



## **REPORT OF THE LEADER OF THE COUNCIL**

### **REDEFINING YOUR COUNCIL – A FRAMEWORK FOR TRANSFORMATION**

#### **Purpose of Report**

To consider the attached report, entitled Redefining Your Council, which is the culmination of work to define a programme of transformation for the Council.

#### **Information and Advice**

1. In the annual budget report to County Council on 27 February 2014, reference was made to the development of a revised operating model, giving a commitment to bring a further report to Policy Committee on 7 May 2014 with further details on the proposals.
2. The Council faces further reductions in Government grant funding, coupled with rising demand for services, driven by an ageing population and the focus on safeguarding children. Other significant factors include changes to national policy such as the Care Bill, which comes into effect in 2015/16, changes to regulatory frameworks such as Ofsted and the Care Quality Commission. In addition, in a digital era, people have expectations that public services will be provided differently, keeping pace with advances in mobile technology and social media.
3. In the light of these changing circumstances for Local Government, work has been underway to develop a strategic approach for transforming the Council. The attached report, entitled Redefining Your Council sets out the approach to tackling the scale of challenge we face, recognising that the Council can no longer deliver services in the same way or at the same level as in the past. Redefining Your Council creates a framework that will enable decisions to be made about which services the Council provides, how they will be provided and at what level. These decisions will be underpinned by the principles and values of the Council as set out in the Strategic Plan.
4. This process will require the Council to review all of its operations – both support and frontline services. It will create a catalyst for the next wave of transformation across the Council. It will initiate and be dependent upon greater collaboration with the wider public sector, particularly with health, and a stronger dialogue and engagement with local communities across Nottinghamshire.

#### **Development of the Operating Model**

5. Preparation began in January 2014. The objective of this first phase was to analyse the whole council and take stock in order to develop a clear understanding of the range, scale of services and the cost base across the Council. The premise being that this information will

be used to challenge every aspect of how the Council functions in order to develop proposals for the future.

6. The development of the proposals has been led by the Leader of the Council, working with Committee Chairs and Vice-Chairs. A Member Reference Group has also supported and guided the work.
7. Senior management has worked closely with Members through joint workshops with the Corporate Leadership Team who have also worked closely with Service Directors and Group Managers.
8. A number of key themes have been identified, including:
  - **Current Services of the Council:** analysing the Council's current services to Nottinghamshire residents, from the perspective of changing demography, changes in the way people live and what the Council is obliged to provide by statute
  - **Customer, citizens and communities:** understanding the current customer base from a cross organisational perspective, looking at how this will change in the future through changes in the County's population profile and policy changes such as the Care Bill
  - **Partnerships:** understanding how we could work with key stakeholders in the future
  - **Workforce:** ensuring that the Council's workforce of the future is high performing, agile, flexible, responsive to our changing needs and priorities and is well led and empowered.
  - **Customer access and digital development:** considering how the Council can respond to the changing landscape around how customers access services – maximising the opportunities presented by digital media
  - **Commissioning:** comparing our approach to commissioning and procurement with best practice in other Council's
  - **Performance:** implementing the Council's Strategic Management Framework to ensure effective monitoring and evaluation of our services
  - **Cost and quality:** understanding the cost and performance of key services in Nottinghamshire against comparator Councils and considering how a consistent approach to performance management and benchmarking can be developed
  - **Infrastructure:** understanding the Council's future needs around buildings, ICT and other infrastructure in order to operate in a more flexible way
  - **The role and purpose of the corporate centre:** redefining the relationship between the corporate centre of the Council and front line services, in order to keep our overhead costs to the minimum.
9. Arising from this development work is the attached report, ***Redefining Your Council***, which covers:

- detailed analysis of the challenges faced by Local Government and the Public Sector and how this will impact on the role of the Council;
  - the main functions of the Council in this new context;
  - a framework for reviewing every aspect of the Council;
  - a timetable for transformation.
10. ***Redefining Your Council*** recognises that the Council has recently approved proposals to save more than £80 million. The report goes beyond that and sets the framework for greater transformational change which will act as a catalyst to make further savings which are necessary to ensure the Council can balance its budget up to the end of the 2017/18 financial year.

### **Implementation of *Redefining Your Council***

11. ***Redefining Your Council*** will be implemented in three stages:

1. **Consultation:** it is proposed to conduct a consultation on the direction of travel set out in ***Redefining Your Council***. This will invite comment from the public, partners and employees.
2. **Review:** it is proposed to adopt the framework as set out in Section Four of ***Redefining Your Council*** to develop options for transformation and generate savings from the transformation portfolios and the targeted reviews.
3. **Annual reviews and evaluation:** it is proposed that the approach set out in ***Redefining Your Council*** will be aligned to the Strategic Management Framework, which was approved by Policy Committee in September 2013.

### **Other Options Considered**

12. ***Redefining Your Council*** provides a framework for the review of all aspects of the Council, from which will emanate a range of options for transformation, change and savings. Each of these options will be appraised for their suitability and comparisons will be made with the alternatives.

### **Reason/s for Recommendation/s**

13. Nottinghamshire County Council faces unprecedented challenges. ***Redefining Your Council*** provides a strategic framework and mechanism for tackling these. The recommendations of this report enable an appropriate period of consultation on the general direction of travel set out in ***Redefining Your Council***, whilst at the same time enabling important scoping of portfolios, programmes and projects to begin, in conjunction with a range of targeted reviews.

### **Statutory and Policy Implications**

13. This report and the draft ***Redefining Your Council*** document have been compiled after consideration of implications in respect of finance, the public sector equality duty, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they

are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

14. Policy Committee should have regard to any additional statutory and policy implications arising through consultation when considering the final framework for transformation in July 2014. The Council will also need to consider any specific statutory and policy considerations in the future development of the transformation portfolios and detailed planning for their implementation.

## **RECOMMENDATION**

It is recommended that the Policy Committee:

1. Approves the draft ***Redefining Your Council*** report for consultation.
2. Reviews the draft ***Redefining Your Council*** report at its meeting on 2 July 2014, following consultation.
3. Approves the adoption of the portfolio, programme and project management approach and commencement of targeted reviews outlined in section four of ***Redefining Your Council***.
4. Requests the Chief Executive of the Council to consider how the organisational structure of the Council aligns with the approach set out ***Redefining Your Council***, and to make recommendations for change in the autumn.

**Councillor Alan Rhodes**  
**Leader of the Council**

### **For any enquiries about this report please contact:**

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### **Constitutional Comments (HD 25/04/2014)**

15. Policy Committee has authority to approve the recommendations set out in this report by virtue of its terms of reference.

### **Financial Comments (PDS 28/04/2014)**

16. There are no direct financial implications arising from this report. However, as set out, *Redefining Your Council* provides a framework on which future decisions will be made as to how the County Council will close the forecast budget deficit of £77m over the next 3 years.

### **Human Resources Comments (MT 28/04/2014)**

17. The approach to ***Redefining Your Council*** has been discussed with the recognised trades unions at the Central Joint Consultative and Negotiating Panel meetings on 26th March and 24<sup>th</sup> April 2014. Further consultation is scheduled with trade union colleagues during the consultation period via Central Panel. It has been agreed that this item will be a standing item on both Central Panel and Departmental Joint Consultative and Negotiating Panels to provide the opportunity to discuss any issues arising with trades union colleagues at both a corporate and service specific level as the work on the targeted service reviews and transformation portfolios is developed. Further consideration is being given to how trades union colleagues will be involved in more detailed, specific cross-cutting strands of activity such as the development of a Workforce Strategy for the Council.

**Background Papers**

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.

Nottinghamshire County Council Strategic Plan 2014 – 2018  
Nottinghamshire County Council Strategic Management Framework

**Electoral Division(s) and Member(s) Affected**

All