Shaping the future organisational operating model

Nottinghamshire County Council

Purpose

- Outline the plan and ongoing activity to develop the future operating model for the organisation.

- Update on the key themes emerging from initial workforce engagement

- Hear the views of Overview Committee, to inform the further development of the operating model.

Developing the Council's operating model

An operating model is a blueprint for how an organisation operates and supports the coordinated implementation of new ways of working across the Council

It is not a reflection of the Council's strategic ambitions and priorities. These are already agreed through the Nottinghamshire Plan and Annual Delivery Plans, approved by Full Council.

Approach

Delivering with and for communities

Place and system leadership

Working in partnership

Culture

Enablers

Data, digital and technology

Workforce and organisational leadership

Estates

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Background and Context

- Starting from a position of strength, proud of our achievements.

- Engaging with the workforce to understand **how** we need to operate to deliver future financial sustainability, meet our statutory requirements and deliver on the ambitions in the Notts Plan.

- Relative financial stability gives us an opportunity for innovation, but significant challenges for the future and budget gap in MTFS. We project that the growth in demand and costs of delivery will continue to exceed any growth in the resources available. Drivers of the shortfall in our available budget are principally the increasing levels of demand, complexity and cost.

- The partnership landscape within which we operate is changing rapidly and so any change will need to be set within the context of Integrated Care Board, East Midlands County Combined Authority, continued work with Districts and Boroughs.

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Workforce Engagement Events

- Engagement designed to hear from all services/departments at all levels, to input into what our new operating model needs to be and how we can improve outcomes for residents. Conversations initiated through a series of provoking questions.
- Series of six events. All colleagues invited to attend. Led by CLT.
- Hosted across the County – Worksop, Mansfield, County Hall, Newark & Sherwood.
- Over 210 attendees across all events.
- Wealth of insight gathered, synthesised and summarised to identify the key themes.
- Positively received:

"Inviting us to be part of the conversation".
"Our opinions are valid and wanted. Open and honest forum".
"Exciting opportunity for change".
"Empowered to be part of the change".

- Conversation has continued via Viva Engage, to involve colleagues across the whole organisation.

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Emerging Themes

Culture

- Strength-based
- Caring
- Involve, engage, co-produce – a "listening organisation"
- Valuing relationships – inside and outside NCC
- Empowered to challenge the 'norm'
- Working together across the Council, collaborative, breaking down silos – "all in it together"
- Innovation and creativity – balance with risk
- How we do change – iterative, incremental, agile, adaptive
- Trust, openness, honesty – permission to share where it helps us to deliver, do the right thing…
- Think "system"

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Place and system leadership

- People of Nottinghamshire 'at the heart', putting Notts people first.
- Modelling culture – learning, empowering, encouraging experimentation
- Shared culture – one Council, and beyond…
- Invest in good communication / cascade / staff engagement
- Develop whole system leadership, that influences beyond organisational boundaries.

Delivering with and for communities

- Place/community-based, all-age – creating fewer 'hand offs' for people, levelling up/greater equity, building openness and trust with communities.
- Commissioning of services (internal and external) to achieve best value and best outcomes /impact.
- Early help and prevention – understand and address root causes, start early (importance of children and young people) and investing early to prevent crisis.
- Do with, not to – involve and engage community assets as a core part of the offer.
- Use of tech – improve online offer (e.g. website) to help people to help themselves. Improve accessibility and ensure people are not excluded digitally.
- People and communities benefit from a reformed public sector, where services are more joined up and integrated.

Working in partnership

- Understanding partnership governance / shared drivers across organisations. Maximising the opportunities presented by the EMCCA.
- More multi-disciplinary, co-located teams.
- Shared services, systems, processes – more integrated posts / opportunity for secondments.
- The role of private sector/voluntary and community sectors as key system partners too.
- True system collaboration means that we work to deliver shared outcomes for the communities we serve.

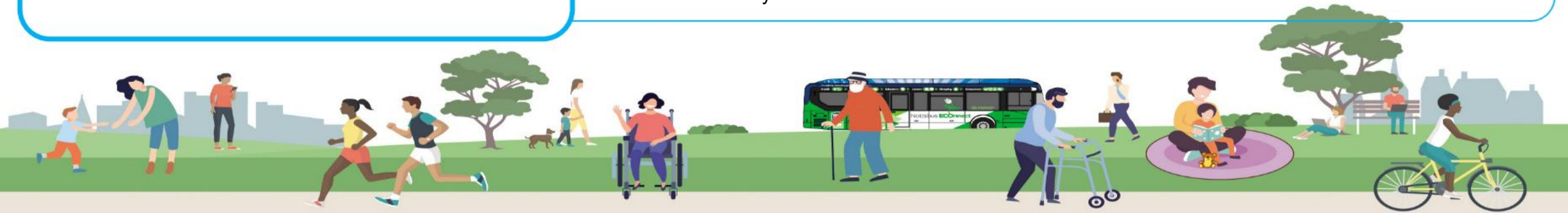**Nottinghamshire County Council**

Data, digital and technology

- Tech and AI are important tools – colleagues would like a 'framework' or guidance to help adopt.
- Streamline systems and processes – opportunities for change through the re-commissioning/re-platforming of key systems. More automation, less manual process.
- Opportunity to strengthen analysis – use data to predict need to provide preventative support, better assessment of performance, evaluation, impact.
- Need to refresh / re-state our strategy / ambition for digital.
- Data and insight is shared across the system – underpinned by a set of shared priority outcomes.

Workforce and organisational leadership

- Are valued, our greatest asset – more recognition/celebration. Recognising diversity.
- Clarify ways of working e.g. hybrid working expectations.
- Recruitment – make more of the benefits we can already access. Career pathways / progression for existing colleagues 'grow our own'. Streamline process/guidance and take into account the different needs of different generations of our workforce.
- Skills / Training / Development – expand mentoring/reverse mentoring offer. Apprenticeships. Buddying. Opportunity to trial roles across the Council.
- Explore shared roles/leadership in a reformed public sector context.

Estates

- Co-location – sharing spaces with partners to support joint working / integration / public sector reform.
- Work environment is important, even in hybrid working. Touch downs, room for collaboration (e.g. big team meetings/training)
- What this looks like for communities – 'go to the people', 'pop ups' for service delivery, rather than 'branch' mentality.

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Next Steps

1. Identify "quick wins" for improvement– demonstrate you said, we did.

2. Ensure we build in opportunities for further engagement with the workforce – make this an ongoing engagement process.

3. Opportunities for co-production with people and communities.

4. Engage with key system partners.

5. Articulating our vision for organisational change, and how we will work together to achieve this.

6. Build longer-term change requirements into our organisational change portfolio.

7. Continue to develop the key features of our future operating model.

8. Further engagement with Scrutiny, as the operating model develops.

Discussion Points

1. What could we learn from how other organisations work?

2. What ways of working would you like to see more/less of?

3. Any themes/points we should amplify as we develop our future operating model ?

4. Is there anything missing that you would like to see?