

**25<sup>th</sup> November 2019****Agenda Item: 5****REPORT OF THE CORPORATE DIRECTOR PLACE****IMPROVEMENT AND CHANGE IN THE PLACE DEPARTMENT****Purpose of the Report**

1. The purpose of this report is to provide an overview of improvements and change in the Place Department with particular reference to progress against section four (the Improvement and Change Portfolio) of the Place Departmental Strategy. The strategy sets out how the Department will deliver the Council Plan commitments.

**Information**

2. The 2018/19 Place Departmental Strategy was agreed at Policy Committee in January 2018. A refreshed version of the plan was subsequently agreed at Policy Committee in May 2019, this covers the period 2019-2021.
3. This report provides progress within the department since our last report to this committee which was September 2018 and therefore overlaps both our original and refreshed Departmental Plan.
4. The Place Improvement and Change Portfolio identifies three programmes of work. 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**

5. There is an unprecedented volume of Major Projects approved and/or in delivery within the Place Department. The Department has implemented an enhanced Governance and reporting structure across its Major Projects. Producing a monthly assurance dashboard which RAG rates the status of these major projects and monitors their progress, reporting upward to the monthly Place Major Programmes Board. This Board provides oversight, challenge and assurance across the programme. The embedding of this Programme Management approach

has been implemented in partnership with the central PMO function of the organisation, to ensure standardisation and consistency.

6. The Place Department leadership skills and behaviours programme continues to be a key priority and opportunities are identified where ever possible to develop this. The Department have induction sessions two or three times per year to ensure colleagues are aware of our value and behaviour framework and understand the activities and synergies of each of our service areas. The Place Extended Leadership team regularly meet to develop relationships and ideas for new ways of working. We have increased our collaboration with other Departments to deliver joint priorities, an example of this is working with Adult Social Care on Employment & Health and working with the Children's and Families Team to bring forward a Skills Conference.
7. Colleagues within the Performance, Intelligence and Policy team have been working with the Department to create a series of Dash Boards so we can improve the way we look at our performance and information. This relates to data in regard to our core data set, data around complaints and data around insurance cases. We will use this intelligence to identify resource priorities and areas for improvement.

### **Generating investment and improved commercial returns**

8. In 2018 Turner & Townsend were commissioned to undertake a comprehensive review of our property services. A transformation programme was embarked upon which is made up of a number of work streams to drive improvements in the operation of our property services. The programme's first deliverable was a 2018 – 2023 Corporate Property Strategy which was approved by Policy Committee in October 2018. Since then the programme has delivered a restructure of Property Services (Policy Committee approval in May 2019) which includes a new Group Manager Property Asset Management post (approved by Policy Committee in November 2018) and six new posts to boost surveying and project management capacity. Under the restructure, operational elements of property compliance work transferred to Arc Partnership. A Property Services Leadership Team has been formed to drive day to day improvements across all parts of the function and embed new performance indicators which will show the progress being made.
9. The review of our Catering and Facilities Management Service is taking place. A revised pricing policy and strategy has been adopted and implemented. Corporate overheads have also been reviewed and adjustments made and cost reduction and income strategies are currently being aligned.
10. A new Principal Trading Standards Officer was appointed to explore new sources of income generation. Significant progress has been made to establish a new 'one stop' regulatory support offer with partners which will open more contracts to bid for. The first regulatory partnership has been entered into and a number of other opportunities have been bid for.
11. The registration and celebratory services total income was greater than previous years and both are showing an upward trend over the past five years.

12. A remodelling of our Highways Development Control function to increase capacity and support through industrial and residential development took place in the summer of 2019. A new structure was agreed by committee and this has been implemented.
13. In November 2018 Policy Committee gave approval for the Council to acquire Corserv's shares in Via. Bringing Via fully under the Council's ownership will enable Via services to be wholly focused upon delivering high quality highways provision for Nottinghamshire residents, and will allow the Council to ensure the company is able to maximise back office efficiencies. Under Nottinghamshire ownership, the Council would also ensure the delivery of a business growth strategy that would see future profits delivered through external business development, with Nottinghamshire commissioned services delivered in the most cost effective way. Under Nottinghamshire ownership all future profits would be retained in Nottinghamshire and would be utilised for the benefit of Nottinghamshire residents.

### **Doing things differently with less**

14. A cross-council Investing in Nottinghamshire Programme has been established to ensure that we make best use of our corporate office estate, whilst supporting front line service provision and kickstarting investment in key locations across the county. Key work to date has been to understand how our office estate and their future locations can support front line service provision and departmental transformation. This engagement work has been fed into a review of our property estate to determine a number of options across Bassetlaw and Broxtowe, where feasibility work has now been commissioned through Arc Partnership (as approved by Policy Committee 20<sup>th</sup> March 2019).
15. Feasibility work for two proposed new builds at County Hall (West Bridgford) and Top Wighay Farm (Gedling/Ashfield border) sites are progressing well. For County Hall, work has been undertaken to determine the Council's requirements for the new build which forms the client brief – a key step in determining costs and timelines.
16. Bevercotes House at Sherwood Energy Village has been vacated and is now on the market for Lease or Sale.
17. A new Corporate Energy Strategy and action plan has been established and has been incorporated into the new Corporate Environment Strategy. The energy strategy has an annual energy consumption reduction target of 5% for the County Offices portfolio, which provides a foundation for considering more ambitious plans to reduce carbon dioxide emissions from the Council's buildings. Policy Committee approved the Corporate Energy Strategy in October 2019.

### **Other Options Considered**

18. 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**

19. 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**

20. 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**

21. There are no financial implications arising from this report.

## **RECOMMENDATION/S**

- 1) The Improvement and Change Sub-Committee consider the progress against The Place Improvement and Change Portfolio outlined above and recommends 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:**  
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## **Constitutional Comments [KK 23/10/2019]**

22. The proposals in this report are within the remit of the Improvement and Change Sub-Committee

## **Financial Comments [RWK 24/10/2019]**

23. There are 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.

Place Departmental Strategy 2018/2019 – report on Departmental Strategies to Policy Committee on 24 January 2018.

Place Departmental Strategy 2019 – 2021 – report on Departmental Strategies to Policy Committee on 22 May 2019.

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

- All