

REPORT OF ADRIAN SMITH, CHIEF EXECUTIVE

SHAPING THE FUTURE ORGANISATIONAL OPERATING MODEL

Purpose of the Report

1. To outline ongoing work to inform the organisation's future operating model and present the initial insights generated through workforce engagement during February – April 2024.
2. To seek views from Members on the development of a future operating model and feedback from employees to date.

Information

3. The Council's strategic ambition and priorities are set out in the Nottinghamshire Plan and Annual Delivery Plan, considered and approved by Cabinet and Full Council.
4. These ambitions and priorities are being delivered by local authority officers in the context of changing and increasingly complex patterns of need in our communities, the creation of new public service institutions in our region, the regulatory landscape and the range of interventions in place across public services in Nottinghamshire. These changes can lead to operational opportunities and risks that require the implementation of new ways of working, systems, processes and procedures. Providing a proactive and effective operational response to these opportunities and risks is what will enable us to be a forward looking and resilient organisation.
5. Work to reform the organisation so that it is forward looking, sustainable and resilient is likely to become an increasing corporate priority, so that the Council can remain ambitious for the County, generate options to meet future budget gaps and be fit for the future.
6. To achieve this, work is underway to review and develop the organisational operating model. An operating model is a blueprint for 'how' the organisation is managed and operates. It is not a strategy for 'what' the County Council delivers in terms of policy or priority outcomes – this is and will remain a matter for the current and future administrations.
7. To inform the development of the Council's operating model, senior leaders are engaging with colleagues across the organisation. This will enable us to draw on the vast knowledge, experience and skill of staff at all levels, including those on the frontline, working directly day to day with Nottinghamshire's people and communities.

8. During February – April 2024, the Chief Executive and Corporate Leadership Team have hosted a number of workforce engagement events to inform and shape the future operating model. Key themes have been identified and are outlined in the supporting slides. Whilst the focus in the operating model work is focused on management, the views of Overview Committee Members are invited as the thinking develops.
9. The starting point for the workforce engagement activity was in recognising and valuing the impact of the skilled, dedicated and committed officers that work for Nottinghamshire County Council. Officers across the organisation contribute to the County Council providing good levels of performance, achieving relative financial stability and professionally managed programmes of delivery. Where there are services that need improvement, there are comprehensive plans in place and a strong commitment, ambition and determination to make rapid progress.
10. The slides attached at Appendix 1 outline the workforce engagement completed, key themes identified and the next steps in the ongoing programme of engagement to inform the organisation's future operating model.
11. The views of members of the Overview Committee are being sought, alongside those of employees, at this early stage to help shape the development of the high level organisational operating model as this work is progressed.

Statutory and Policy Implications

12. 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

13. Any finance implications of a new operating model will be thoroughly assessed and subject to further approval processes, as required by the Council's constitution and financial regulations.

Consultation

14. This paper and supporting slides outline the process to date and key themes identified through a series of workforce engagement events, designed to consult, engage and co-produce the Council's future operating model. The views of Members will be added to this and taken into consideration as work progresses and the model is developed.

Data Protection and Information Governance

15. Any data protection and information governance impacts of a new operating model will be thoroughly assessed and relevant DPIAs will be completed as work progresses.

Human Resources Implications

16. Any human resources implications of a new operating model will be thoroughly assessed and subject to further approval processes, as required by the Council's constitution.

Implications in relation to the NHS Constitution

17. The Council's transformation and change activity is a key lever in supporting change across the wider system and partnership. The future operating model will look to support work across the partnership, including with NHS partners and the Integrated Care Board.

Public Sector Equality Duty implications

18. The equalities implications of any change will be considered, with advice being taken from the Equalities Officer and EQIAs being completed wherever necessary. The Council's future operating model will help to embed an evidence-informed and data/insight led approach which can help us to improve equity of outcomes and tackle inequality across our communities and across our workforce.

Smarter Working Implications

19. Changes to how we work, particularly with a greater emphasis on hybrid working and the Council's digital capability are identified as key themes from the workforce engagement.

Safeguarding of Children and Adults at Risk Implications

20. The Council's future operating model will need to consider how we deliver the Council's statutory duties effectively and efficiently. Ensuring that we embed person-centred and strength-based approaches have also been identified as key themes and will be important to recognise in the operating model as it develops.

Implications for Residents

21. The Council's future operating model will be designed to support the delivery of high quality, best value public services for Nottinghamshire's residents.

Implications for Sustainability and the Environment

22. The future operating model will need to ensure that we are a Council that is 'fit for the future', supporting delivery of the Council's sustainability and environmental ambitions.

RECOMMENDATION/S

- 1) That Overview Committee discuss the contents of this report and the supporting presentation, providing any views to inform the ongoing work to generate the organisation's future operating model.

**ADRIAN SMITH
CHIEF EXECUTIVE**

For any enquiries about this report please contact: Adrian Smith

Constitutional Comments (GR 12/04/2024)

Pursuant to the Nottinghamshire County Council Constitution, this Committee 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