



Nottinghamshire
County Council

Draft for
Consultation

Redefining Your Council

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Foreword by the Leader of the Council

Redefining Your Council represents a radical shift in our thinking. It is a platform for doing things differently while fostering a culture of creativity and innovation. Our ambition is to transform every aspect of the Council: We will redefine how we operate, make the right choices for the residents of Nottinghamshire and identify more effective and efficient ways of working.

We have a duty to rise to the challenge. While the need to make significant savings is a key driver, we must not be defined by cost savings and austerity. Instead, we must face our challenges with a new resolve. We will work in new and creative ways to secure the best possible outcomes for local people. We will support individuals and communities by offering the best possible, cost effective services. We will support economic growth so that Nottinghamshire is a good place to live, work and visit.

Above all, we will be true to our beliefs. The Strategic Plan 2014-18 details three core values which will underpin all of our decisions.

Redefining Your Council is our response to the unprecedented pressures on Local Government across the country with simultaneous reductions in Government funding and increasing demand for services, particularly in adults and children's social care.

These circumstances require us to make tough decisions about which services we provide, the level at which we provide them and how they are delivered. We believe that transforming the way we operate is the best way to protect vital services. Doing nothing is not an option - it is clear that we must change to meet rising need, deliver better value for money and address the challenges facing local government.

We are committed to protecting vital frontline services and improving the lives of local people. To do so, we must change what we do, how we do it and who we work with. Our motivation in making these changes is simple – we want the best for local people.

Our values & what this means for *Redefining Your Council*



TREATING PEOPLE
FAIRLY

- Fairness, equity and prioritising the most vulnerable
- Champion community needs and aspirations
- Engage our communities in the planning and delivery of services.



VALUE FOR
MONEY

- Foster creativity and innovation and focus on outcomes rather than who delivers services
- Provide good quality affordable services.



WORKING
TOGETHER

- Work in partnership
- Work as One Council, One Community.



Alan Rhodes

Leader of Nottinghamshire
County Council

Section one

Executive Summary

Redefining Your Council is about the future of Nottinghamshire County Council.

Recent years have shown that the Council is able to respond in the face of challenging circumstances.

Redefining Your Council is about a fundamental and whole-Council transformation which will enable the Council to focus on its priorities at a time of unprecedented challenges. The main pressures are reducing budgets, demographic trends and legislative changes.

In order to best serve our residents and communities, the successful Council of the future will have:

- Strong political leadership
- A clear vision and planning framework
- A better understanding of and a focus on meeting local people's needs
- Maximised the potential of digital technologies
- Robust management of finances, internal costs, benefits and risks
- A range of services that are delivered through different models and suppliers
- A commitment to partnership working.

In response to the unprecedented challenges, this document covers:

- The changes made in recent years
- Further detailed analysis of the challenges 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
- The timetable for transformation.

Redefining Your Council recognises that the Council has recently approved proposals to save more than £80m. This document goes beyond this and sets the framework for further transformational change. This 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.

This means that the Council of the future will be different in the way it is shaped, organised and how it provides services.

Redefining Your Council seeks to set out in plain and understandable terms a blueprint for how we need to change in order to best serve local people now and in the future.

Section one

Our transformation journey

The local government landscape has changed considerably in recent years and will change radically in the coming years. This section examines our journey so far, the factors that are driving further transformation and the size of our financial challenge.

Our journey so far

In recent years, services have been reshaped in order to provide better value for money and enhance the quality of people's lives. As well as making savings, we have also reinvested in priority frontline services. The Council has also improved its support functions and management efficiency through a "One Council" approach.

Treating people fairly

This principle underpins the Council's ambition for transformation. In 2012, we formed the innovative Multi-Agency Safeguarding Hub (MASH) to better protect vulnerable children and adults. This is staffed by a range of professionals from different agencies including social workers, the police, health and probation.

Professionals from a range of services are now able to share information in order to make quicker and better informed safeguarding decisions, ensuring that children, young people and vulnerable adults are kept safe.

Providing value for money

This is what local people expect. In 2013 we entered into an innovative partnership with Lafarge Tarmac to deliver a range of highways services including resurfacing, gulley cleaning, street lighting, road marking and earthworks.

This is a cost based contract with incentives for both partners to reduce the cost of projects and service delivery.

The partnership is helping deliver more than £2m of savings each year. It has also supported local employment opportunities and use of local suppliers.

Working together

More critical than before, for example working with the NHS across Nottinghamshire, we developed a community-based service for supporting older people living with dementia and their carers.

Specialist joint teams now provide intensive support seven days per week. This is additional support for many older people and their carers who do not meet the criteria for traditional care services yet still require care and support.

We have also developed better support for those who need care in their own home or after a stay in hospital. Through partnership working and the use of technology, we have been able to deliver a solution that is more cost effective and better for the individual than alternatives such as hospital admissions or residential care.



Service pressures

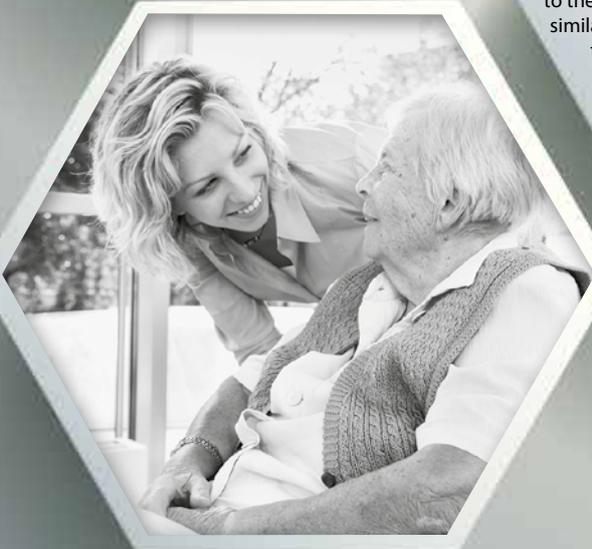
We have seen increased demand for our services. In Children's Services, the number of children in care increased faster than anywhere else in the country between 2008 and 2012 – going from 455 to 800.

It is predicted that the number of older people over 85 is set to double by 2030. Equally, there is an anticipated 20% increase in the number of adults over 65 with complex disabilities.

In our Highways Service we have seen the number of customer enquiries increase by 50% between 2011 and 2013. This is a further indication for growth in demand for many of our services.

Policy and regulation

Major national programmes such as the Care Bill (which comes into effect during 2015) and the Health and Social Care Act 2012 have implications for the council. At the same time there is an ever increasing regulatory and inspection framework which holds councils and other public services to account. For example, there is a new Ofsted inspection framework for Children's Services with plans to develop this into a multi-inspectorate approach in 2015. This, combined with an increasing inspection burden on Adults and Health Services, means that we must work across public services to ensure high levels of transparency, compliance and accountability.



Prolonged financial pressures, increased demand for services and the way people live today are driving significant changes for local councils.

Technology

The rapid acceleration in digital technology is driving how people want to access public services or engage with local democracy. There are increased expectations that public services are accessible in a range of new and different ways. Our services must be able to operate in the context of this digital era.

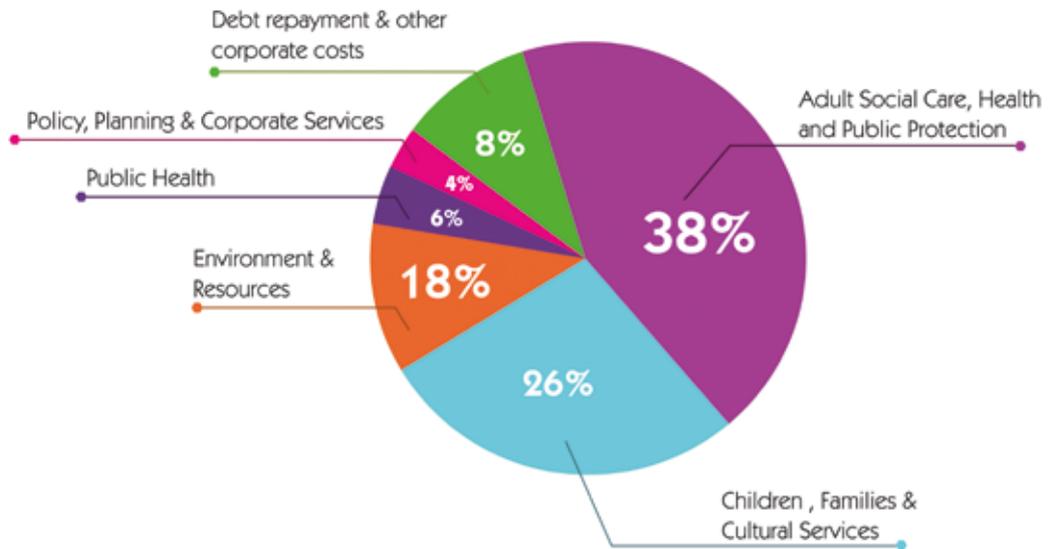
It is important that all service areas retain a capacity to innovate and take advantage of new technology. One example is the introduction of LED in our street lights to reduce energy bills. There are many such examples but we know we can do more to embrace technology.

Reduced resources

The Council's net budget for 2014/15 is £567m. Since the financial year 2011/12, savings of over £100m have been delivered across the Council. In the next three financial years (2014/15 - 2016/17) a further £82m of savings have been agreed. Despite this, there remains a shortfall of more than £77m up to the financial year 2017/18. Councils across the country face a similar prolonged period of austerity so we must move quickly to ensure we make savings in planned, strategic way.

While money is not the sole driver of change, there is no doubt that we are in an era of unprecedented financial challenge.

Where our money is spent



The size of the challenge

With reduced Government funding and increasing demand for council services, the Council is facing a challenging funding gap. Plans are in place to reduce the £154 million deficit that was forecast last year. However, there remains a shortfall of £77 million over the next four years to 2017/18.

By 2017/2018 the Council is expecting to receive in the region of £440 million through Council Tax, Business Rates, income and grants from central Government. However, we have estimated we will need approximately £517 million to deliver all the services that we currently provide, leaving the funding gap of £77 million.

This financial challenge is largely due to three factors:

- 1** Funding from central Government has been cut over successive years and this trend looks like it will continue into the future.
- 2** Demand for vital care services, including support for vulnerable adults and children in the community, is estimated to increase by £38 million over the next four years.
- 3** Unavoidable price inflation is predicted to increase costs by an additional £19 million.

The graph below shows how the funding gap is projected to widen to £77 million by 2017/18.



Section two

What this means for your council?

As forecasts suggest that Government funding will continue to decline while demand for care services will continue to grow, we assume that the Council will be a significantly different organisation. For example, we might provide fewer services and employ fewer people. All of these changes are likely to alter the shape of the Council, the way in which we relate to local people, the nature of our partnerships and our delivery models.

The Council's relationship with the citizen

Digital innovation and the drive for transparency has increased scrutiny on public services and created new channels for consultation and engagement in local democracy. We are also seeing a cultural shift from the local authority as delivery agents of all services and more towards a partnership with local communities, groups and volunteers to provide services. There are examples in Nottinghamshire and across the country where local people are providing services in partnership with their council.



Partnerships

The Council has always worked in partnership. Currently, there is a stronger focus on how local organisations and sectors can coordinate action to achieve desired outcomes. Every part of the public sector is facing financial and other constraints and it is becoming more important to forge alliances and collaboration with local partners to effect change. Whether at a strategic or local level, partnerships are a key component of achieving clarity about the ambitions and priorities of stakeholders. This has been a feature in the development of our Health and Wellbeing Strategy led by the Nottinghamshire's Health and Wellbeing Board.

Alternative delivery models

There is an increasing number of alternative forms of delivery available to local government. Nottinghamshire County Council has contracts and partnerships with other public bodies, voluntary sector organisations and with the private sector, is a member of a leisure services trust and has a 50% share in a wholly local authority owned company. Increasingly, councils are considering other forms of delivery such as strategic alliances and formal partnership with the NHS, trusts for leisure and arts services, and social enterprise models. A cultural shift is underway which seeks to foster creativity and innovation in how services are delivered, focusing on outcomes rather than who delivers the service.

Section two

Redefining your Council

As a consequence of these changes, the Council of the future will have the following areas of focus:

Political leadership:

- Championing the voice of local people and communities
- Allocation of resources
- Driving transformation
- Managing performance
- Working with communities to find better local solutions.

Strategic direction:

- Driven by political values and principles
- Focused on local need and fulfilling statutory and mandatory duties
- Improving the understanding of local people's needs
- Prioritising resources where they can have the greatest impact
- Using a diverse range of delivery models and partnerships to deliver services.

Customer access:

- Improving access to online services and information
- Reducing costs through online delivery
- Developing better customer insight and information to inform decision making
- A better customer experience by improving our internal systems and processes
- Developing digital solutions for people to access services. Using digital solutions to improve the customer experience
- Increasing participation in local democracy through new means of consultation and engagement, which embrace social media and other digital channels.

Effective management:

- Increasing clarity around the base cost of providing services
- Ensuring that the cost of statutory services is sustainable and allows for the resourcing of other priorities
- Robust performance management
- An integrated approach to commissioning, procurement and contract management
- Ensuring best value for money both internally and from suppliers.



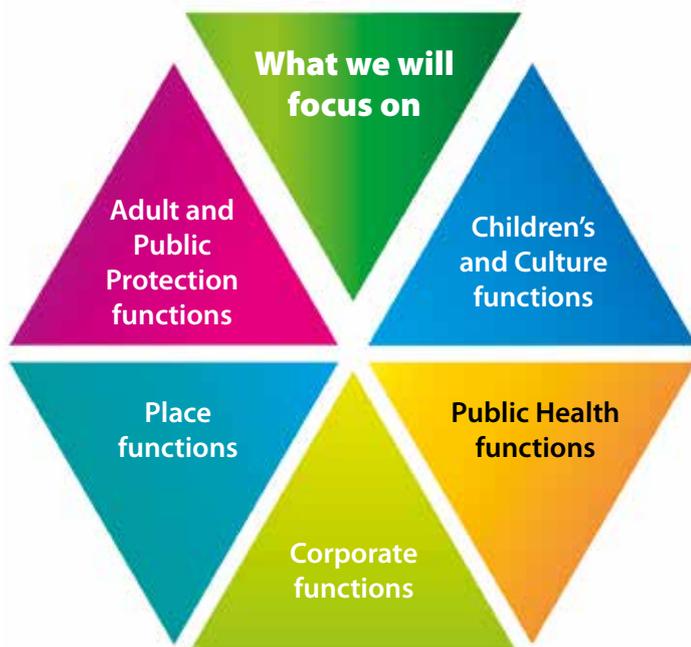
In light of the need to change how we deliver services, the Council's core functions have been defined.

This has taken into account our strategic priorities, statutory and mandatory obligations as well as those functions against which we are regulated and inspected.

Being clear about our core functions will inform what services we deliver and at what level. This will allow us to prioritise resources accordingly and determine the level of resources available for other important areas.

We will seek to keep the cost of running the Council to the minimum to ensure best value for money and protect frontline delivery. In doing so, we will be clear about the role, purpose and level of our support services.

The Council's Core Functions



Adult and Public Protection Functions

- Personal Social Care Services to Individuals and Their Carers:** A range of care and support services provided to people because of their age, disability, health or their personal situation.

- Direct Social Care Services:** Services that are provided by the Council for people with eligible social care needs, including day services, care and support centres, short term home care and short breaks services.
- Market Development & Facilitation:** Services that develop a high quality health and social care market, ensuring quality improvement, efficiency of service provision and effective partnership arrangements.
- Public Protection & Community Safety:** Services that ensure a fair and safe trading environment, tackle crime and safety issues in partnership with other agencies, and are responsible for registration of births, deaths, marriages and civil partnerships and emergency planning.

Children's and Culture Functions

- Children's Social Care:** Specialist services to ensure that the most vulnerable children and young people in Nottinghamshire receive the support and protection they need to be safe, secure and happy, and to achieve their full potential.
- Education Services:** Work closely with schools to secure a school place for all children, raise standards in education, reduce the inequality and support children with special educational needs and disabilities.
- Early Help Services:** Support vulnerable children, young people and their families with a range of social, economic and personal issues.
- Cultural Services:** Provide a network of libraries, several country parks and a variety of activities to enrich the lives of all Nottinghamshire residents.

Public Health Functions

- **Public Health Improvement:** Uses Public Health knowledge and skills to design and deliver joined-up services across partner organisations that will improve health.
- **Public Health Protection:** Services that provide infection prevention and control advice and expert leadership to ensure plans and services are in place to protect people from health emergencies and outbreaks of infection.
- **Public Health Service Commissioning:** Public Health services provided to people according to local need to help improve health and reduce inequalities.
- **Public Health Advice to Commissioners and Partners:** Provides specialist population health advice, information and expertise to support the commissioning of health and social care services that improve population health and reduce inequalities.

Corporate Functions

- These functions encompass the Council's internal services, including finance, ICT, human resources, property, governance, planning, business support and communications.

Place Functions

- **Transport and Travel:** Manages the commissioning and provision of local bus services supported by the Council, the national statutory concessionary travel scheme for the elderly, and county/wide adult social care and school transport services.
- **Waste and Energy:** Discharges the Council's statutory responsibilities for household waste, recycling centres and waste minimisation. It also manages policies, programmes and energy/water supply contracts for the corporate estate, schools and other public sector bodies.
- **Highways:** Covers a wide range of service areas associated with the highway network and linked functions. The service affects all residents of Nottinghamshire and users of the highway network.



There are three main elements to managing our transformation:

1 Portfolio, programme and project management model

We will adopt a portfolio management approach, beneath which will sit a number of programmes and projects designed to deliver transformation and budget savings.

2 Targeted Reviews

We will conduct a series of intensive, targeted reviews, to examine the following areas:

- Those services which spend the most money
- Those services identified by the Chartered Institute of Public Finance and Accountancy (CIFPA) as being above average cost
- Those services designated as non-core.

3 Annual review and evaluation

We will review all of our services on an annual basis through our Strategic Management Framework to ensure that our services continue to meet need, remain flexible and agile, and operate within the available resources.

Through this approach, all Council activity will be examined to see if there are better and less costly ways of doing things. Ultimately, we need to change the way we deliver services.

A portfolio, programme and project management model

Adopting a portfolio approach will increase collaborative working and allow consideration of the impact of programmes and projects at an organisational level.

This approach will be underpinned by a set of standards and processes to enable robust performance management. This will allow a strategic oversight of how the reductions are implemented and deliver better value for the residents of Nottinghamshire.

Portfolios

Portfolio management brings together and joins up a set of related programmes of work to more effectively manage delivery and the interdependencies between those programmes. A portfolio based approach will allow programmes of work and associated resources to be adjusted to meet organisational goals and allow for more strategic and timely management and resolution of risks and issues.

Programmes

Are set up on a temporary basis to oversee the implementation of a number of related projects. As a result programmes can last for several years – ensuring that projects remain on target in terms of time, cost and quality, and that any interdependencies between projects are managed effectively.

Projects

Are also set up on a temporary basis to deliver a clearly defined 'product' (or series of products). Projects are usually set up for a short period of time and have a defined scope.

Section four

Our new transformation portfolios

To drive the next phase of the Council's transformation, **Redefining Your Council** introduces four Transformation Portfolios. These portfolios will be led jointly by elected Members and Chief Officers and contain programmes and projects.



* SEN (Special Educational Needs)

The Adult and Health Portfolio

Senior Responsible Officer

Corporate Director of Adult Social Care, Health and Public Protection or the Deputy Corporate Director as delegated.

Lead Members

Chairman of the Adult Social Care and Health Committee and the Deputy Leader of the Council (and the Chairman of the Health and Wellbeing Board).

Description

Transforming the way we deliver services for vulnerable adults and older people across Nottinghamshire.

Ensuring effective integration between the Council and Health Services, working with the Nottinghamshire Health and Wellbeing Board.

Care Bill Implementation (including integration with Health)

This programme will prepare the Council for the introduction of The Care Bill, which will bring significant changes to the adult social care system in 2015 and 2016.

The programme will focus on:

- Our response to funding reforms and a number of new duties and responsibilities
- How we deal with a likely increase in assessment demand and requirement to fund the care and support of more people
- Our response to a likely new duty to support carers and a requirement to integrate services with Health.

The programme will also focus on closer integration with Health.

Public Health outcomes

This programme will evaluate the current allocation of resources in the Public Health budget. The programme will work in partnership with key stakeholders such as Clinical Commissioning Groups (CCGs) and make recommendations as to how current spend could be realigned so that it:

- Meets the requirements of the Public Health Outcomes Framework
- Aligns with Nottinghamshire's Health and Wellbeing Strategy and the work of the Health and Wellbeing Board
- Aligns with the priorities of the County Council and CCGs.

Implementation of the Adult Social Care Strategy and facilitation of market development

This programme will embed the new adult social care strategy with service users, carers, partners and staff.

This will focus on:

- Developing a diverse market of social care services which provides good value for money
- Providing care which prevents, delays or reduces the need for higher level intervention
- Establishing an outcome based commissioning approach
- Developing and maintaining strategic partnership arrangements with a number of providers through contractual relationships and wider market facilitation.

Direct Services provision

This programme builds on existing work to transform residential, respite care and day services.

Further transformation work will include:

- Our response to the introduction of Personal Budgets, particularly around the implications of Direct Payments
- Developing options around Alternative Delivery Models which may include social enterprises, trusts and other forms of external delivery which may be better placed to run services in the future.

The Children's and Culture Portfolio

Senior Responsible Officer

Corporate Director Children, Families and Cultural Services.

Lead Members

Chairman of the Children and Young People's Committee and Chairman of the Culture Committee.

Transforming the way we deliver services for children, young people and their families, and our cultural services.

Children's Services Integration:

The Children's Service's Integration programme will be a single transformation programme designed to establish a revised operating model for children's services, focused upon:

- Moving to streamlined points of access for children's services, through the Council's customer service centre where appropriate
- Developing integrated access hubs to triage and allocate service referrals
- Establishing integrated, multi-disciplinary, co-located teams based in three geographical localities
- Establishing centralised specialist services and support services.

This will support the delivery of continuing financial efficiencies, and improved educational and social outcomes for vulnerable children and families.

Within the overarching Integration Programme are several key strands:

Transformation of Special Educational Needs (SEN), Behaviour and Disability Services:

This programme will redesign and integrate our SEN and disabled children's services around the needs of families. We will also redesign our educational behaviour support services to ensure that pupils are educated in schools that can best meet their needs. Wherever possible, this will be in mainstream schools rather than alternative provision.

Transformation of Social Care:

This programme will complete our transformation of our children's social care services to improve service quality and stabilise costs, moving towards a long term reduction in the volume of children and families requiring support. We will continue to reduce the costs of supporting our Looked After Children population.

Commissioning of Children's Health Services:

This programme will accelerate the integrated commissioning of children's health services. Commissioning decisions will be aligned with the new operating model for Children's Services.

Cultural Services Transformation:

The Cultural Services Transformation programme will explore and deliver alternative operating arrangements for our cultural services, including libraries, arts, sports, country parks, archives and adult learning. The new operating arrangements will help sustain a range of popular and well used universal services whilst delivering significant monetary savings, and will encompass delivery through mutuals/trusts, community groups and enterprises and the private sector.

Section four

Transformation portfolios

The Cross Council Portfolio

Senior Responsible Officer

Corporate Director Policy, Planning and Corporate Services.

Lead Members

The Leader of the Council and Chairman of Finance and Property Committee.

Description

Transforming the way in which we approach access to our services, the way in which we work within the Council and how we ensure performance.

New ways of working:

This programme will promote new ways of working in the Council, aligned to our core functions. This will include:

- Cultural changes to working practices
- Making best use of new technology to work more flexibly and responsively
- An examination of our property portfolio with a view to reducing it.

Performance management and benchmarking:

This programme will develop a performance management strategy for the Council, which:

- Supports the development of good business cases and decisions about strategic priorities
- Enables a rigorous, cross-council cycle of target setting, monitoring and evaluation
- Incorporates an agreed approach to the use of benchmarking data
- Is clear about the role of Elected Members in performance management
- Supports a cycle of continuous improvement and cost saving.

Customer access and digital development:

This programme will develop a customer access and digital development strategy which:

- Develops new ways for local people to access and use services
- Integrates services so that they are seamless from the perspective of the service user
- Increases participation in local democracy through new means of consultation and engagement
- Increases understanding of how local people interact with services
- Integrates data management to support the performance management strategy.

Workforce development:

This programme will develop a workforce strategy for the Council which:

- Reflects the core functions, roles and responsibilities of the Council
- Recognises the changing size and focus of the Council's directly employed workforce
- Recognises the emergence of alternative delivery models and increased multi-agency partnership working
- Embraces the digital era.

The Place and Resources Portfolio

Senior Responsible Officer

Corporate Director Environment and Resources.

Lead Members

Chairman of Highways and Transport Committee, Chairman of Environment and Sustainability Committee and Chairman of Finance and Property Committee.

Transforming the way that people access our place - based and resources services.

Highways Transformation:

This programme will determine the best model for the future delivery of highways services and operations as well as defining the new service offer.

In parallel, the programme will evaluate options to drive reform and cost reduction through process and technological improvement, new partnership opportunities and working with local communities.

Transport:

The programme will review the provision of transport across the Council.

This will include a review of policies and spending on school and social care transport.

The programme will determine the future shape of transport services and how these are best delivered in order to improve value for money. There will be a focus on the nature of our future partnership with transport providers.

Energy and Waste:

This programme will determine our future strategy and approach to the disposal of waste. The Council is currently responsible for disposal of around 350,000 tonnes of waste each year and the programme will explore ways to maximise benefits from our current contractual arrangements in this area of service.

The programme will also focus on achieving savings to the cost of energy to schools and other Council buildings.

Traded Services:

This programme will determine the best model for future service delivery of traded services including catering, facilities management and fleet services and highways operations.

Reform of corporate services and functions:

This programme will review all the components of corporate support and enabling services to determine the best future model for delivery.

This could include further internal efficiency improvements, shared service and/or externalisation of services.

Integrated commissioning and procurement innovation:

This programme will align the Council's approach to commissioning, procurement and contract management. It will clarify the corporate centre's role in commissioning and the role of departments and services, ensuring a "One Council" approach.

The programme will clarify the links between commissioning, procurement and contract management. It will set out key roles and responsibilities include defining lead commissioners, category management arrangements and where responsibility rests for contract management.

The programme will analyse the Council's current capacity to support effective commissioning, procurement and contract management and make recommendations accordingly.

Some key areas of service will be the subject of a targeted review.

The political leadership will review these services. The Leader of the Council will be supported in this work by the Chief Executive and a “critical friend” from the Local Government Association. Appropriate external and internal support and challenge will also support the process.

The targeted reviews will cover the following areas:

1

Areas of highest spend

The Council spends more than £560 million each year. Most of this is spent in our key services for adults, children and the environment. If we are to transform what we do, and save money, it makes sense to target the biggest spending areas. (see below).

Top 10 Net Budget Areas (per 2014/15 Budget Book)

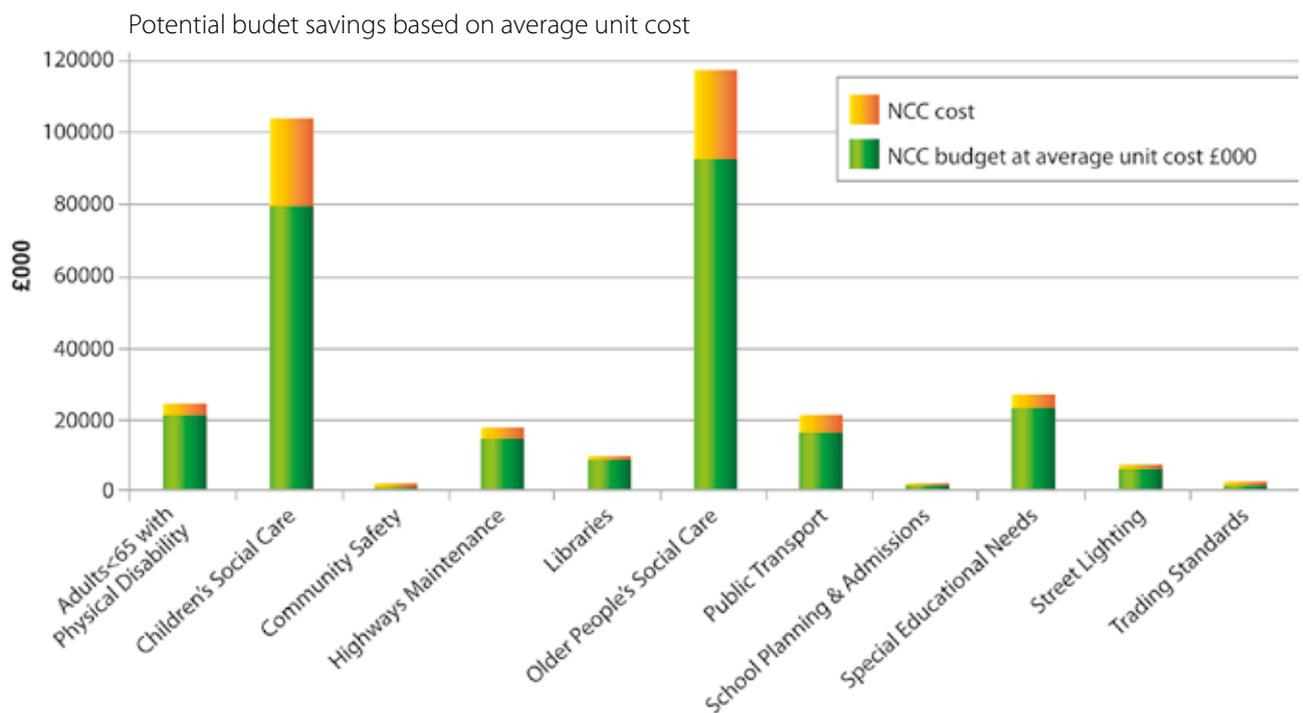
Committee	Area	£'000m
Adult Social Care and Health	Older People	106,045
Adult Social Care and Health	Younger Adults Disability	76,014
Children and Young People	Access to Resources (placements for Looked After Children) and other costs	37,978
Environment & Sustainability	Waste Management & Energy	30,291
Adult Social Care and Health	Community Learning Disability Teams	24,923
Transport and Highways	Highways	23,151
Transport and Highways	Transport	21,343
Children and Young People	Early Years & Early Intervention Service	16,965
Children and Young People	Children’s Disability Service	16,166
Adult Social Care and Health	Joint Commissioning	15,513

2

Areas where we spend above the national average

CIPFA collects data nationally on council spending. For Nottinghamshire this data demonstrated that between 2011 and 2013 we were above the national average in eleven areas of service.

Above average cost



3

Non-core areas

The Council's core functions have been defined as those that are based on meeting statutory or mandatory obligations as well as those functions against which we are regulated and inspected. We will also take into account how critical they are in delivering our strategic priorities.

We will undertake further work to agree which areas of service fall outside of these core functions. Once this has been agreed, services which are not classified as core will be subject to a targeted review.

Section four

Annual cycle of reviews and evaluation

List for initial targeted reviews:

Using the approach outlined above, the following services will be subject to targeted reviews. The non-core services will be added to this list (outlined in section three) has been compiled.

Adult Social Care, Health and Public Protection

- Services for older people
- Services for younger adults with a disability
- Joint Commissioning.

Children, Families and Cultural Services

- Children's Social Care
- Early Years and Early Intervention Service
- Special Educational Needs.

Environment and Resources

- Highways
- Public Transport
- Waste Management and Energy.

Annual reviews and evaluation

The Redefining Your Council approach will be aligned with the Strategic Management Framework, which was approved by Policy Committee in September 2013. The framework sets out an approach to intelligence-based strategic planning, service commissioning and performance management.

A financial accountability framework will also be developed to ensure delivery of the approach outlined.

Innovation and challenge

We want to establish a level of innovation and challenge in our approach to transformation. This will be done by:

- Embedding external challenge (commercial and sector specialist) into the approach
- Ensuring that this carries on into the longer-term approach, driven through the Strategic Management Framework
- Inviting local business, commerce and other key partners to contribute to the transformation by engaging them with our plans at an early stage
- Empowering our employees to engage with the transformation agenda by:
 - Building on the 'Eureka!' project, which encourages ideas and innovation from the frontline
 - Incorporating feedback on the way we do things and how we could improve into the appraisal and supervision processes



Section five

Governance

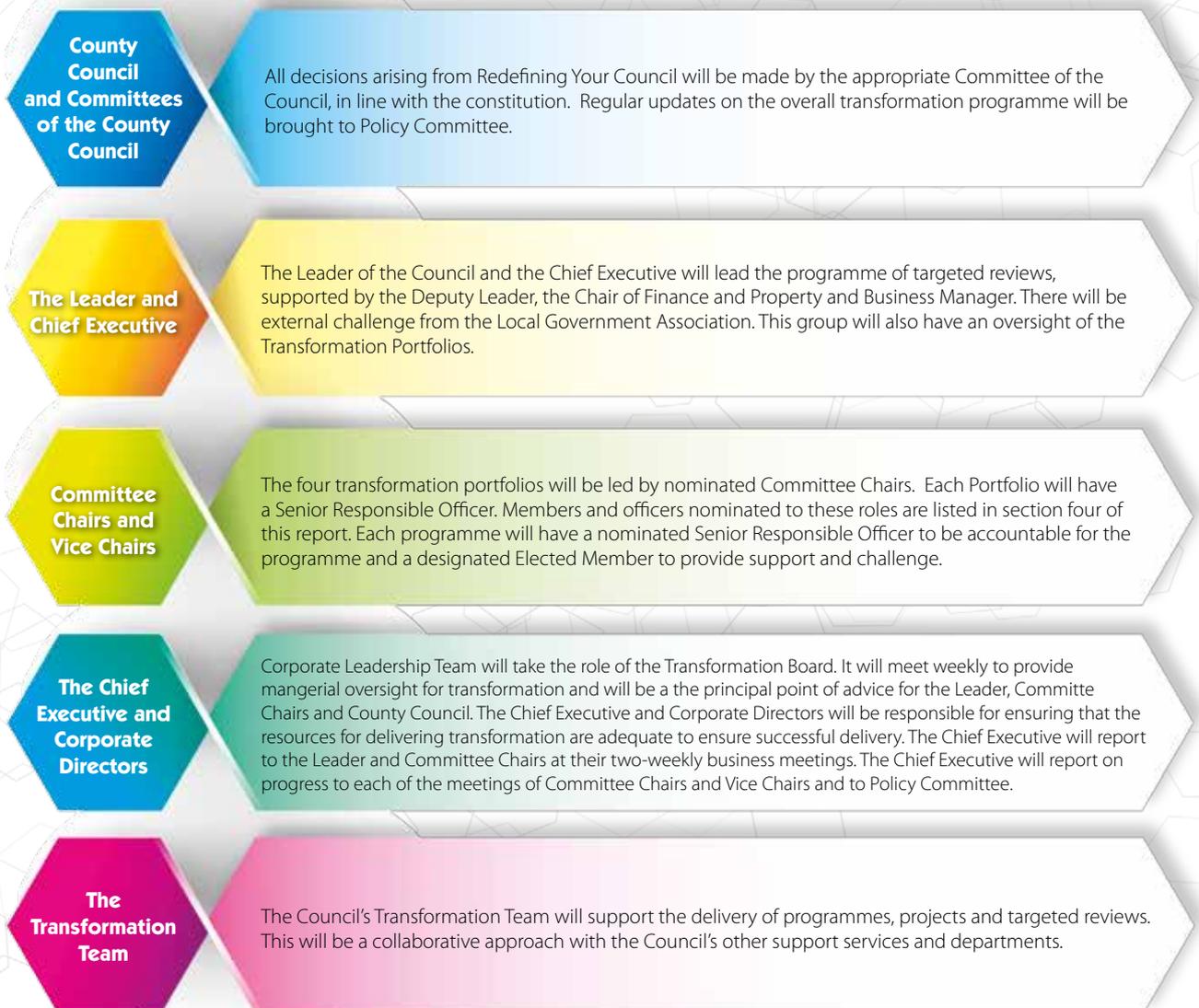
Robust governance will ensure that the identified portfolio of programmes, projects and targeted reviews successfully deliver the change and transformation of the Council at the necessary scale and pace. These governance arrangements are set out below.

They are designed to ensure clearly defined structures to enable timely and informed decision making at the right level. Elected members will be at the heart of this, with a focus on political leadership and oversight across all portfolios and programmes.

There will be strong collective leadership between elected members and officers. Nominated lead officers will be accountable for the delivery of portfolios, programmes and projects, working closely with Committee Chairs and Vice Chairs. The Leader of the Council will lead the targeted reviews.

There will be strong, consistent but proportionate oversight of programme and project delivery. This will be underpinned by independent assurance and challenge. Where benefit can be derived, this will be augmented by external (sector and commercial) challenge and expertise.

Governance arrangements



Section six

Timetable for transformation

Short Term

MAY 2014

Draft report to Policy Committee on 7 May 2014

MAY to JULY

Employee and stakeholder consultation from 7 May until 17 June 2014

MAY

- Agree scope for targeted reviews
- Agree final list of non-core functions
- Develop detailed Portfolio, Programme and Project Plans
- Agree final documentation (including methodology, Terms of Reference and templates) for Portfolio, Programme and Project management model

MAY to end JULY

- Develop initial options through Portfolio, Programme and Project model
- Challenge and oversight by elected Members complete by the end of July 2014
- Targeted Reviews of those services with the largest budgets identified as being above average cost and designated as Non-Core

JULY

Redefining Your Council considered by Policy Committee on 2 July 2014

Medium Term

SEPT 2014

Commence implementation of Business Cases and Transformation Portfolios, Programmes and Projects

SEPT 2014 - FEB 2015

Development of budget proposals for next 3 years from 2015/16 – 2017/18

AUTUMN 2014

Consultation on budget proposals

FEB 2015

County Council budget meeting

Long Term

FEB 2015 on

Realising benefits and savings from Transformation Portfolios, Programmes and projects

FEB 2015 on

An annual cycle of review and evaluation

Section seven

Conclusion

Redefining Your Council sets out the blueprint for transformation in order to ensure the delivery of services that meet the needs of the residents of Nottinghamshire.

The budget pressures, demographic changes and the changing ways that people live in the digital age mean that we cannot stay the same. We have no other option than to change.

If we do this piecemeal and in a non-strategic way, then we will not be delivering best value.

This plan attempts to address the budget challenge by fundamentally Redefining Your Council. The approach will be underpinned by our values and principles.

We do not underestimate the scale of this challenge and that tough decisions will need to be made along the way but we should embrace change and the opportunities it will bring.

The rapidly changing digital landscape presents plenty of opportunities to be creative and innovative when seeking solutions to some of these challenges but it is important to remember that no one thing will provide all the answers.

Doing things differently today tomorrow together

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