more cost effective and better suited to meeting longer term needs of individuals than smaller

shared or isolated services. This work should increase available supported living placements, in order to facilitate moves from residential care.

13. Ensuring cost-effective services for younger adults through alternative accommodation

This proposal extends the programme of work moving younger people from residential care into supported living with the development of a full accommodation strategy.

The development of the strategy is progressing well, however, the status of this project has been changed to At Risk as the £124k savings target for 2018/19 is attached to 12 moves from residential care to supported living. The at risk status is due to the uncertainty as to whether the Community Care Officer who support moves can be extended beyond Match 2019 (as detailed in paragraph 12).

14. Investment in Shared lives

Project savings are based on new carer households joining the scheme to provide additional capacity within the Shared Lives service which provides a lower cost alternative to residential care and supported living.

Staffing issues within the team have meant that fewer assessments for new carer households have been able to be completed than planned resulting in £60k of savings being projected to slip to 2019/20. Efforts are being made to increase the team to full strength and the assessment of prospective carers are continuing within the resources available. The impact of these issues and current activity on the savings profile is being evaluated.

15. Integrated Community Equipment Loan Scheme (ICELS)

This project intended to achieve its savings target by negotiating with partners to reduce the Council's contribution to the ICELS pooled budget, in line with a reduction in the Council's prescribing activities and the loaning of community equipment. However, it has since been agreed with partners that there will be no changes to the split of funding, and so alternative methods to deliver the savings are being sought.

The project will remain at risk pending delivery of budget savings.

16. Contracts Review

It was approved in February 2016 that £1.080m of contract savings would be made by 2018/2019.

When the project was originally scoped 3.1% of savings (£1.08m) from a net budget of £34.9m 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 have needed to be delivered from a substantially reduced value of contracts.

Contract Efficiencies to the value of £400k have been delivered in 2017/2018 and £520k have been identified for 2018/2019. Further efficiencies continue to be sought and the savings figure for 2018/2019 increased by £10k in September. The £160k of savings that remain compromised will be managed as part of the wider departmental budget management.

17. Statutory School Transport

It was approved in February 2016 that the Council would cease to provide school bus services and discounted season passes for 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.

The decision has been made not to proceed with the previously approved proposal on the basis that organisational priorities have changed since the original proposal was put forward. A transport whole system review is ongoing and any saving identified will mitigate the £686k of undeliverable savings.

Other Options Considered

18. None.

Reason/s for Recommendation/s

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

Statutory and Policy Implications

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

Financial Implications

21. The delivery of the projects set out in **appendix B** is a key component of the Council's Medium Term Financial Strategy.

22. Across all portfolios the total savings target across the three years 2018/19-2020/21 is £25.6m. When taking into consideration savings at risk, slippage and over delivery it is projected that this target will be over achieved by £6m.

RECOMMENDATION/S

1) It is recommended that the Committee considers the departmental Improvement and Change portfolio update and the quarterly projects and savings update and agrees to receive a further update for quarter 3 in March 2019.

Councillor Reg Adair
Deputy Leader of the Council

For any enquiries about this report please contact:
Sue Milburn, Group Manager, Build Change and Engagement (0115 9773196)

Constitutional Comments (SLB 19/10/2018)

22. The recommendations fall within the delegation to the Improvement and Change Sub-Committee under its terms of reference [Page 28 of 84](#)

Financial Comments (SES 19/10/18)

23. The financial implications are set out in paragraphs 21 -22 of the report.

Background Papers

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

None

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

All

The ASCH Improvement and Change Portfolio – September 2018 Update

Programme 1 - Deliver the next stage of the Adult Social Care Strategy

Programme Outline: This programme will focus on helping more people to help themselves through the provision of good quality advice and information, resolving queries in a timely and responsive way and providing a proportionate and appropriate response where people have social care needs, with the aim of maximising their independence.

Overview of progress: Work on the milestones described below continues to progress.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Roll-out of the 3 Tier Model, a new approach which aims to resolve people's needs at the earliest possible opportunity	Autumn 2018	Testing of the new 3 Tier Contact form has been completed and the new form has been successfully rolled out across all districts since 2 nd October 2018. This means that the 3 Tier approach is being used at the Customer Service Centre and Adult Access Service for all new enquiries coming into the Council. These services will be attempting to help more people to resolve their problems at the earliest opportunity. The project is on track to deliver good outcomes and achieve savings.
Expansion of social care clinics in community settings	Autumn 2018	<p>The Department has introduced the scheduling of appointments across all older adults' social care and occupational therapy teams. This means that where someone requires a social care assessment they can be booked into an available appointment over the phone. In addition to scheduling appointments the Department has also increased the use of different methods of assessments and reviews, such as assessments in community clinics.</p> <p>Social Care clinics in community settings are available across the County. A review is underway to maximise the benefits of social care clinics in the future.</p>
Review of the carers' strategy with partners to enable carers to access good quality advice, information and support	September 2018	The ASC&PH October 2018 Committee recommended that Policy Committee approve a new carers' strategy, and approved proposals to implement a new carer's support offer for 2019/20.

<p>Deliver the Improving Lives Programme</p>	<p>March 2020</p>	<p>The Improving Lives Programme was approved by the Adult Social Care & Health Committee in March 2018. The programme will support the Department to deliver the next stage of the Adult Social Care Strategy by:</p> <ul style="list-style-type: none"> • Identifying ways to deliver better outcomes for service users through promoting independence • Making sure that our services remain sustainable • Identifying further ways to improve the quality of the advice, guidance and services we are providing <p>Work has already commenced on some early milestones that will:</p> <ul style="list-style-type: none"> • increase the number of people we are able to offer a reablement service to • increase the amount of queries that can be resolved as early as possible after contacting social care • identify opportunities to work more actively with people who have potential to achieve more independence • ensure people are on the most appropriate care and support pathway and where short term care is required to recover and rehabilitate, people are supported to regain independence and return home, where possible • provide live information, available at a team level, to help support day to day decision making. <p>The programme commenced working with hospital teams in September, working to identify the main issues and barriers to promoting people’s independence, faced by the teams in order to help minimise these. Interim dashboards have been developed and are due to go live in October. This will further support teams to identify areas for improvement</p> <p>Once further progress has been made towards early milestones the focus of the Improving Lives Programme will then turn to</p>
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		supporting staff in district teams to use new or enhanced services and approaches to shape practice going forward. There will be a phased approach to the roll out of this work between now and March 2020.
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Programme 2 - Commercialisation of the Council’s directly provided social care services

Programme Outline: Working with the Council’s Commercial Development Unit to explore and develop a range of initiatives to generate new business opportunities and income within the Council’s directly provided social care services, subject to Local Authority powers to trade; promote greater community use of the services and their assets; and create opportunities for people who fund their own care to purchase support from the Council’s direct service provision.

Overview of progress: A proposal to reduce the annual running costs of the County Horticulture & Work Training Service is being implemented. Work continues, with over sight from the Council’s Commercial Development Unit, to assess the commercialisation potential of County Enterprise Foods.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Project: Redesigning the strategic management of assets to generate a revenue return for the County Council.		
Assessment of the commercialisation potential of County Enterprise Foods	Winter 2018	Work on this continues in a design and discovery phase. Proposals to committee are planned for spring 2019.
Implementation of the business plan for the Council's County Horticulture Service	Summer 2022	Following a period of consultation with service users, their carers and staff, the Adult Social Care & Public Health Committee approved proposals in April 2018 to implement a commercial business plan for the Council’s County Horticulture Service. The key milestones include making improvements to the Brooke Farm site, vacating the site at Skegby and ceasing all grounds maintenance activity. It is anticipated that the full effect of the business plan will take up to 4 years to deliver.

Programme 3 - High quality and sustainable public health and social care services

Programme Outline: The vast majority of adult social care services are commissioned from independent sector providers, with a mixture of large and small, national and local, private organisations and some not for profit/ charitable organisations. There are various pressures faced by the care and support providers and there is wide recognition that the care market is facing considerable challenges to deliver sufficient volumes of care and support services to meet needs due to difficulties in staff recruitment and retention. The Council is working with care providers to understand their pressures and to ensure the fees paid for care services reflect the cost of delivery of good quality care.

The public health budget is invested in a range of evidence-based services which fulfil statutory duties, and deliver clear public health outcomes and a good return on investment for public money. Many of these services will be due for reprocurement in the period of this plan. Previous rounds of procurement have yielded significant savings and service improvements. The challenge will be to identify ways to sustain outcomes and secure improved value for money using a reduced budget and public health workforce. The scope will include all public health commissioned services, emerging evidence from other areas of innovations which are proving effective, best available intelligence about the national and local market for service provision, and consideration of how best to engage with these markets to get best value for money.

Overview of Progress: This programme is progressing on target and in line with the identified milestones.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Home care contracts awarded and services to commence	Autumn 2018	<p>The Council has been exploring outcome based approaches to commissioning home based care that focus on the delivery of support to help a service user achieve identified goals rather than payment by hours of care delivered alone. Current provider contracts were extended until September 2018 to allow for a period of transition, following the start of new contracts in July 2018. A Dynamic Purchasing System (DPS) has also been set up to allow an efficient procurement system for individual or bespoke packages of work. There are 2 elements to the contract awards: a short term countywide hospital discharge and community based support service, and traditional long term home based care.</p> <p><u>Short Term:</u> The contract for the provision of a Hospital Discharge and Community Based support service to prevent hospital admissions was awarded to the Carers Trust and the service started in December 2017. A technology solution to manage the transfer of referrals to the Carers Trust through a</p>

Appendix A

		<p>portal was launched in July 2018. The portal has been positively received by the Carers Trust who have said that it is easy to use and that it has improved both the quality of referrals to them and their ability to send updates to workers.</p> <p><u>Long Term Home Based Care:</u> Contracts, commencing in July 2018, have been awarded for the lead provider and additional providers in 5 of the 6 contract areas and processes for monitoring performance are in place. A procurement exercise commenced on 24 July for a lead provider for Rushcliffe and for additional providers in Bassetlaw – the outcome of these tenders will be announced mid-October. The existing Core Provider contract in Rushcliffe has been extended to ensure continuation of service until the start of the new Lead Provider contract. A further procurement exercise for additional providers in Newark & Sherwood and Rushcliffe will be conclude in October.</p>
Fair Price for Care review – fees survey	September 2018	An initial report on the review has been drafted. Some of the project timescales have been extended to reflect further detail required in the report but work is still on track to report to the Adult Social Care and Public Health Committee in December as planned.
Fair Price for Care review – report to ASCPH Committee on outcome of survey and any resulting proposals	December 2018	Report to be presented to Committee.
Consultation and stakeholder engagement on Public Health Commissioning Intentions to 2020 to be undertaken	September 2018	This action has been completed to timeframe. A comprehensive consultation has been completed, including soft market testing undertaken, to inform the development of the service model and service specifications (Integrated Wellbeing Service and Substance Misuse Service).
Complete the pre procurement stage for the Commissioning of Public Health Services (Integrated Wellbeing Service and Substance Misuse Service)	December 2018	<p>Premarket events for the Integrated Wellbeing Service and Substance Misuse Service are taking place in October 2018.</p> <p>Work is on track to invite providers to tender in November 2018.</p>

Commence the procurement stage for the Commissioning of Public Health Services (Integrated Wellbeing Service and Substance Misuse Service)	February 2019	The selection stage will commence in January 2019, followed by a competitive dialogue from February 2019 onwards.
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Programme 4 - Work with our local health services

Programme Outline: We are working with health partners to develop and evaluate new models of care that meet both the social care and health needs of people in the county.

Overview of Progress: This programme is progressing on target and in line with the identified milestones.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Embed a home first approach in hospitals to ensure that a significant proportion of people are assessed for long term services outside of a hospital setting	March 2019	In the south of the county performance data is showing that 85% of assessments for long term care are now completed in the community. Work is underway in Mid-Notts and Bassetlaw through the Hospital Discharge Project to develop the same performance monitoring so we can determine our position and further action needed.
Countywide roll out of best practice model for an integrated care team	March 2019	Mansfield Older Adults assessment staff have been co-located with Community Health staff since the 30th July. Ashfield Older Adults staff aim to co-locate from November. Discussions are underway in all other areas of the County to explore options for co-location, develop direct referral mechanisms and undertake necessary organisational development work as appropriate. Smarter Working are supporting the changes. Health partners have been very helpful and welcoming to date.
Develop a multi-agency toolkit on prevention and early intervention for key staff groups and pilot	March 2019	A Workforce Project Manager will take up post in Mid-October. The project will focus on the embedding 'making every contact count (MECC) and embedding person and community centred approaches into organisation's HR systems and processes. A toolkit and training package will be tested out with frontline staff.
Successful testing and delivery of a new joined up approach across Health and Social Care to assessment and support planning	March 2019	This national pilot is underway with participation from health and social care staff in the Rushcliffe and the two Mansfield integrated care teams. The teams are using a new template

Appendix A

		called “All about Me” to capture person-centred information about each service user.
Roll out of information sharing across Health and Social Care, as developed at Kings Mill Hospital, to Bassetlaw Hospital and NUH	November 2018 (Bassetlaw) February 2019 (Kings Mill – Next Phase)	<p>Work is underway at Bassetlaw Hospital to deliver this project and the plan is for live Social Care information to be made available to Health staff at the Emergency Department and in the discharge team at any time of day or night, from the end of October.</p> <p>Work continues at Sherwood Forest Hospital Trust to develop the information sharing process about patient discharge and changes in circumstances, to improve live case management. Nottingham University Hospital initial engagement has started and awaiting assignment of resources from health to support the project.</p>
Access to Health and Care Community Portal	December 2018	The council are “going live” with a pilot team (Rushcliffe Older Adults) to have access to health information through this portal in Mosaic, from November. This information will include hospital activity and admissions, GP information and Mental Health information. Rollout to larger cohort in early 2019 then planned wider to all teams with access needs.

Programme 5 - Promote decision-making across the Council and with partners which prioritises health and sustainability

Programme Outline: The range of functions for which the Council and our partners are responsible means that more or less everything we do can make a difference to people's health. This goes beyond the specific public health and social care responsibilities of the Adult Social Care and Public Health department, and extends to (for example) economic development, transport, leisure, trading standards, community safety, education and housing, each of which make a significant and cumulative contribution to the way our social and physical environment shapes our health and the health of generations who follow.

Overview of Progress: The Council resolved in March to adopt 'Health in all Policies', guidance that supports local government organisations to think about the impact that every strategic decision may have on the health of local residents. Good progress has already been made in sharing this approach with partners through the Health and Wellbeing Board.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Implement changes in Council processes	December 2018	Following the adoption of the LGA Health in All Policies approach by Policy Committee in March 2018, colleagues from Public Health and Place are developing revised spatial planning & health guidance to improve the way spatial planning decisions prioritise health and sustainability.
Secure ownership for equivalent changes in the decision-making processes of other organisations, starting with Health and Wellbeing Board partners	March 2019	The Joint Health and Wellbeing Strategy 2018–2022 includes "Healthier Decision Making" as one of its 4 ambitions. Continued engagement is happening with local government colleagues through the Health and Wellbeing Board's Healthy and Sustainable Places Coordination Group, which will meet for the first time in October 2018. The first meeting will focus on physical activity and a countywide approach to the food environment.

Programme 6 - Provide specialist Public Health advice to support commissioning of health and social care services to improve health and wellbeing

Programme Outline: To address the gaps in health and wellbeing, care and finance we will promote a system-wide commitment to embedding prevention in all clinical pathways, a relentless focus on commissioning according to evidence of need and systematically implementing what is known to be clinically and cost effective. The Council has a statutory duty to provide specialist public health advice to local NHS commissioners and assessments of need including the evidence of what works. This will also ensure that the local health and social care system has access to timely public health intelligence with which to prioritise prevention of ill health.

The Childrens Improvement and Change Portfolio – September 2018 Update

Programme 1 - Remodelling Social Work Practice

Programme Outline: The objective of Remodelling Social Work Practice is to ensure that our social work practice in Nottinghamshire supports the delivery of the vision for Children’s Social Care: “To give the most vulnerable children and young people in Nottinghamshire the support and protection they need to be safe, secure, happy and to achieve their full potential”

Overview of progress: The Remodelling Social Work Practice programme is currently being re-scoped under the title of Remodelling Practice. Remodelling Practice is currently in the set-up phase. An outline of the programme and the key milestones will be included in the next update.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Managing Demand in the Multi Agency Safeguarding Hub - Implement new structure and launch of new MASH website and online referral form	October 2018	<p>The new structure is now implemented with all additional posts recruited to.</p> <p>The new MASH website went live on 26th April 2018 and an online referral form is now operational.</p> <p>Communication events with partner agencies regarding revised referral processes have been successful.</p> <p>The project is due to close in October 2018, benefit including an increase in the throughput of enquires per day (4.3-6.8 case for Social Workers & 8.46-10 for MASH Officers) will continue to be monitored by the service.</p>
Review of recruitment and retention initiatives	January 2019	<p>Recruitment of new Social Work Support Officers is under way, and inductions should be completed in October/November 2018.</p> <p>Options are in development to drive a multi-disciplinary approach to safeguarding, and to analyse the skills-mix of child-protection teams with a view to introducing non-social work qualified family-facing roles. These options are being developed in co-operation with frontline staff, and are expected in early 2019.</p>

Programme 2 - Remodelling Children's Care		
<p>Programme Outline: The objective of Remodelling Children's Care is to deliver consistent and improved care outcomes for children and young people whilst reducing the overall cost of care provision.</p> <p>Overview of progress: A number of proposals under development and implementation to achieve efficiencies, whilst maintaining good outcomes for children and young people.</p>		
Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
The new operational structure agreed for the Integrated Placement and Commissioning Service	Autumn 2018	In progress
Growth of the fostering service	December 2018	A revised payment and support offer is under development which will support a significant campaign to recruit more foster carers to Nottinghamshire. The focus will be on carers who will look after children and young people with complex and challenging needs, who would otherwise be placed in a residential or agency foster placement. This strategy will help manage the need for costly external placements, reduce pressure on the placements budget, and provide loving family placements for Nottinghamshire children. A paper will be prepared for CYP Committee in December 2018
Development of internal residential estate – discover and design stage	February 2019	A number of avenues are to be explored, including development of block contracts and development of an NCC-run home to care for children and young people with significant needs. A paper will be prepared for CYP Committee in February 2019.
Sale of excess disability beds	April 2019	A marketing strategy is in development to drive the sale of excess capacity in NCC residential homes, which will reduce unit costs and thereby reduce pressure on the residential budget.
Social Impact Bond Edge of Care – Procurement process completed	September 2018	The procurement process has been completed. We are currently waiting for the investor to confirm funding.
Social Impact Bond Edge of Care - launch of project	November 2018	As advised in previous updates, the launch of this initiative may be delayed depending on when the government gives the final approval for the grant funding (25% of the outcome payments). Final approval is expected in November 2018 following due diligence checks (original date given for the grant approval was August 2018). The Council and the provider have started planning implementation activities whilst waiting for the approval.

<p>New Short Breaks offer that has been co-produced with families</p>	<p>Assessments: July 2018 Applications: September 2018</p>	<p>The new Short Break service went live to new application as planned on the 3rd September 2018, support has been provided to the Short Break Assessment and Review (SBAR) team in the weeks following that date to solve minor ‘teething’ issues with the new system, but largely everything has gone to plan.</p> <p>A review of the early stage data is planned to take place in October, with these results feeding into a December CYP committee report to ensure that the thresholds are set at the right levels and the level of resource is adequate to the task.</p> <p>Furthermore, during November an in-depth customer satisfaction survey is planned as part of commencing the constant improvement and benefits monitoring process.</p> <p>The MOSAIC case recording steps required for reporting requirements and the reporting itself has been designed, testing is scheduled for late October, with a full hand over to the business complete with closure report planned for the close of November.</p>
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<p>Programme 4 - Remodelling Early Help</p>		
<p>Programme Outline: A review of our Early Help provision in Nottinghamshire and includes the following activity</p>		
<p>Overview of Progress: Project work is focused on provision of services to the most vulnerable.</p>		
<p>Key Milestones</p>	<p>Implementation Date</p>	<p>Delivery Status, key updates and risks to delivery</p>
<p>Continue to monitor and maximise take up of new childcare entitlements</p>	<p>September 2017 – September 2018</p>	<p>Since the launch of the new funded childcare initiative for 3 and 4 year olds in September 2017, the take up has increased from 3,634 in Autumn 2017 to 6,191 in Summer 2018. Estimated data for Autumn 2018 has identified that 4,245 children are accessing their place which is a 17% increase since last autumn and reflects termly fluctuations (take up in Summer term is always greater as children become eligible throughout the year).</p>

Appendix A

		This is a new initiative and Nottinghamshire saw the highest number of parents receiving eligibility codes prior to the September start date nationally. Numbers of parents claiming these entitlements has continued to rise following successful marketing from NCC and local early years providers.
Implement the review of the ICDS structure	March 2019	Review completed and interim structure in place for 2018/19. Considerations regarding the future resource requirements for the team are taking place within the Council Leadership Team.

The Place Improvement and Change Portfolio – September 2018 Update

Programme 1 - Our internal journey of improvement

Programme Outline: Putting in place the foundations to move towards excellence and strengthening our approach to, Intelligence, Technology, Programme Management, Performance Management, Integrated Assurance, Business Continuity and Leadership development

Overview of progress: Good progress made in all areas and all milestones have been achieved. In some areas ongoing work is taking place and we will continue to monitor our progress to ensure outcomes are achieved.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Leadership skills/behaviours diagnostic phase complete	February 2018	Complete
Department Programme Board established	February 2018	Complete
Risk Assessments review complete	February 2018	Complete
Business Continuity Plans refreshed	February 2018	Complete
Definition of values/behaviours	February 2018	Complete
Systems Leadership programme	March 2018	Phase 1 complete, Phase 2 will continue through 2018/2019
New core data set established	April 2018	Identified with departmental strategy and now working with performance team to establish new performance reports.

Programme 2 - Investment and commercial returns

Programme Outline: This programme focuses on the development of proposals that generate new sources of income for the County Council to help reduce the public subsidy for the services we provide for residents and businesses. This is comprised of a number of projects.

Overview of progress: Progress has been made with all milestones. The Strategic Management of Assets and Catering and Facilities Management are large projects and detailed plans for how they will be delivered are being developed. These will be used to monitor our progress.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Project: Redesigning the strategic management of assets to generate a revenue return for the County Council.		
Diagnostic Phase complete	April 2018	Turner & Townsend Property Review Diagnostic stage is now complete. A new Corporate Property Strategy is going to Policy Committee in October for approval. Implementation is ongoing.
Review findings implemented	April 2019	
Project: Catering and facilities management commercial model to generate a surplus for reinvestment by the Council		
Options appraisal for Committee approval	March 2019	
Full business case approved	December 2018	

New models live	March 2020	A revised timetable is being established to ensure effective appraisal. The business case has been commissioned and is on track to deliver to the planned timeline.
Project: Increasing income in trading standards and registration and celebratory services		
New Principal Trading Standards Officer (Commercial) recruited	October 2018	Principal Trading Standards Officer joined the authority this month and is in the process of scoping work required to increase income.
Explore option of whether ASDM could deliver more income generation	March 2019	Report to be presented to Members in March.
Increased income from registration and celebratory services	On going	Projected total income and marriage income both greater at Period 5 than last year, and both showing overall upward trend over the past five years.
Identify new potential sources of income generation	March 2019 (and ongoing)	New Principal TSO (Commercial) will play a lead role in this work. TS Service currently on track to deliver income generation target for 2018/19. This work will identify new sources to meet increased income generation target for 2019/20.

Programme 3 - Doing things differently with less		
Programme Outline: This programme is focused on getting the maximum value from our reducing resources. Taking a fresh look at how we operate and aligning our priorities across service areas in a joined-up approach. This is comprised of a number of projects.		
Overview of Progress: Good progress against milestones. Will continue to monitor our progress and ensure comprehensive plans are in place for our larger projects.		
Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Project: Libraries and youth art service		
Annual review of Cultural Strategy	January 2019	The Strategy will be incorporated within the developing Visitor Economy and Tourism Strategy, which is currently in development.
Project: Integrated Local Improvement Scheme supporting communities and the voluntary sector		
Initial funding announcements	April 2018	A new Communities function was approved at C&P Committee in March which brings together the previous community/voluntary sector and community safety teams. The combined function creates specialist resource to support the delivery of the Council's Local Improvement Scheme. The Scheme is funding over 200 community and voluntary groups, including Parish Council's across Nottinghamshire to the value of £2.2 million for 2018/19.

Developing the new Communities function	November 2018	A new community strategy is being developed which focuses on a place based approach to how the councils works with its communities and how the new communities combined function specialist resource can support this ambition going forward
Project: Future Transport - Potential partnership working with NHS Commissioning groups		
Senior Leadership approval to carry out further detailed scoping work with the Nottinghamshire and Nottingham City Clinical Commissioning Group's to develop more integrated transport solutions for Nottinghamshire residents.	Summer/Autumn 2019	Discussions have begun with the NHS/ CCG about an alternative NEPTS model from Summer/Autumn 2019, following some feasibility work undertaken in March 2018.
Communities and Place Committee approval to proceed with different transport solution for the provision of Non-Emergency Patient Transport (NEPTS) and Notts County Council Transport.	January 2019	This is dependent on the outcome of the detailed discussions with the project partners, to be considered by committee in late 2018/ early 2019.
Implementation of new joint NEPTS and Notts County Council transport provision.	June/ October 2019	
Project: Future Transport – Community Transport Sector		
To seek approval to appoint a new Development officer to develop Community Transport provision and Demand Responsive Transport (DRT) / Taxi/ Bus provision	October 2018	A Proposed Staffing restructure which will include the recruitment of a Community Transport Officer has been formulated and is under consideration by the Group Manager and Service Director, to go to committee in October 2018
To develop Community Transport Strategy to build capacity within the sector to provide further transport options to strengthen residents connectivity to work, training and essential services including Health.	April 2019	This is predicated on the recruitment of the Community Transport officer.
Project: Future Transport - Local bus, alternative delivery options:		
Further investigation of 'alternative', delivery models	April 2019	A Proposed Staffing restructure which will include the recruitment of a dedicated resource to investigate and devise an alternative delivery model over the medium to long term, is going through the approvals process and should be completed by November 2019.
Develop further Demand Responsive Transport (DRT) / Taxi pilots and seek approval to implement	Sept/Oct 2019	These proposals will be developed as part of the project and some detailed feasibility work has now been completed with partners; which will help inform the future of Local bus support by NCC. The implementation of any pilots is subject to sufficient funding and opportunities are being explored to bid for external funding.
Implement a DRT, Taxi/bus or similar pilots replacing existing contracted services	June 2020	These will follow successful trials of alternative local bus solutions.

The Chief Executives Department Improvement and Change Portfolio – September 2018 Update

Programme 1 - Designing Services in a Digital Age

Programme Outline: Work is underway to review the approach to digital development as part of wider transformation activity. A new, more outward looking and citizen-focussed Digital Strategy is under development for consideration by Members.

Overview of progress: Initial scoping work underway for consideration by Lead Members in December

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Consideration of the outcome of the pilots		Currently under review as part of a wider review of programmes of work within the new Chief Executive's Department
Agree the vision and strategy		
Agree a series of services to undergo service redesign		

Programme 2 – Business Intelligence

Programme Outline: Successful organisational change and transformation increasingly relies on effective information to support better decision making. Through the Business Intelligence Strategy, the Council will develop the technology and approaches that it uses for the collection, analysis, and presentation of that information and the data that it is derived from. Our business intelligence will be driven by service needs and designed to reflect our business processes; strengthening our approach to performance, analysis and advanced analytics - building a much richer picture of our customers.

Overview of progress: The Council agreed a Business Intelligence Strategy in March which provides the framework of activity for the Programme to deliver. Work is underway to enhance the detail of the BI strategy and to scope the timetable for delivery.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Scoping the Business Intelligence Strategy	July 2018 ongoing	A fully scoped delivery plan is being produced aligning the delivery of the strategy to the new structure of the Chief Executives Department.
Phase 4 Delivery of workstreams <ol style="list-style-type: none"> 1. ACFS - change programme; 2. CFCS - change programme 3. Integrating other systems - Capita One 4. Homecare - contract management 5. Standard unit cost models - service user journeys, pilots 6. Organisational structure 7. Knowledge transfer 	July 2018 to March 2019	A delay notice has been submitted by the BI technology Partners to reflect potential cost impacts of delays across a number of the workstreams as a result of the complexities experienced with defining the complex reporting requirements of these change programmes. The programme governance will meet in October to consider whether outcomes can be revised to negate the delay notice or whether the notice will be accepted.

Programme 3 - Information Governance

Programme Outline: The purpose of the information governance improvement programme is to improve our approach to the management of information across the Council to ensure we retain the trust and confidence of our residents and are compliant with legal requirements. The programme is split into two phases over two years. Phase one is focussed on preparing the Council for General Data Protection Regulation compliance, the new legislation which comes into force in May 2018. The second phase, due to commence in September 2018, will focus on document management.

Overview of Progress: Work of the Programme now turning to the second phase (document management) following the recruitment of a new Information Governance Team

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Phase One work taken forward by new IG Team as business as usual	Oct 18 - Ongoing	New Information Governance Team has developed priorities and key roles and responsibilities to take forward the work and progress initiated through the first phase of the Information Governance Improvement Programme.
Elected Member training on Data Protection	Oct – Nov 18	Two sessions planned.
Service Specific Privacy Notices in place	Nov 2018	Delay in implementation. Managers to be supported to complete
Discovery and design work on Phase 2 of the Programme	Oct 18 – Mar 19	Initial workshop completed. Discovery and design work ongoing to establish ‘as is state’ of document management; issues to be addressed, business / compliance requirements; options to resolve; timescales and costs.

Project 4 - Our Workforce

Programme Outline: People are the Council’s greatest asset and we need to ensure that we have a work force that is flexible and has the right knowledge and skills to respond to the needs of the Council. The workforce strategy will be refreshed as we develop new approaches to delivering the Council Plan, to continue our ambition to be an employer of choice. We will look at how we encourage and support staff to develop, nurture talent and encourage the right culture of engaging, motivating and empowering people to work together as one organisation to deliver the commitments set out in the Council Plan.

Overview of Progress: Personnel Committee have approved the action plans setting out the next phases of activity in relation to this area of work and will continue to receive regular reports on progress.

Key Milestones for next year:	Implementation Date	Delivery Status, key updates and risks to delivery
Employee Focus Groups/workshops	Summer 2018	Employee focus groups and workshops took place across the County with the Chief Executive to discuss “what it’s like to work at the Council” and proposals for saving money. Feedback from the workshops was collated to inform the content of focus groups with Team and Group Managers which were held in October 2018.
Team Manager and Group Manager Focus Groups	Autumn 2018	Focus groups with Team and Group Managers took place in October 2018. The events provided an opportunity to reflect upon feedback from the employee workshops and identify alternative measures to achieve savings. This will be considered further at Corporate Leadership Team and by members through the Challenge Panel process.

Programme 5 - Commercial Strategy		
<p>Programme Outline: Many Councils are recognising that we need to take a more ‘business-like approach’ to how they design and deliver certain services. We developed the Commercial Development Unit with the purpose of identifying services that would be appropriate for such an approach, and over the past year have supported nine service areas to explore their commercial potential. During the next year we will look at how we develop this approach further. We will also develop an approach to ensure that the Council is getting the maximum return on all its assets, whether they be land, money, buildings or people. This will include reviewing our approach to contract management and compliance.</p> <p>Overview of Progress: The approval of the Commercial Strategy will help to put in place a wider framework for commercial activity across the Authority. The Commercial Development Unit will be embedded within Transformation to ensure commercial options are looked at with commercial support being available outside of the CDU process creating a wider commercial support offer across the Authority.</p>		
Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
A further 12 services will go through the Commercial Development Unit	Ongoing	The draft Commercial Strategy has now been completed and is due to go before Finance & Major Contract Management Committee in October before going to Policy Committee in November. The Services for Schools initial review has been completed with further working taking place with services identified in the review. Three services have been put forwards for the full CDU process following the review.
Review of Services for Schools	Complete	
Explore options for the contract management function	Ongoing	
Exploring the potential for some shared resources services with another County Council.		

Programme 6 - Health and Social Care Technology Integration		
<p>Programme Outline: The Local Digital Roadmap (LDR) sets out how Nottinghamshire Health Trusts and local authorities support the improvement of health and wellbeing of the local population through technology enabled integrated health and social care services. This underpins the delivery of the Sustainability and Transformation Plan (STP). The focus is on improving the productivity and efficiencies of the health and social care workforces, improving services to service users (particularly with regard to assessments, discharges and transfers of care provision), improving professional collaboration and supporting independent living.</p> <p>Overview of Progress: It should be noted that while progress on the delivery of the LDR across the Health and Social Care community has been constrained by a delay in the allocation of national funding, the funding secured from the Improved Better Care Fund has enabled this authority to make progress on the elements that significantly improve workflows and aim to reduce delayed transfers of care.</p>		
Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Improving referral workflows with King’s Mill Hospital and other hospitals within Sherwood Forest Hospital Trust	July 2018	Automated referrals in mid-Notts has been extended from Kingsmill Hospital to both Mansfield and Newark Hospitals in July 2018. There are now over 300 referrals per month being automatically generated

Appendix A

		from health systems to social care without the need for manual inputting and increasing the time taken to make a referral from over four hours to seconds. The next phase will incorporate and real-time dashboard.
Developing a secure technology approach for automating workflows amongst a number of health and social care partners	Bassetlaw District Hospital Nov 18	The underpinning technology platform has been deployed to enable this capability to be scaled at pace. The first instance of this successfully deployed at Sherwood Forest Hospitals Trust as part of the project above. Future deployments, for example, at Bassetlaw, to incorporate this technology.
Implementing a standard for Wi-Fi access for staff and partners across health and local authority sites	Ongoing	Project under way with other NHS partners (NUH, Healthcare Trust and Sherwood Forest) to allow NCC social care access to clinical information. Hosted by NUH using the Graphnet Carecentric solution.
Use of portal technology for sharing agreed information between health and social care practitioners	November 18	Project under way with other NHS partners (NUH, Healthcare Trust and Sherwood Forest) to allow NCC social care access to clinical information. Hosted by NUH using the Graphnet Carecentric solution.
Use technology to support improvements to home-based care services	April 2019	The Home first project went live on the 10 th July and has been successfully operating since that date supporting the Hospital and community teams safely discharge patients to short-term Home Based Care services. The next phase of the project is to develop a solution to support the new Countywide Home Based Care Contracts so that services can be commissioned and monitored using the latest technology and innovation.
Use technology to support vulnerable children.	Complete	The 12 th July was the launch of the Child Protection – Information Sharing (CP-IS) project which is a national initiative led by NHS Digital and is being implemented by Councils across England. CP-IS links the Mosaic system used in children’s social care (CSC) to those used across health and will help health and social care staff to share information better and protect the most vulnerable children.
Deliver a proof of concept using predictive analytics to create an early warning system to identify service users at risk of requiring long term care.	March 2019	Nottinghamshire County Council has been awarded NHS Digital funding to create an early warning system to identify local residents aged over 65 at most risk of losing their independence. The £50,000 of funding will be used to start developing an IT programme to detect older people with health conditions that make

		<p>them at greater risk of needing long-term care using data available to health and social services. Long-term conditions such as diabetes, dementia and limited mobility will be considered alongside life events such as a fall or death of a loved one or other issues such limited social engagement and living alone.</p> <p>The project will look at the potential for this information to identify people who are unknown to social care. Once identified they can then refer to social care earlier for extra care and support and prevent a loss of independence.</p>
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Programme 7 - Smarter Working

Programme Outline: Over the past few years, we have seen a major change in the style of working in our offices bases. The vision for the smarter working programme is “A workforce able to work flexibly, where and when it best suits them, their customers and service users and managed by results”. The smarter working programme continues to respond to the changing shape of the organisation, changing working patterns, and new technologies.

Overview of Progress: The Smarter Working Programme is progressing well, key milestones of progress are detailed below:

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Deployment of new ICT equipment for over 100 staff based at Prospect House in Beeston	September 2018	This project was completed on time
Deployment of new ICT equipment to over 250 staff based at Trent Bridge House	October 2018	This project was completed on time
Deployment of new ICT equipment to over 800 Social Care staff based at Meadow House, Sherwood Energy Village and Sir John Robinson House	December 2018	The schedule has been agreed and the deployment started on 12 th October
The move from desktop PC working to mobile solutions to create more flexible working	March 2020	We remain on track to complete this within the three years of the programme.
An extension in the use of technology for scheduling workforce activities.	Ongoing	The use of scheduling for the reviews of service user needs is now being piloted for the ASCH team based in the south of the County,

Programme 8 - The Cloud (off-site data centres)

Programme Outline: The move to the Cloud is one of the themes of the ICT Strategy. The target is to move away from owning and operating a data centre to using off-site solutions, known as cloud services, by the end of 2019. The programme will involve identifying the full requirements, assessing the most cost-effective options, procuring and implementing the solutions, along with designing the ongoing support for the systems.

Overview of Progress:

Following the completion of the design for the NCC environment within Microsoft Azure a test migration of an application has been completed to ensure the end to end connectivity and confirm the migration process. Remediation work is on-going with the existing email service to ensure a smooth transition to the online service. We are now in the planning stage for migrating 200 email accounts starting in December. SharePoint / Onespace sites are now in the migration phase. There are over 700 sites to migrate, so a phased approach will be implemented with the first phase starting in November. All site owners have been informed. Finally, there is a requirement to upgrade all desktop / laptops with Office 2016 to future proof the estate and increase the user experience using Microsoft products. The upgrade schedule will start at the end of October and continue into the new year. The key milestones have been updated to take into account the above.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Migrate to an Office 365 platform (SharePoint)	Migration November 18 to January 19	Design workshops have now been completed. Remediation steps have also been completed. The migration of 700 sites has now been scheduled and will be phased over 8 waves starting in November and ending in January 2019.
Migrate to an Office 365 platform (email)	Dec 18 200 accounts. Remainder of accounts Jan to Mar 19	Remediation work on the existing email service continues with a planned completion date of November. Migration of 200 accounts to the online service will begin in December.
Transition a range of applications and databases to off-site solutions	June 18 – April 19	Workshops and application assessment continue with Microsoft. Proof of Concept for an application migration has been completed in September. A phased approach is now being planned with the first phase to take place at the end of October.
Upgrade of desktop / laptop image from 2013 to 2016	November 18 to – April 19	Image testing has now been completed. The deployment plan has been created with the first deployment to take place at the end of October to ICT machines and selected machines throughout County Hall.

Project Status Report as at September 2018

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
				2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£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	2,000	2,000	6,010	-1,967			-1,967		-1,967
Adult Social Care & Health	Care and Support Centres (OfC C03)	On Target	On Target	804	1,927	831	3,562						
Adult Social Care & Health	Improving Collection of Continuing Healthcare funding	On Target	On Target	500			500	-4,577			-4,577		-4,577
Adult Social Care & Health	Supporting the use of best practice in the commissioning of Older Adults' care services	On Target	On Target	130	130	199	459						
Adult Social Care & Health	ASCH Strategy Phase II	On Target	On Target	375			375	-375			-375		-375
Adult Social Care & Health	Further Expansion of Assistive Technology to Promote Independence (C08)	On Target	On Target	174	154	-28	300						
Adult Social Care & Health	Reabling more older people to regain their independence by increasing capacity in the START Service & START scheduling service user visits	On Target	On Target	218			218						
Adult Social Care & Health	Transitions	On Target	On Target	60	50	50	160	-151	-27		-178		-178
Adult Social Care & Health	New ways of working for carers	On Target	On Target	75	75		150						
Adult Social Care & Health	Commissioning of hospital discharge packages	On Target	On Target	5	125		130						
Adult Social Care & Health	Direct Payments (OfC C01 2015 & C04 2016)	Experiencing Obstacles	Experiencing Obstacles	1,280			1,280	-19			-19		-19
Adult Social Care & Health	Early Resolution (Consulted on as - C05 New operating model for the Social Care Pathway)	Experiencing Obstacles	Experiencing Obstacles	432	319	416	1,167						
Adult Social Care & Health	Reducing the Costs of residential Placements - Younger Adults (OfC C06)	Experiencing Obstacles	Experiencing Obstacles	500			500	306			306		306
Adult Social Care & Health	Extension of Extra Care and Assessment bed targets	Experiencing Obstacles	Experiencing Obstacles	62	85		147						

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
				2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s		
Adult Social Care & Health	County Horticulture and Work Training Service	Experiencing Obstacles	Experiencing Obstacles	51	33	12	96						
Adult Social Care & Health	Maximise the income available to the Council's directly provided adult social care services	Experiencing Obstacles	Experiencing Obstacles	70			70	70			70		70
Adult Social Care & Health	Brokerage for Self-Funders - full cost recovery	Experiencing Obstacles	Experiencing Obstacles	28			28	22			22	22	
Adult Social Care & Health	Promoting Independence in supported living and outreach services. (C02 2014 & C01 2016)	At Risk	At Risk	1,250	625	100	1,975	70			70		70
Adult Social Care & Health	Reduction in long-term care placements (C03 2014 & B04 2016)	At Risk	At Risk	435	35		470	-65	-100		-165		-165
Adult Social Care & Health	Ensuring cost-effective services for younger adults through alternative accommodation	At Risk	At Risk		124		124		124		124		124
Adult Social Care & Health	Investment in Shared lives	At Risk	At Risk	60			60	60	-60				
Adult Social Care & Health	Integrated Community Equipment Loan Scheme (ICELS)	At Risk	At Risk					14			14		14
Adult Social Care & Health	Merger of Commissioned Crisis Prevention Service for Carers and Rapid Response Service (now called Home First Response)	Closed or Completed	Closed or Completed	50			50						
Adult Social Care & Health Totals				8,569	5,682	3,580	17,831	-6,612	-63		-6,675	22	-6,697

Exceptions Details by Project		
Portfolio & Status	Project Name	
Experiencing Obstacles	Direct Payments (OfC C01 2015 & C04 2016)	<p>This project under delivered against it's previous years savings by £71k and is projecting to over achieve the 2018/19 target of £1.280m by £19k. Work continues to identify further savings to mitigate the previous years under delivery. The project is not currently achieving it's target for 50% of new Direct Payment packages to be supported by a Personal Assistant but savings are being mitigated from other areas.</p> <p>There have been delays with the roll out of a Direct Payment Calculator which will support colleagues in assessing individual for a Direct Payment. It is now planned for the calculator to be rolled out for the commissioning of Direct Payments packages from December 2018.</p> <p>As a proportion of all DPs (i.e. existing and new), the % of SUs using PPDCs has increased from 24.4.% in August to 25.08% in September.</p> <p>Project and Programme Sponsors are currently considering short and long term interventions required to address the on-going workload pressures being experienced by the Adult Social Care Financial Services Direct Payments Audit Team.</p>
	Early Resolution (Consulted on as - C05 New operating model for the Social Care Pathway)	<p>A key element of this project is the roll out of three tier assessment model which aims to resolve queries at an earlier stage and reduce the number of requests for a care and support assessment. Following a successful pilot in Broxtowe the model has now been rolled out to all districts. There has been a year to date reduction of 309 care and support assessments (CASAs) against a annual target of 354, project status to remain as experiencing obstacles pending further work to confirm the cashable savings achieved by this reduction.</p> <p>The changes to core workflow and new contact forms successfully went live in Mosaic and interdependent systems 2 October 2018, this will further support the consistent implementation of the three tier model.</p>
	Reducing the Costs of Residential Placements - Younger Adults (OfC C06)	<p>This project is reporting as experiencing obstacles, this is due to some additional activity required with providers and not because it has not achieved its savings targets. The savings achieved across all years is currently £2.287m i.e. a surplus of £288k above the target.</p> <p>Since last month, there have been no further savings reported.</p> <p>There is work taking place on a Provider Engagement Questionnaire to inform strategy and offer consultation opportunity with providers across the sector. This was due to be published in September but now slipped to October. In addition a Market Position Statement has been drafted regarding YA residential markets to inform strategy.</p>
	County Horticulture and Work Training Service	<p>Consultation on the closure of Grounds Maintenance, Golden Gardens and the Skegby site took longer than anticipated. This in turn delayed the final approval of the closures and as a result the delivery timeline has slipped.</p> <p>The Skegby site is now on track to close by the end of 2018 and staff engagement is on going. 2018/19 savings are anticipated to be delivered in an alternative way.</p>
	Maximise the income available to the Council's directly provided adult social care services	<p>Additional income being generated by the Council's directly provided Adult Social Care Services is currently being assessed and the remaining shortfall determined. Following this further actions will be agreed to achieve the remaining income target.</p>
	Brokerage for Self-Funders - full cost recovery	<p>It is planned for charging to have commenced for all service users by the beginning of November 2018 and it is projected that this will deliver in year savings of £6k. The remaining £22k of the savings target will be delivered through other fees and income (e.g. deputyship).</p>
	Extension of Extra Care and Assessment bed targets	<p>Delays are being experienced with the completion of new developments and placing people in completed developments, analysis is currently underway to assess the impact this will have on savings and to identify mitigating actions. This Projects Experiencing Obstacles Status is not impacting the overall Programme Status due to the low level of savings associated with this project (£147k)</p>

Portfolio & Status		Exceptions Details by Project
Portfolio & Status	Project Name	Exceptions Details by Project
At Risk	Promoting Independence in supported living and outreach services. (C02 2014 & C01 2016)	<p>This project remains reporting as at risk, although the amount at risk has decreased from £250k to £70k for 2018/2019, since July.</p> <p>The project continues to successfully undertake reviews of supported living schemes and outreach packages and seeking opportunities to promote independence and reduce care packages, including working with services to enable a reduction in sleep in night support.</p> <p>This month Assistive Technology has been installed in 3 services where this work has started which will lead to further reductions in sleep in night support before the end of 18/19.</p> <p>Staffing resource remains a risk to the project as contracts will cease in March 2019 and this will impact on savings forecasted for 2019/2020.</p>
	Reduction in long-term care placements (C03 2014 & B04 2016)	<p>This project retains its At Risk status this month, due to a proportion of the activity and therefore delivery of savings not to be completed by year end and currently resources are not approved to continue this work in to the next financial year.</p> <p>28 service users have moved to a more independent setting against an annual target of 40. A further 5-6 moves should happen this financial year. However 3 of the completed moves have transpired to cost more than the previous setting due to the complexity of the individual's needs. It is projected that the 40 move will not be achieved this year due to the complex nature of the cases and them requiring a longer than expected amount of time and more short term work in advance of moves as well as the limited number of accommodation options available that suit each individual's needs.</p>
	Ensuring cost-effective services for younger adults through alternative accommodation	<p>This proposal builds on the above project and extends the programme of work moving younger people from residential care into supported living with the development of a full accommodation strategy.</p> <p>Whilst the YA Accommodation Strategy is progressing well, the status of this project has been changed to At Risk as the £124k savings target for 2018/19 is attached to 12 moves from residential care to supported living (NB: these moves are in addition to the moves required next year to catch up with slippage against the existing Reduction in long-term care placements project). Due to the uncertainty surround the CCO posts in the YA Project Team, and if they will be extended beyond March 2019, it was agreed by the Promoting Independence Interventions for Adults Aged 18-64 Programme Board (at its September meeting), that these savings / moves were at risk.</p>
	Investment in Shared lives	<p>This projects savings are based on new carer households joining the to the scheme to provide additional capacity within the Shared Lives service which provides an alternative to residential care and supported living.</p> <p>The service remains in difficulty with regard to developing the scheme. The request for a 12 month temporary Shared Lives Coordinator to was turned down due to financial constraints and no alternative funding has yet been identified for the additional post.</p>
	Integrated Community Equipment Loan Scheme (ICELS)	<p>This project intended to achieve its savings target by negotiating with partners to reduce the Council's contribution to the ICELS pooled budget, in line with a reduction in the Council's prescribing activities and the loaning of community equipment. However, it has since been agreed with partners that there will be no changes to the split of funding, and so alternative methods to deliver the savings are being sought. The project will remain on the project status summary pending delivery of budget savings.</p>

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	
				2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s			
Children & Families	Social Impact bond	On Target	On Target		250	250	500							
Children & Families	Remodelling Early Help - Early Years Sold Offer	On Target	On Target	50	75	100	225							
Children & Families	Investment in Personal Advisor Posts to reduce residential placement costs for Looked After Children	On Target	On Target	140			140							
Children & Families	Line by line budget review	On Target	On Target	102			102							
Children & Families	Youth Service - Mobiles	On Target	On Target	98			98							
Children & Families	Alternative Delivery Models for NCC Children's Homes OfC - Mainstream	On Target	On Target	66			66	66				66		
Children & Families	Removal of the assisted boarding education framework	On Target	On Target	35			35							
Children & Families	Remodelling Children's Care - Integrated Commissioning	On Target	On Target	50			50							
Children & Families	Youth Service - deletion of two Young People's Centres (YPC)	On Target	On Target	40			40							
Children & Families	Service efficiencies in the Quality and Improvement Group	On Target	On Target	30			30							
Children & Families	Restructure of School Swimming Service	On Target	On Target	10			10							
Children & Families	Contracts Review	Compromised	Compromised	680			680	160				160	160	
Children & Families	CDS/SEND/Health Integration (B07 2016)	Closed or Completed	Closed or Completed	300			300							
Children & Families	Libraries, Archives, Information and Learning (B13, OfCA15 2015 & B12 2016)	Closed or Completed	Closed or Completed	80			80							
Children & Families	CFCS Management Structure Review	Experiencing Obstacles	Closed or Completed									185	-185	
Children & Families Totals				1,681	325	350	2,356	226				226	251	-25

Exceptions Details by Project		
Portfolio & Status	Project Name	
Compromised	Contracts Review	Further contract efficiencies have seen the compromised savings reduced to £160k, the plan is for the remaining compromised savings to be managed as part of the wider departmental budget management.

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
				2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£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						
Place	Efficiency Savings: Transport and Travel Service Budget	On Target	On Target	179			179						
Place	Property Services and FM - Base Budget Reductions	On Target	On Target	100			100						
Place	Commercialisation of Business Support and Advice	On Target	On Target	75			75						
Place	Sherwood Forest (OfC A15 & A16)	On Target	On Target	295			295						
Place	Removal of sports funding	On Target	On Target	108			108						
Place	Reduction of arts funding	On Target	On Target	63			63						
Place	Country Parks and Green Estate: Service Efficiencies - grounds maintenance & staffing (November 2017 Communities and Place Committee)	On Target	On Target	30			30						
Place	Service transformation – Conservation – Greenwood / Green Estates (Dec 17 Communities and Place Committee)	On Target	On Target	10			10						
Place	Reduction in net cost of the Trading Standards through increased income	On Target	On Target	13	132		145						
Place	Serco Contract efficiencies - Holme Pierrepont	On Target	On Target		50		50						
Place	Broadband	On Target	On Target										
Place	Statutory School Transport	Compromised	Compromised	686			686	686				686	686
Place	Highways JV (OfC B13)	Closed or Completed	Closed or Completed	400			400						
Place Totals				2,184	182		2,366	686			686		686

Exceptions Details by Project		
Portfolio & Status	Project Name	
Compromised	Statutory School Transport	<p>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.</p> <p>The Place Department are currently undertaking a transport whole system review and any saving identified will mitigate these undeliverable savings.</p>

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
				2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s		
CEX	Business Support Services Review (ASCH&PP and CFCS) (A07/A15)	On Target	On Target	700	300	318	1,318						
CEX	Business Management System - Change of Support Partner (Jan 18 Personnel Committee)	On Target	On Target	307			307						
CEX	Revised Integrated Human Resources Workforce Planning and Organisational Design Structure	On Target	On Target	221			221						
CEX	Review of ICT Operating Model (Nov 17 - Improvement and Change Sub Committee)	On Target	On Target			200	200						
CEX	A revised staffing structure for Democratic Services to meet future demand and changed requirements.	On Target	On Target	165			165						
CEX	HR - CSC: New Operating Model	On Target	On Target	35			35						
CEX	HR - Operational and Strategic HR: Further development of the integrated HR Business Partnering Operating Model	On Target	On Target	33			33						
CEX	Legal: Continuing electronic working and office efficiencies	On Target	On Target	33			33						
CEX	Reprioritisation of resources and efficiencies - Performance	On Target	On Target	67			67						
CEX	Budget reductions in communications and marketing (Jan 18 Policy Committee)	On Target	On Target	22	35		57						
CEX	Network rationalisation (Nov 17 - Improvement and Change Sub Committee)	On Target	On Target		50		50						
CEX	Saving money on print and postage costs	On Target	On Target	11			11						
CEX	Complaints and information - Efficiencies in complaints services	On Target	On Target	12			12						
CEX	Democratic Services: Further service efficiencies	On Target	On Target	8			8						
CEX	BRMI	On Target	On Target										
CEX	Smarter Working	On Target	On Target										
CEX	Corporate Services - Senior Management Restructure	Closed or Completed	Closed or Completed	324	65		389						
CEX	ICT services efficiency programme	Closed or Completed	Closed or Completed	115			115						
CEX Totals				2,053	450	518	3,021						

Improving Lives Portfolio - Programme Status Report September 2018
 Exceptions and Remediated Exceptions only

Ref	Programme & Brief Overview	Programme Status (Last Month)	Programme Status (This Month)	Trend	Project Status	Savings Targets (£000)s				Savings at Risk / Slippage / Over delivery (£000)s				Savings delivered in an alternative way	Net at risk amount	Department/Finance/PMO Comments for CLT
						2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s			
	Improving Lives Portfolio	On Target	On Target	Better		8,569	5,682	3,580	17,831	-6,612	-63		-6,675	22	-6,697	The overall portfolio status is on target. The Status remains On Target despite some programmes and project experiencing obstacles as there are a number of other projects expected to over achieve, including Targeted Reviews and Continuing Health Care and therefore in 18/19 and 19/20 we are forecasting to overachieve savings targets. Whilst this is a positive position, there are a number of projects that are not currently achieving their activity measures, that unless mitigated could impact on future years savings. There are a number of projects within the Interventions for Adults aged 18-64 sub programme that are experiencing obstacles and at risk (detail is provided below). These are being addressed and mitigating actions put in place.

Ref	Programme & Brief Overview	Programme Status (Last Month)	Programme Status (This Month)	Trend	Project Status	Savings Targets (£000)s				Savings at Risk / Slippage / Over delivery (£000)s				Savings delivered in an alternative way	Net at risk amount	Department/Finance/PMO Comments for CLT
						2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s			
	Promoting Independence Interventions This programme of work will look at changes across 3 main areas detailed below:	On Target	On Target	Better		7,027	3,328	2,321	12,676	-6,756	-3		-6,759	22	-6,781	Overall the Promoting Independence Interventions Programme is on target and is reporting an over achievement for 18-19 of circa £6.75 million. The 18-64 programme is the only one of the three sub programmes reporting as not on target. This programme continues to report as experiencing obstacles however the trend since last month has improved, with two projects reporting increased levels of activity and therefore with lower savings totals at risk. One project in the 65+ programme is experiencing obstacles, this is Housing with Care and it is due to some delays in filling placements, mitigating action has been taken to rectify this situation. The Cross cutting programme continue to over deliver due in large to the over delivery of targeted reviews and the increased collection of continuing health care funds.
ASCH 1802	Interventions for Adults aged 65+: This work brings together 4 areas of activity: •Improve best practice and decision making in support planning (including in hospital settings). •Increase capacity in reablement •Ensure short term provision is used to maximise independence •Greater provision of Housing with Care (Extra Care). Example Benefits: •More adults aged 65+ completing START reablement. • A shorter average time spent in START, helping to increase capacity. • More service users will have benefitted from appropriate short term intervention, to support them to greater levels of independence. • Greater sharing of best practice will allow for improved consistency in support planning across teams, leading to improved outcomes for service users. • More service users are on a more appropriate pathway, giving them a more independent ongoing level of care.	On Target	On Target	Same	OT	Reablement: This month the transforming reablement project remains on target. The number of people completing reablement during August 2018 was below target. The target for August was 158 and the actual was 141. The project targets relate to the whole lifespan of the project, and includes additional savings that have not yet been approved. Progress towards the approved savings remains on target. N.B. The performance data in monthly highlight reports relates to the previous months due to data availability i.e. September highlight report contains August performance data. During September the process was finalised to charge for contributions, when people receive temporary home care from START following reablement whilst they are waiting for a home care provider. Delays in finding home care providers, resulting in delays in discharge from START, continues to impact on the capacity of the service. This issue is being monitored and steps are being put in place to try to address this issue.										
					OT	Best Practice in Support Planning: Transformation Partner work with Hospital Teams to improve support planning commenced from 10 September 2018. Initial work is being planned to scope an information dashboard for use by OA District Teams which will provide relevant information to facilitate improved support planning. Work is underway to agree targets for the key project activity measures and benefits realisation with Finance (work to be concluded by end of Oct 2018)										
					OT	Better Support for Hospital Discharge Project: Project is on track to deliver savings.										
					EO	Housing with care: Delays are being experienced with the completion of new developments and placing people in completed developments, analysis is currently underway to assess the impact this will have on savings and to identify mitigating actions. This Projects Experiencing Obstacles Status is not impacting the overall Programme Status due to the low level of savings associated with this project (£147k)										
ASCH 1803	Interventions for Adults aged 18-64: The overall aim of this work is to ensure service users are supported to live as independently as possible with a good quality of life. This work will focus across three areas below: • Promoting independence in current settings. • Supporting service users to live as independently as possible. • Preparing for Adulthood – Improving Transitions between Children’s and Adult’s Services. Example Benefits: • Reduction in the number of support / outreach hours commissioned in existing settings (e.g. supported living schemes / residential care) through active reviewing and better use of shared hours and negotiations with providers. • More people supported to move into a more independent setting (e.g. from residential care to supported living, or from supported living into general needs accommodation. • More people receiving short-term enablement support that helps maximise their independence for longer. • Some service users may have earlier engagement than they might otherwise have done from the Transitions Team.	Experiencing Obstacles	Experiencing Obstacles	Better	AR	Reduction in long-term care placements: This project retains its At Risk status this month, due to a proportion of the activity and therefore savings forecasted not to be completed by year end. 28 service users have moved to a more independent setting against an annual target of 40. A further 5-6 moves should happen this financial year. However 3 of the completed moves have transpired to cost more than the previous setting due to the complexity of the individual’s needs. It is projected that the 40 move will not be achieved this year due to the complex nature of the cases and them requiring a longer than expected amount of time and more short term work in advance of moves as well as the limited number of accommodation options available that suit each individual’s needs.										
					AR	Ensuring cost-effective services for younger adults through alternative accommodation: This proposal builds on the above project and extends the programme of work moving younger people from residential care into supported living with the development of a full accommodation strategy. Whilst the YA Accommodation Strategy is progressing well, the status of this project has been changed to At Risk as the £124k savings target for 2018/19 is attached to 12 moves from residential care to supported living (NB: these moves are in addition to the moves required next year to catch up with slippage against the existing Reduction in long-term care placements project). Due to the uncertainty surround the CCO posts in the YA Project Team, and if they will be extended beyond March 2019, it was agreed by the Promoting Independence Interventions for Adults Aged 18-64 Programme Board (at its September meeting), that these savings / moves were at risk.										
					AR	Promoting Independence in supported living and outreach services: This project remains reporting as at risk, although the amount at risk has decreased from £250k to £70k for 2018/2019, since July. The project continues to successfully undertake reviews of supported living schemes and outreach packages and seeking opportunities to promote independence and reduce care packages, including working with services to enable a reduction in sleep in night support. This month Assistive Technology has been installed in 3 services where this work has started which will lead to further reductions in sleep in night support before the end of 18/19. Staffing resource remains a risk to the project as contracts will cease in March 2019 and this will impact on savings forecasted for 2019/2020.										
					EO	Reducing the Costs of residential Placements - Younger Adults: This project is reporting as experiencing obstacles, this is due to some additional activity required with providers and not because it has not achieved its savings targets. The savings achieved across all years is currently £2.287m i.e. a surplus of £288k above the target. Since last month, there have been no further savings reported. There is work taking place on a Provider Engagement Questionnaire to inform strategy and offer consultation opportunity with providers across the sector. This was due to be published in September but now slipped to October. In addition a Market Position Statement has been drafted regarding YA residential markets to inform strategy.										
					OT	ASCH Strategy - Improving Lives & Notts Enabling Service: The Improving Lives savings are on track, currently forecasting £194,489 against a target of £175,000 for 2018/19 NES costs avoidance is on track, currently forecasting £272,836 for PIWs and £171,108 for CIWs. £443, 944 overall against a target of £200,000 for 2018/19 The work of the PIWs alone is avoiding costs of approximately £45,000 per month which suggests that they will achieve cost avoidance for the year of approximately £545,000 if current activity can be maintained. Cost avoidance for CIWs is currently £171,108 but confidence is low because the call back system that the team have put in place reveals that many people have not acted on advice given. An evaluation of NES has been prepared and submitted to the Transformation board on the 26/9/18 with options to reduce the current running costs and recommendations to focus NES on younger adults. The outcome of this will be known by the next reporting period.										
					OT	Preparing for Adulthood: Savings are being delivered as a result of dedicated Transitions staffing capacity working with individuals to maximise their independence and identify support available within the community. More interventions have been undertaken by the transitions team to maximise peoples independence than planned and as a result the 2017/18 savings target was overachieved by £56k, over delivery in 2018/19 has now been projected as £151k against a target of £50k.										

Ref	Programme & Brief Overview	Programme Status (Last Month)	Programme Status (This Month)	Trend	Project Status	Savings Targets (£000)s				Savings at Risk / Slippage / Over delivery (£000)s				Savings delivered in an alternative way	Net at risk amount	Department/Finance/PMO Comments for CLT
						2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s			
ASCH 1804	<p>Cross cutting interventions: This work refers to intervention that applies to service users aged 18-64 and 65+, and includes work across:</p> <ul style="list-style-type: none"> • Reviewing. • Direct Payments. • Further Investment in Assistive Technology (AT) to Promote Independence. • Income Generating Projects, e.g. Improved Collection of Continuing Health Care Contribution. • ASC&PH Strategy Phase 2. <p>Example Benefits:</p> <ul style="list-style-type: none"> • More service users will be reviewed earlier or more frequently than previously, maximising the opportunity to increase or maintain their independence and reduce reliance on formal support. • Increased use of community and voluntary support options for existing service users to maximise their independence, and subsequent reduced use of homecare, day services, transport services and other paid for sources of support. • Increase in alternative methods of review utilised. • Increased use of Personal Assistants and Pre Paid Cards. • Increased ability of service users to use Assistive Technology to self-care and remain independent for longer, and increased opportunities to prevent falls and reduce hospital admissions. • Increased income generation. 	On Target	On Target	Same	EO	<p>Direct Payments: This project under delivered against it's previous years savings by £71k and is projecting to over achieve the 2018/19 target of £1.280m by £19k. Work continues to identify further savings to mitigate the previous years under delivery. DP recoup income to date is £1.033m in year and the projection for the year remains £2.066m. The project is not currently achieving it's target for 50% of new Direct Payment packages to be supported by a Personal Assistant but savings are being mitigated from other areas.</p> <p>The Direct Payment Calculator is now planned to be rolled out for the commissioning of packages from December 2018.</p> <p>As a proportion of all DPs (i.e. existing and new), the % of SUs using PPDCs has increased from 24.4% in August to 25.08% in September.</p> <p>Project and Programme Sponsors are currently considering short and long term interventions required to address the on-going workload pressures being experienced by the Adult Social Care Financial Services Direct Payments Audit Team.</p>										
					OT	<p>Targeted Reviews: The 2018/19 savings target of £2.010m is currently being over achieved by £1.968m. This is a reduction since last month of £201k as there has been a revision of the FYE saving of some packages reviewed in 2017/18 which has reduced the brought forward figure into 2018/19 by £329,610.</p> <p>The % of reviews (packages of long-term care) undertaken in the previous 12 months is currently 73.23% against a target of 80%.</p>										
					OT	<p>Improved Collection of Continuing Health Care Collection: The projected over achievement against the £500k savings target for 2018/2019 has increased in September by £604k to £4.577m.</p>										
					EO	<p>Brokerage for Self Funders: It is planned for charging to have commenced for all service users by the beginning of November 2018 and it is projected that this will deliver in year savings of £6k. The remaining £22k of the savings target will be delivered through other fees and income (e.g. deputyship).</p>										
					OT	<p>Assistive Technology: Year to date cost avoidance savings to 30th September 2018 have been submitted to finance for validation. Once completed this validation activity will confirm whether cost avoidance savings targets can be increased for this project.</p>										

Ref	Programme & Brief Overview	Programme Status (Last Month)	Programme Status (This Month)	Trend	Project Status	Savings Targets (£000)s				Savings at Risk / Slippage / Over delivery (£000)s				Savings delivered in an alternative way	Net at risk amount	Department/Finance/PMO Comments for CLT
						2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s	2018/19 (£000)s	2019/20 (£000)s	2020/21 (£000)s	Total (£000)s			
ASCH 1801	Early Resolution	Experiencing Obstacles	Experiencing Obstacles	Same		507	394	416	1,317							Early Resolution Programme is experiencing obstacles pending validation of year to date savings.
	Programme relates to interventions that occur when someone first contacts/accesses services. This programme extends the existing Early Resolution project through the adoption of the 3 Tier Model to engage with people who approach the Council for care and support: •Tier 1 connects people to local resources •Tier 2 helps where more than Tier 1 support is required, offering swift and appropriate support to help people regain their independence or develop new skills. This may include access to short term support. •Tier 3 helps those people who, after Tier 2, have ongoing care and support needs. This approach applies equally to Service Users and Carers. Example Benefits: • A reduction in the number of people assessed for care and support and subsequent long term support by providing an alternative way of meeting their needs earlier. • Less people will be formally assessed, but short term support will be provided to more people to help maintain or increase their levels of independence. • Increased capacity in district social care teams to deal with the most complex cases.				EO	Early Resolution: A key element of this project is the roll out of three tier assessment model which aims to resolve queries at an earlier stage and reduce the number of requests for a care and support assessment. Following a successful pilot in Broxtowe the model has now been rolled out to all districts. There has been a year to date reduction of 309 care and support assessments (CASAs) against a annual target of 354, project status to remain as experiencing obstacles pending further work to confirm the cashable savings achieved by this reduction. The changes to core workflow and new contact forms successfully went live in Mosaic and interdependent systems 2 October 2018, this will further support the consistent implementation of the three tier model.										
	OT				Carers: Year to date performance against the approved project measure for reduction in the budget for payments to carers is currently being analysed.											
ASCH 1805	Commissioning & Direct Services	Experiencing Obstacles	Experiencing Obstacles	Same		1,035	1,960	843	3,838	144	-60		84	84	The Status for all projects within this programme remains the same as last month.	
	The main focus of this programme is considering options around the use of some of the Department's Direct Services, in order to optimise opportunities to reduce running costs and increase income through commercial development. Relevant Direct Services under the scope of this work include: •The County Horticulture and Work Training Service •Care and Support Centres •Investment in Shared Lives Outcomes the programme will support: •Promote greater use of the services and their assets. •Increase income generation and maximise productivity. • Increase in the number of Shared Lives carer households recruited.				OT	Care and Support Centres: Compared to the original target dates St Michaels is now closing early and Leivers is a bit delayed. The resulting £46k slippage should be off-set by the additional savings from the reduction in re-provisioning costs The Invitation To Tender (ITT) for the commissioning of assessment beds will go out in October. The provision will be introduced in stages from November to ensure that the service remains within the available funding The number of long-term service users at St Michaels is now down to 2 and there are 4 at Leivers Court. The Fractures scheme at St Michaels will be reduced from November. A number of staff based at Leivers Court are showing an interest in permanent jobs at the new St Francis Ward at the City Hospital										
	AR				Investment in Shared lives: The service remains in difficulty with regard to developing the scheme. The request for a 12 month temporary Shared Lives Coordinator to was turned down due to financial constraints and no alternative funding has yet been identified for the additional post.											
	EO				Maximise the income available to the Council's directly provided adult social care services: Additional income being generated by the Council's directly provided Adult Social Care Services is currently being assessed and the remaining shortfall determined. Following this further actions will be agreed to achieve the remaining income target.											
	EO				County Horticulture and Work Training Service: Consultation on the closure of Grounds Maintenance, Golden Gardens and the Skegby site took longer than anticipated. This in turn delayed the final approval of the closures and as a result the delivery timeline has slipped. The Skegby site is now on track to close by the end of 2018 and staff engagement is on going. 2018/19 savings are anticipated to be delivered in an alternative way.											
	AR				Integrated Community Equipment Loan Scheme (ICELs): This project intended to achieve its savings target by negotiating with partners to reduce the Council's contribution to the ICELS pooled budget, in line with a reduction in the Council's prescribing activities and the loaning of community equipment. However, it has since been agreed with partners that there will be no changes to the split of funding, and so alternative methods to deliver the savings are being sought. The project will remain on the project status summary pending delivery of budget savings.											
	Closed				Merger of Commissioned Crisis Prevention Service for Carers and Rapid Response Service (now called Home First Response Service): £50k savings target achieved											

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

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.

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

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.

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

Awaiting major points of clarification / decision-making to enable PID and plan to be completed.



5 November 2018

Agenda Item: 8

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

ICT PROGRAMMES AND PERFORMANCE QUARTER 2 2018-19

Purpose of the Report

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

Information and Advice

Programmes Update

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

- i. 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. The procurement and contractual arrangements have been completed and Microsoft, our partners for this piece of work, are on site and work is underway.
- ii. An update on the Cloud Programme is included elsewhere on the agenda for this meeting. Cloud Programme activities completed over the last quarter include the following:
 - Deployment of new network components to enable secure access to the Cloud-hosted data and applications.
 - Assessment of applications, software and data that will be suitable to migrate to Microsoft Azure Cloud.
 - Assessment of the impact of migrating existing OneSpace sites, and agreeing the new look and feel and features available.
 - The creation of a proof of concept Azure environment
 - The Identification of applications/OneSpace sites which contain criminal law enforcement data and therefore may not be eligible for migration due to Data Protection regulations.
 - Completion of Sharepoint remediation work, agreement of OneSpace sites suitable for migration and creation of a migration plan.
 - Planning for migration to the Office 365 (O365) email solution
 - A Working Group including representatives from each department has been established to support effective communications and engagement between the Cloud Programme and the wider Council. Regular meetings are under way and departments have been engaged to help identify instances of criminal law enforcement data within their service.
- iii. The Smarter Working Programme is providing mobile technology over the next 2 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 NCC property assets. The Programme has completed the rollout of devices to Adult Care Financial Services (ACFS), the Business Support Centre (BSC) and the ASCH and CFCS Operational teams at Trent Bridge House. During this quarter Windows 10 Device deployment commenced during September to City Hospital and Prospect House.
- iv. Phase 2 of the Computer Equipment Replacement Programme (CERP) which includes the refurbishment of equipment replaced as part of the Smarter Working Programme has been completed including the following sites:
 - Byron House - EDT
 - Mansfield, Newark, Arnold, Kirkby, Worksop, Hucknall and Retford libraries
 - Touchdowns at various sites across the county
 - VIA Bilsthorpe, Gamston Stevenson Way, Sutton and Blyth Depots
 - County enterprise foods
 - Rainworth Distribution Centre
 - Barncroft, Moorlands and Ley Street Day Centres
 - Worksop Community Hub

- Ashfield CLDT (Portland Street Bungalows)
 - Brook Farm
 - Bestwood County Park
 - James Hince EPH
- v. The rollout of the new managed print service is complete with the exception of Registrars which has now been scheduled with the supplier for delivery in Q3.
- vi. Rollout of the new public WiFi, and device.wifi corporate solution (for staff and partners) is now complete and planning is underway to complete the staff migration to the device.wifi solution and decommission the now redundant staff.wifi where appropriate.
- vii. As part of the project to transition mobile voice and data services from Vodafone to EE, Smartphone and Talk and Text device migration is now underway. It is anticipated that savings of £300k per annum will be delivered, once the transition from Vodafone has been completed.
- viii. Following the successful implementation of workflow automation with King's Mill Hospital, including automatic referrals for patients who require a supported discharge, this has been successfully extended to Mansfield Community and Newark Hospitals ahead of target.
- ix. VIA have renewed their ICT contract for a further 2 years. Work continues with Inspire to renew their contract and is expected to be concluded shortly.
- x. Following on from the awarding of the Home First Contract supporting Countywide Rapid Response and Hospital Discharge services, the proof of concept which has been developed jointly between Adult Social Care and Health (ASCH) and ICT, and has been well received by both internal staff and the external care provider has been transitioned into business as usual. Work is now underway to develop this solution further to support the more complex Home Based Care contracts.
- xi. VMB network support for schools has been decommissioned. Transition arrangements are in place for the schools that will be unable to migrate off the service by September 30th
4. Over the next 6 months the major focus of activity will include the following:
- i. Delivery of the Cloud Programme will include:
- Commencing the migration of systems, applications and data to Azure
 - Commencing the migration of OneSpace sites
 - The O365 email remediation activity will be complete and migration will be underway

- ii. As part of the Smarter Working Programme, approximately 1000 new Windows 10 devices will be deployed to Children, Families and Cultural Services (CFCS) and Adult Social Care and Health (ASCH) front line staff at Meadow House, Sir John Robinson Way, Sherwood Energy Village and various smaller operational sites, including hospitals.
- iii. Phase 3 of the Computer Equipment Replacement Programme (CERP) which includes the refurbishment of equipment replaced as part of the Smarter Working Programme will be scoped and rolled out
- iv. Migration of staff to the device.wifi solution will be complete
- v. Improved WiFi service across the NCC estate will be scoped, costed and planned
- vi. The new managed print service will be rolled out to Registrars.
- vii. The transition from Vodafone to EE will be completed with all devices migrated or replaced.
- viii. 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 have been developed to define the future direction for smartphones. The first phase will replace Windows 8.1 smartphones that are not supported beyond July 2019, and as part of this work a pilot of Sony Smartphones will be undertaken.
- ix. The next phase of the Corporate Performance Reporting Project for the further development of the business intelligence hub will be scoped and initiated.
- x. As part of the Health and Social Care interoperability initiative, real time access to Care Package, Safeguarding, Dementia and Autism information held in Mosaic will be provided to Doncaster and Bassetlaw Teaching Hospitals.
- xi. The Shared Care Record which will provide access for NCC staff to Health data held in the Care Centric Portal will go live.
- xii. The new ICT contract with Inspire will be agreed and signed, as the initial two year contracts established when the ASDMs were created have now expired.

Performance Update

- 5. To provide a balanced assessment of performance, ICT Services measures four groups of indicators that cover business activities, customers, staff and finance. Performance for the 2nd quarter of 2018-19 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).
7. Availability of ICT services has been good this quarter and the dip in incident response rates from last quarter has been reversed and shows significant improvement.
8. The County Council is increasingly reliant on its ICT provision and so major disruptions to services need to be avoided wherever possible. During this period we had an issue with the Firmstep Platform that impacted on performance for the Customer Service Centre. This was attributed to essential updates being applied within the Microsoft estate. The issue was quickly triaged and remediation steps successfully applied with full service being restored within a couple of hours. Public Library users were temporarily unable to access some websites when a security configuration was implemented. Alternative protocols were applied with no reduction in our security profile allowing for full service to be restored within SLA.
9. The business activity indicators also show two project performance indicators that are used by the Chartered Institute of Public Finance and Accountancy (CIPFA). The project delivery index is used to measure conformance to good project management standards e.g. adoption of PRINCE 2 methodology, business case produced, delivery to timelines, business benefits achieved etc. Performance against this indicator remains consistently high since 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. At 67% it is well below the target of 85%. There are a number of contributing factors which have impacted on delivery including difficulty in recruiting specialist technical resources and complex interdependencies between current programmes of work. The resources required have now been recruited and more detailed mapping of programme interdependencies is under way to ensure milestones set are realistic and deliverable.

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).

Staff Indicator

11. The average number of sick days per staff member in ICT Services is above the corporate annual target level with higher than normal levels of sickness due to colds and flu over this quarter. 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 is in line for the year with overall budget plans and financial savings of £140k delivered as per Options for Change. The capital spend has been reprofiled for 2018-19 and subsequent two years with the Cloud Services Programme progressing after successful negotiations with our Microsoft Partners.
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.

Proposed Changes to Reporting

14. Following the establishment of the Transformation and Change team (which brings together the Programmes and Projects team and the change aspects of ICT) within the Chief Executives Department, it is proposed that the Progress Report on Delivery of Improvement and Change Programmes, Projects and Savings will incorporate reporting on both business and IT activity, while the report from ICT Services will focus on reporting on Performance.

Reason for Recommendation

15. To raise awareness of progress on the key ICT programmes and performance indicators for 2018-19.

Statutory and Policy Implications

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

RECOMMENDATIONS

That members approve the proposed change to reporting to Improvement and Change Sub-Committee

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

Sue Milburn

Group Manager, Build Change and Engagement (ICT)

page 76 of 84

For any enquiries about this report please contact: Sue Milburn on 0115 9773196

Constitutional Comments: (CEH 19/10/18)

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

Financial Comments: (SES 19/10/18)

The financial implications are set out in paragraphs 12 and 13 of the report.

Background Papers





None


Electoral Division(s) and Member(s) Affected




All



ICT Services Overall Performance: Quarter 2 2018-19

Key symbols table:




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


Business Activity Indicator	Performance 2017-18		Performance 2018-19				Comments
	Q3 Actual	Q4 Actual	Q1 Actual	Q2 Actual	Q2 Target	Status	
Average Availability of Business Critical Services (B001)	99.95%	99.88%	99.33%	99.81%	99.80%		There are 96 services identified as Business Critical to the County Council e.g. e-mail, internet, Mosaic, BMS, Capita ONE etc. Contributory factors to this high level of availability are the investment in the ICT infrastructure (such as the network, servers, cabling and data centres), a proactive approach to infrastructure alerts and monitoring (taking pre-emptive action where necessary), plus the rapid response of technical teams should issues occur.



Business Activity Indicator	Performance 2017-18		Performance 2018-19				Comments
	Q3 Actual	Q4 Actual	Q1 Actual	Q2 Actual	Q2 Target	Status	
Percentage of Mobile Devices* Within the ICT Estate (B062) <small>*Laptop or Tablet devices, compared to desktop devices</small>	41.37%	44.97%	47.60%	50.50%	50%		<p>Laptop and tablet computer devices now account for over 50% of our computer estate. With the advent of the Smarter Working Programme many desktop computers and small form factor tablets are being replaced with tablets/laptops.</p> <p>Through the smarter working programme we have removed in excess of 200 desktop devices from the estate this quarter, replacing them with personalised mobile solutions (laptops and tablets).</p>
Percentage Incidents Resolved Within Agreed Service Levels (B009)	91.90%	91.26%	90.39%	93.03%	92.00%		<p>This indicator assesses the performance of the ICT function in restoring service and responding to incidents reported to the Service Desk.</p> <p>Whilst the last quarter reported record breaking numbers of incidents due to supplier coding issues within the Mosaic system, this quarter has settled back down with 7156 incidents being logged through the Desk.</p> <p>The resulting performance improvement can be attributed to less Service Desk specialist being needed to take calls resulting in more time allocated to resolving the issues at hand.</p>
Percentage of ICT Changes Successfully Completed (B032)	99.28%	98.95%	100%	99.44%	98.00%		<p>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.</p> <p>This quarter 295 changes were processed with only one failure being recorded. However this was rolled back successfully with no impact on service provision.</p>





Business Activity Indicator	Performance 2017-18		Performance 2018-19				Comments
	Q3 Actual	Q4 Actual	Q1 Actual	Q2 Actual	Q2 Target	Status	
Compliance to CIPFA Project Delivery Index (B052)	9.0	8.2	8.1	8.2	8.0		<p>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.</p> <p>Nine projects were formally closed in this quarter. The CIPFA Project Delivery Index score was 8.2/9, above both the previous quarter, which was 8.1/9, and the target which remains at 8.00.</p> <p>Projects closed:</p> <ul style="list-style-type: none"> • Bestwood Country Park – Data Transfer – 9/9 • Mansfield Woodhouse Library Refurbishment – 9/9 • Information Governance Improvement Programme – 9/9 • MASH Mosaic VPN – 9/9 • Sophos End Point Protection Renewal – 8/9 • Rufford Country Park – Park Rangers to Parkwood – 9/9 • CP:IS – 8/9 • ASA Firewall Replacement – 6/9 • Sherwood Forest Transfer to RSPB – 7/9
Percentage of Project Milestones Delivered (B053)	89%	86%	84%	67%	85%		<p>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.</p> <p>In Q2 2018/19, ICT were reporting on 42 milestones. The overall score was 67% of milestones delivered. Performance this quarter is below the target of 85%, as well as the</p>

Business Activity Indicator	Performance 2017-18		Performance 2018-19				Comments
	Q3 Actual	Q4 Actual	Q1 Actual	Q2 Actual	Q2 Target	Status	
							<p>previous quarter's score of 84%. Progress on milestones was as follows:</p> <ul style="list-style-type: none"> • Completed: 20 • Awaiting Sign Off: 0 • Incomplete: 16 • On Hold: 6 <p>There were recurring themes for reasons why milestones were incomplete. These included:</p> <ul style="list-style-type: none"> • Resourcing – lack of available resource and difficulties recruiting technical staff. • Technical issues requiring resolution that have taken longer to resolve than expected. • Dependencies on other programmes causing delays to work streams. • Delays with getting information from external partners or customers. <p>To mitigate against future milestones being incomplete and to ensure improved performance, dependencies between projects will be mapped and tracked at a more detailed level. Technical resources have now also been recruited to allow progress to start on key deliverables.</p> <p>Milestones that were placed on hold were done so due to changes to project plans and scope with our partners and customers, which have meant these milestones weren't required to be delivered as initially planned. These milestones will now be reprogrammed in line with their relevant project plans, and included in the quarterly plan of the relevant quarter.</p>

Customer Indicator	Performance 2017-18		Performance 2018-19				Comments
	Q3 Actual	Q4 Actual	Q1 Actual	Q2 Actual	Q2 Target	Status	
Average Customer Satisfaction Score* <small>*Corp (C001A01) / Schools (C002A01)</small>	4.28/ 4.60	4.50/ 4.75	4.68/ 4.89	4.73/ 4.93	4.50/ 4.50		The access channel into ICT Services is the Service Desk which receives and handles the incidents, service requests and enquiries. The efficiency and effectiveness of this function is crucial for the user perception of the whole range of services provided. ICT Services collects information regarding customer's satisfaction (score 1-poor, 5-excellent) of the ICT incident management process for both corporate and school users (weekly sample sizes are approximately 30 corporate users and 20 school users).
Percentage of Service Desk 1st Call Resolutions (C010)	58.55%	61.40%	57.61%	58.68 %	50.00%		First call resolution measures the effectiveness of the Service Desk at first point of call. The 50% target of incidents resolved at 1st point of call is a balance of being able to manage the call volumes through the desk and maintaining a high percentage success rate within the allocated call period (6 minutes). (11,907 calls taken during this period.)
Average Service Desk Call Duration (C011)	5:44 mins	6:04 mins	5:51 mins	5:41 mins	6.00 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.

Customer Indicator	Performance 2017-18		Performance 2018-19				Comments
	Q3 Actual	Q4 Actual	Q1 Actual	Q2 Actual	Q2 Target	Status	
Percentage Service Desk Calls Dropped (C014)	7.30%	7.47%	13.14%	10.89 %	10.00%		<p>This measures the proportion of calls unanswered by the Service Desk.</p> <p>Significant improvements have been made throughout the last year in call handling management. This is reflected in a more ambitious target for 2018/19 (from 12% to 10%).</p> <p>Although this quarter figures show an improvement against the previous quarter it still sits slightly below target.</p> <p>The percentage of dropped calls is based on 13,363 calls presented, of which 1456 were terminated by the user before speaking to a Service Desk Specialist..</p> <p>(Dropped calls include calls that are terminated by the user having heard recorded incident updates and as such should not be seen as been representative of customer dissatisfaction)</p>

Staff Indicator	Performance 2017-18		Performance 2018-19				Comments
	Q3 Actual	Q4 Actual	Q1 Actual	Q2 Actual	Q2 Target	Status	
Average Number of Absence Days Per Staff Member (S003)	5.72	8.22	1.42	2.42	3.50		The absence score for this period is the lowest reported since April 2014. The figures represent 160 days of absence across ICT with 45 days related to muscular issues and 27 days related to sickness, diarrhoea or vomiting.
Average Number of Professional Training Days Per Staff Member (S004)	3.61	4.96	1.07	2.07	1.50		The annual target is 3 days formal training for each member of staff and incorporates attending training courses, gaining internal knowledge transfer/coaching across ICT and 'Computer Based Training' for people studying/exams for various technology disciplines.

Financial Indicator	Performance 2017-18		Performance 2018-19				Comments
	Q3 Actual	Q4 Actual	Q1 Actual	Q2 Actual	Q2 Target	Status	
Expenditure Against Revenue (F001)	75%	100%	24%	46%	58%		Planned budget reductions of £479k have been delivered in 2017-18. Revenue Spending for 2018-19 remains in line with budget plans, however some expenditure identified for Q2, associated to contract renewals, will now slip into Q3.
Expenditure Against Capital (F002)	51%	100%	62%	70%	50%		<p>Capital Spending for the Smarter Working Programme, Microsoft Licensing and infrastructure upgrades are in line with plans. Capital spending on the Cloud Services Programme has been re-profiled into 2018-19 and the Capital Budget was adjusted in line with this.</p> <p>£3m of Cloud capital funding has been committed under the Microsoft contract resulting in accelerated capital expenditure spend, moving predicted expenditure from Q3 to Q2.</p>
Cost of ICT Support Per User (F006)	£223	£223	£201	£198	£224		<p>Our current cost of £198 per user puts the County Council at the lowest cost quartile of CIPFA 2016-17 benchmarking. The target of £224 is based on remaining at the lowest cost quartile.</p> <p>The slight reduction in cost per user is due to an increase of 113 users.</p>
Cost of ICT Support Per Workstation (F007)	£230	£190	£202	£204	£217		<p>Our current cost of £204 per workstation puts the County Council in the lowest cost quartile of CIPFA 2016-17 benchmarking. The target of £217 is based on the threshold line of moving into the next quartile.</p> <p>There is a slight increase in cost this quarter due to a reduction of 31 workstations from the overall ICT estate.</p>

5 November 2018

Agenda Item: 9

REPORT OF THE SERVICE DIRECTOR, CUSTOMERS, GOVERNANCE AND EMPLOYEES

WORK PROGRAMME

Purpose of the Report

1. To review the Committee's work programme for 2018/19.

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

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

Marjorie Toward,
Service Director, Customers, Governance and Employees

For any enquiries about this report please contact:

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

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

Constitutional Comments (SLB)

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

Financial Comments (NS)

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

Background Papers

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 25 OCTOBER 2018)

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>Lead Officer</u>	<u>Report Author</u>
7 January 2019			
Transformation Strategy	To consider the Council's new transformation strategy	Nigel Stevenson	TBC
Online Services	To consider the Council's current online offer to customers, with reference to the approach of other Councils and any national benchmarking data (requested by the Committee on 25 June).	Marjorie Toward	TBC
Departmental Update on Improvement & Change	Update on progress from the Corporate Director of the Children and Families Department	Colin Pettigrew	TBC
Council Plan – Six Monthly Review of Progress	Overview of progress against the Council Plan	Nigel Stevenson	Celia Morris / Rob Disney
4 March 2019			
Programmes, projects and savings - Quarter 3	Progress report on delivery of programmes, projects and savings	Nigel Stevenson	Celia Morris
ICT Programmes and Performance – Quarter 3	Progress report on ICT programmes and projects	Nigel Stevenson	Sue Milburn
30 April 2019			
Departmental Update on Improvement & Change	Update on progress from the Corporate Director of the Adult, Social Care and Health	David Pearson	TBC
Smarter Working Programme Update	To provide a progress report to the Committee	Nigel Stevenson	Iain McMillan
24 June 2019			
Council Plan – Review of Progress Quarter 4	Overview of progress against the Council Plan	Nigel Stevenson	Celia Morris
Programmes, projects and savings - Quarter 4	Progress report on delivery of programmes, projects and savings	Nigel Stevenson	Celia Morris
ICT Programmes and Performance – Quarter 4	Progress report on ICT programmes and performance.	Nigel Stevenson	Sue Milburn
Departmental Update on Improvement & Change	Update on progress within one of the Council's Departments from the Chief Executive	Anthony May	TBC

