![Nottinghamshire County Council]

Improvement and Change Sub-Committee

Monday, 24 July 2017 at 10:30

County Hall, County Hall, West Bridgford, Nottingham, NG2 7QP

AGENDA

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:-

(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

Nottinghamshire County Council

minutes

Meeting	IMPROVEMENT AND CHANGE SUB-COMMITTEE
Date	26 June 2017 (commencing at 10.30 am)

Membership
Persons absent are marked with an 'A'

COUNCILLORS

Reg Adair (Chairman)

John Cottee   Diana Meale
Kate Foale   Mike Pringle
Richard Jackson   Gordon Wheeler
A   David Martin   Stuart Wallace

OFFICERS IN ATTENDANCE

Paul Davies, Democratic Services
Martin Done, Service Director, Communications and Marketing
Matthew Garrard, Team Manager, Policy and Performance
Celia Morris, Group Manager, Performance and Improvement
Ivor Nicholson, Service Director, ICT
Nigel Stevenson, Service Director, Finance, Procurement and Improvement
James Ward, Conservative and Mansfield Independent Forum Group

DECLARATIONS OF INTEREST

None.

APPOINTMENT OF CHAIRMAN

The appointment by the County Council on 25 May 2017 of Councillor Reg Adair as Chairman of the Sub-Committee be noted.

MEMBERSHIP AND TERMS OF REFERENCE

It was reported that Councillors Mike Pringle and Gordon Wheeler had been appointed to the Sub-Committee in place of Councillors Alan Rhodes and Philip Owen, for this meeting only.

RESOLVED 2017/001

That the Sub-Committee's membership and terms of reference be noted.

ICT PROGRAMMES AND PERFORMANCE, QUARTER 4, 2016-17

RESOLVED 2017/002

That the progress against the key priorities and performance measures for ICT Services and the priorities for the next six month period be noted.

ICT STAFFING

RESOLVED 2017/003

That the Service Director, ICT in consultation with the Service Director, HR and Customer Service be authorised to recruit staff to fixed term contracts for up to a 2 year period, over and above the approved establishment of 155 FTE posts, where this represents best value and can be contained within approved budgets.

BUSINESS INTELLIGENCE HUB

Matthew Garrard gave a presentation on the County Council's Business Intelligence Hub, including a demonstration of the information available to managers through the Hub. He responded to members' questions and comments.

RESOLVED 2017/004

That the presentation on the Business Intelligence Hub be received.

WORK PROGRAMME

RESOLVED 2017/005

That the work programme be noted, subject to a report on 24 July on Designing Services for the Digital Age, and the ICT Quarter 1 report moving to 25 September.

The meeting closed at 11.50 am.

CHAIRMAN

Nottinghamshire County Council

REPORT OF THE SERVICE DIRECTOR, COMMUNICATIONS, MARKETING AND COMMERCIAL DEVELOPMENT

DESIGNING SERVICES FOR THE DIGITAL AGE

Purpose of the Report

1. To outline a new approach that seeks to maximise savings and deliver service improvements by designing services for the digital age.

2. To seek approval and guidance on further Elected member engagement events before a report detailing the outcomes of the work streams is brought back before the Improvement and Change Sub-Committee in November 2017.

Information and Advice

3. The Council continues to face significant budget challenges and all services are finding it increasingly difficult to deliver savings through the usual, more traditional routes. Alternative approaches are required to enable future savings.

4. Research has included looking at a variety of approaches, accessing the latest thinking in key networks, talking to industry leaders and identifying case studies from other local authorities.

5. One approach identified – using a Service Design methodology - has resulted in some interesting examples of how wider organisational change driven by service users, but with digital as a key enabler, has delivered some impressive results (e.g. Central Government and Essex County Council).

Service design method

6. "Service design is all about making the services we use usable, easy and desirable. A service happens over time and is made up of touchpoints – the people, information, products and spaces that we encounter. Service design is the process of creating these touchpoints and defining how they interact with each other and with the user. Service design can be used to re-design an existing service to make it work better for users, or it can be used to create an entirely new service." *[The Design Council]*

7. The approach taken by the Council to date has been to look at existing processes to find efficiencies and move them online where possible. This has not always recognised that many services are split into different pieces across different parts of the Council. Service Design is

about working out which pieces need to fit together and rebuilding them so they better meet the needs of local people and the Council can deliver more efficient and sustainable services.

8. In practical terms, service design means:

- Services are designed from when a user starts trying to achieve a goal to when they finish (**end to end**) – so content and transactions are designed around the customer not which service/department is providing it.
- The customer experiences a seamless service – by designing integrated (**front to back**) services including: any user-facing services, internal processes, supporting policy or legislation and organisational, financial or governance structures.
- Although digital is often a driver, it is not about just building digital solutions. It involves designing all customer touchpoints (**in every channel**) - whether digital, phone, post, face to face etc. Some of the biggest challenges are in the transitions between channels.

Designing services for the Digital Age project

9. The Council is currently undertaking a six-month 'Designing Services for the Digital Age' project which began in April 2017. The key deliverables are:

- A high-level **digital vision and strategy** for the Council – to help inform future planning
- A **digital roadmap** - which will identify and prioritise services with the greatest potential for digital service transformation
- **Two service pilots** – to test the concept of service design and associated benefits realisation
- **Skills transfer** – in particular the service design methodology but also the overall approach to digital transformation

10. The Council is working with FutureGov to deliver this project - experts in combining design, technology and change – to explore the potential to rethink how services are designed to meet the needs of our service users and unlock savings. FutureGov is a public sector specialist and has worked with Central Government and around 100 local councils, as well as working internationally.

11. Ben Unsworth, FutureGov Project Director, will give a presentation to the Improvement and Change Sub-Committee on 24 July to explain more about what service design can achieve in practice.

12. From a shortlist of services, compiled through FutureGov's extensive initial engagement with the Council, the Corporate Leadership Team chose the following two service pilots:

- **Children's Integrated Disability Service** – a specific service pilot which will involve co-production of a new solution with service users and early prototyping and testing

- **Transport Services** – a wider scope pilot which aims to get to co-creation of ideas for improvement with service users and other key stakeholders. This will be used to inform the further work being done on the Transport Service's Budget Savings Options for Change

Next steps

13. Work on all the project outcomes is taking place concurrently and the project is due to complete by the end of September 2017.

Other Options Considered

14. Other methodologies for change, transformation and innovation have been researched and compared but they did not offer the potential to deliver the same level of financial savings.

Reason/s for Recommendation/s

15. Delivery of savings is becoming increasingly difficult and service design presents an alternative strategic framework for redesigning services in the digital age, which will be referenced in the Council's Strategic Plan.

Financial Implications

16. The total project cost is £93,800 which has been funded from budgetary provision held in a revenue reserve.

RECOMMENDATION/S

It is recommended that Improvement and Change Sub-Committee:

1. Notes the new approach to digital transformation

2. Approves that a report is brought back to the Improvement and Change Sub-Committee in November 2017 outlining the results of the work streams

3. Supports further engagement events for Elected Members

Martin Done, Service Director Communications, Marketing and Commercial Development

For any enquiries about this report please contact:
Clare Yau, Group Manager Communications and Marketing

Constitutional Comments (EP 29/06/17)

17. The recommendations fall within the remit of the Improvement & Change Sub-Committee by virtue of its terms of reference.

Financial Comments (SES 28/06/17)

18. The financial implications are set out in the 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

Nottinghamshire County Council

REPORT OF THE CORPORATE DIRECTOR OF RESOURCES

WORK PROGRAMME

Purpose of the Report

1. To review the Committee's work programme for 2017/18.

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 finance, the public sector equality duty, human resources, crime and disorder, human rights, the safeguarding of children, ways of working, 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

1) That the Committee's work programme be noted, and consideration be given to any changes which the Committee wishes to make.

Jayne Francis-Ward
Corporate Director - Resources

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)

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

Financial Comments (NS)

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 5 JULY 2017)

Report Title	Brief summary of agenda item	For Decision or Information	Lead Officer	Report Author
25 September 2017				
Quarterly Performance Report on Progress Against the Strategic Plan and Redefining Your Council	To consider progress and performance against each of the Strategic Plan priorities and the programmes within Redefining Your Council.	Information	Nigel Stevenson	Celia Morris
Programmes, projects and savings - Quarter 1	Progress report on delivery of programmes, projects and savings	Information and Decision	Nigel Stevenson	Celia Morris
ICT Programmes and Projects – Quarter 1	Progress report on ICT programmes and projects	Information and Decision	Ivor Nicholson	Ivor Nicholson
National and local improvement and change initiatives	Overview of national and local improvement and change approaches and initiatives	Information and Decision	Jayne Francis-Ward	Caroline Agnew
Benchmarking	Presentation on benchmarking insights	Information	Nigel Stevenson	Paul Swift
Core data sets	Proposals for the Council's core data sets	Decision	Celia Morris	Matthew Garrard
6 November 2017				
Council Plan – Review of Progress	Overview of progress against the Council Plan	Information and Decision	Anthony May	Celia Morris
Programmes, projects and savings - Quarter 2	Progress report on delivery of programmes, projects and savings	Information and Decision	Nigel Stevenson	Celia Morris
ICT Programmes and Projects – Quarter 2	Progress report on ICT programmes and projects	Information and Decision	Ivor Nicholson	Ivor Nicholson
11 December 2017				
Business Intelligence Strategy	To consider the Council's future business intelligence needs	Decision	Nigel Stevenson	Celia Morris

29 January 2018				
ICT Programmes and Projects – Quarter 3	Progress report on ICT programmes and projects	Information and Decision	Ivor Nicholson	Ivor Nicholson
12 March 2018				
Programmes, projects and savings - Quarter 3	Progress report on delivery of programmes, projects and savings	Information and Decision	Nigel Stevenson	Celia Morris
Council Plan – Review of Progress Quarter 3	Overview of progress against the Council Plan	Information and Decision	Anthony May	Celia Morris
30 April 2018				
Benchmarking	Update on benchmarking insights	Information	Nigel Stevenson	Paul Swift
National and local improvement and change initiatives	Overview of national and local improvement and change approaches and initiatives	Information and Decision	Jayne Francis-Ward	Caroline Agnew
June 2018				
Council Plan – Review of Progress Quarter 4	Overview of progress against the Council Plan	Information and Decision	Anthony May	Celia Morris
Programmes, projects and savings - Quarter 4	Progress report on delivery of programmes, projects and savings	Information and Decision	Nigel Stevenson	Celia Morris
ICT Programmes and Projects – Quarter 4	Progress report on ICT programmes and projects	Information and Decision	Ivor Nicholson	Ivor Nicholson
Progress implementing the Planning and Performance Framework	Update on the implementation of the new planning and performance framework	Information and Decision	Nigel Stevenson	Celia Morris
July 2018				