

REPORT OF THE CHAIRMAN OF IMPROVEMENT AND CHANGE SUB-COMMITTEE

WORK OF THE IMPROVEMENT & CHANGE SUB-COMMITTEE

Purpose of the Report

1. To report on the work of the Improvement and Change Sub-Committee in monitoring performance and driving the Council's Improvement and Change Programme.

Information and Advice

2. The Improvement and Change Sub-Committee has responsibility for:

- Monitoring the Council Plan;
- Monitoring and driving the Council's Improvement and Change Programme;
- Considering performance reports in relation to the Council's ICT strategy.

3. The sub-committee is also leading on the cross-council programme of work, "Enhancing Customer Experience through Digital Development" as technology is a key enabler in the Council's ongoing change and transformation. The sub-committee chair is the lead member for this programme of work.

4. As part of the cycle of performance management the Chairman of the Improvement and Change Sub-Committee provides a regular report to Policy Committee. This report covers the period from July 2018 (the date of the previous report to Policy Committee) through to April 2019. It identifies key issues within its responsibility which the Sub-Committee has considered, as detailed below.

Monitoring the Council Plan

5. The Improvement and Change Sub-Committee reviewed the arrangements for the reporting of progress on the Council Plan and Departmental Strategies on 12 March 2018. It agreed a format of reporting to implement the Planning and Performance Management Framework, to enable effective monitoring of progress against the Council's commitments.

6. Through those arrangements the Sub-Committee has considered an overview of the activity undertaken to support delivery of the Council Plan; this has been done through 6-monthly

updates to the Sub-Committee. The progress reports present a dashboard setting out the Council Plan Core Dataset, giving a visual overview of progress against the Council Plan.

7. Delivery of the Council Plan is through the Council's four Departmental Strategies. Progress against each individual Departmental Strategy is considered by the relevant service committees every six months, covering all of the key activities and measures during the period. As part of the monitoring of the Council Plan the Improvement and Change Sub-Committee receives a summary of the performance highlights and challenges considered by these Committees across the key activities and measures of each Departmental Strategy. This ensures that departmental activity remains aligned with corporate objectives, identifies interdependencies and potential synergies which can be developed working across the council as a whole.

Monitoring and Driving the Council's Improvement and Change Programme

8. Delivery of the Council's Improvement and Change Portfolios and savings have been considered by the Sub-Committee on a quarterly basis, including progress on some key initiatives and achievement of savings overall.
9. Consideration was given in March 2019 to an update on departmental Improvement and Change Portfolios. This informed the Sub-Committee of the progress towards delivery of the Council's current savings targets and strategically significant programmes and projects. A further update was undertaken in June 2019.
10. Approval was given in January 2019 for amendments to the savings profiles:
 - improved savings for transforming reablement, the 'preparing for adulthood' service and housing with care units
 - amended savings for targeted reviews relating to commissioned packages of support
 - reduced scope of the Children's and Families' contracts review with the exclusion of care type contracts
 - decision not to proceed with the savings targets for the statutory school transport service.

Approaches to Transformation and Change

11. A key area of focus for the Sub-Committee is to encourage and drive through a whole Council approach to transformation and change. Informal feedback as part of the Peer Review was that this is essential if the Council's ongoing approach to savings and organisational change is to deliver maximum benefits which are sustainable in the medium to longer term.
12. A report was presented in April 2019 proposing a new approach to developing an operating model and organisational structure for transformation and change. This followed from the creation of the Chief Executive's Department and the subsequent restructure at Group Manager level within the Finance, Infrastructure and Improvement Division. The

Transformation and Change team was established, bringing together the corporate Programmes and Projects team and the Build, Change and Engagement team from ICT services under a single Group Manager.

13. The opportunity was taken to review the approach to transformation and change within the organisation which has evolved over a number of years. A set of principles for transformation and change has been agreed and a new structure implemented. This work has laid the groundwork to enable this whole Council approach to transformation and change to be driven forward through the Sub-Committee in the coming year. Alongside this, the Sub-Committee has been active in considering progress with a number of specific areas of transformation activity, as identified below.
14. Members approved a report in relation to digital development within the Council and provided input to a cross-council programme to improve the customer experience through digital development. This includes the roll-out of a 'MyNotts App' making it easier for residents to access Council services and effectively resolve issues and queries at their first point of contact with the Council.
15. The Improvement and Change Sub-Committee considered the progress of the Shared Lives Scheme, a highly successful way of helping vulnerable people to live with families, and live ordinary lives in the community. The Sub-Committee focussed particularly on the performance of the scheme between 2016 and 2018 and the factors that have had an effect on this.
16. The Sub-Committee received details of performance and progress against the Place Improvement and Change Portfolio, as contained in the Place Department Plan. This includes the journey of improvement, investment and commercial returns and doing things differently with less.
17. The Sub-Committee has also reviewed progress of the Smarter Working Programme in 2018 and the approach to the closure of this programme. As the Smarter Working Programme comes to a close the next phase of this work will now be taken forward under the Investing in Nottinghamshire programme as covered by a report to Policy Committee in March 2019. In 2018 the Smarter Working Programme delivered on a number of fronts:
 - An upgrade in the scheduling software was rolled out across all Social Work and Occupational Therapy teams in Adult Social Care & Health (ASC&H) that provided improved functionality for staff
 - The deployment of new ICT equipment and a reconfiguration of the office space in County Hall resulting in an additional 356 staff working out of the building – taking the headcount up to 1,144
 - New ICT equipment deployed to 256 staff based at Trent Bridge House
 - The Social Work team based at City Hospital moved from Valebrooke House to a site within the main hospital. As part of this move they received new equipment, access to Lync telephony and Wi-Fi coverage had been reviewed

- New ICT equipment deployed to over 100 staff based at Prospect House in Beeston.

Progress in Delivery of the Council's ICT Strategy

18. The Council's ICT Strategy 2017-2020, was agreed by Policy Committee in July 2017. It identifies ICT strategic themes supporting business transformation across the Council – workforce mobilisation; customer channel shift; business performance reporting; partnership working and reliability; and compliance and these shape much of the activity and priorities within ICT Services.
19. The Improvement and Change Sub-Committee has monitored ICT Services performance and developments including:
 - Quarterly reports providing an update on key projects and performance measures for ICT Services and outlining the major planned activities over the next 6 month period.
 - A progress report in April 2019 on the Council's Cloud Services Programme to deliver the transition of ICT services away from the County Hall data centre to cloud based solutions by the end of 2019. To support the future development of this programme Improvement and Change Sub-Committee supported a new governance model with a cross departmental cloud programme board being established and reporting to the Sub-Committee.
 - An overview of the Prince 2 project management methodology used in ICT services. The Sub-Committee considered the fit of the Prince 2 approach with the authority's processes of identifying options for change to deliver savings and efficiencies, and focuses on cost, timescale, quality, scope, risks and benefits.
 - A report and presentation describing how investment in new technology has enabled transformation of service delivery across a number of service areas, specifically:
 - Automatic Scheduling;
 - Interoperability and Integration;
 - Portals;
 - Future technology

The Way Forward

20. In the previous report to Policy Committee on 18 July 2018, Improvement and Change Sub-Committee set out a number of programmes that would be reviewed. The Committee has already reviewed a number of these programmes as follows:
 - The Journey to the Cloud
 - The Smarter Working Programme
 - The operating model for managing support to transformation and change
 - Digitalisation
 - ICT programmes & performance

- Cross-Council transformation programmes
- Exploring Member led transformation reviews – not yet reviewed.

21. As part of the future work programme the Improvement and Change Sub-Committee is due to consider Departmental updates on Improvement and Change from each of the Council's four Departments and six-monthly progress reports on delivery of the Council Plan, along with additional areas of work for the next year.
22. The Sub-Committee continues to inform improvements to performance reporting to Members, including the Council's evolving use of data and intelligence. Following further discussion at Improvement and Change Sub-Committee in June, work will be undertaken to review how high level performance data is presented to Members. This will ensure Members retain a strategic overview of the whole Council picture and are also able to drill down to performance data of specific areas where potential issues have been identified.

Other Options Considered

23. The Improvement and Change Sub-Committee reviewed this report on 24 June 2019 before recommending it to Policy Committee. The matters set out in the report are intended to provide effective and proportionate performance management reporting to Policy Committee in accordance with the responsibilities set out in the Constitution.

Reason/s for Recommendation/s

24. To provide members with an overview of the Sub-Committee's progress in monitoring performance of activity within its remit and to note actions to identify key future work areas.

Statutory and Policy Implications

25. 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

26. There are no financial implications arising directly from this report.

RECOMMENDATION

- 1) It is recommended that Committee review the work of the Sub-Committee and consider whether there are any actions or requirements for further information arising from the report.

**Councillor Reg Adair
Deputy Leader of the Council and
Chairman of the Improvement and Change Sub-Committee**

**For any enquiries about this report please contact:
Nigel Stevenson
Service Director for Finance, Infrastructure & Improvement**

Constitutional Comments (SLB – 7/9/19)

Policy 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 (SES 9/7/19)

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