

**REPORT OF SERVICE DIRECTOR FOR FINANCE, INFRASTRUCTURE &
IMPROVEMENT AND SECTION 151 OFFICER****UPDATE ON PROGRESS WITH FUTURE APPROACH TO
TRANSFORMATION AND CHANGE****Purpose of the Report**

1. To provide an update on the procurement of an external partner who will help redefine the Council's approach to Transformation and Change.

Information

2. A paper outlining the future approach to Transformation and Change within Nottinghamshire County Council was approved at Policy Committee on 16th October 2019.
3. As part of the paper, one of the recommendations approved was the procurement of an external partner with the authority for this process being delegated to the section 151 Officer and Deputy Leader.
4. Reporting on progress and member oversight of the work programme undertaken by the external partner will be via the Improvement and Change Sub-Committee.
5. It is envisaged that the partner will complete a series of deep dive diagnostics looking at how we could achieve better outcomes using resources differently, working closely with Members and Officers. From that diagnostic phase, opportunities for cross cutting transformation will be identified and subject to Committee approval, transformation programmes will be initiated. A number of targeted cross cutting transformation programmes, for example all age disability, and Special Educational Needs (including SEND transport) have been identified as possible areas for consideration early in the programme of work
6. A key feature and early deliverable of the external support would be to help redefine the Council's approach to intelligence and insight-led transformation and build a new model to move the organisation forward. A prerequisite would be to create internal capacity and capability so that the Council is self-sufficient and fit for the future. This will draw on the available resource in the Transformation and Change Team and help develop and build new skills, capacity and culture across the organisation to embed new and sustainable approaches. A new operating model and structure will be developed drawing on the insight, experience and practice of the partner we procure.

Progress

7. We have been out to the market for external partners through the Crown Commercial Framework which includes over 240 companies.
8. We received expressions of interest and issued full tender documents to 27 suppliers in November.
9. Submissions were received from 18 suppliers and evaluated against specified evaluation criteria during December. Tender clarification presentations from shortlisted suppliers were held during the evaluation period
10. Newton Europe, who are a UK-based specialist in operational improvement who have worked with the Council in the past, have been selected as the preferred supplier.
11. The cost of the first phase of work, which will be funded from a bid for contingency, is £540k.
12. The planned timeline for delivery of the first phase of work is 12 weeks from when it is initiated.
13. The contract has commenced, and preparation has already begun with a kick off meeting between Newton Europe and the Corporate Leadership Team (CLT), and 1-1 meetings with key stakeholders being planned
14. Newton Europe's proposed approach to the work is as follows:
 - a. Understand the vision statements supporting "Your Nottinghamshire, Your Future"
 - b. Run a series of workshops to expand the vision and define questions to answer during the diagnostic phase, including establishing the underpinning principles against which we will assess the future vision.
 - c. Undertake the diagnostic core approach which will evidence the current impact from a bottom up perspective:
 - i. Are our decisions putting local people at the heart of everything we do?
 - ii. Are the outcomes of decisions empowering people and supporting their independence?
 - iii. How are we using resources creatively and working in new ways?
 - iv. How does the culture of the Council stand up for local people?
 - v. How does this impact our spend?
 - d. Clarify the key themes and develop the transformation journey including:
 - i. Prioritised list of opportunity areas and programmes of work
 - ii. Transfer of skills across the organisation and development of highly skilled internal improvement capability
 - iii. Information to empower staff and place them at the centre of digital design

15. As we move into a new decade with there is a new context for this work. The latest announcements by Government regarding local government funding with the potential of a reduction in the short-term financial pressures and the possibility to access more capital funding gives us the opportunity to focus on a more long-term approach on investing in Nottinghamshire for the next decade and beyond.
16. Our ambition in working with Newton Europe is to identify opportunities for short, medium and long term benefits for our county and our citizens. We will continue to focus on a place and asset-based approach.
17. A key part of the work will be engagement with stakeholders including citizens, members, frontline staff, trade unions, partners in district, borough and city councils and the NHS and central government.
18. Further updates to on progress and outcomes will be provided to Improvement and Change Sub Committee on a regular basis.

Other Options Considered

19. None

Reason/s for Recommendation/s

20. To ensure Members are briefed on progress in developing our approach to Transformation and Change in collaboration with an external partner

Statutory and Policy Implications

21. 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

22. The cost of the first phase of work, which will be funded from a bid for contingency, is £540k.

RECOMMENDATION/S

- 1) The Committee agrees to receive a further update in March 2020

Nigel Stevenson

Service Director for Finance, Infrastructure & Improvement and Section 151 Officer

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

Constitutional Comments (AK 06/01/2020)

23. The report falls within the remit of Improvement and Change committee under its terms of reference

Financial Comments (SES 27/12/2019)

24. The financial implications are contained in paragraph 19 of the report. The cost of the first phase of work is £540,000 and is anticipated to be met from the contingency budget.

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