

REPORT OF THE CHAIRMAN OF IMPROVEMENT AND CHANGE SUB-COMMITTEE

REPORT FROM IMPROVEMENT AND CHANGE SUB-COMMITTEE ON THE MONITORING OF PERFORMANCE

Purpose of the Report

1. To update Committee on the work of the Improvement and Change Sub-Committee in monitoring performance and driving the Council's Improvement and Change Programme.

Information and Advice

2. The Improvement and Change Sub-Committee has agreed responsibility for:
 - Monitoring the Council Plan;
 - Monitoring and driving the Council's Improvement and Change Programme;
 - Considering performance reports in relation to the Council's ICT strategy.
3. The first meeting of the Sub-Committee was in June 2017 and over the last year Committee has considered a range of areas within its responsibility and this is detailed below.

Monitoring the Council Plan

4. **Planning and Performance Management Framework:** The Improvement and Change Sub-Committee reviewed the arrangements for the reporting of progress on the Council Plan and Departmental Strategies on 12 March 2018 and agreed a format of reporting to implement the Planning and Performance Framework and enable effective monitoring of progress against the Council's commitments.
5. **Council Plan:** The first overview of performance for the key activities and measures set out at part 3 of each Departmental Strategy to deliver on the Council Plan was considered by the Sub-Committee in June 2018. The report included a dashboard that provided the first representation of the Council Plan Core Dataset - a new development as part of the implementation of the Planning and Performance Management Framework - providing a succinct visual overview of progress against the Council Plan.
6. **BI Hub:** As part of the Council's Planning and Performance Framework, the measurement of the Council's performance is set out through core data sets in the Council Plan and Departmental Strategies with the monitoring, evaluation and benchmarking of progress managed through a Business Intelligence Hub.

7. The Sub-Committee received a demonstration of the Council's business intelligence infrastructure including the Business Intelligence Hub that is intended to provide a single source of management information to support service delivery and performance against the Council's key Plans and Strategies.

Monitoring and Driving the Council's Improvement and Change Programme

8. **Progress on Programmes, Projects and Savings** - delivery of the Council's Improvement and Change Portfolios and savings have been considered on a quarterly basis including progress on some key initiatives and achievement of savings overall. Consideration was given in June 2018 to how the Improvement and Change Programmes set out in the new Departmental Strategies are progressing with an outline of the key milestones for each programme and performance against them. Approval was given in March 2018 to amendments to the savings profiles for the Promoting Independent Travel and Reduction in Adult Social Care and Health Transport Budget projects.
9. **Transformation and change approaches and activity** including by external partners, have been considered to inform the Council's future approach specifically:
 - An update on the approach taken to digital transformation by Futuregov
 - An examination of the methodology and approach to transformation taken by Newton Europe
 - Approving a set of principles relating to change and transformation that will form the basis of the transformation strategy.
10. **Smarter Working Programme (SWP)** – monitoring of progress on the SWP has been undertaken including:
 - A presentation on the two uses of scheduling within Adult Social Care and Health (ASCH) Department - auto scheduling for the START service and manual scheduling for all Social Work and OT teams across the County. This highlighted the significant impact that this use of new technology had made within ASCH and the roll out of this approach was discussed
 - An update in September 2017 on the future work of the Smarter Working Programme this outlined the proposal to re-stack County Hall and bring in an additional 300 staff. Committee approved the communication of this more widely to staff and other stakeholders
 - A site visit for Members in December 2017 to see the impact of three projects within the Smarter Working Programme (SWP) – the Digital Scanning of incoming mail for electronic distribution at County Hall; the scheduling system for START in operation at Prospect House and the new office configuration at Lawn View House
 - An update in June 2018 on the programme providing members with details of the future deployment schedule across the County and Committees' approval to review the governance arrangements for the programme.
11. **Developments in the use of business intelligence:** The Council has identified information and intelligence as vital assets to be developed and managed to enable future organisational change and transformation. Business Intelligence is how we bring together data for analytical purposes so that we can plan and provide efficient services to the public. The Sub Committee informed the development of the Council's Business Intelligence Strategy that was approved by Policy Committee in March 2018. This strategy provides a framework for how the Council will explore the new opportunities

arising from developments in the way that data can be used to drive future transformation. The Sub-Committee has also considered how benchmarking insights and business analysis are being utilised to inform both change and savings proposals with presentations on both these areas of work within the Council being given.

Progress in Delivery of the Council's ICT Strategy

12. The Council's ICT Strategy 2017-2020, was agreed by Policy Committee in July 2017. It identifies five ICT strategic themes supporting business transformation across the Council – workforce mobilisation; customer channel shift; business performance reporting; partnership working and reliability; and compliance and these shape much of the activity and priorities within ICT Services. Improvement and Change Sub-Committee has monitored ICT Services performance and developments including:

- Quarterly reports outlining progress and performance across all of ICT services
- Health and social care technology integration;
- Work undertaken in support of the SWP including the delivery of mobile devices at County Hall
- Progress on the Council's Cloud Services Programme to deliver the transition of ICT services away from the County Hall data centre to cloud based solutions by the end of 2019.
- Approved arrangements for ensuring flexibility and agility in staffing within ICT Services.

The Way Forward

13. Over the coming year, in addition, to its role in monitoring the Council Plan, the Committee will review a number of programmes, including:

- The Journey to the Cloud
- The Smarter Working Programme
- The operating model for managing support to transformation and change
- Digitalisation
- ICT programmes & performance
- Cross-Council transformation programmes
- Exploring Member led transformation reviews

Other Options Considered

14. None

Reason/s for Recommendation/s

15. To provide members with an annual overview of the Sub-Committee's progress in monitoring performance of activity within its remit and to note actions to identify key future work areas.

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.

RECOMMENDATION/S

It is recommended that Policy Committee:

- 1) Consider the information set out in the report on the work of the Sub-Committee.
- 2) Approve the future outline programme of work for the Sub-Committee.

Councillor Reg Adair

Deputy Leader of the Council and Chairman of the Improvement and Change Sub-Committee

For any enquiries about this report please contact:

Celia Morris
Group Manager, Performance and Improvement
T: 0115 977 2043
E: celia.morris@nottsgov.uk

Constitutional Comments (HD – 10/7/2018)

Policy Committee is the appropriate body to consider the content of the report.

Financial Comments (NS – 10/7/2018)

There are no specific financial implications arising from this report.

Background Papers and Published Documents

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

Electoral Division(s) and Member(s) Affected

All