Nottinghamshire County Council

REPORT OF THE SERVICE DIRECTOR FOR FINANCE, INFRASTRUCTURE AND IMPROVEMENT

APPROACH TO TRANSFORMATION AND CHANGE

Purpose of the Report

1. To propose the approach to developing an operating model and organisational structure for transformation and change.

Information

Background

2. The creation of the Chief Executive's Department and the subsequent restructure at Group Manager level within Finance, Infrastructure and Improvement Service resulted in the creation of the Transformation and Change team. This brought together the corporate Programmes and Projects team and the Build, Change and Engagement team from ICT services under a single Group Manager, and offered the opportunity to review the approach to transformation and change within the organisation which has evolved over a number of years.

Progress to date

3. A set of principles for transformation and change has been worked up and agreed with Council's Extended Corporate Leadership Team (ECLT) (see appendix 1).

4. A temporary structure has been implemented to reduce the number of team managers reporting directly to the Transformation & Change Group Manager from 12 to 6. This has included the creation of temporary Lead Programme Manager and Lead Technology Partner roles and the temporary allocation of other resources to the Cloud Programme and the Group Manager for Architecture and Technical Design.

5. In discussion with the Coprorate Leadership Team (CLT) it has been agreed that in parallel to the development of a new operating model and organisational structure we need to focus on ensuring that new programmes and projects identified by members and CLT are initiated and under way, and that CLT have oversight of any resourcing and scoping implications and prioritisation decisions to support them.

6. Discussions with departmental leads confirmed that there is nothing broken within the current process but there are things we could do better and need to consider in order to ensure that our approach is fit for the future:

a. Corporate oversight and decision making on initiation, prioritisation and resourcing of programmes and projects

b. Reviewing the naming convention and standards adopted for the development of business cases at the appropriate level, moving away from current nomenclature of Options for Change to the Prince II convention of Outline Business Cases and Full Business Cases

c. Engagement and deployment of business and data analysts within departments

d. Provision of commercial advice and support where appropriate

e. Sharing good practice between departments and across the organisation

f. Capturing lessons learnt and initiating learning and development activities where appropriate to build on these

g. Reviewing our processes to ensure we have the right level of oversight and governance without unnecessary bureaucracy

h. Establishing principles for prioritisation which ensure we invest the organisation's resources in a way that maximises benefits

i. Ensuring we adopt the project management methodology (for example Prince, Agile) which best supports the nature of the work being undertaken.

j. Ensuring that we have a consistent approach to the positioning of resources such as programme managers, project managers/officers and business analysts within the organisation

k. Reviewing NHS and Central Government principles for change to establish whether they may be worth adopting for larger programmes

7. In addition to this, the operating model needs to ensure that central supporting services (including ICT, Procurement, Assurance, Finance, HR, Information Governance, Legal Services etc) are involved as appropriate within new pieces of work to ensure that opportunities and implications are understood, and that the corporate support model is well joined up.

8. Where existing governance and gateway processes are in place (eg within the Programmes and Projects team and ICT) these need to be streamlined where possible to minimise bureaucracy while ensuring the appropriate levels of challenge and governance are in place.

9. This work offers the opportunity to embed the concept of a Design Authority within the process for initiating new pieces of work to ensure the organisation does the right things in the right way.

Next Steps

10. In response to the need to provide progression and oversight at pace we propose to establish a governance group on behalf of CLT which will comprise of the following departmental leads:

    a. Jane North, Transformation Programme Director, Adult Social Care and Health
    b. Laurence Jones, Service Director Children and Family Services
    c. Derek Higton, Service Director, Place and Communities
    d. Nigel Stevenson, Service Director, Chief Executives

    In addition the meetings will be attended by Sue Milburn (Group Manager, Transformation and Change) and Iain MacMillan (Lead Programme Manager, Programme and Projects Team).

11. The group will meet monthly to approve new programmes and projects and prioritise the change portfolio as required

12. The group will report back to the Extended Corporate Leadership team on a regular basis to give an overview of the change portfolio, progress made, and any decisions made or required

13. The group will also provide advice and oversight on the development of the operating model for transformation and change within the authority and addressing the opportunities for improvement outlined in paragrapgh 5 along with the more generic aspects of an operating model:

    a. **Processes**, including a consistent approach to initiation, prioritisation, funding, resourcing, governance and assurance across the organisation.

    b. **Organisation**, including clarification of what the "hub and spoke" model means in practice and how this will relate to various models currently in place across departments and the centralised services within the Chief Executives department

    c. **Technology**, including the incorporation of technology implications and opportunities

    d. **Information**, including providing the information required to enable ECLT to take ownership and accountability for the overall portfolio of transformation and change within NCC

14. Terms of Reference for the group will be developed for approval at CLT

15. The Improvement & Change Sub-Committee will receive a further report on the development of the proposed operating model and outline supporting organisational structure June 2019

Other Options Considered

16. The option of restructuring the Transformation and Change Team without reviewing the operating model has been considered but would miss the opportunity to reflect on what works well at the moment and what could be improved to ensure our approach to Transformation is fit for the future and supports NCC's aspirations

Reason/s for Recommendation/s

17. To update the committee on progress on the development of a new operating model and organisational structure and seek approval for the proposed way forward.

Statutory and Policy Implications

18. 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

That the Improvement and Change Sub-Committee agrees the proposed approach for developing an operating model and organisational structure for transformation and change

Nigel Stevenson
Service Director Finance, Infrastructure and Improvement

For any enquiries about this report please contact:
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Constitutional Comments (KK 09/04/2019)

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

Financial Comments (NS 8/4/2019)

20. 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.

- None

Electoral Division(s) and Member(s) Affected

- All