Nottinghamshire County Council

Resources Departmental Strategy

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Introduction

Your Nottinghamshire, Your Future

Our new Council Plan "Your Nottinghamshire Your Future" sets out an ambitious vision for the future of Nottinghamshire in which the county is at the forefront of modern Britain. We want Nottinghamshire to stand out as:

- **A great place to bring up your family**
- **A great place to fulfil your ambition**
- **A great place to enjoy your later life**
- **A great place to start and grow your business**

As a Council our duty is to provide a diverse range of services, to protect and shape the environment in which we live, and to create the right conditions for a strong local economy.

Our Council Plan sets out 12 commitments covering all aspects of the Council's role in our County and the outcomes we wish to achieve for the people of Nottinghamshire.

This Resources Strategy is one of four strategies setting out how each department will support the delivery of the Council Plan. Each of the strategies outlines the priorities and programmes of activity that will be pursued in the coming year to achieve this. The Departmental Strategies will be refreshed on an annual basis.

The Council must act as a single organisation with all departments working corporately to maximise opportunities and expertise and ensure that the Council Plan commitments are delivered.

These strategies are agreed by the Council's Policy Committee as part of its responsibility for approving the policies and strategies of the Council. Policy Committee will monitor the progress of these strategies enabling elected Councillors to ensure that the Council Plan is implemented effectively.

Section One

Strategic Context and Commissioning Challenges

Introduction

The Resources Department brings together the Council's business services. How we: work, collaborate, generate income, spend money, make evidence based decisions, look after information, communicate with our residents, ensure the work we do is legal and in keeping with the democratic process, recruit people, develop skills and measure our success are all fundamental to the day to day working of the Council.

As well as offering a range of operational activities that keep the Council running smoothly and efficiently, the Resources Department also has a number of change programmes that drive both performance improvements and savings. These organisation-wide change programmes include supporting the design of improved online services that are delivered at a lower cost, the generation of surplus income through a more commercial approach, reducing the amount of office space by introducing mobile technology solutions and more flexible ways of working, and the management of timely and accessible business intelligence to allow robust business decision-making.

The Resources Department ensures that the Council meets statutory, governance and reporting requirements and as a result includes the Council's Monitoring Officer, Section 151 Officer and Senior Information Risk Owner roles.

The Resources Department has an annual revenue budget of £44.443 million. The department provides a wide range of services not only to the Council, but also to partner organisations such as schools, Arc, Via, Inspire, the Nottinghamshire Fire and Rescue Service, Academy Schools, Health Trusts, District Councils and the Police and Crime Commissioner.

Resources includes:

- **Finance and improvement** - the management of the Council's budget and Medium Term Financial Strategy, and also audit, performance, procurement, insurance, management of the pension fund investments, business intelligence, policy, equalities and project management.
- **Legal, democratic and complaints** – includes Legal Services that provide legal support, advice and representation to all areas of the Council's work. The complaints and information team are driving improvements in information governance and deal with in the region of 1000 complaints each year regarding council services, and 1500 request for information under the Freedom of Information Act and the Data Protection Act.
- **Democratic services** – who manage the Council's 130 public committee meetings, provide political and administrative support to Councillors and support the work of the Chairman and Civic Office.
- **Human Resources** – providing HR support and advice to ensure that the Council maintains the necessary workforce capacity and skills, has the right culture and operates in a legal and safe manner.
- **Business Support Centre** – makes the business run smoothly by providing a range of employee and transactions services including payroll and invoice payments as well as the pension administration services for the Local Pension Scheme across the whole of Nottinghamshire.
- **Business support** – providing the Council's business support to front-line and other services.
- **ICT** - providing business change and improvement through the use of technology, and supporting an effective and secure estate that connects over 11,000 devices to 96 business critical services.

- **Customer services** – the front door to the Council with an 89% satisfaction rating, the Customer Service Centre has received over four million enquiries over the 10 years it has been in operation.
- **Communications and marketing** – delivers high quality communication and marketing strategies and campaigns and provides document management and design and print services.

Strategic context

Our new Council Plan "Your Nottinghamshire Your Future" sets out a clear and ambitious vision for the future of Nottinghamshire. A county that is a great place to bring up a family, to fulfil ambition, to enjoy later life and to start and grow business. The way we operate as a Council and our approach to change are fundamental to the delivery of this plan. The Council must provide the best possible services, improve the place we live and give good value for money.

The wide range of expertise found in the Resources department will not only support the Place, Children and Families and Adult Social Care and Health departments to deliver on their priorities, but will also drive corporate approaches and different ways of working.

Outcomes

The Resources department seeks to ensure that the Council:

- Runs smoothly, ensures value for money and supports front line service delivery
- Has an accessible front door for the public to access advice, information and services
- Is financially robust, delivers a balanced budget and operates sustainably within the Medium Term Financial Strategy
- Is at the leading edge of transformation
- Makes maximum use of technology to obtain value for money and supports a workforce able to work flexibly, where and when it best suits them, their customers and service users
- Operates within its legal framework and powers
- Effectively identifies and manages risks
- Has an open and transparent decision-making process
- Deals with customer complaints in an efficient and effective way and learns from them to improve services
- Is an employer of choice and employs people with the right knowledge, skills and experience to ensure effective delivery of Council services.
- Promotes what it does and protects its reputation with effective communication strategies and marketing campaigns.
- Effectively and safely manages and uses data and business intelligence to make improvements
- Promotes and champions the equalities agenda.

Commissioning challenges

It is recognised that there is still uncertainty in how local government will be funded beyond 2020. At the time of the Local Government Settlement for 2016-17, Government announced that there would be a review of the needs assessment formula that would underpin 100% business rate retention. Since then, the enabling legislation that would underpin business rates retention has fallen away. However, the understanding is that it is still the intention of Government to undertake a review of the needs assessment formula. We supported a renewed call for the Fair Funding Review, and the outcome of this will obviously impact how we set our budget beyond 2020.

It is widely acknowledged that expectations of public services are changing. With an ever increasing demand for good quality services to be delivered in a timely and efficient way, it has never been more important that we put value for money at the forefront of our thinking, ensuring that we understand our data and evidence base in order to design services in the best way. Key to this is the development of our use of business intelligence, both in terms of how we collect, integrate, manage, analyse and present information to inform decisions, and how we manage and get maximum value from the data that we hold. Linked to this is a need to use intelligence to develop

our understanding of service users and their journey through our services to enable transformation.

It is the appropriate time to review our approach to transformation. Over the past few years the Council has delivered on a range of improvement and change programmes. These programmes have looked at making our services more efficient and delivered considerable savings. We now need to harness creativity and build on skills in transformation and service design in order to keep pace with society's expectations of public services. It is becoming increasingly difficult to identify savings and so we need to take a fresh look at how we deliver positive outcomes for the residents of Nottinghamshire.

Successful transformation and organisational change relies on effective use of technology. Set against the continued financial constraints local government is operating within, the Council's ICT strategic plan was approved in July 2017, which sets out the roadmap for how technology will drive and support organisational change and transformation.

There has been much debate over recent years around the structure of local government. In Nottinghamshire we have explored opportunities around devolution in the past. As the deal around Brexit emerges, it will be vital that we understand the opportunities for local powers or funding that arise to ensure we can maximise positive outcomes for Nottinghamshire in the future.

The new General Data Protection Regulation comes into force in May 2018, bringing about a huge increase in requirements for how we look after and use data. As a Council we need to be prepared for these changes, protect information and design our future ways of working in line with these new regulations.

Partnerships

Whilst the majority of services in the Resources department are delivered directly by in-house teams, there are a number of partnerships set up to deliver on specialist areas of work. Key partnerships include working with:

- EM LawShare - a ground breaking partnership led by Nottinghamshire County Council, across 130 local authorities to access more specialist legal advice
- Seven other Pension Funds to establish an FCA-regulated authorised company and necessary governance arrangements for the management of the pooled pension fund investments of £35bn
- Our district and borough councils over the management of the Nottinghamshire Business Rates Pool
- A number of NHS bodies and other councils on joint procurement projects particularly for Public Health and Adult Social Care services
- Technology partnerships including Microsoft, Specialist Computer Centres, EE, SAP, CGI, support to the Business Management System and Virgin Media Business
- Acuma, our technology partners for the Business Reporting and Management Information project, supporting our approach to business intelligence
- Nottingham Trent University - through our Compact agreement we work closely with the University in terms of training and development opportunities, and increasingly looking at the provision of apprenticeship training
- The STP to support the integration of health and social care.

Section Two

Departmental Operating Model

Supporting the Council's approach

All we do as a Council should be driven by the outcomes were are trying to achieve. These outcomes are set out through the 12 commitments in the Council Plan. The operating model of the Resources department encompasses the approach set out in the new Council Plan:

- Put local people at the heart of everything we do
- Spend money wisely
- Be creative and work in new ways
- Stand up for local people
- Empower people and support their independence.

A fundamental role of the resources department is bringing these principles to life across the whole Council. These principles should be present in all of the work we do and help shape our engagement with our customers and partners.

Our working model

Many Resources functions operate through a business partner model, whereby officers work closely with a particular department. This helps to build strong working relationships and a thorough understanding of how different areas operate, so corporate support can be tailored to best suit each service.

Where specialist knowledge is required by services there is the flexibility to bring in expertise for a time limited period. Two examples of this are:

- Legal Services, where the EM LawShare arrangement provides access to expert advice when required at very cost effective rates
- Our ICT function is split between a fixed workforce and a flexible workforce which changes depending on the knowledge required at a particular time. Where we do employ external expertise, a provision for knowledge transfer is always included, to get the most value out of the opportunity.

A review of the corporate services function is being undertaken to look at the operating model of the department to ensure it is suited to the future. The aim is to be a department that is valuable, affordable, commercial, agile and resilient to be able to support the Council in the delivery of the aims set out in the Council Plan.

As the organisation changes shape and explores new ways of delivering services, the resources function needs to have the flexibility to respond accordingly.

The Resources Department prides itself on:

- Proving good quality professional advice, support and guidance
- Being ambassadors of the County Council
- Being able to visibly demonstrate our contribution to delivery of front line service and the Council's priorities
- Receiving feedback from departments and reviewing how we operate
- Driving change and transformation to support the creation of a modern and efficient Council
- Benchmarking our services where possible, to ensure we provide our services as efficiently as possible.
- Providing value for money.

Section Three

Priorities and Key Activities that Support the Delivery of the Council Plan

Approaches **The department will ensure that the Council is effectively run, governed, and manages and mitigates risk, to enable the delivery of the commitments as set out in the Council Plan. Outlined below are actions the department will take to deliver the specific commitments in the Council Plan.**

Council Plan Approach	Success means	Activities	Key performance measures/milestones
Put local people at the heart of everything we do	Services are shaped around the people who use them to reflect the way that they live their lives	We will review our customer access strategy to ensure it best reflects expectations of providing services that can be accessed easily and through the most appropriate means. Where possible we will continue to encourage services to move to digital access.	Review the customer access strategy by 31 March 2018.
		The development and delivery of a new strategy for transformation which will have at its core a set of principles, based upon those developed by central Government. These principles include understanding service users' needs and collecting feedback from service users to inform improvements.	Develop a Council Transformation Strategy by June 2018.
	Information is shared so that residents can express their views and engage with decision-making	Our high quality marketing campaigns are designed to engage residents with the work of the Council.	% of people who agree that they can influence decisions affecting the local area % of people who are satisfied with the way the Council runs things.
Spend money wisely	The Council makes best use of resources to deliver value for your money	We will ensure the Council is financially robust and sustainable through the delivery of our Medium Term Financial Strategy, a balanced budget, and we will improve the quality of financial management support to departments.	Implementation of the Medium Term Financial Strategy Achieve monthly budget monitoring within 5 working days Unqualified audit opinion on statement of accounts and value for money
		We will keep well informed about the Government's fair funding review, and contribute the view of NCC where we can.	Regular updates of local government finances provided to committee
		We will support the pension pooling process and ensure that the Nottinghamshire Pension Fund assets are protected.	Investment portfolio out performs benchmark (based on FTSE indices in various markets)
		Through the Planning and Performance Framework we will monitor delivery of services and assess and report on value for money. The provision of business intelligence aligned to business process and good quality performance analysis will help departments identify potential areas for improvement.	Regular benchmark of services % of people who agree that the Council provides value for money

Council Plan Approach	Success means	Activities	Key performance measures/milestones
Spend money wisely	The Council makes best use of resources to deliver value for your money	We will undertake a programme of audits to seek assurances that services are working with appropriate levels of governance.	% of planned audits completed % of audit recommendations implemented
		We will aim to reduce debt levels and long-term debt.	Total debt level % of debt greater than 6 months
		We will look to support the development of commercial opportunities across the Council and keep our approach to commercial development under review.	% of services achieving their business objectives following completion of the Commercial Development Unit process
Be creative and work in new ways	The Council takes innovative and commercial approaches to service delivery	We will continue to explore opportunities to sell selected services to external organisations. This will include looking at the possibility of some shared service arrangements in the Resources department.	Income generated from sold services
		Work will continue to optimise transactional activities and support the channel shift to on-line and self –serve options.	% of successful transactions completed online
		We will continue to explore new concepts, ideas, best practice and provide resources to support departments to carry out projects allowing them to explore new approaches.	
	Technology and business intelligence are used to improve service delivery	The ICT strategy 2017-20 sets out the roadmap for how ICT will drive and support organisational change and transformation. The emphasis of the strategy is on delivering increasingly joined up services that are effective, affordable and designed around the needs of the service user.	Quarterly progress report to Improvement and Change Sub-Committee
		The next phase of the Business Reporting Management Information project will build on the data warehouse and business intelligence hub which is making data more accessible and readily available.	Completion of phase three of the BRMI project by April 2018.
		The emerging business intelligence strategy will provide a framework to ensure that decision making is underpinned by a timely, high quality, reliable evidence base.	Completion of the Business Intelligence Strategy by March 2018
		We will support and encourage employees to use their skills, knowledge and experience to find innovative ways of working to ensure the effective delivery of services, which will be reflected in our workforce strategy.	Employee engagement index (under development as part of the workforce strategy)

Council Plan Approach	Success means	Activities	Key performance measures/milestones
Stand up for local people	Local people feel more in control of the work taking place to improve their communities and engage with councillors	We will ensure that messages are communicated clearly, timely and effectively.	Review and revise the Communications and Marketing Strategy % of people who feel well informed about the services and benefits the Council provides
		Our open and transparent decision-making process means that members of the public are notified of decisions that the Council is to make, can attend Committee and Council meetings, and can speak to their local Councillors about any areas of concern.	Number of urgent decisions taken. Approval of the Annual Governance Statement Number of waiver of financial regulations approved
		The Chairman is the first citizen of the County whose duty includes visiting all parts of Nottinghamshire in recognition of the work done by communities and individuals. The Chairman represents Nottinghamshire County Council at other public and civic occasions.	Number of events attended by the Chairman
		We investigate and respond to any complaints made and fully comply with the Freedom of Information Act and Environmental Information Regulations.	% FOIA requests responded to within deadlines % of complaints upheld
		We will continue to improve our information management to ensure that data is appropriately and securely processed, shared, stored and used to drive decision making.	Number of data breaches
		We will consult with residents around important decisions, especially those linked to significant financial plans.	% of people who agree that they can influence decisions affecting the local area
		We will support Elected Members in the work they do for their local communities.	% of divisional fund applications dealt within 10 days
Empower people and support their independence	Fulfil our responsibilities and support those who need our services the most. People have the support they need, without unnecessarily intruding on their daily lives	The Customer Service Centre will continue to develop the service provided to Adult Social Care, so that residents can access and be assessed for services they need quickly and easily.	% of first call resolution % of assessments completed at the front door
		We will champion the equalities agenda and ensure that appropriate equality impact assessments are carried out to assess the impact of a change to services or policy on people with protected characteristics.	% of employees who have successfully completed the Council's Equality training module
		We will explore better use of technology to support people to remain as independent as possible for longer.	Quarterly progress report to Improvement and Change Sub-Committee

Commitment	Success measures	Activities	Council Plan Key Measures of Success
A great place to bring up your family			
Commitment 2: Children are kept safe from harm	Children at risk are appropriately identified, supported and protected	The legal team will continue to review and refine our digital working arrangements with Nottingham Family Courts. We will continue to monitor the percentage of child protection matters completed within 26 weeks of commencement.	% of child protection matters completed within 26 weeks of commencement
	Looked After Children and care leavers are well supported	Targeted apprenticeships and work placements for care leavers.	Number of targeted apprenticeships and work placements % of care leavers under taking a targeted apprenticeship who go on to achieve a job/further education
A great place to fulfil your ambition			
Commitment 4: has a thriving jobs market	More people are in higher paid and skilled jobs More apprenticeships available for people of all ages	As one of the largest employers in Nottinghamshire we aim to be an employer of choice providing good quality employment and opportunities to develop and gain skills and qualifications. We are committed to increasing the number and range of apprenticeships and work experience placements across the Council for a wider age range	Number of apprenticeships % of apprentices who go on to get a job or further education
Commitment 6: People are healthier	That we have a healthy workforce	Implement the Health and Wellbeing Action Plan in partnership with Public Health colleagues to help employees make healthy choices for themselves, their families and their communities to enable them to live long, healthy and productive lives.	Level of sickness absence % uptake of flu vaccinations Employee health checks
A great place to enjoy your later life			
Commitment 9: People receive the right care and support at the right time	Services improve as a result of better integration of health and social care	One of the four business transformation themes of the ICT strategy is health and social care technology integration, which will support the delivery of the Sustainable Transformation Plan (STP) through a shared approach to developing technology infrastructures, sharing relevant information between health and care professionals where appropriate and automating workflows between health and social care services.	Quarterly progress measures reported to Improvement and Change Sub-Committee
A great place to start and grow a business			
Commitment 10: Nottinghamshire is a great place to invest and do business	Increased economic productivity across the county	In 2016/17 overall supplier spend was £622.188m. We will work to increase the use of the local supply market by holding pre-market engagement events prior to commencing individual procurement projects, and undertaking wider generic "meet the buyer" events aimed at enabling more organisations to feel empowered about tendering for locally-available work.	Measuring local spend on an annual basis. Payment of invoices within timescales
Commitment 12: Nottinghamshire has a skilled workforce for a global economy	Having a workforce with the right level of skills that the Council needs now and for the future	We will use the Workforce strategy and workforce plan to identify the knowledge and skills required for the future and plan how to achieve this.	A revised workforce strategy by 31 March 2018

Section Four

Resources Improvement and Change Portfolio

Senior responsible officer: Corporate Director, Resources

Description

The Resources improvement and change portfolio consists of eight cross-Council programmes of work which are focussed on creating the right conditions for a 21st century Council. The programmes include developing our approach to designing service and the use of business intelligence, maximising the use of technology, managing information entrusted to the Council and ensuring that we develop, support and engage our first class work-force.

Programmes

01 Designing Services in a Digital Age

Lead Member: Chairman of the Improvement and Change Sub-Committee

Digital technology is rapidly defining how nearly everyone lives their lives. This programme presents the chance to look afresh at how we meet the needs of service users in a digital world making maximum use of the technology available to us. Companies such as Airbnb have shown how customer need can be met without adopting traditional and well-established models of delivery. This programme is exploring how user-centred design can do the same for local government i.e. services are designed around the customer and the outcome that is being sought across the whole customer journey.

The Council has recently undertaken two pilot projects to test the concept of service design in practice, with a view to agreeing a vision and strategy for designing service for the digital age which can be implemented across the Council.

Key milestones for the next year include:

- Consideration of the outcome of the pilots
- Agree the vision and strategy
- Agree a series of services to undergo service redesign

02 Business Intelligence

Lead Member: Chairman of the Improvement and Change Sub-Committee

Successful organisational change and transformation increasingly relies on effective information to support better decision making. Through the Business Intelligence Strategy the Council will develop the technology and approaches that it uses for the collection, integration, analysis, and presentation of that information and the data that it is derived from.

Our business intelligence will be driven by service needs and designed to reflect our business processes; strengthening our approach to performance, analysis and advanced analytics - building a much richer picture of our customers.

Over the past year we have made great strides in developing a data warehouse with the aim of bringing together data from some of the Council's key systems. This will make reporting easier, more user friendly and provide better and timelier analysis to inform decision making.

Key milestones for the next year include:

- Development of a new business intelligence strategy
- Development of a generic unit cost model (end of April 2018)
- Development of a generic service user journey model which will initially provide data on the pathways service users take through Adult Social Care services (end of April 2018)

03 Information Governance

Lead Member: Chairman of the Governance and Ethics Committee

The purpose of the information governance improvement programme is to improve our approach to the management of information across the Council to ensure we retain the trust and confidence of our residents and are compliant with legal requirements.

The programme is split into two phases over two years. Phase one is focussed on preparing the Council for General Data Protection Regulation compliance, the new legislation which comes into force in May 2018. The second phase, due to commence in September 2018, will focus on document management.

Key milestones for the next year include:

- Completion of information asset registers
- Revision of Information Governance and Information Security policies and procedures
- Gain assurance of third party compliance where needed
- Designing the approach to phase two of the programme - document management

04 Our Workforce

Lead Member: Chairman of the Personnel Committee

People are the Council's greatest asset and we need to ensure that we have a work force that is flexible and has the right knowledge and skills to respond to the needs of the Council. The workforce strategy will be refreshed as we develop new approaches to delivering the Council Plan, to continue our ambition to be an employer of choice.

We will look at how we encourage and support staff to develop, nurture talent and encourage the right culture of engaging, motivating and empowering people to work together as one organisation to deliver the commitments set out in the Council Plan.

Key milestones for the next year include:

- Refresh the workforce strategy
- Review implementation of apprenticeship programme (May 2018)
- Update the Wellbeing Action Plan

05 Commercial Strategy

Lead Member: Chairman of the Finance and Major Contracts Committee

Many Councils are recognising that we need to take a more 'business-like approach' to how they design and deliver certain services. We developed the Commercial Development Unit with the purpose of identifying services that would be appropriate for such an approach, and over the past year have supported nine service areas to explore their commercial potential. During the next year we will look at how we develop this approach further.

We will also develop an approach to ensure that the Council is getting the maximum return on all of its assets, whether they be land, money, buildings or people. This will include reviewing our approach to contract management and compliance.

Key milestones for the next year include:

- A further 12 services will go through the Commercial Development Unit
- Review of Services for Schools
- Explore options for the contract management function
- Exploring the potential for some shared resources services with another County Council.

06 Health and Social Care Technology Integration

Lead Member: Chairman of the Improvement and Change Sub-Commitee

The Local Digital Roadmap sets out how Nottinghamshire health trusts and local authorities support the improvement of health and wellbeing of the local population through technology enabled integrated health and social care services. This underpins the delivery of the Sustainability and Transformation Plan (STP).

The focus is on improving the productivity and efficiencies of the health and social care workforces, improving services to service users (particularly with regard to assessments, discharges and transfers of care provision), improving professional collaboration and supporting independent living.

Key milestones for the next year include:

- Improving workflows with King's Mill Hospital and other hospital trusts
- Developing a secure technology approach for automating workflows amongst a number of health and social care partners
- Implementing a standard for Wi-Fi access for staff and partners across health and local authority sites
- Use of portal technology for sharing agreed information between health and social care practitioners
- Use technology to support improvements to home based care services

07 Smarter Working

Leader Member: Chairman of the Improvement and Change Sub-Committee

Over the past few years, we have seen a major change in the style of working in our offices bases. The vision for the smarter working programme is "A workforce able to work flexibly, where and when it best suits them, their customers and service users and managed by results".

The smarter working programme continues to respond to the changing shape of the organisation, changing working patterns, and new technologies.

Key milestones for the next year include:

- Changes in County Hall which will see the number of full time equivalent staff based in the building increase from 736 to 1,030 to enable the process of rationalising our building stock
- The move from desktop PC working to mobile solutions to create more flexible working
- The transition to a new data and mobile voice contract with EE, saving £300k per annum.
- An extension in the use of technology for scheduling workforce activities.

08 The Cloud (off-site data centres)

Lead Member: Chairman of the Improvement and Change Sub-Committee

The move to the Cloud is one of the themes of the ICT Strategy. The target is to move away from owning and operating a data centre to using off-site solutions, known as cloud services, by the end of 2019. The programme will involve identifying the full requirements, assessing the most cost-effective options, procuring and implementing the solutions, along with designing the ongoing support for the systems.

Key milestones for the next year include:

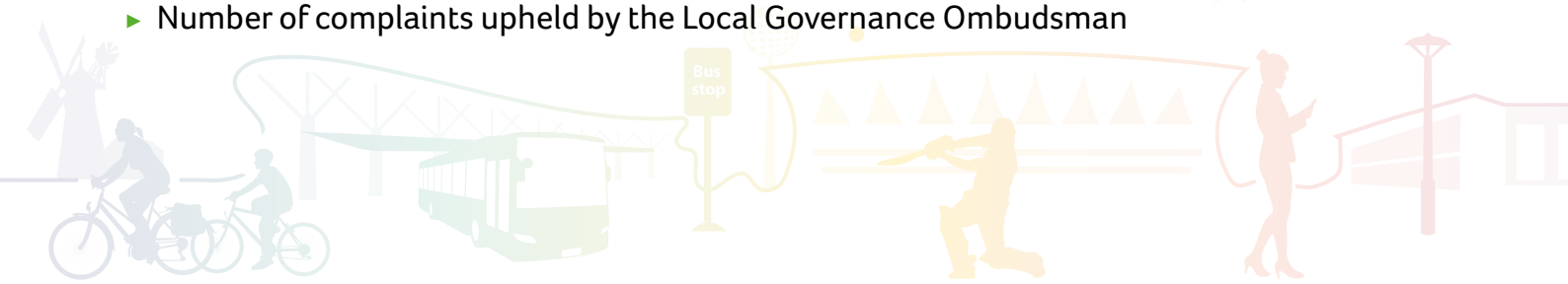
- Options appraisal of possible cloud solutions
- Commence the procurement of the chosen solutions
- Migrate to an Office 365 platform
- Transition a range of applications and databases to off-site solutions

Section Five

Departmental Core Data Set

The core data set for the resources department includes data from across the whole organisation that is collated by the department.

- Average number of days sickness per employee for the authority by department
- Time lost to sickness against the most recently available data about regional and national comparator Councils
- Staff headcount
- Staff turnover
- Workforce profile
- Pay Policy Statement
- Gender pay gap
- % of staff who have completed mandatory training courses
- Customer service centre performance levels against target for:
  - Call abandon rate
  - Call waiting time
  - Calls answered within 30 seconds
  - Customer satisfaction levels
  - Complaints as a % of enquiries processed
- FOI requests carried out within timescale
- Complaints settled at the earliest stage
- Number of data breaches broken down by departments
- Number of data breaches reported to the Information Commissioner's Office
- % of Subject Access requests completed within 40 days or negotiated timescale
- Formal complaints received including numbers and percentage completed within 6 month timetable by Department.
- Number of complaints upheld by the Local Governance Ombudsman



- Number of fraud cases investigated during a financial year
- Number of waivers of financial regulations
- Percentage of invoices paid on time
- Insurance claims settled/received by number and value and repudiation rates
- Average availability of NCC business critical ICT services during business hours
- % of Mobile devices within the ICT estate
- % of ICT incidents resolved within agreed service levels
- % of ICT changes successfully completed
- Compliance to CIPFA project delivery index
- % of ICT project milestones delivered
- Customer satisfaction score: Corporate / School users
- ICT Service Desk 1st call resolution
- Average Service Desk call duration
- % dropped calls on Service Desk
- Cost of ICT support per user (monetary value reported)
- Cost of ICT support per workstation (monetary value reported)
- Number of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013) incidents
- Engagement levels with social media
- % of positive or neutral media coverage

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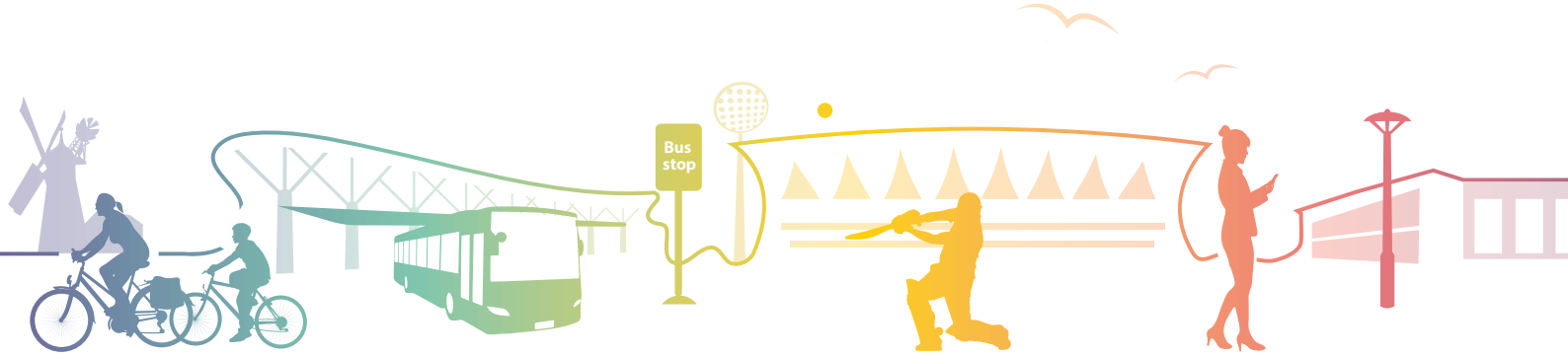
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