

Corporate Peer Challenge

Nottinghamshire County Council

4th – 6th June 2019

Feedback Report

1. Executive Summary

Nottinghamshire County Council is an effective council delivering good quality citizen-focused services to its residents. It has a good track record for delivering savings whilst protecting front line services. There are a range of projects that are delivering innovation and developing cutting-edge practice in service delivery. The Council has a good reputation and is viewed by its strategic partners as a dependable, reliable and solid organisation.

The peer team found the Council to be an open, friendly and a welcoming organisation with a very enthusiastic and committed workforce that is focused on the needs of residents. Everyone the peer team met was proud to be working for the Council and felt valued and supported in their roles. They are motivated and have a positive approach to delivering the best for the citizens of Nottinghamshire. There are some very high order skills that the Council has and this is in no small way due to the leadership provided by the Chief Executive and the corporate leadership team.

There is financial stability in the organisation and the Council has a proven track record of delivering savings while maintaining front-line services over a long period of time - this is impressive. Looking to the future, the peer team would encourage the Council to be in a position where it is relatively comfortable with any uncertainty resulting from increases in demand for services and the short-term nature of central government funding. This should include developing a range of alternative approaches to transformation, savings and demand management.

The Council has a vision and a plan for Nottinghamshire. However, there is an opportunity for the Council to do more with its strategic partners, communities and residents to develop a vision and a strategy for the whole of Nottinghamshire which will help to develop shared ambitions for the place and its people.

One of the big issues to have impacted on the cohesiveness of the County has been the Council's attempt at Local Government Re-organisation in Nottinghamshire. This has strained relationships with the district councils, particularly at the political level. However, the peer team's conversations with the districts, boroughs and other partners suggest that "doors are not shut" and there is an opportunity to reach out and reset relationships for the wider benefits of Nottinghamshire. Everyone whom the peer team spoke to said they would appreciate and welcome that.

There is some good engagement with residents at the service delivery level and a transparent system of governance within the Council. Nevertheless, there are further opportunities to develop a continuous and a much broader conversation with residents to enable them to articulate their needs and wants. The Council should therefore explore new and creative ways of engaging with residents.

Internally, the review of the Council's Constitution is an opportunity to streamline, standardise and further enhance clarity, openness and transparency of the decision

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making processes. There is room to make the current system of governance in the Council better for itself as an organisation and for the residents of Nottinghamshire. This would include improving consistency and increasing the speed at which decisions are made.

The Council has a proven track record of project-based innovation and this is evident in the way it is using technology; focusing on service users; and developing alternative delivery models. It lands change projects very well and this was evident in the number of innovative alternative delivery models which have been used intelligently to release efficiencies and drive improvements. However, these initiatives are project-based and are bound by time, scope and controls; this may be hampering the Council's efforts to embed them into the culture of the organisation. Looking forward therefore, a pivot towards a culture-led approach and sustainable provision is essential if the Council is to reap long term benefits from its innovations.

Specifically, the Council's Digital Development Programme is delivering benefits and now may be the right time to look wider than Nottinghamshire to see what else can be done to improve how the Council uses technology to achieve better outcomes, i.e. roll out of Mobile Applications (Apps) for residents to access a wider range of services. Again, the Digital Development Programme Board needs to balance innovation with control to deliver a corporate approach.

There is therefore room for a more corporate and cross-departmental approach to delivering the strategic agenda for Nottinghamshire. The Chief Executive's Department's new operating model provides an opportunity to drive forward better corporate working and a one-council approach, in order to achieve improved outcomes.

2. Key recommendations

There are a range of suggestions and observations within the main section of the report that will inform some 'quick wins' and practical actions, in addition to the conversations onsite, many of which provided ideas and examples of practice from other organisations.

The following are the peer team's key recommendations to the Council:

1. ***Develop an inclusive vision and plan for Nottinghamshire in conjunction with partners and residents.*** This will help in developing a compelling narrative for Nottinghamshire as a place backed up by shared ambitions among all strategic partners and communities. It will also secure buy-in and commitment to the delivery of those ambitions by bringing partners and communities together.
2. ***Show leadership of place by reaching out to key partners and communities.*** This means reaching out and resetting relationships with district councils and working more closely with Town and Parish Councils and the Community and

Voluntary Sector to engage with all sections of the community across the whole County. Modern technologies and creative approaches could be utilised.

3. ***Use the forthcoming reviews of the Constitution and Operating Model to improve governance and corporate working.*** This is about strengthening and consolidating - going from good to great. Building in more opportunities for public engagement, robust debate, overview and scrutiny, and consistency and speed into the process will help to demonstrate even more openness and transparency.
4. ***Model sustainable savings plans around different financial scenarios.*** This may require some difficult conversations, but the acid test is how deliverable and sustainable savings plans are. Consideration could be given to presenting different scenarios in relation to the Medium Term Financial Strategy (MTFS), in order that Members are aware of the impact of different funding settlements on the MTFS position and the potential savings needed to bridge the gap. As an example, this could include 'expected', 'worse' and 'best' case scenarios.
5. ***Develop a corporate and agile approach to the Change and Digital Development Programmes.*** This calls for a corporate and culture-led approach to digitisation across the Council. This is to ensure that any change and transformation delivered through such programmes is deeply embedded into the everyday business of the organisation to make their benefits more sustainable.

3. Summary of the Peer Challenge approach

The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected the Council's requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and expertise and agreed with the Council. The peers who delivered the peer challenge at Nottinghamshire County Council were:

- **John Henderson CB** (Chief Executive, Staffordshire County Council)
- **Councillor Baroness Jane Scott** (Leader, Wiltshire Council)
- **Phillip Davies** (Former Leader, Wirral Council)
- **John Hewitt** (Corporate Director of Resources, Durham County Council)
- **Louise Taylor** (Executive Director - Adult Services and Health & Wellbeing, Lancashire County Council)
- **Mick Gibbs** (Director of Children & Community Resilience, North Lincolnshire Council)
- **Simon Neilson** (Executive Director, Economy & Environment, Walsall Council)
- **Satvinder Rana** (Programme Manager, LGA)

Scope and focus

The peer team considered the following five questions which form the core components that all Corporate Peer Challenges cover. These are the areas the LGA believe are critical to councils' performance and improvement:

1. Understanding of the local place and priority setting: Does the council understand its local context and place and use that to inform a clear vision and set of priorities?
2. Leadership of Place: Does the council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?
3. Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?
4. Financial planning and viability: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
5. Capacity to deliver: Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes?

In addition to these questions, the Council asked the peer team to look at and provide feedback on the Council's Digital Development Programme.

The peer challenge process

It is important to stress that this was not an inspection. Peer challenges are improvement focussed and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared for the peer challenge by reviewing a range of documents and information in order to ensure they were familiar with the Council and the challenges it is facing. The team then spent 3 days onsite at Nottinghamshire County Council, during which they:

- Spoke to more than 200 people including a range of council staff together with councillors and external partners and stakeholders.

- Gathered information and views from more than 65 meetings, visits to key sites in the area and additional research and reading.
- Collectively spent more than 240 hours to determine their findings – the equivalent of one person spending more than 7 weeks in Nottinghamshire.

This report provides a summary of the peer team’s findings. It builds on the feedback presentation provided by the peer team at the end of their on-site visit (4th – 6th June 2019). In presenting feedback to the Council, they have done so as fellow local government officers and members, not professional consultants or inspectors. By its nature, the peer challenge is a snapshot in time. The peer team appreciate that some of the feedback may be about things the Council is already addressing and progressing.

4. Feedback

4.1 Understanding of the local place and priority setting

There is understanding and recognition among Members and officers of the many strengths and opportunities Nottinghamshire has. The location of the place, its history and heritage, and the strategic assets it has in terms of motorway connectivity, East Midlands Airport, open spaces and the planned High Speed 2 (HS2) line which will cut through the County are all strengths and provide opportunities for the Council. There is also recognition of the challenges that the County faces, particularly in increasing demand for services from an ageing population, the disparities in skills and employment opportunities across the County, the importance of reducing health inequalities, and the need for more homes.

There is also a good understanding across the Council of the service needs of residents and what and where improvements are needed. For example, Children & Family Services demonstrated a good understanding of their service improvement agenda. They portrayed their ambition in terms of service development and developing initiatives that would lead to “cost avoidance” by providing alternative delivery methods, e.g. Social Impact Bonds as a commissioning tool to deliver outcome-based contracts and make funding for services conditional on achieving results.

The Council is committed to putting local people at the heart of everything it does and the Council Plan ‘Your Nottinghamshire Your Future’ sets out people-centred ambitions to make Nottinghamshire a ‘great place to bring up a family, to fulfil ambition, to enjoy later life and to start and grow business’. Initiatives such as the Resident Survey, Youth Services (‘Making Your Mark’), the Personalisation Agenda approach in Adult Social Care, and elected Members being embedded in their communities and providing community leadership at local levels all provide a “finger-tip feel” to understanding the needs of residents.

There is now potential for broader conversations with the public and these should be grasped in order to better engage with residents across the whole County, to help develop a strong narrative for Nottinghamshire, and promote civic-pride in the place. The Care Act films developed by the Adult Social Care department are a great example of how stories of place and people can be captured, shared and used to have this broader conversation with residents. In addition to these broader conversations, there is also potential to open up the Council's decision-making processes to the public, using modern communication technologies - webcasting council and committee meetings for example.

The peer team's most prominent recommendation for the Council is to develop a strong vision and a compelling narrative for Nottinghamshire as a place with clear ambitions for its economy and infrastructure as well as its people. The primary aim of this should be to talk up the sense of place and belonging across the County and to continue attracting inward investment to help deliver the ambitions around jobs and housing. It should be about helping to set the destination, while engaging, involving and inspiring staff, partners and communities to be part of that journey. Communication and marketing should be focused on ensuring that the right messages are sent out to all the stakeholders locally and to the outside world about where Nottinghamshire is heading. This will inevitably require the Council to work with the districts and its strategic partners to get them to own and help deliver, not just the messages but also, the ambitions.

4.2 Leadership of Place

Nottinghamshire County Council provides strong leadership regionally and nationally, but local relationships with district and borough councils are strained.

Some of the impressive things the Council is doing within the Midlands Engine, East Midlands Councils, East Midlands Strategic Alliance and senior representations on national and professional bodies demonstrate its strong leadership credentials across the region and nationally.

Locally, Local Government Re-organisation has challenged relationships between the Council and its key partners, particularly the borough and district councils. However, there is a readiness among partners to "get back into the room" with the Council to discuss issues such as opportunities for pooling resources and to rebuild trust and confidence on all sides. Everyone whom the peer team spoke to from across the County was very complimentary about the officers of the Council, the Chief Executive in particular, and was equally clear in their respect for the political leadership. It is imperative that the Council seizes this opportunity to deliver its ambitions for the place and its people.

The peer team feel the time is right to build this confidence and exploit the opportunities that are being presented for collaborative working to boost the local economy through the Midlands Engine, the growth opportunities emerging from

the planned HS2, the plans for East Midlands Airport, and the redevelopment of the Ratcliffe-on-Soar power station site. These could open up a whole raft of possibilities, and the leadership should now renew its influence to move into this space.

Strategic partners reflected that the Council's approach to Nottinghamshire as a place had improved in the last couple of years and its renewed and explicit focus on place was helpful. However, there were questions raised as to the capacity within the Council to both build a pipeline of investment proposals and the ability to then see those through to delivery. It was felt that to best exploit the opportunity of its focus on place, consideration of specific additional regeneration and economic development capacity within the Council merited attention. It was also felt this would complement the suggested vision for Nottinghamshire in providing a visible commitment to collaborative place-making across the County.

There is a mixed picture of engagement with the Community and Voluntary Sector (CVS). There are some really good examples of engagement with the CVS in both the adults' and children's departments on the ground. However at a corporate level the picture is mixed. This could be due to funding reductions, but it is something to check and see if engagement can be improved, as the CVS is critical to understanding and engaging with communities on the ground. This should be complemented with opportunities to do further work with the 161 Town and Parish Councils across Nottinghamshire. The peer team is aware that work has been and is being done with them, but this can be accelerated and they can help to get more engagement with residents in local communities.

4.3 Organisational leadership and governance

There is effective organisational leadership and governance in Nottinghamshire County Council, with respected and visible leadership from the Chief Executive. Communication across the Council is good and the annual employee events together with the rolling programme of visits to front line teams by the Chief Executive and the corporate leadership team have been well received. There are positive, respectful and trusting relationships between Members and officers; Members feel supported in their political leadership roles.

The Council is a good employer and has a very enthusiastic and committed workforce that is focused on the needs of residents. Employees enjoy opportunities for personal and professional development and the peer team were impressed with both the 'My Learning, My Career' portal and the visible use of apprenticeships, particularly through the Leonard Cheshire Scheme. Employees expressed pride in working for the Council and felt valued and supported in their roles. Relationships with Trade Unions are very good and the peer team heard a lot of positive messages from the Council's Employee Support Groups for Disabled, Black and Minority Ethnic, Lesbian, Gay, Bisexual and Transgender employees, on its responsiveness to any emerging issues and concerns.

All the necessary structures, systems and processes needed to manage and govern a large and complex organisation are in place, with good business planning and performance management arrangements that deliver the necessary information to Members to assist in evidence-based decision-making.

The Council has a strong team of executive directors delivering on their portfolios, with opportunities for more corporate working. The Council is currently very strong within departments and each department is delivering some very good services within their areas of responsibility. Nevertheless, there is room to join this up across departments to not just foster a more joined up approach to dealing with some of the strategic challenges, but also to facilitate learning and sharing of best practice across the organisation. Getting a balance in terms of horizontal and vertical integration in the organisation will help to expand and embed the 'finger-tip feel' for the needs of residents across the organisation, in order that all departments are delivering services based on similar information on needs.

Nottinghamshire County Council has had a committee system of governance since 2012 and it involves Members of all political parties in its approach to decision-making. The peer team are agnostic about the merits of a committee system versus a cabinet model and there were mixed views across the organisation from Members and officers about the effectiveness of the committee system. Any scepticism was mainly about how the system operates and not about the system itself. The peer team heard about lengthy variations in the time it takes to get a decision from different committees, insufficient time given to debating/scrutinising issues, the variations in the way meetings are chaired, the lack of opportunities for effective overview and scrutiny and cross-party working, and examples of procedural issues being taken to committee for a decision when they could be dealt with under officer delegated powers.

The planned review of the Council's Constitution provides opportunities to review and modernise the system of governance so that it has greater clarity and is more standardised and consistent - resulting in even greater openness and transparency.

4.4 Financial planning and viability

Nottinghamshire County Council has good financial management in place and there is a history of the organisation setting balanced budgets. It has a good record of delivering savings and protecting frontline services. Senior managers are committed to make money go further and continually seek more innovative ways of working to deliver value for money for local people – the transformation programme is good evidence of this. The peer team heard about a range of initiatives and projects designed to create change and reduce costs within departments.

The Council is financially robust with a strong reserves position, albeit the majority of reserves are earmarked for specific purposes. There is a planned approach to

savings identification linked to the transformation programme which is agreed by officers and Members through recognised internal governance processes. More recently, pressures in Children's services have emerged with the Council reporting an overall revenue budget overspend for 2018/19. Whilst this has been recognised in the 2019/20 budget, there is a risk that additional pressures will manifest themselves in 2019/20, placing further pressure on the current year's budget and increasing the Medium Term Financial Strategy (MTFS) savings requirement. It is more important than ever that a corporate approach to the MTFS, and the issues facing Children's services, is considered through the corporate transformation programme. The Council is aware of these pressures and is addressing areas such as high cost placements. It was encouraging to note a desire to identify corporate solutions to the pressures in Children's services and this approach will help the Council to mitigate future pressures if it is followed through.

The funding shortfall set out in the MTFS for 2021 – 2023 totals circa £34 million and whilst work has commenced to identify savings options, these are at an early stage of development. Because savings going forward will be challenging, and with the increasing pressures in Children's Services, it is important that options are developed in a timely manner so that sufficient discussion and deliberation involving Members can take place prior to consultation and implementation.

Furthermore, given the significant uncertainty around the financial settlement for 2020/21 and beyond, the Council should plan with uncertainty in mind and develop robust plans for a range of MTFS scenarios, so that Members are aware of the impact of different funding settlements on the MTFS position. As an example, this could include 'expected', 'worse' and 'best' case scenarios.

The Council has significant ambition to invest in the future of Nottinghamshire. The Council's Capital programme is well managed and managed within budget. These ambitions are likely to require significant capital investment over the medium to longer term. Depending on the Council's success in attracting external funding, the capital programme will need to be prioritised within available resources over the medium to longer term. This is recognised within the Council as a key area of the MTFS that will need to be carefully managed going forward.

4.5 Capacity to deliver

The Council is strong in individual service areas but has capacity to be more corporate and cross-cutting to deliver on its corporate and strategic priorities. At present there is a tendency to present initiatives and projects on a departmental basis without narrating the whole picture in terms of corporate priorities and ambitions. The net result and impression is that the Council comes across as service and initiative driven in approach. The Chief Executive's Department's new operating model provides an opportunity for corporate transformation to drive forward better cross-departmental working and a one-council approach, in order to

achieve improved outcomes. This will also allow greater agility and delegation to be built into the new operating model.

Improved relationships with partners can also help the Council to increase capacity to achieve its ambitions and deliver better outcomes for residents. For example, there is huge potential for the Council to work with district councils on the 'One Public Estate Programme' to transform local communities and public services across the County. District councils expressed their keenness to work with Nottinghamshire County Council to maximise assets across the County.

To deliver on its economic growth ambitions, it is suggested that the Council develops and releases capacity for follow through on place-based projects and develop a pipeline for the County. This will enable the Council and its strategic partners to have a supply of place-based projects ready to implement for sustainable growth. Having plans in place, and being 'fleet of foot' in decision-making, will reap rewards as and when funding opportunities arise.

The Council has a number of change projects in place. However, they are currently bounded by time, scope and control; people often feel that change is being done to them. Consequently, some of the desired cultural and behavioural changes are not embedded. Therefore, achieving a balance between innovation and control is critical if these projects are to develop into sustainable changes in the way the organisation operates. To enable this, it is essential to make sure that projects are culture-led so that they become the normal ways of working and become embedded into the organisation. The Digital Programme Board could take the lead to achieve this balance.

4.6 Digital Development Programme

The first phase of the Council's Digital Development Programme rolled out new mobile technology to frontline social work staff and improved computing tools to office-based staff. It also enabled office space to be maximised through 'hot-desking' and fostered innovative ways of delivering services. The peer team saw strong examples of innovation in services, for example, Adult Social Care/NHS integration. The scheduling programme looked highly impressive on screen and has great potential to be expanded into other areas of the Council's work.

However, the key question is 'how deeply embedded is the digital working culture?'. This is something that should be at the forefront of the Council's Digital Development Programme and something that the Council measures the programme's success by. Digitising is not about replacing people, but rather about enabling people to work in a digital environment to be more responsive and productive in their work. Therefore, digital initiatives should be promoted and presented as about people operating in a digital world. As an example, exploit the opportunities of Office 365 as a culture-led project, in order that it becomes the normal way of working, in order that people are able to collaborate with each other in a more agile fashion.

Furthermore, the Digital Development Programme Board provides an opportunity to take a more corporate and culture-led approach to digitisation and to ensure that the right messages about its use and potential are communicated. The fact that the Deputy Chief Executive is going to chair this board will be a good thing.

The next phase of the programme aims to further enhance customer and staff experiences by reducing response times, joining up access to services and improving productivity. Creativity and innovations come from casting the learning net widely and the peer team would encourage the Council to continue learning and sharing knowledge and experience from across the sector. The Council is already collaborating with a number of other councils within and outside the East Midlands region and it should continue to do this to benefit from innovations from elsewhere.

5. Next steps

Immediate next steps

We appreciate the senior managerial and political leadership will want to reflect on these findings and suggestions in order to determine how the organisation wishes to take things forward.

As part of the peer challenge process, there is an offer of further activity to support this. The LGA is well placed to provide additional support, advice and guidance on a number of the areas for development and improvement and we would be happy to discuss this. Mark Edgell, Principal Adviser is the main contact between Nottinghamshire County Council and the Local Government Association (LGA). His contact details are: Tel: 07747 636 910 and email: mark.edgell@local.gov.uk

In the meantime we are keen to continue the relationship we have formed with the Council throughout the peer challenge. We will endeavour to provide signposting to examples of practice and further information and guidance about the issues we have raised in this report to help inform ongoing consideration.

Follow up visit

The LGA Corporate Peer Challenge process includes a follow up visit. The purpose of the visit is to help the Council assess the impact of the peer challenge and demonstrate the progress it has made against the areas of improvement and development identified by the peer team. It is a lighter-touch version of the original visit and does not necessarily involve all members of the original peer team. The timing of the visit is determined by the Council. Our expectation is that it will occur within the next 2 years.

Next Corporate Peer Challenge

The current LGA sector-led improvement support offer includes an expectation that all councils will have a Corporate Peer Challenge or Finance Peer Review every 4 to 5 years. It is therefore anticipated that the Council will commission their next Peer Challenge before 2024.



Satvinder Rana
Programme Manager

(On behalf of the peer challenge team)

Examples of good practice

The following are examples of good practice that the peer team picked up during the peer challenge at Nottinghamshire County Council which might be suitable for LGA case studies and sharing across the sector.

1) **INSPIRE – Culture, Learning, Libraries**

Inspire is a cultural organisation launched by Nottinghamshire County Council. It is a Community Benefit Society which is part of an innovative strategy led by the County Council to manage some of its libraries, archives and cultural services across the county. The council's cultural services have a track record of inspiring people to achieve, learn and develop, whether through a love of reading, music, the arts or education, and **Inspire** promises to deliver day-to-day business as usual for everyone who uses its services.

Inspire delivers the following services on behalf of the Council:

- Libraries
- Archives
- Arts and Culture
- Inspire Music Teaching and Nottinghamshire Music Education Hub
- Inspire Learning
- Education Library Service

It is free to join **Inspire**. Becoming a member will give people a greater say in the way libraries, archives, arts and adult learning across Nottinghamshire are managed. In addition, the benefits of Inspire membership include:

- Inspire membership newsletters
- special offers
- discounts on events
- invitation to the annual general meeting.

People can still use these cultural services without joining **Inspire** – but **Inspire** is keen for everyone to sign up and join the thousands of Inspire members.

2) Social Impact Bonds

Social Impact Bonds (SIBs) are a commissioning tool that delivers outcome-based contracts and makes funding for services conditional on achieving results. Social Investors fund the upfront costs incurred by providers in delivering the services to children and young people and then receive payments based on the positive outcomes achieved for those children and young people.

SIBs incentivise the investor and their partners to use evidence based approaches, i.e. approaches that are known to deliver results, but provide the freedom to adapt their services to the needs of the children and young people throughout the contract duration.

Nottinghamshire County Council, working in partnership with Nottingham City Council and Derby City Council was successful in securing £3m of government funding, via its Life Chances Fund, to develop and establish the use of Social Impact Bonds to jointly commission evidence-based services that support children on the edge of care and in care to achieve better social outcomes. The services support young people to achieve stable family type placements and, where possible, to remain at home with their families.

As well as better social outcomes, the Council expects cashable efficiency savings to be delivered through commissioning the services through a SIB. The £3m of government funding contribute approximately 25% of the payments made in relation to successful outcomes, which correspondingly reduces the financial risk to the Council. The remaining element of the payment will be made from existing budgets, though these payments – based on young people successfully remaining out of care and / or out of high cost residential placements – will be lower than the cost that the Council would otherwise have incurred in bringing these young people in to care and / or in paying for specialist residential care.

3) 'My Learning, My Career' Portal

This is a learning and development portal for available for all employees and is accessible via mobile phone, tablet and on-line. It provides a 'one-stop-shop' approach to a range of self-directed learning as well as the council's bespoke package of learning and development and qualification training.

The portal also acts as the repository for personal, professional and organisational learning and development records (including CPD) reporting from which can now be used for workforce planning purposes. On-line appraisal is also accessible through the portal to link up workforce planning, training needs analysis, performance monitoring and talent management.

4) **Adult Social Care Act Short Films**

Rather than printing text heavy leaflets explaining how the council is delivering adult social care, it produced a series of short films: These can be viewed here:

<https://www.nottinghamshire.gov.uk/owl/business/useful-videos>