

24 June 2019**Agenda Item: 7****REPORT OF THE SERVICE DIRECTOR FOR FINANCE, INFRASTRUCTURE
AND IMPROVEMENT****APPROACH TO TRANSFORMATION AND CHANGE****Purpose of the Report**

1. To provide an update on the development of 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 the Council's Extended Corporate Leadership Team (ECLT).
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 Corporate 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. While consultation with departmental leads confirmed that there is nothing broken within the current way in which transformation and change is supported and delivered, there is a recognition that the current operating model has grown organically since 2011. The establishment of the Transformation and Change Group provides an opportunity to review the current model with the aim of identifying opportunities to improve and ensure that our approach is fit for the future
7. One of the aims for the new Chief Executive's department is to improve the connectivity between the range of support services that we provide to service departments. We therefore want to ensure that the 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

Governance Group

10. A governance group represented on behalf of CLT has been established comprising of the following departmental leads:
 - a. Jane North, Transformation Programme Director, Adult Social Care and Health
 - b. Laurence Jones, Service Director Children and Families
 - c. Derek Higton, Service Director, Place
 - d. Nigel Stevenson, Service Director, Chief Executive's

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).

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

11. At the governance group's initial meeting the Terms of Reference and monthly schedule of meetings was agreed. The next meeting will review the current deployment of central and departmental resource, the proposed approach to initiating and reviewing new programmes and projects and prioritise the allocation of resources 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 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 accountability for the overall portfolio of transformation and change within NCC
14. The Improvement & Change Sub-Committee will receive a further report on the development of the proposed operating model and outline supporting organisational structure in September

Other Options Considered

15. 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

16. 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

17. 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:

Sue Milburn, Group Manager, Transformation & Change

Constitutional Comments (KK 14/06/19)

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

Financial Comments (SES 14/06/19)

19. There are no specific financial implications arising directly 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