

24 June 2019

Agenda Item: 11

## **REPORT OF THE CHAIRMAN OF IMPROVEMENT AND CHANGE SUB-COMMITTEE**

### **SIX-MONTHLY REPORT TO POLICY COMMITTEE ON THE WORK OF THE IMPROVEMENT & CHANGE SUB-COMMITTEE**

#### **Purpose of the Report**

1. To approve a proposed report to the Policy 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. As part of the cycle of monitoring the Chairman of the Improvement and Change Sub-Committee provides a report to Policy Committee. This report covers the period from July 2018 (the date of the previous report to Policy Committee) through to April 2019. It identifies key issues within its responsibility which the Sub-Committee has considered, as detailed below.

#### **Monitoring the Council Plan**

4. 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. It agreed a format of reporting to implement the Planning and Performance Management Framework, to enable effective monitoring of progress against the Council's commitments.
5. Through those arrangements the Sub-Committee has considered an overview of the activity undertaken to support delivery of the Council Plan; this has been done through 6-monthly updates to the Sub-Committee. The progress reports present a dashboard setting out the Council Plan Core Dataset, giving a visual overview of progress against the Council Plan.

6. Delivery of the Council Plan is through the Council's four Departmental Strategies. Progress against each individual Departmental Strategy is considered by the relevant service committees every six months, covering all of the key activities and measures during the period. As part of the monitoring of the Council Plan the Improvement and Change Sub-Committee receives a summary of the performance highlights and challenges considered by these Committees across the key activities and measures of each Departmental Strategy.

## **Monitoring and Driving the Council's Improvement and Change Programme**

7. Delivery of the Council's Improvement and Change Portfolios and savings have been considered by the Sub-Committee on a quarterly basis, including progress on some key initiatives and achievement of savings overall.
8. Consideration was given in March 2019 to an update on departmental Improvement and Change Portfolios. This informed the Sub-Committee of the progress towards delivery of the Council's current savings targets and strategically significant programmes & projects. A further update will be undertaken in June 2019.
9. Approval was given in January 2019 for amendments to the savings profiles:
- improved savings for transforming reablement, the 'preparing for adulthood' service and housing with care units
  - amended savings for targeted reviews relating to commissioned packages of support
  - reduced scope of the Children's and Families' contracts review with the exclusion of care type contracts
  - decision not to proceed with the savings targets for the statutory school transport service.

## **Approaches to Transformation and Change**

10. A key area of focus for the Sub-Committee is to encourage and drive through a whole Council approach to transformation and change. A report was presented in April 2019 proposing a new approach to developing an operating model and organisational structure for transformation and change. This followed from the creation of the Chief Executive's Department and the subsequent restructure at Group Manager level within the Finance, Infrastructure and Improvement Division. The Transformation and Change team was established, bringing together the corporate Programmes and Projects team and the Build, Change and Engagement team from ICT services under a single Group Manager.
11. The opportunity was taken to review the approach to transformation and change within the organisation which has evolved over a number of years. A set of principles for transformation and change has been agreed and a new structure implemented. This work has laid the groundwork to enable this whole Council approach to transformation and change to be driven forward through the Sub-Committee in the coming year. Alongside this, the Sub-Committee has been active in considering progress with a number of specific areas of transformation activity, as identified below.
12. Members approved a report in relation to digital development within the Council and provided input to a cross-council programme to improve the customer experience through digital

development. This includes the roll-out of a 'MyNotts App' making it easier for residents to access Council services and effectively resolve issues and queries at their first point of contact with the Council.

13. The Improvement and Change Sub-Committee considered the progress of the Shared Lives Scheme, a highly successful way of helping vulnerable people to live with families, and live ordinary lives in the community. The Sub-Committee focussed particularly on the performance of the scheme between 2016 and 2018 and the factors that have had an effect on this.
14. The Sub-Committee received details of performance and progress against the Place Improvement and Change Portfolio, as contained in the Place Department Plan. This includes the journey of improvement, investment and commercial returns and doing things differently with less.
15. The Sub-Committee has also reviewed progress of the Smarter Working Programme in 2018 and the approach to the closure of this programme. As the Smarter Working Programme comes to a close the next phase of this work will now be taken forward under the Investing in Nottinghamshire programme as covered by a report to Policy Committee in March 2019. In 2018 the Smarter Working Programme delivered on a number of fronts:
  - 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 provided improved functionality for staff
  - The deployment of new ICT equipment and a reconfiguration of the office space in County Hall resulting in an additional 356 staff working out of the building – taking the headcount up to 1,144
  - New ICT equipment deployed to 256 staff based at Trent Bridge House
  - The Social Work team based at City Hospital moved from Valebrooke House to a site within the main hospital. As part of this move they received new equipment, access to Lync telephony and Wi-Fi coverage had been reviewed
  - New ICT equipment deployed to over 100 staff based at Prospect House in Beeston.

## **Progress in Delivery of the Council's ICT Strategy**

16. The Council's ICT Strategy 2017-2020, was agreed by Policy Committee in July 2017. It identifies 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.
17. The Improvement and Change Sub-Committee has monitored ICT Services performance and developments including:

- Quarterly reports providing an update on key projects and performance measures for ICT Services and outlining the major planned activities over the next 6 month period.
- A progress report in April 2019 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. To support the future development of this programme Improvement and Change Sub-Committee supported a new governance model with a cross departmental cloud programme board being established and reporting to the Sub-Committee.
- An overview of the Prince 2 project management methodology used in ICT services. The Sub-Committee considered the fit of the Prince 2 approach with the authority's processes of identifying options for change to deliver savings and efficiencies, and focuses on cost, timescale, quality, scope, risks and benefits.
- A report and presentation describing how investment in new technology has enabled transformation of service delivery across a number of service areas, specifically:
  - Automatic Scheduling;
  - Interoperability and Integration;
  - Portals;
  - Future technology

## **The Way Forward**

18. In the previous report to Policy Committee on 18 July 2018, Improvement and Change Sub-Committee set out a number of programmes that would be reviewed, These were:
  - 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.
19. As identified in this report, the Committee has already reviewed a number of these programmes as marked\* and will continue to address that which remains. In addition the Improvement and Change Sub-Committee will, during the coming months, be receiving Departmental updates on Improvement & Change from each of the Council's four Departments and six-monthly progress reports on delivery of the Council Plan, along with additional areas of work for the next year.

20. This will provide the opportunity to further assess and embed the whole Council approach to transformation and change that the Sub-Committee is driving.

### **Other Options Considered**

20. The matters set out in the report are intended to provide effective and proportionate performance management reporting to the Committee. This approach was agreed by the Improvement and Change Sub-Committee in March 2018 and no other options were considered.

### **Reason/s for Recommendation/s**

21. To provide members with an 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**

22. 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**

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

## **RECOMMENDATION**

- 1) To agree the content of this report to formally appraise the Policy Committee of the achievements of the Sub-Committee during 2018/19 in driving forward a whole Council approach to transformation and change,
- 2) To agree the Sub-Committee's planned areas of work for the coming year and to suggest any additional areas of focus which will help embed a consistent approach to transformation across the authority.

**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:**  
**Nigel Stevenson**  
**Service Director for Finance, Infrastructure & Improvement**

**Constitutional Comments (KK 14/06/19)**

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

**Financial Comments (SES 14/06/19)**

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

**Background Papers and Published Documents**

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

- None

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

- All