

1. The Strategic Management Framework sets the Council's approach to intelligence based strategic planning, service commissioning and performance management. The approach includes:
 - setting priorities for the Council and services,
 - planning activity to achieve priorities and to improve services,
 - identifying and selecting appropriate models and deliverers of services,
 - committing resources to support achievement of priorities and delivery of services,
 - analysing intelligence, activity, delivery and impact,
 - managing risk, pressures, challenges, opportunities, improvement and change.

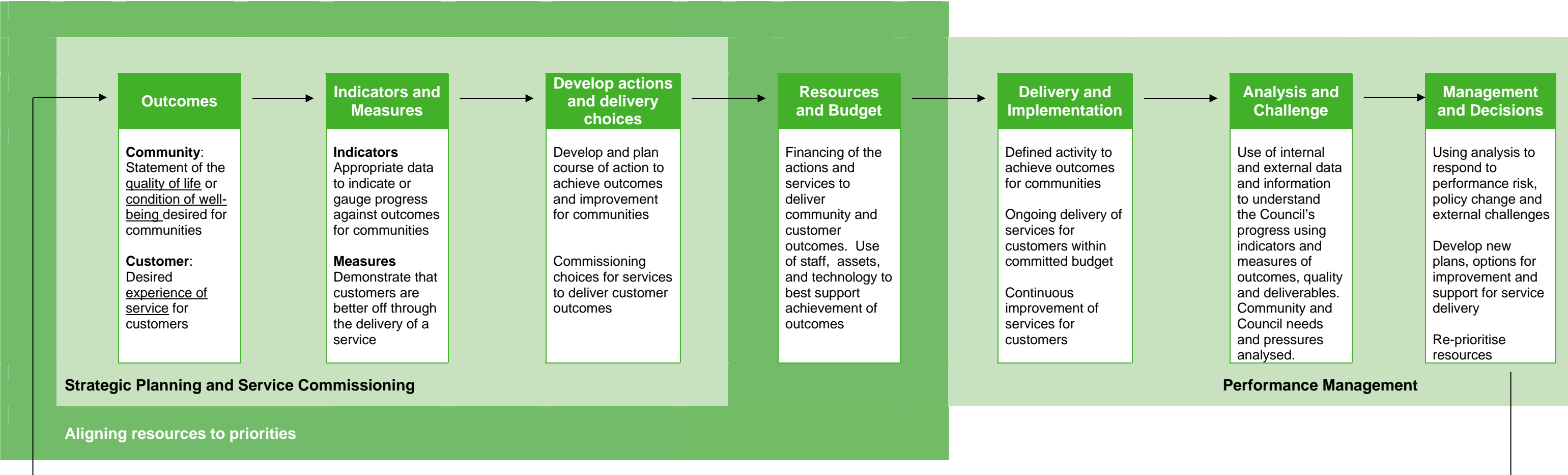
Priorities and Outcomes

2. The Constitution establishes that the council will set ambitions, values and priorities through a strategic vision for Nottinghamshire - known as the Strategic Plan. These are defined as:
 - Ambitions - The Council's Vision for Nottinghamshire.
 - Values - The standards to which the County Council will adhere when working towards its priorities/outcomes.
 - Priorities - High level statements of policy and intent that are complemented by a number of Outcomes that the Council will focus on to achieve the vision.
3. The Council's will focus on Outcomes. These will be classified as either Outcomes for Communities or Outcomes for Customers:

Outcomes for Communities - Clear statements of the quality of life and/or conditions of well-being desired for Nottinghamshire communities. These are high level often complex outcomes which the Council may not be able to specifically measure but will identify data to form *indicators* to quantify or gauge progress. Services will be tasked with activity to contribute to the achievement of these outcomes.

Outcomes for Customers - The Council will set outcomes which define the desired experience and benefit for customers and service users for every Council service. These outcomes will form the purpose of each service, which will be commissioned to achieve the outcomes through an appropriate delivery option. The Council will identify data to *measure* and demonstrate that customers are better off through the delivery of the outcome. The Council will be the customer of internal facing support services.

4. The Council's Strategic Management Framework - from outcome to management of delivery:



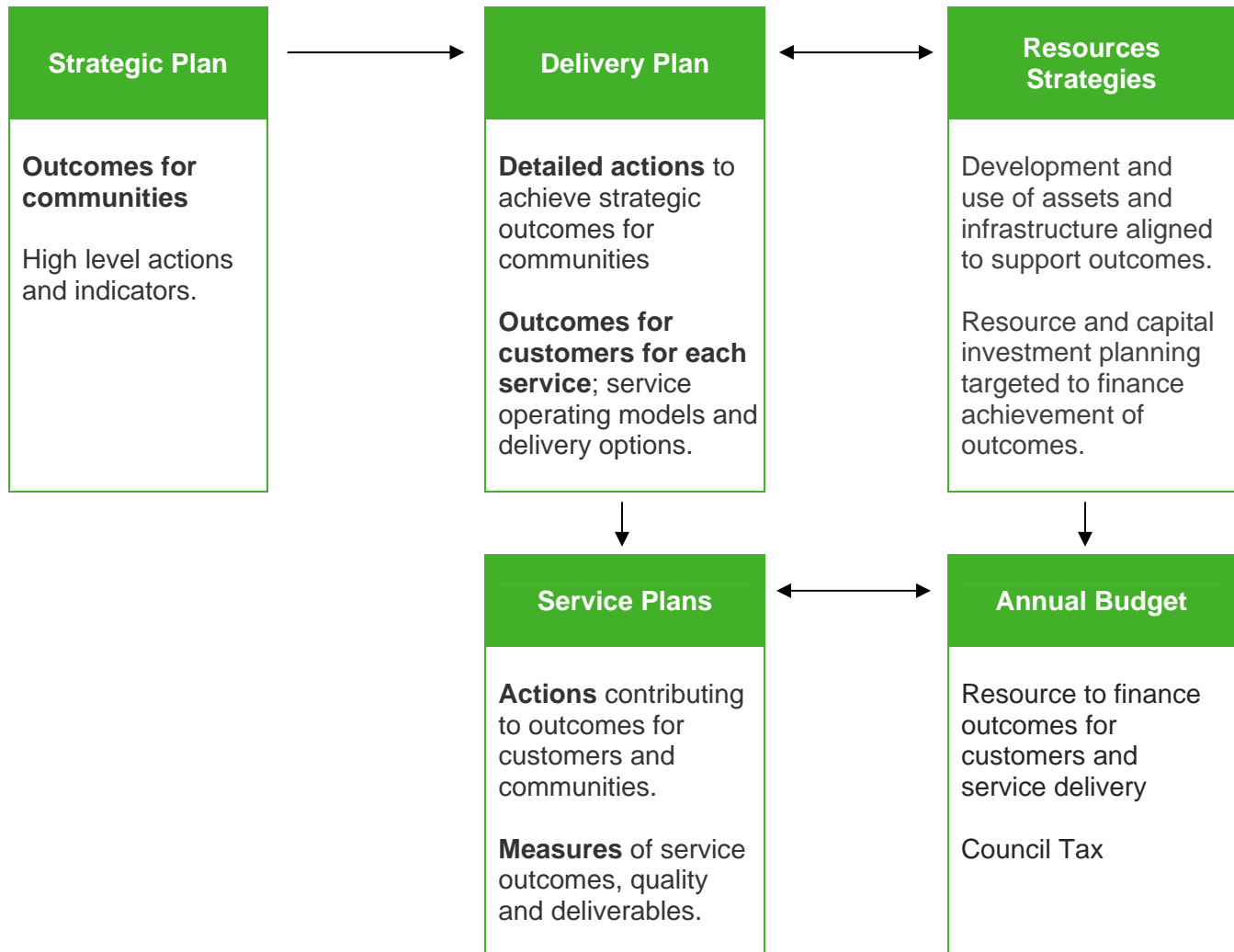
Strategic Planning

5. The outcomes that the Council intends to work towards for communities and customers will be agreed as part of a framework of connected plans. The plans will set out the activity to be undertaken to achieve the outcomes, how progress is to be managed and the resources required:

 <p><u>Strategic Plan</u> 2014 - 2018</p>	<p>The Strategic Plan sets out the long term vision for Nottinghamshire.</p> <p>It establishes the Council's</p> <ul style="list-style-type: none"> ▪ Vision ▪ Values ▪ Priorities <ul style="list-style-type: none"> - Outcomes for communities - Strategic Indicators <p>over a four year period.</p>	<p>The Resources Strategies outline and support the Council's capacity to deliver outcomes over a four year period. They include the:</p> <ul style="list-style-type: none"> ▪ Medium Term Financial Strategy ▪ Capital Programme ▪ Property Strategy and Asset Management Plan ▪ ICT Strategy ▪ Workforce Strategy ▪ Procurement Strategy ▪ Risk Management Strategy 	 <p><u>Resource Strategies</u></p>
 <p><u>Delivery Plan</u> 2014 - 2015</p>	<p>The Annual Delivery Plan identifies clear and specific activity to deliver, or work towards achievement of the outcomes for communities set out in the Strategic Plan.</p> <ul style="list-style-type: none"> ▪ sets action to implement the Strategic Plan ▪ sets the Outcomes for customers and measures for Council services ▪ the service commissioned to deliver the outcomes ▪ the commissioning choices available for each service 	<p>The Council's Annual Budget sets out the Council's spending plans over a one year period.</p> <p>The setting of the budget includes consideration of</p> <ul style="list-style-type: none"> • the Council tax to be levied during the year. • growth from known spending pressures • policy initiatives and shifts in service provision 	 <p><u>Budget</u> 2014 - 2015</p>
 <p><u>Service Plan</u> 2014 - 2015</p>	<p>Our Service Plans provide a yearly evaluation of</p> <ul style="list-style-type: none"> ▪ how well our services are contributing to the achievement of our community and Outcomes for customers. ▪ the pressures and risks faced by the service in achieving those outcomes ▪ the activity to be undertaken by the service in the coming year to progress the Council's outcomes. 	<p>The Council's Policies establish a set of principles that the County Council will follow in providing services, developing or improving services and taking decisions about services.</p> <p>The Council's Strategies will define a course of action for one of more outcomes for communities or be used as a performance tool to achieve substantial improvement to a service. They will focus on a plan for implementation.</p>	 <p><u>Strategy</u></p>

Key Plans

6. The Strategic Plan will be supported by a Delivery Plan and the Council's Resources Strategies, which collectively will form the Strategic Management Framework for the County Council.
7. The Key Plan Interdependencies are:



8. The Delivery Plan will be informed by the strategic plan and intelligence profiles and will:
 - be agreed annually and will set out the detailed actions to deliver the Strategic Plan and the outcomes for communities.
 - set service outcomes for customers for which Council services will be commissioned, including internal/support services. These service based outcomes will complement the outcomes for communities and form the objectives of the Council's services.
 - identify measures of the outcomes for customers for each service, the commissioning choices available, the recommended delivery model and the resources required.
 - have progress and achievements reported after six months and at year end.

9. Each of the Council's services will have a Service Plan. The service plan will be informed by the strategic plan, the council delivery plan, the service intelligence profile, the Council's policies, strategies and budget and will include:
 - the outcomes specific to customers of the service - set through the delivery plan.
 - performance measures of :
 - achievement of service outcomes,
 - measures of the quality and
 - deliverables, quantity/processes and costs of the service,
 - assigned actions from the delivery plan that contribute to achievement of the Council's priorities and outcomes for communities,
 - activity and actions of how the service will achieve its outcomes and improve,
 - the key influences, pressures, risks and comparisons for the service,
 - workforce and resource needs.

Aligning Resources and Commissioning

10. The Council's resources will be deployed to support the achievement of the Council's vision, values, priorities and outcomes. The Resources Strategies will be aligned to
 - the Council's strategic plan,
 - the actions required through the delivery plan.
11. As part of the development of:
 - the annual Delivery Plan, the Council will review the outcomes for customers and the commissioning choices for each service considering whether to Provide, Procure, Share or Stop each service.
 - service plans, the Council will identify opportunities to improve or transform service delivery and reduce costs.
12. The commissioning choices and service plan proposals will inform the Council's budget setting process.
13. The Council will undertake a programme of service reviews across the life of the Strategic Plan to ensure that service activity and actions provide the most efficient means to achieve the Council's outcomes.

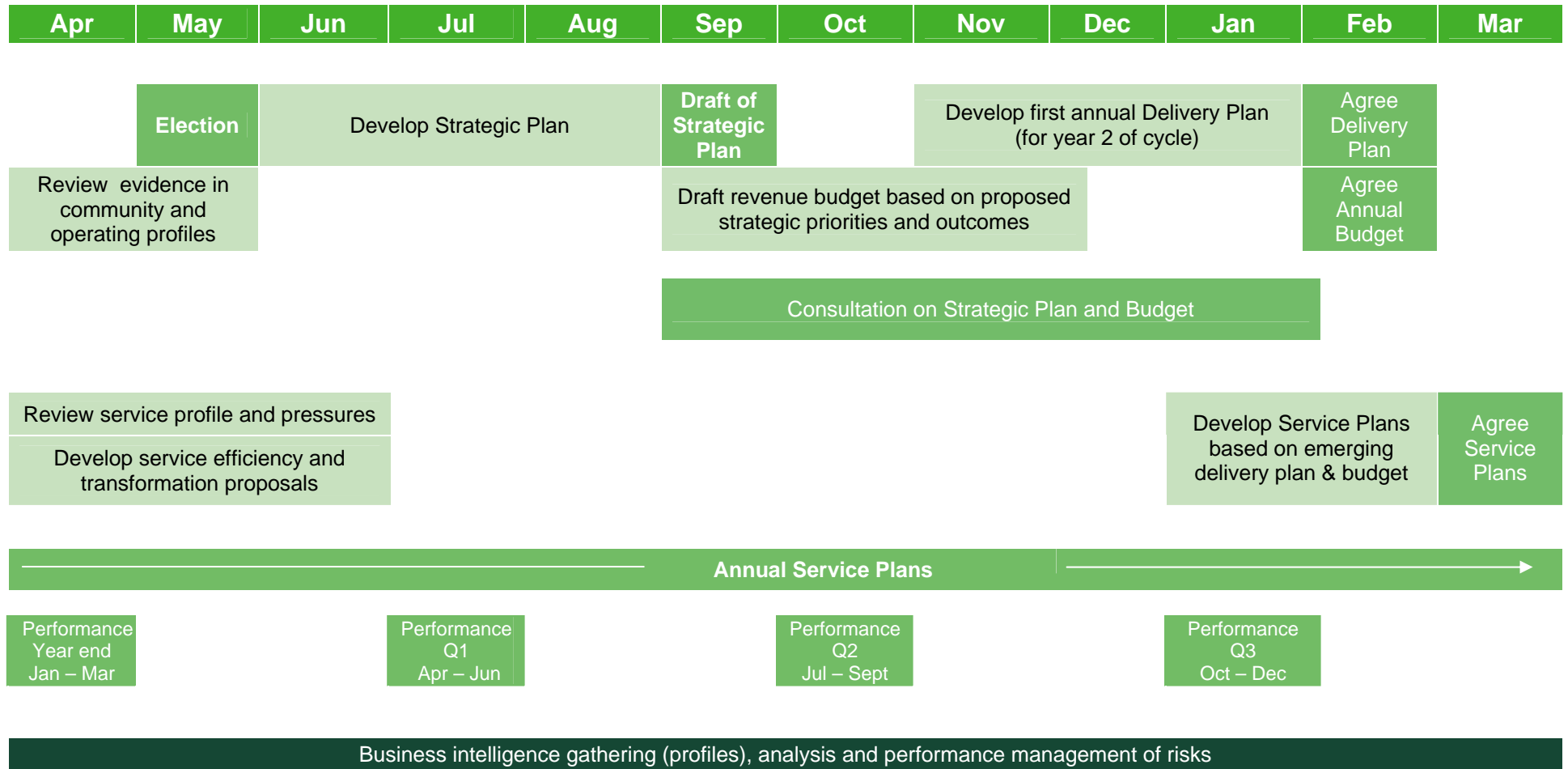
Intelligence and Analysis

14. The Council's outcomes, plans, strategies and resources planning will be developed as part of a strategic management cycle and will be based on an analysis of relevant data and intelligence.
15. The strategic management cycle will operate over a four year period. The cycle is set out in the diagrams on the following pages aligns the timetable for preparing plans and budgets ensuring they are developed concurrently. It will operate differently in year 1 to years 2, 3 and 4. The Council will set appropriate procedures and templates for the development of all plans and strategies as part of the strategic management cycle.
16. To inform the strategic management cycle the Council will maintain and update an evidence base of relevant management data, intelligence and analysis. The evidence base will include a community profile, a Council operating profile and profiles for each service.
17. The intelligence profiles will include the following:

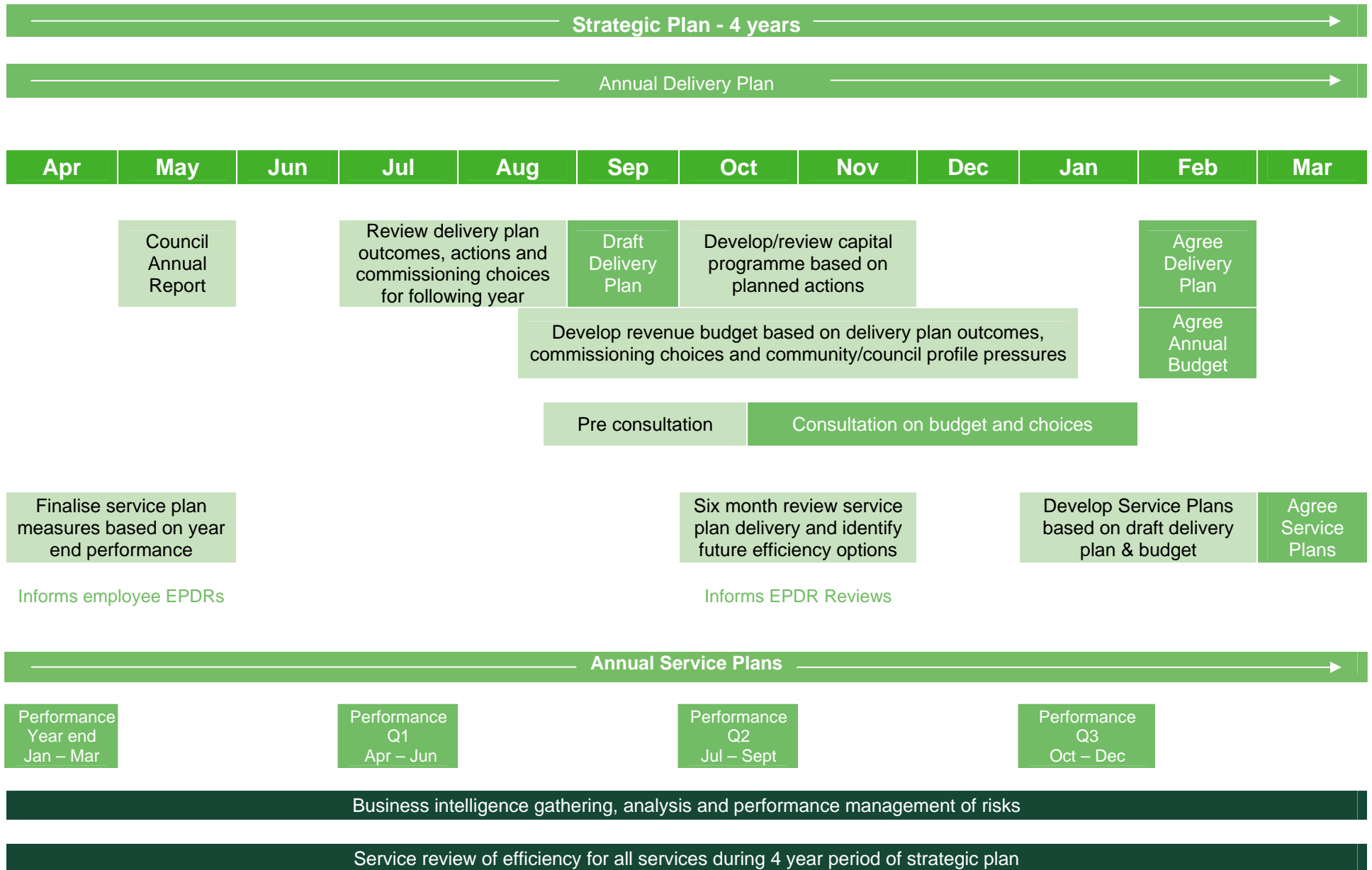
Community Profile	Council Operating Profile	Service Profiles
<p>A single point of data that provides an overview of community needs in Nottinghamshire</p> <p>Predominantly based on external data it informs the development of</p> <ul style="list-style-type: none"> ▪ the Strategic and Delivery Plans. ▪ Joint Strategic Needs Assessment ▪ Economic Assessment ▪ Consultation responses <p>The community profile will be periodically reported through the Condition of Notts Report.</p>	<p>Provides an analysis of pressures and challenges for the Council and/or multiple services. The profile will include data on the scale of pressures and policy change and the relevance to achieving outcomes for customers</p> <p>The profile informs the Delivery Plan and the Annual Budget and includes:</p> <ul style="list-style-type: none"> ▪ Performance risks ▪ Political/External Policy ▪ Economic factors ▪ Key social/population factors ▪ Technology factors ▪ Customer insight 	<p>A profile for each service to inform service planning and management of performance.</p> <p>It utilises both internal and external data and includes:</p> <ul style="list-style-type: none"> ▪ data on the scale of service pressures ▪ assessments of performance against <ul style="list-style-type: none"> ▪ outcomes, ▪ measures, ▪ spend, ▪ peers, ▪ strategies and ▪ actions.

18. The Council will have regard to the community profile, council operating profile and service profiles when developing its outcomes, plans and in the allocation of resources. The Council will also have regard to elected Members, the manifesto of the majority group, statutory requirements and opportunities for collaboration.
19. All data and information gathered or collected through the operation of the Council will form a resource for the Council and services. Data and information gathered by services will be compliant with relevant legislation and will be made available for use in profiles both before and after any processes for cleansing/checking and testing/validating.

Strategic Management Cycle (Year 1)

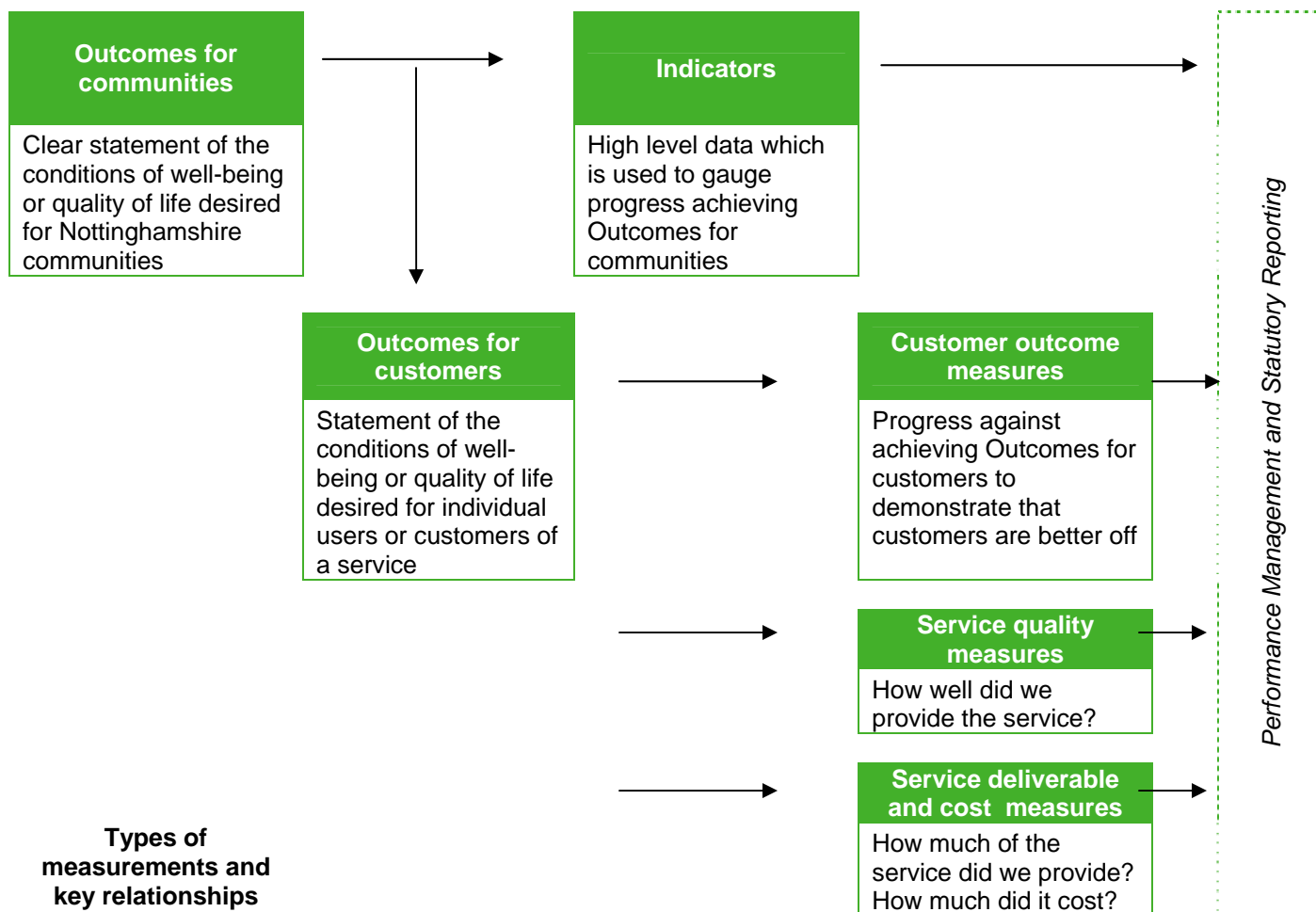


Strategic Management Cycle (Years 2, 3 and 4)



Performance, roles, challenge and accountability

20. Measurements of the Council's performance will be set out through its plans and managed through a single performance system. The system will be used to manage performance of the strategic plan, the delivery plan, service plans, policy/strategy plans and for all reporting of progress and performance to Members, managers, officers, Government, external agencies, inspectorates and residents.
21. The Council's intelligence profiles will be linked to the performance system and will provide the definitive means for recording, accessing and assessing data identified in service plans including the measures, influences and comparisons. This data will be checked / tested in a consistent manner across the Council.
22. The setting of measurements, targets and thresholds will follow the Council's procedure for performance measurement. This all indicators and measures which will be defined, recording the way that they are calculated and the data used. Where possible measurements will be defined to enable comparison with other Councils and services.
23. Performance will be managed through a performance and strategy management group. Performance against the actions, measurements and plans will be reported and reviewed consistently through a reporting and escalation procedure with a focus on risk to outcomes, customers, reputation and resources. The procedure will identify a number of improvement tools, the use of which will be managed through the relevant plan.
24. Spend associated with actions and services will be monitored and reported alongside outcomes, ensuring these are delivered within financial limits and constraints.



25. The Council's Members and officers will have clear roles and accountabilities for the achievement of the Council's planned outcomes which will be supported by the competency framework:

<p>Members</p>	<p>Corporate Director</p>
<ul style="list-style-type: none"> ▪ Determine the strategic plan for Nottinghamshire and delivery plans. ▪ Provide accountability for delivery of the Council's plans and challenge performance ▪ Review and set policy and consider strategies to enable improvement 	<ul style="list-style-type: none"> ▪ Provide leadership for one or more of the Council's strategic priorities ▪ Ensure that all plans reflect the priorities and outcomes of the Council and enable their delivery ▪ Support service directors to address cross service/council performance risks
<p>The Corporate Leadership Team</p>	<p>Service Director</p>
<ul style="list-style-type: none"> ▪ Support Members to develop and resource the strategic plan for Nottinghamshire ▪ Lead a performance management culture and manage strategic and service performance risks as one Council ▪ Provide challenge and ensure that the Council's planned action delivers the outcomes sought ▪ Ensure that decision making processes are based on accurate analysis, consideration of cost, benefits, performance and business intelligence ▪ Communicate the Council's successes 	<ul style="list-style-type: none"> ▪ Leads a culture of successful service delivery focused on outcomes and improvements ▪ Accountable for performance within their areas of responsibility and encourages support and challenge across their group managers ▪ Identifies cross service/Council implications of performance issues and risks ▪ Ensures that service plans consider interdependencies across other services, complement other service plans and deliver the priorities and outcomes of the Council
<p>Performance and Strategy Mgt Group</p>	<p>Group Manager</p>
<ul style="list-style-type: none"> ▪ Coordinate the management of all plans and performance risks. Provide challenge to ensure that appropriate actions are identified and completed ▪ Coordinate reporting to CLT, Members and officers of relevant performance risks achievements and pressures ▪ Coordinate the Council's response to external policy changes and audits. Manage and quality control the development of plans, policies and strategies. 	<ul style="list-style-type: none"> ▪ Responsible for development and delivery of service plans ▪ Identifies performance issues and risks with Team Managers and strategic management service to ensure that under-performance in both service delivery and individual performance is monitored and managed effectively ▪ Escalates performance issues based on risk ▪ Manages and encourages others to improve performance and identify opportunities for transformation and efficiencies.
<p>Strategic management support service</p>	<p>Team Manager</p>
<ul style="list-style-type: none"> ▪ Manage the strategic management cycle, planning processes, procedures, guidance and templates ▪ Support leadership teams and managers to develop key plans and to identify and manage possible risks ▪ Support the performance & strategy mgt. group and ensure identification and consideration of all possible performance risks across the Council and services ▪ Provide detailed reporting of risks, consideration of appropriate analysis and improvement options ▪ Manage the strategic management system, provision of intelligence, profiles and benchmarking information ▪ Develop and commission all priority and performance messaging and communication of performance ▪ Coordinate the Council's response to external policy changes, external reporting requirements and audit ▪ Ensure consistency and minimum standards across the Council of performance management, data quality, intelligence, policies, strategies and service planning 	<ul style="list-style-type: none"> ▪ Contribute to the development and delivery of service plans ▪ Include service plan objectives in staff EPDRs ▪ Ensures that data and information data is provided to enable timely consideration and reporting of performance and cost. ▪ Work with group manager and strategic management service to address performance issues/risks.
	<p>Team / Officers</p>
	<ul style="list-style-type: none"> ▪ Contribute ideas and suggestions to improve services ▪ Contribute to the delivery of service plans ▪ Deliver objectives/actions outlined in EPDR