

9th May 2024

Agenda Item: 6

**REPORT OF DEPUTY LEADER – CABINET MEMBER FOR
TRANSFORMATION AND CHANGE**

**PROGRESS ON COUNCIL-WIDE TRANSFORMATION AND CHANGE
ACTIVITY**

Purpose of the Report

1. To update on the progress to establish an organisational change portfolio, integrating corporate transformation programmes and departmental service improvement activity.
2. To outline how council-wide transformation and change activity supports the Council's future financial resilience and sustainability.
3. To provide assurance (as of 2023/24 Q3) against the Council's Annual Delivery Plan.

Information

4. Over the past 12 months, the Council has implemented a best practice approach to integrate both corporate and departmental change into one organisational change portfolio, with overarching governance through an Organisational Change Board. This meeting is chaired by the Chief Executive and attended by Corporate Leadership Team and the Senior Responsible Officers for corporate and departmental change activity. Reporting and governance are supported by the Council's Portfolio Office, managed within the Transformation and Change Group. This delivers on a commitment in the 2023/24 Annual Delivery Plan (Action 10.10).
5. The Council currently has three corporate transformation programmes, led by senior subject matter experts and delivered with the Council's Transformation Delivery Team (hosted in the Transformation and Change Group). The programmes are:
 - i. **Safeguarding, Inclusion and Support** – taking a system-wide approach to transforming support for children and families, from re-designing our early help offer, ensuring children and families get the right help at the right time and managing pressures on placements for children in care.
 - ii. **Prevention** – bringing prevention 'into the core' of how Nottinghamshire County Council delivers and commissions support for people and communities, with an initial focus on our 'front door' to ASC, including provision of improved information, advice and guidance.
 - iii. **Forward Looking and Resilient Council** – delivering on the Council's ambition to transform and change to continue to be a financially sustainable and innovative Council for the future. Delivering change to the internal, enabling functions of the Council to achieve that.

6. These cross-cutting, corporate programmes work alongside departmental service improvement activity, led and managed by departmental resources.
7. The Council has also worked to ensure strategic alignment of the Council's transformation efforts to the delivery of the Medium-Term Financial Strategy, the Nottinghamshire Plan and the Annual Delivery Plan. This ensures that the impact of our organisational change portfolio provides the Council with a balance of benefits, including financial, strategic, customer, service/practice improvement etc.
8. The Annual Delivery Plan represents both organisational change activity, and 'business as usual' (BAU) activity to ensure we effectively deliver the Council's strategic priorities, national policy/legislative change and the local authority's statutory duties.
9. The slides attached at Appendix 1 outline the Council's approach to organisational change, examples of progress and impact of change activity, an explanation of how change supports financial sustainability. Slides 11-13 provide an update on progress (as of Q3) against the 2023/24 Annual Delivery Plan, representing both organisational change and 'BAU' activity, as outlined above.

Statutory and Policy Implications

10. 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

11. None

Consultation

11. Consultation, engagement and co-production are important enablers of change. Wherever possible, change activity is designed to take into account feedback from residents, people accessing our services, the workforce and partners. We continue to embed co-production and co-design into our organisational change approach.

Data Protection and Information Governance

12. The Data Protection and Information Governance implications of any change are considered as part of project initiation/delivery, with advice being taken from the Information Governance Team and summary/full DPIAs being completed wherever necessary.

Implications in relation to the NHS Constitution

13. The Council's transformation and change activity is a key lever in supporting change across the wider system and partnership. A number of our projects are designed to work together of NHS partners to better integrate our system offer for people who need help and support.

Public Sector Equality Duty implications

14. The equalities implications of any change are considered as part of project initiation/delivery, with advice being taken from the Equalities Officer and summary/full EQIAs being completed wherever necessary.

15. Transformation and change is an important way in which the Council can tackle inequalities and promote equity across the County. Taking an evidence-informed and data-led approach can help us to identify places, people and communities where a transformational approach could significantly improve outcomes.

Smarter Working Implications

16. Our Forward Looking and Resilient Council programme supports work across the Council that will further our smarter working ambitions. Changes to how staff travel, hybrid working and a greater emphasis on the Council's digital capability all contribute to this.

Safeguarding of Children and Adults at Risk Implications

17. A number of projects across the Safeguarding, Inclusion and Support and Prevention programmes support efforts to improve how we help, support and safeguard children, families and adults. Change activity supports our work to improve services and also to respond to the recommendations of inspection activity.

Implications for Residents

18. Transformation projects are designed to deliver impact for Nottinghamshire residents. This can either be a direct impact (e.g. improving the service delivered to a resident accessing children's or adults social care) or an indirect impact (e.g. improving the efficiency and effectiveness of services).

Implications for Sustainability and the Environment

19. A number of projects within the portfolio are designed to support delivery of the Council's net zero ambitions. For example, work to scope the future of the Council's fleet will reduce the emissions, as we shift the fleet towards more carbon neutral models.

RECOMMENDATION/S

- 1) That Overview Scrutiny Committee consider and note the contents of this report and the supporting presentation.

COUNCILLOR BRUCE LAUGHTON
DEPUTY LEADER AND CABINET MEMBER FOR TRANSFORMATION AND CHANGE

For any enquiries about this report please contact: Dr Isobel Fleming, Service Director for Transformation and Change – isobel.fleming@nottscc.gov.uk.

Constitutional Comments (GR 12/04/2024)

Pursuant to the Nottinghamshire County Council Constitution, this Committed has the authority to receive this report and consider the recommendations contained within it.

Financial Comments (SES 10/04/2024)

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