

23 November 2020**Agenda Item: 5****REPORT OF THE SERVICE DIRECTOR, TRANSFORMATION AND CHANGE****TRANSFORMATION AND CHANGE PROGRAMMES AND THE
TRANSFORMATION MODEL AND STRUCTURE****Purpose of the Report**

1. To update the Sub-Committee on progress with implementing a new corporate model for transformation, improvement and change, and with the establishment of cross Council programmes of work to improve outcomes for residents whilst enabling the Council to meet its financial challenges.
2. To seek approval for the proposed high level structure for the Council's transformation, improvement and change function.

Information

3. A previous report to the Sub-Committee on 21st July 2020 gained approval for a revised corporate approach to transformation, improvement and change. The Service Director post that was subsequently established to lead on transformation, improvement & change has enabled focused leadership and capacity to be put in place to be able to drive this work forward.
4. As such, work is now under way to implement the new transformation and change model and to develop and deliver a number of new transformation programmes intended to improve outcomes for residents and service users, deliver financial savings and enable the Council to develop new ways of working across service and departmental boundaries.
5. The translation of the model for transformation and change into an agreed staffing structure, supported by effective business processes and governance is under way. A high level summary of it is presented in this report. This will continue to be a priority in the coming months.

Transformation and Change Programmes

6. The scope, leadership and business cases for a number of new transformation and change programmes are also now under development. Officers are reviewing the outputs from the work undertaken with Newton Europe earlier in the year, to ensure that the programmes build on learning from COVID-19 and are aligned with the Council's Medium Term Financial Strategy, the Your Nottinghamshire, Your Future corporate plan, and individual Department

strategies. The Programmes will also sit alongside and complement existing corporate programmes, such as the Investing in Nottinghamshire programme.

7. Each programme will be sponsored at a senior level by a Corporate Director to ensure it has priority and visibility, with each programme representing a major area of Council provision that impacts significantly upon Nottinghamshire residents, and to which the Council devotes significant resource across more than one Departmental area. Each programme therefore represents an opportunity to secure both improved outcomes for residents, and improved efficiency in terms of the delivery of service provision. The proposed programmes are as follows:
 - **All age approaches to improving support for those with disabilities** – This programme will take a “whole life course” approach to the Council’s provision for those with disabilities, with a focus on improving outcomes, minimising risk factors and enhancing protective factors through the delivery of effective interventions at key stages in the lives of service users. The programme will explore how the integration of approaches to effective interventions across Departments – for example in the areas of education, skills and employability – may deliver improved life chances and help manage/reduce demand for more expensive provision for those with higher levels of need. The programme will be directed by the Corporate Director for Adult Social Care and Health.
 - **Developing integrated prevention and early help interventions** - Building in part on the successful community hub based response to Covid, this programme will focus on the Council’s early help and prevention provision, and how it might better engage with, work with and support community based services and support groups, in order to improve access to, and the delivery of, early support for residents. Such approaches will help reduce demand (and therefore financial impact) for higher level Children’s, Adults and Public Health interventions. This programme will also build upon existing “strength based” work in both Children’s and Adults Services, and will be directed by the Corporate Director of Place.
 - **Developing “whole family” approaches to safeguarding** – This programme will aim to build on existing “Think Family” approaches to safeguarding provision: vulnerable children will achieve improved safety, stability, wellbeing and educational outcomes through a more joined up approach across Children’s and Adults Services and Public Health (but also with key partners such as schools and health services) that works with the whole family to build on strengths and address risks. Through improving children’s outcomes this programme will seek to manage the long term, high cost demands for children’s social care. This Programme will be directed by the Corporate Director for Children and Families.
 - **Improving residents access** – This programme will drive the further development of a coordinated and integrated Council “front door”, based around the Customer Services Centre and a strengthened approach to digital access and effective self service for residents needing to access Council services and information. The programme will incorporate a review of the current arrangements for the MASH. This programme will be directed by the Service Director for Customers, Governance and Employees, and will also incorporate the leadership of broader corporate digital development work to support all transformation programmes, and a review of the Council’s corporate “back

office” systems to ensure that they deliver efficient, integrated and cost effective support to the Council’s core functions.

Further underpinning strands of work will be:

- **A workforce design programme** sponsored by the Service Director for Customers, Governance and Employees. This programme will ensure staff will be supported to access the learning and support opportunities required to help strengthen service improvement/transformation and change approaches, and strengthen their digital awareness and data analysis skills, within the context of a broader Workforce Development Strategy that will encompass a revised corporate approach to a range of key workforce matters.
- **A strategic commissioning programme** sponsored by the Corporate Director for Adult Social Care and Health. This programme will build upon existing work to improve the Council’s approach to effective strategic commissioning to secure cost effective outcomes.

The model for Transformation and Change

8. Within the Transformation and Change function three specific core areas of expertise will be established to support and drive effective change. This marks a move away from the Council’s previous “generalist” approach:-

9. **A Strategic Insight Unit (SIU).** This will provide:

- Data insight, analytics and data science skills and capacity, to provide both support and challenge to existing transformation programmes, and to help generate future programmes.
- A focus on research, policy and strategy planning and development, to ensure the Council keeps abreast of national thinking and policy development, and ties this in to its strategic work. Here, the Unit will utilise links with other authorities, the LGA, central government, external partners and academic research to support horizon scanning and best practice.
- A direct link with Departments and senior leaders so that corporate and Departmental priorities and strategies are informed by the latest thinking and best practice, and that cross Council transformation is effectively co-ordinated.
- The Unit will work closely with ICT to ensure that the ICT strategy and internal design authority (which provides corporate oversight, guidance and governance on technology based decisions) are embedded within the SIU approach
- The Unit will link closely with the other key elements of the Transformation function - the Transformation Bureau and the Portfolio Office.

10. **A Transformation and Change Bureau.** This will provide:

- Change management capacity, with strong project management, data and digital skills, embedded within Departments and services in order to support and drive the delivery of the cross Council transformation programmes. This will therefore be close to the frontline but will be part of a strong corporate “transformation community” where best

practice and knowledge are shared, development is targeted and resource aligned appropriately to the needs of the transformation programmes as they progress. This approach will help ensure:

- A consistent approach and ongoing professional development for staff;
- That managers and staff can be assigned to programmes that fit best with their skillsets where required;
- The full engagement and understanding of Departmental front line services in cross Council transformation programmes.

11. A Transformation and Change Portfolio Office. This will:

- Govern transformation and change programmes and projects – both cross Council and Department/service specific - in a lightweight but rigorous way to ensure the effective and consistent use of resources, and the clear realisation of benefits, with effective corporate oversight.
- Support and track appropriate resource allocation and monitor and report on programme and project delivery and benefits realisation to a variety of audiences/groups across the Council.

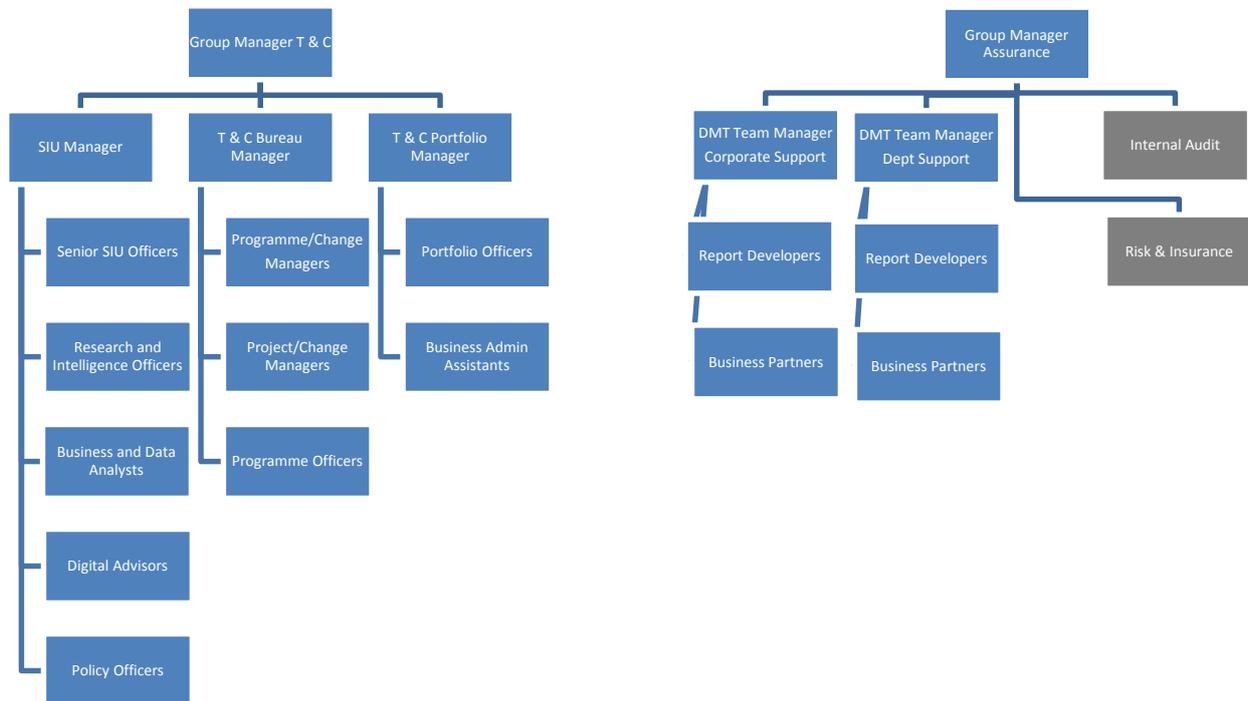
Structure for Transformation and Change Team

12. To implement these three key elements of the revised transformation model, the Council's corporate Transformation and Change Team will need to be restructured. The detailed definition and implementation of the structure will be complex, bringing together and rationalising some roles from other corporate functions that will overlap with the new transformation model. The restructure of the Transformation and Change Team will therefore be co-ordinated with a concurrent restructure of the corporate Performance, Intelligence and Policy Team as it is expected that some staff from this team whose skillsets align with those required by the new Strategic Insight Unit will move across to the Transformation and Change team. The remaining staff will be established within a remodelled corporate Data Management Team reporting to the Group Manager, Assurance. Key areas of focus for this Team will be the following

- Corporate support – to maintain the Business Intelligence Hub, its current suite of reports and to develop further reports to meet the requirements of the SIU. It will also maintain data-sharing feeds with our external partners, notably with the Local Resilience Forum and the Intergrated Care System.
- Departmental support – to deliver the data intelligence and analytical products to support the needs of departments in progressing their service improvement programmes, embracing the maintenance of current reports and development of new products. The Team will also continue to deal with the annual statutory returns to government.

13. Conversely, it is anticipated that some members of the Transformation and Change team with ICT specific roles and skillsets will transfer to the corporate ICT Service as part of the current project to remodel and restructure that function. This transfer will support future effective co-ordination of ICT related transformation activity.

14. The proposed high level structure for the Transformation and Change, and Data Management teams is therefore shown below:



Fit with Departmental Service Improvement Activity

15. A key element of the new Transformation and Change model will be the development of a new “matrix” model of joint activity and collaboration between the corporate Transformation function and the operational service improvement functions/teams based in individual departments, particularly in Adults and Children’s Services. This new model will see Departmental Service Improvement teams have corporately agreed forward work plans, based upon work with the SIU to ensure plans with a sound evidential base. Plans will have sufficient flexibility to enable responsive activity where new opportunities and challenges are identified.

16. Expertise and capacity will, by mutual agreement, work across Corporate and Departmental boundaries where this is beneficial. This will help maximise opportunities, ensure appropriate expertise is fitted with need/priority and provide a flexible, responsive improvement resource which operates to consistent standards.

17. This model for Corporate and Departmental Transformation and Improvement will;

- Facilitate open and transparent oversight of service improvement activity;
- Help provide a high quality and consistent approach to service improvement;
- Assure best use of expertise and resource, identifying gaps and where necessary supporting the consistent engagement of internal and external expertise;
- Focus on the functions/skills required to deliver agreed work plans rather than the available volume of resource.

Next steps and transition period

18. In view of the complexity of the restructure work, it is proposed that the senior posts in the Transformation and Change Team are established and filled first. These are:

- SIU Manager
- T & C Bureau Manager
- T & C Portfolio Manager

The lower level posts in the structure are indicative and may alter as the more detailed structure is developed

19. Similarly, for the Data Management Team, it is proposed to establish and fill the following posts first:

- Team Manager – Corporate Support
- Team Manager – Departmental Improvement Support

20. Once the consultation process has been completed and staff have been enabled into these roles, the full Team structures will be developed, ensuring the two teams are aligned with a consistent model and approach. Proposals for the detailed structures and their financial implications will be brought to a forthcoming meeting of the Sub Committee for approval.

21. In light of the current pressures on both departmental and corporate resources in response to Covid , it is acknowledged that the development and delivery of the proposed cross-Council programmes may not proceed at the pace originally envisaged. However work will be progressed as quickly as possible and members will continue to be updated on progress through regular reporting to this Sub Committee.

Other Options Considered

22. Alternatives to the proposed model of bringing together all Transformation and Change skillsets into a central function have been considered; however the approach set out in this report best fits the transformation model previously agreed by members.

Reason/s for Recommendation/s

23. To enable the Council to bring about sustainable change for the benefit of residents and their communities within the current financial and operational circumstance faced by the Council.

Statutory and Policy Implications

24. 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

It is recommended that members:

- 1) Approve the proposed high level structure for the Transformation and Change and Data Management teams, and the development and consultation on full structures for both teams for approval at Improvement and Change Sub Committee at a forthcoming meeting.
- 2) Agree to receive further updates on the implementation of the model and the definition, initiation and delivery of the cross Council transformation programmes at future Sub-Committee meetings..

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Service Director, Transformation and Change

For any enquiries about this report please contact: Sue Milburn, Group Manager Transformation and Change

Constitutional Comments (KK 13/11/202)

The Improvement and Change Sub-Committee is responsible for monitoring and driving the Council's Improvement and Change Programme. The proposals in this report are therefore within the remit of this Sub-Committee

Financial Comments (SES 11/11/2020)

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

HR Comments (JP/10/11/20)

The proposals will be subject to formal consultation with staff and the recognised trade unions. The implementation of the recommendations will be undertaken in accordance with the County Councils agreed employment policies and procedures, including enabling, redundancy and redeployment (JP)

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.

- Update on Progress with Future Approach to Transformation and Change report to Improvement and Change Sub Committee – 21 July 2020

Electoral Division(s) and Member(s) Affected

- All