

04 September 2018**Agenda Item: 5****REPORT OF THE CORPORATE DIRECTOR, PLACE****PLACE DEPARTMENT – IMPROVEMENT AND CHANGE PORTFOLIO****Purpose of the Report**

1. This report provides the Improvement and Change Sub-Committee with further details of performance and progress against section 4 of the Place Department Plan – The Place Improvement and Change Portfolio.

Information

2. The Place Departmental Plan was developed during 2017 and agreed by Policy Committee in January 2018.
3. Section 4 of the Place Plan details three programmes of work that will support the Improvement and Change Portfolio. These are:
 - a. Our Internal journey of improvement
 - b. Investment and commercial returns
 - c. Doing things differently with less

Progress**Our Internal Journey of improvement**

4. The new Place Department went live in October 2017 and since that time processes have been put in place to improve the infrastructure of the Department to ensure there is improved communication and management oversight, with stronger grip around how we manage our business.
5. A Risk Safety and Emergency Management Group has been established to monitor Health and Safety and Emergency Planning issues together with GDPR and Insurance claim activity across the department.
6. On a regular basis the Place Leadership Team which is made up of Directors and Group Managers becomes the Place Transformation Board where all improvement or savings projects are monitored or established.

7. Following a restructure of the department a comprehensive Leadership Development Programme is well underway in order to build leadership capacity and create high performing leaders and teams. A large number of Place Department employees have been brought onto floor 3 of County Hall and are making full use of smarter working opportunities.
8. As part of Leadership Development Programme a set of Core Values has been established and cascaded to staff. These set out a framework for how colleagues can approach their day to day activities. Our core values and behaviours are:
 - Open & accountable: Working honestly and openly, and to do what we have agreed
 - Embrace diversity: Untapping and harnessing the power of difference
 - Courageous: Being confident to innovate and improve without fear of failure
 - Ambitious: Making our services the best they can be, making it happen
 - Collaborative: Working relentlessly to achieve win/win outcomes
9. A new core data set has been established to monitor our progress against our departmental plan.

Investment and commercial returns

10. This programme focuses on the development of proposals that generate new sources of income for the County Council to help reduce the public subsidy for the services we provide for residents and businesses.
11. Turner & Townsend were commissioned to undertake a comprehensive review of our Properties Services. The Diagnostic stage is now complete and a report went to Policy Committee in June 2018.
12. A number of work streams have been identified each with its own plan of activity and governance structure. Implementation of all plans are underway.
13. The review of the Catering and Facilities commercial model is now subject to a member led review which is currently being established.
14. The Trading Standards Service have successfully appointed a new member of staff to lead on income generation within the service and a more comprehensive plan of activity is now underway and is being reported to the Community & Place committee.

Doing things differently with less

15. This programme is focused on getting the maximum value from our reducing resources. Taking a fresh look at how we operate and aligned our priorities across service areas in a joined-up approach
16. In keeping with our core values and being collaborative and open we have recently been undertaking a revenue budget review and having sessions with all teams across the department. These sessions have had three main drivers, firstly to ensure we have an open, honest and collective understanding of where there are savings and pressures across the Department. This has then allowed new thinking to emerge with opportunities for savings or income generating projects to come forward. Thirdly, to identify common and cross cutting issues, including a realignment of budgets that haven't been reviewed or adjusted in recent

years. We will be talking through some of these new project ideas with Members to seek their views on which of the ideas we should develop into full business cases.

17. A new community's function was approved at Communities & Place Committee in March which brings together the previous community/voluntary sector and community safety teams. The combined function creates specialist resource to support the delivery of the Council's Local Improvement Scheme. The scheme is funding over 200 community and voluntary groups, including Parish Council's across Nottinghamshire to the value of £2.2 million for 2018/2019.
18. As detailed in the progress report on Delivery of Improvement and Change Programmes, Projects and Savings template (appendix A) good progress has been made against the milestone in relation to potential partnership working with NHS Commissioning groups. A review is also taking place of our public transport services this will be reported to Communities and Place Committee in March 19.
19. Inspire continues to go from strength to strength and in 2018 was awarded £1m from Arts Council England – National Portfolio Organisation, this funding is not available for NCC which shows the success of this charitable organisation. Regular reports on Inspire performance are presented at Community and Place Department.

Other Options Considered

20. The matters set out in the report are intended to provide proportionate updates to the Sub-Committee of progress against key milestones. This approach has been previously agreed by the Sub-Committee and no other options were considered.

Reason/s for Recommendation/s

21. The Council's Constitution requires each Committee to review performance in relation to the services provided on a regular basis. The terms of reference of the Improvement and Change Sub-Committee include responsibility for monitoring performance of the Council Plan and Departmental Plans are an extension of this, therefore this recommendation seeks to fulfil this requirement.

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.

RECOMMENDATION/S

- 1) The Improvement and Change Sub-Committee consider the progress against The Place Improvement and Changed Portfolio outlined above and whether any actions are required in relation to the detail in the report.

Adrian Smith
Corporate Director Place

For any enquiries about this report please contact:
Jane Goodenough, Executive Officer Place

Constitutional Comments [SLB 23/08/2018]

23. Improvement and Change Sub-Committee is the appropriate body to consider the content of this report. If Committee resolves that any actions are required it must be satisfied that such actions are within the Committee's terms of reference.

Financial Comments [RWK 23/08/2018]

24. There is no specific financial implications arising directly from 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.

- None

Electoral Division(s) and Member(s) Affected

- All