![Nottinghamshire County Council logo]

Chief Executive's Departmental Strategy

2019-2021

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Introduction
Your Nottinghamshire, Your Future

Our Council Plan "Your Nottinghamshire Your Future" sets out an ambitious vision for the future of Nottinghamshire in which the county is at the forefront of modern Britain.

We want Nottinghamshire to stand out as:

- **A great place to bring up your family**
- **A great place to fulfil your ambition**
- **A great place to enjoy your later life**
- **A great place to start and grow your business**

As a Council our duty is to provide a diverse range of services, to protect and shape the environment in which we live, and to create the right conditions for a strong local economy.

Our Council Plan sets out 12 commitments covering all aspects of the Council's role in our County and the outcomes we wish to achieve for the people of Nottinghamshire.

With effect from 1st July 2018, the Resources Department was renamed the Chief Executive's Department. This Chief Executive's Strategy replaces the existing Resource Department Strategy and is one of four strategies setting out how each department will support the delivery of the Council Plan. Each of the strategies outlines the priorities and programmes of activity that will be pursued in the coming year to achieve this.

The Council must act as a single organisation with all departments working corporately to maximise opportunities and expertise and ensure that the Council Plan commitments are delivered.

These strategies are agreed by the Council's Policy Committee as part of its responsibility for approving the policies and strategies of the Council. Policy Committee will monitor the progress of these strategies enabling elected Councillors to ensure that the Council Plan is implemented effectively.

Strategic Context and Commissioning Challenges

Introduction

The Chief Executive's Department brings together the Council's business services. These relate to how we: work, collaborate, generate income, spend money, make evidence based decisions, look after information, communicate with our residents, ensure the work we do is legal and in keeping with the democratic process, how we recruit people and develop skills and how we measure and learn from our success, all of which are fundamental to the day to day working of the Council.

As well as offering a range of operational activities that keep the Council running smoothly and efficiently, the Chief Executive's Department also has a number of change programmes that drive both performance improvements and savings. These organisation-wide change programmes include:

- supporting the design of improved online services that are delivered at a lower cost
- improving the customer experience and access to services
- the generation of surplus income through a more commercial approach
- reducing the amount of office space by introducing mobile technology solutions and more flexible ways of working
- the introduction of business intelligence and data science to inform improvement choices and planning of Council services.

The Chief Executive's Department ensures that the Council meets statutory, governance and reporting requirements. The Department is led by senior leaders with statutory responsibilities - the Council's Head of Paid Service, Monitoring Officer and Section 151 Officer.

The Chief Executive's Department has an annual revenue budget of £44.443 million. The department provides a wide range of services not only to the Council, but also to partner organisations and customers such as schools, Arc, Via, Inspire, the Nottinghamshire Fire and Rescue Service, Academy Schools, Health Trusts, District Councils and the Police and Crime Commissioner.

Strategic context

Our Council Plan "Your Nottinghamshire Your Future" sets out a clear and ambitious vision for the future of Nottinghamshire. A county that is a great place to bring up a family, to fulfil ambition, to enjoy later life and to start and grow business. The way we operate as a Council and our approach to change are fundamental to the delivery of this plan. The Council must provide the best possible services, improve the place we live and give good value for money.

There is uncertainty in how local government will be funded beyond 2020 with the Government expected to commence a spending review in the summer of 2019. We supported a renewed call for the Fair Funding Review, and the outcome of this will obviously impact how we set our budget beyond 2020.

National Policy draws resources from across the Council to support local implementation and currently includes areas such as the emergence of local industrial strategies and the Midlands Engine, the General Data Protection Regulation for how we look after and use data, the local response to the UK's Departure from the European Union and how we maximise the benefits of a High Speed 2 rail connection at Toton.

There has been much debate over recent years around the structure of local government. In Nottinghamshire we have explored opportunities around devolution in the past and more recently local government reorganisation. This work is currently paused while further research carried out on the opportunities for refining the current two-tier structure.

Outcomes

The Chief Executive's Department seeks to ensure that the Council:

- Has robust governance arrangements to ensure lawful, open, transparent and accountable decision making
- Runs smoothly, ensures value for money and supports front line service delivery
- Has an accessible front door for the public to access advice, information and services
- Is financially robust, delivers a balanced budget and operates sustainably within the Medium Term Financial Strategy
- Is at the leading edge of transformation
- Makes maximum use of technology to obtain value for money and supports a workforce able to work flexibly, where and when it best suits them, their customers and service users
- Effectively identifies and manages risks
- Has an open and transparent decision-making process
- Effectively and ethically manages data, analysis, data driven technology, data science and business intelligence to make improvements to service delivery
- Deals with customer complaints in an efficient and effective way and learns from them to improve services
- Is an employer of choice and employs people with the right knowledge, skills and experience to ensure effective delivery of Council services
- Promotes what it does and protects its reputation with effective communication strategies and marketing campaigns
- Promotes and champions the equalities agenda.

Commissioning challenges

The wide range of expertise found in the Chief Executive's Department not only supports the Place, Children and young people and Adult Social Care and Health departments to deliver on their priorities, but will also drive corporate approaches and different ways of working.

- **Evolving our services to meet the transformation demands of the Council**
  It is the appropriate time to review our approach to transformation. Over the past few years the Council has delivered on a range of improvement and change programmes. These programmes have looked at making our services more efficient and delivered considerable savings. We now need to harness creativity and build on skills in transformation and service design in order to keep pace with society's expectations of public services. It is becoming increasingly difficult to identify savings and so we need to take a fresh look at how we deliver positive outcomes for the residents of Nottinghamshire.

- **Managing the changing demand for new technology and data**
  Successful transformation and organisational changes rely on effective use of technology. Set against the continued financial constraints local government is operating within, the Council's ICT strategic plan was approved in July 2017 and sets out the roadmap for how technology will drive and support organisational change and transformation, up to and including 2020. It is widely acknowledged that expectations of public services are changing. With an ever increasing demand for good quality services to be delivered in a timely and efficient way, it has never been more important that we put value for money at the forefront of our thinking, ensuring that we understand our data and evidence base in order to design services in the best way. Key to this is the development of our use of business intelligence, both in terms of how we collect, integrate, manage, analyse and present information to inform decisions and how we manage and get maximum value from the data that we hold. Linked to this is a need to use intelligence to develop our understanding of service users and their journey through our services to enable transformation.

- **Ensuring our business services provide value for money**
  Demonstrating that the in-house services offer value for money – maintaining quality with reducing resources is increasingly important with constrained Council budgets. Back office and business services are expected to be lean and provide value for money, however they may also have pressures or require new skills as they are transformed to deliver for the future.

Partnerships

Whilst the majority of services in the Chief Executive's Department are delivered directly by in-house teams, there are a number of partnerships set up to deliver on specialist areas of work. Key partnerships include working with:

- EM LawShare - a ground breaking partnership led by Nottinghamshire County Council, across 130 local authorities to access more specialist legal advice

- Seven other Pension Funds to establish an FCA-regulated authorised company and necessary governance arrangements for the management of the pooled pension fund investments of £35bn

- Our district and borough councils over the management of the Nottinghamshire Business Rates Pool

- A number of NHS bodies and other councils on joint procurement projects particularly for Public Health and Adult Social Care services

- Technology partnerships including Microsoft, Specialist Computer Centres, EE, SAP, CGI, support to the Business Management System and Virgin Media Business

- Nottingham Trent University – through our Compact we work closely with the University in terms of training and development opportunities, and increasingly to look at the provision of apprenticeship training
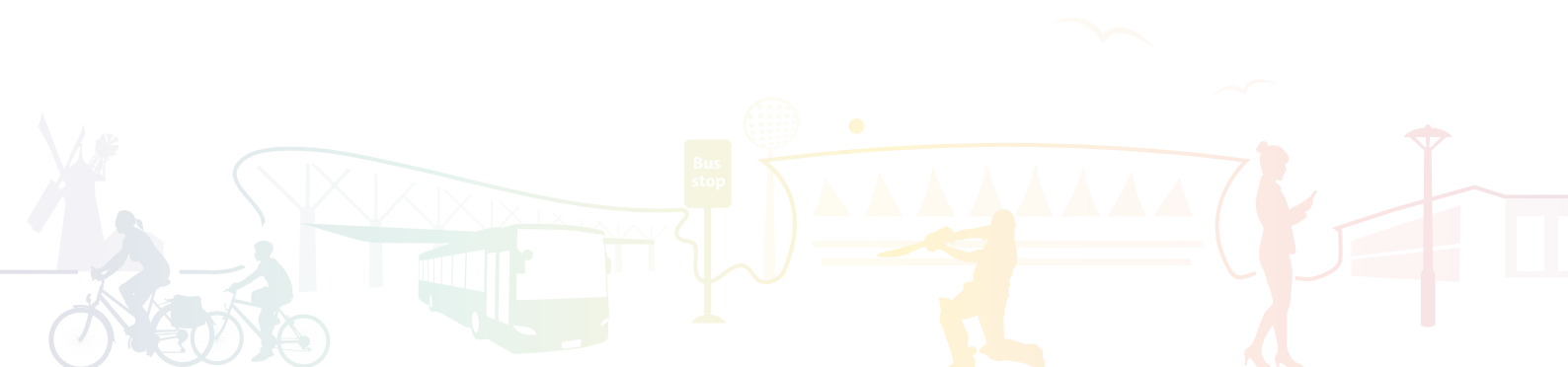
- The Sustainability and Transformation Partnership (STP)/Integrated Care System (ICS)/Integrated Care Partnerships (ICP) to support the integration of health and social care.

- Assurance Lincolnshire – collaboration with a partnership of local authority internal audit teams to explore opportunities to develop best practice and best value in the delivery of internal audit services.

Regional and National Profile

We work at a sub-regional, regional and national level to champion the interests of Nottinghamshire residents and build partnerships with our peers. By working with others we seek to influence decision making at these levels and to identify opportunities to advance the interests of Nottinghamshire.

Our work includes support for the Council's role in the:

- Midlands Engine - delivering a vision for growth across the East and West Midlands

- Midlands Connect – supporting a transformational transport strategy to underpin growth in the regional economy

- National Professional bodies - Influencing the debate on the future of public services and policy and legislation that enables county authorities to have the powers and resources to meet the needs of their residents and aspirations of their local political leaders

- Rest of the World, building Nottinghamshire's profile internationally and strengthening our relationship with China.

Departmental Operating Model

Supporting the Council's approach

All we do as a Council should be driven by the outcomes we are trying to achieve, as set out through the 12 commitments in the Council Plan. Our approach to these should be present in all of the work we do and shapes our engagement with our customers and partners. As a Council our approaches are to:

- Put local people at the heart of everything we do
- Spend money wisely
- Be creative and work in new ways
- Stand up for local people
- Empower people and support their independence.

The operating model of the Chief Executive's Department encompasses the approach set out in the Council Plan. The Department prides itself on:

- Ensuring our employees are treated fairly and achieving compliance with our Public Sector Equality Duty.
- Championing the Council's Priorities and Commitments
- Being an ambassador for the Council and Nottinghamshire
- Providing high quality professional advice, expertise and specialist resources
- Visibly demonstrating our contribution to the delivery of front line services
- Providing value for money, benchmarked and responsive services

- Driving change and transformation to support the creation of a modern and efficient Council
- Innovating, identifying and exploiting new ideas and simplifying processes
- Understanding and protecting the value of data and intelligence
- Being open, energising and empowering - learning from what goes well not just what goes wrong.

Our working model

The Chief Executive's Department is at the heart of the organisation, delivering services to both the communities across Nottinghamshire and all internal Council services. It is the engine room for the modern and efficient council, delivering services that enable other Council services to function effectively, whilst also enabling development and transformation. The department also has a wider strategic role, as a partner and an influencer across the Midlands region, nationally and internationally.

Our services are provided across the Council and support different levels of need – from universal services that support the day to day operation of the Council, to specialist and professional services, providing expertise to deliver change and transformation.

Many of our services operate through a business partner model, whereby officers work closely with a particular department or front line service. This helps to build strong working relationships and a thorough understanding of how different areas operate, so that our support can be tailored to best suit each service.

Where specialist knowledge is required by services there is the flexibility to bring in expertise for a time limited period. Where we do employ external expertise, a provision for knowledge transfer is always included, to get the most value out of the contract.

Our services can be grouped together as shown below:

Operational Services
Infrastructure and corporate services that underpin the operation of the whole council. Services include: ICT, Finance, BCS, Governance, Adults, Comms, H&S, Risk & Ins, Legal, CSC, Business Support.

Universal (Level 1)
Service are provided continuously in the background and accessed on a self-serve basis.

Change Services
Specialist Support, professional advice and expertise for council services planning and responding to change. Services include: Business Partnership for Finance, Performance & Intelligence, ICT, HR and Communications & Marketing, Design and Print, Legal & CSC.

Specialist (Level 2)
Specialist support and advice One-off or repeat use

Delivery Services
Service and resources committed to deliver on a Departmental or Council-wide Priority or initiative Services include: Projects and Programmes, ICT Projects, Performance Intelligence & Policy, CEX Office, Legal & CSC.

Allocated Specialist (Level 3)
Resources committed to deliver on a Departmental or Council-wide priority or initiative

A different way of working

We want to make the most of the opportunity that forming a Chief Executive's Department brings to work differently. As a new Department that was established in its current iteration in July 2018, our offer is to provide joined up services that empower the Council to deliver its commitments to the people of Nottinghamshire.

We will collaborate across our services through the following operating disciplines to break down barriers and develop the corporate architecture of the Council:

Performance & Intelligence

Tools & Technology

People & Organisation

Working together to support services for Nottinghamshire

Processes

Culture

Leadership & Management

Governance

Performance and Analysis

Understanding our customers, their journey through our services and the processes that make up that journey is key to providing the services that deliver for them – and to identify opportunities to improve and transform services to be fit for the future. The Chief Executive's Department will:

- Promote a new intelligence led approach to performance management, service planning and continuous improvement
- Bring together our data to deliver business intelligence and analysis that supports services across the Council

People and Organisation

People are the Council's most important and valuable asset. We want to recruit and retain people who are supported to do things differently through creativity and innovation. The Chief Executive's Department will:

- Invest in people and coach and support them to develop
- Engage with employees and support career development
- Ensure people are treated fairly and equitably

Culture

Our culture sets the tone for how we operate and reflects our ambitions for the Department. The Chief Executive's Department is values driven and will:

- Model fairness, trust and honesty and celebrate achievement
- Share knowledge and sign post colleagues to services across the department
- Work with services across the Council to unlock innovation, ideas and creativity
- Challenge inappropriate behaviours and recognise learning from past issues to improve performance

Leadership and Management

As a complex organisation we are reliant on our leaders and managers to ensure improved service delivery and support the achievement of the Council's priorities. The Chief Executive's Department will:

- Engage and empower our team and group managers
- Support prioritisation and co-ordination across the Council
- Provide leadership and support for difficult decisions

Governance

Transparency in decision making is important to the Council and early visibility and assurance of potential decisions enables us to manage the impact of change. The Chief Executive's Department will:

- Embody good governance and transparency in our decision making
- Offer timely professional guidance and assurance
- Provide clear, lean and effective governance processes

Processes

In a large and varied organisation like the County Council, changes to the processes in one service can often have an impact on other services or data across the Council. The Chief Executive's Department will:

- Share our business processes transparently to support us in working together in a joined-up way
- Share our knowledge of changes to business processes across the Council
- Champion consistent standards that reflect customer journeys and promote end to end process re-design
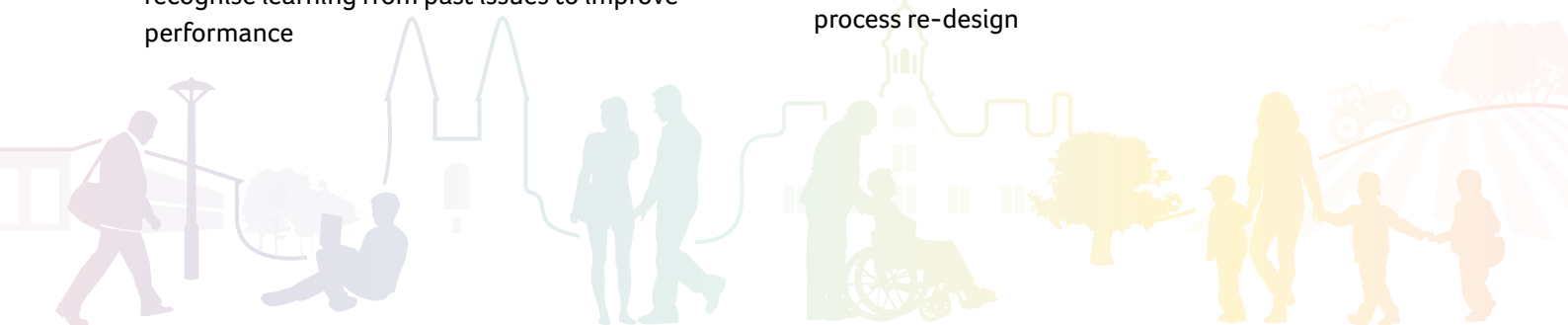
Tools and Technology

Our services are increasingly reliant on technology which also has the potential to transform the way that we work. The Chief Executive's Department will:

- Review our systems and harness existing technology to improve our own efficiency and effectiveness

- Lead the timely and responsive evaluation of new technology so that, where suitable, it can be rolled out in a scalable, reliant and sustainable way

- Provide technology to our end users that enables the right information to be available to the right person, at the right time, in the right place

- Enable information to be shared securely with our partners and suppliers electronically using an integration platform that conforms to agreed standards and best practice

- Deploy and support a range of productivity tools that enable a modern working environment and enhance internal and external collaboration

- Provide a stable, reliable and fit for purpose infrastructure that supports all departments in the delivery of Council services

Procurement

We will deliver a refreshed Procurement Strategy to ensure procurement activities are undertaken efficiently and economically whilst contributing to the realisation of the economic, social and environmental benefits of our citizens and communities. Our procurement service will maximise the value of our procurement spend, support the Council in becoming a more commercially focussed organisation, and harness and drive innovation in our commissioning decisions and through our supply chains.

Contract Management

We will develop a framework to improve contract management processes; support from the Procurement Centre will enable a consistent approach to contract management to be embedded into the Council.
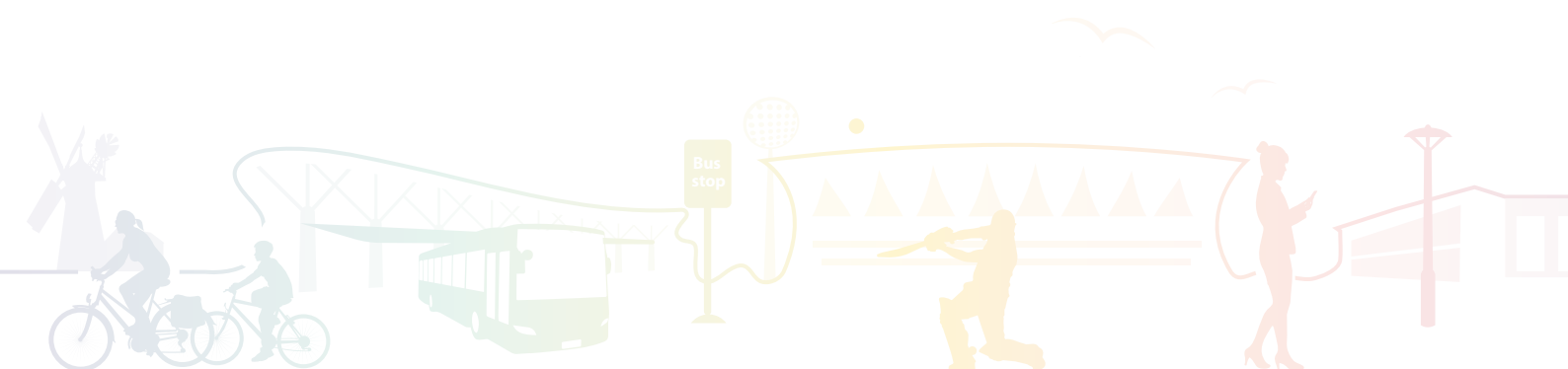
Priorities and Key Activities that Support the Delivery of the Council Plan

The department will ensure that the Council is effectively run, governed, and manages and mitigates risk, to enable the delivery of the commitments as set out in the Council Plan. Outlined below are actions the department will take to deliver the specific commitments in the Council Plan.

Council Plan Approach	Success means	Activities
Put local people at the heart of everything we do	Services are shaped around the people who use them to reflect the way that they live their lives	We are developing an overarching strategy to set out the Councils overall approach to digital development. This will pull together work and programmes ongoing in a variety of service areas, and will help steer a new cross-council programme of work entitled 'improving customer experience through digital development'. Milestones • Secure Policy Committee approval for the digital strategy and progress the cross-council programme to improve customer experience through digital development.
		We will deliver a new approach to transformation which will have at its core a set of principles, that include ensuring that transformation of services are based on an understanding of service users' needs. Milestones • Develop a Council Transformation Strategy by July 2019.
	Information is shared so that residents can express their views and engage with decisionmaking	We will deliver a programme of high quality marketing campaigns designed to engage residents with the work of the Council and seek their views on future improvements.
Spend money wisely	The Council makes best use of resources to deliver value for your money	We will ensure the Council is financially robust and sustainable through the delivery of our Medium Term Financial Strategy and a balanced budget. We will improve the quality of financial management support to departments and aim to reduce debt levels and long-term debt.
		We will keep well informed about the Government's ongoing business rates, needs and resources and fair funding reviews, and will contribute the view of NCC where we can. Milestones • Regular updates of local government finances provided to committee
		We will continue to support the ongoing pension pooling process and will ensure that the Nottinghamshire Pension Fund assets are protected.
		Through the Planning and Performance Management Framework we will monitor delivery of services and assess and report on value for money. The provision of business intelligence aligned to business process and good quality performance analysis will help departments identify potential areas for improvement.

Council Plan Approach	Success means	Activities
Spend money wisely	The Council makes best use of resources to deliver value for your money	Monthly reporting to the Extended CLT will be co-ordinated in the form of a single update report covering the following three strands that have been reported separately to date: finance update, performance dashboard, programmes & projects progress. This will provide an ongoing indication of value for money.
		We will undertake a programme of audits to seek assurances that services are working with appropriate levels of governance. Annual assurance mapping will include a Key Line of Enquiry (KLOE) on value for money. The annual report on assurance mapping will present the evidence available for this KLOE.
		We will seek to minimise insurance costs by: implementing a pro-active risk management programme; and ensuring an optimum level of insurance cover.
		We will take a countrywide holistic approach to all scan, copy, print and mail activity and enable 'shared services' and continue to explore opportunities to sell selected services to external public sector organisations.
Be creative and work in new ways	The Council takes innovative and commercial approaches to service delivery	We will continue to explore new concepts, best practice and explore new approaches. We will explore opportunities to sell selected services to external organisations and to enable shared services, shared resources and enabling solutions to support flexible/mobile working within the local public sector arena.
		Work will continue to optimise transactional activities and support the channel shift to on-line and self-serve options. Several work streams are underway to look at customer choices (why they are choosing to call when self-service is already available) e.g. birth registrations, potholes, streetlights and school acceptances.
		Milestones
		• Detailed development plans will be produced which will include web and process reviews, customer education and communications planning. These are expected to be delivered in Q1 and Q2 of 2019/2021.
	Technology and business intelligence are used to improve service delivery	The ICT strategy 2017-20 sets out the roadmap for how ICT will drive and support organisational change and transformation. We will engage colleagues to identify opportunities to use existing technology to deliver joined up services that are effective, affordable and designed around the needs of the service user.
		The wider use of dynamic scheduling services has resulted in significant cost savings and capacity increases in the re-ablement service.
		The introduction of new portal solutions has increased the efficiency of the hospital discharge process improving the service delivered and the capacity in the system.
		Milestones
		• Identify requirements for successor Strategy by April 2020
		We will embed the use of Business Intelligence and performance/improvement cycles across the Council, developing the skills and capabilities in Business intelligence, analysis and data science to develop and use this effectively as part of the delivery of our services aligned to our Planning and Performance Management Framework.
		Milestones
		• Completion of phase four of the BRMI project by May 2019.
		• Develop a programme to implement the Business Intelligence (BI) Strategy bringing forward developments in business intelligence for People, Services and Transformation.

Council Plan Approach	Success means	Activities
Be creative and work in new ways	Technology and business intelligence are used to improve service delivery	We will support and encourage employees to use their skills, knowledge and experience to find innovative ways of working to ensure the effective delivery of services, which will be reflected in our workforce strategy. Milestones • Development of measure of employee engagement as part of the people strategy
		We will continue to seek and explore new concepts to enable shared services, shared resources and enabling solutions to support flexible/mobile working within the local public sector arena.
Stand up for local people	Local people feel more in control of the work taking place to improve their communities and engage with councillors	We will ensure that messages are communicated clearly, timely and effectively. We will consult with residents around important decisions, especially those linked to significant financial plans. Milestones • Review and revise the Communications and Marketing Strategy
		We will support Elected Members in the work they do for their local communities. Our open and transparent decision-making process means that members of the public are notified of decisions that the Council is to make, can attend Committee and Council meetings, and can speak to any of their local Councillors about any areas of concern. We are also progressing a cross-council member engagement and communications programme. Milestones • Approval of the Annual Governance Statement and annual review of the Local Code of Corporate Governance
		The Chairman is the first citizen of the County whose duty includes visiting all parts of Nottinghamshire in recognition of the work done by communities and individuals. The Chairman represents Nottinghamshire County Council at other public and civic occasions.
		We will continue to improve our information management to ensure that data is appropriately and securely processed, shared, stored and used to drive decision making. We investigate and respond to any complaints made and fully comply with the Freedom of Information Act and Environmental Information Regulations. Milestones • Ensure local people are aware of these events
Empower people and support their independence	Fulfil our responsibilities and support those who need our services the most.	The Customer Service Centre will continue to develop the service provided to Adult Social Care, so that residents can access and be assessed for services they need quickly and easily.
		We will champion fairness and ensure that appropriate equality impact assessments are carried out to assess the impact of a change to services or policy on people with protected characteristics.
		We will continue to provide people in Nottinghamshire with disabilities employment within a Supported Business environment and review our approach to employment opportunities as a cross-council programme.
	People have the support they need, without unnecessarily intruding on their daily lives	We will explore better use of technology to support people to remain as independent as possible for longer. Milestones • Progress the programme to improve customer experience through digital development.

Commitment	Success measures	Activities
A great place to bring up your family		
Commitment 2: Children are kept safe from harm	Children at risk are appropriately identified, supported and protected	The legal team will continue to review and refine our digital working arrangements with Nottingham Family Courts. We will continue to monitor the percentage of child protection matters completed within 26 weeks of commencement.
	Looked After Children and care leavers are well supported	Targeted apprenticeships and work placements for care leavers.
A great place to fulfil your ambition		
Commitment 4: has a thriving jobs market	More people are in higher paid and skilled jobs More apprenticeships available for people of all ages	As one of the largest employers in Nottinghamshire we aim to be an employer of choice providing good quality employment opportunities and opportunities to develop and gain skills and qualifications. We are committed to increasing the number and range of apprenticeships and work experience placements across the Council for a wider age range
Commitment 6: People are healthier	That we have a healthy workforce	Implement the Health and Wellbeing Action Plan in partnership with Public Health colleagues to help employees make healthy choices for themselves, their families and their communities to enable them to stay safe and live long, healthy and productive lives.
A great place to enjoy your later life		
Commitment 9: People receive the right care and support at the right time	Services improve as a result of better integration of health and social care	One of the four business transformation themes of the ICT strategy is health and social care technology integration, which will support the delivery of the Sustainable Transformation Plan (STP) through a shared approach to developing technology infrastructures, sharing relevant information between health and care professionals where appropriate and automating workflows between health and social care services. Electronic workflows are live in Newark and Sherwood and Bassetlaw hospital groups with services due to go live at Nottinghamshire University Hospitals Trust in mid-2019. The Nottinghamshire Health and Social Care portal is now live and providing health and social care data to clinical and professional staff. Social care data is now available to supplement clinical data in the risk stratification process to identify patients most at risk of requiring urgent intervention.
A great place to start and grow a business		
Commitment 10: Nottinghamshire is a great place to invest and do business	Increased economic productivity across the county	In 2016/17 overall supplier spend was £622.188m. We will work to increase the use of the local supply market by holding pre-market engagement events prior to commencing individual procurement projects, and undertaking wider generic "meet the buyer" events aimed at enabling more organisations to feel empowered about tendering for locally-available work.
Commitment 12: Nottinghamshire has a skilled workforce for a global economy	Having a workforce with the right level of skills that the Council needs now and for the future	We will use the people strategy to identify the knowledge and skills required for the future and plan how to achieve this.

Chief Executive's Department Improvement and Change Portfolio

Senior responsible officer: Chief Executive

Description

The Chief Executive's departmental improvement and change portfolio consists of 11 cross-Council programmes of work which are focussed on ensuring a council that is fit for the future. The programmes include developing our approach to designing service and the use of business intelligence, maximising the use of technology, embedding a culture of organisational learning, managing information entrusted to the Council and ensuring that we develop, support and engage our first class work-force.

Programmes

01 Consolidating our new department

Lead Member: Leader/Dep Leader/Chair Finance

This programme of work is about the continuous identification of service transformation and operating efficiencies and the way that we embed them in our new Department.

We will ensure that we learn from ourselves, our partners and others, to provide internal challenge and stimulate creativity. We will also build on engagement with our team and group managers to empower them to take forward our ideas, at a service level and across the Council.

We will work to develop our new operating model and provide transparency of our performance towards the achievement of our commitments.

Key milestones for the next year include:

► Develop employee and management engagement in the new department

► Peer Review to commence – June 2019

► Peer review outcome report responded to – September 2019

02 Tools for Transformation

Lead Members: Chairman of the Finance and Major Contracts Committee

Nottinghamshire County Council has a strong track record of identifying and implementing commercially innovative ways to deliver services as well as capitalising on its traded services to deliver income to support the delivery of services that cannot generate income.

The Council's commercial approach is now framed within our Commercial Strategy. The strategy aims to increase the contribution that commercial activity can make, to help minimise the impact that significant cuts to funding have made and will likely continue to make in the coming years. The commercial strategy takes a broad view of commercial activity and its contribution to the financial position of the authority. It also takes into account the positive contribution that traded services can make to the residents and businesses of Nottinghamshire.

Key milestones for the next year include:

► Embed commercial skills by providing commercially focused training that will form part of the key competencies for Council employees

► Further services supported in their commercial development

► Undertake a review of pricing and charging

► Exploring the potential for some shared resources services with another County Council

03 Intelligence led Performance

Lead Member: Chairman of the Improvement and Change Sub-Committee

Information and intelligence are vital assets to support us to provide the best possible services for local people, improve the place in which we live, and give good value for money. This Programme will advance the Council's ethical use of these assets as agreed in the Business Intelligence Strategy and support the implementation of our refreshed Planning and Performance Management Framework.

Intelligent Council

The way we make decisions and manage our services affects our ability to deliver on our commitments for Nottinghamshire. Our ambition is to make the best use of the opportunities offered by the ever-changing world of business intelligence, data science and data driven technology. We will use these to bring together data about our services to ensure that managers have the right information available to them and support them to form cycles of continuous improvement based on the best available intelligence.

Key milestones for the next year include:

▶ Prioritise deliverables for business intelligence across the Council in 2019/20

▶ Refresh the operating model and processes for performance and intelligence

▶ Identify the attributes and behaviours required across all tiers to support an intelligence led performance culture

Intelligent County

A strong understanding of Nottinghamshire and the people who live here is important to be able to plan and deliver our services. The Council want to put local people at the heart of everything we do and so it is important that we have a consistent understanding of those local people that can be used across our services.

Key milestones for the next year include:

▶ Bring together people and place data to provide spatial analysis for service and inform demand management

▶ Upgrade our Geographical Information Systems to provide mapping of spatial data

▶ Develop our approach to predictive analytics, machine learning and AI, including our ethical use of data

04 Information Governance

Lead Member: Chairman of the Governance and Ethics Committee

The purpose of the information governance improvement programme is to improve our approach to the management of information across the Council to ensure we retain the trust and confidence of our residents and are compliant with data protection and other requirements.

The programme is split into two phases over two years. Phase one was focussed on preparing the Council for compliance with new data protection legislation which came into force in May 2018. The second phase focuses on document management.

Key milestones for the next year include:

▶ Document Management – Discovery and Initial Design

▶ Document Management – Discovery and Initial Design deliverables

▶ Document Management – Research good practice / lessons from elsewhere

▶ Document Management – Business Case developed (June 2019)

05 Our Workforce

Lead Member: Chairman of the Personnel Committee

People are the Council's greatest asset and we need to ensure that we have a work force that is flexible and has the right knowledge and skills to deliver the Council's key priorities and improve outcomes for local people. We will look at how we encourage and support staff to develop, nurture talent and encourage the right culture of engaging, motivating and empowering people to work together as one organisation to deliver the commitments set out in the Council Plan.

The People Strategy is being reviewed to reflect the refreshed Departmental Strategies and to continue to enable our ambition to be an employer of choice.

Key milestones for the next year include:

▶ Develop Employee Engagement tools and approaches for use across the Council.

▶ Refresh People Strategy (July 2019)

06 Health and Social Care Technology Integration

Lead Member: Chairman of the Improvement and Change Sub-Committee

The Local Digital Roadmap sets out how Nottinghamshire health trusts and local authorities support the improvement of health and wellbeing of the local population through technology enabled integrated health and social care services. This underpins the delivery of the Sustainability and Transformation Plan (STP).

The focus is on improving the productivity and efficiencies of the health and social care workforces, improving services to service users (particularly with regard to assessments, discharges and transfers of care provision), improving professional collaboration and supporting independent living.

Key milestones for the next year include:

▶ Improving referral workflows with King's Mill Hospital and other hospitals within Sherwood Forest Hospital Trust

▶ Developing a secure technology approach for automating workflows amongst a number of health and social care partners

▶ Implementing a standard for Wi-Fi access for staff and partners across health and local authority sites

▶ Use of portal technology for sharing agreed information between health and social care practitioners

▶ Use technology to support improvements to home based care services

▶ Deliver a proof of concept using predictive analytics to create an early warning system to identify service users at risk of requiring long term care

07 The Cloud (off-site data centres)

Lead Member: Chairman of the Improvement and Change Sub-Committee

The move to the Cloud is one of the themes of the ICT Strategy. The target is to move away from owning and operating a data centre to using off-site solutions, known as cloud services, by the end of 2019. The programme will involve identifying the full requirements, assessing the most cost-effective options, procuring and implementing the solutions, along with designing the ongoing support for the systems.

Key milestones for the next year include:

▶ Migrate to an Office 365 platform

▶ Upgrade of desktop / laptop Office image from 2013 to 2016

▶ Transition a range of applications and databases to off-site solution (May 2019)

08 Investing in Nottinghamshire

Lead Member: Leader

Over the past few years, we have seen a major change in the style of working in our office bases. We have already seen work settings updated and the deployment of new technology to support a more flexible style of working.

This programme will see Nottinghamshire County Council deliver an asset management strategy that will maximise the generation of capital receipts and reduce ongoing revenue costs through the delivery of a right-sized and sustainable estate which will also minimise maintenance requirements in the long term. Our new modern estate will provide services local to the communities they support.

The initial proposals, subject to detailed feasibility, are that Mercury House, the Piazza, Bevercotes House, Chancery Lane, Trent Bridge House, Sir John Robinson House and Prospect House are all vacated with leases released or buildings sold, subject to their ownership.

The County Council will make use of its land assets to design and build appropriate new accommodation to enhance local services to local people, specifically at Top Wighay and the West Bridgford County Hall campus.

Key milestones for the next year include:

▶ Undertake detailed feasibility work to support the disposal of existing office premises and development of new accommodation to better meet the needs of the council.

09 Improving Customer Experience through Digital Development

Lead Member: Chairman of the Improvement and Change Sub-Committee

This programme will look to build on examples of good practice by taking advantage of existing and emerging technologies both in Nottinghamshire and in public services elsewhere to improve customer experiences and drive internal efficiencies through digital development.

Key milestones for the next year include:

▶ To surface wider examples of good practice and identify where these could offer further benefits and drive efficiencies across the Council

▶ To identify where we are spending time doing things, typically manually, that could be fully automated

▶ To look at ways we currently engage with our customers and develop solutions to improve on this, e.g., the creation of a MyNotts App

▶ To improve the way in which we work with our partners, e.g., the development of a secure online platform to share ideas and support collaboration

▶ To effectively use data to help us make informed decisions and predict how we respond to change in the future

10 Member Communication and Engagement

Lead Member: Chairman of the Governance and Ethics Committee

The purpose of the member communication and engagement programme is to review the whole Council approach to ensure effective communication and engagement with members across all service areas and departments of the Council and with its Arm's Length Organisations such as Arc, Via and Inspire. It will ensure that members are:

• Aware of, kept updated and involved with events, activities and issues raised within and in relation to their constituency from an early stage.

• Consulted on any planned Council communications related to their areas and constituents .

• Effectively briefed, engaged and consulted on matters relating to their individual portfolios or areas of specific responsibility and have access to appropriate, timely, and accurate information which they need to enable them to discharge these responsibilities effectively.

Views of members will be sought as part of the programme to ensure that any potential solutions meet different needs and requirements.

Key milestones for the next year include:

▶ To develop a consistent approach which is, well communicated, well used, effectively monitored and managed across the whole Council

▶ To identify areas of good practice, tools and approaches for application Council-wide.

▶ To determine a set of standards and a framework which clearly identifies key responsibilities and timescales.

11 Local Government Association Peer Challenge

Lead Member: Leader

Nottinghamshire County Council has an ambition to provide the best possible services for local people, improve the place in which we live, and give good value for money. To this end, the Council will undergo a Peer Challenge in 2019 which will consider the critical issues affecting our performance and ability to improve.

We will take on the role of facilitators for the Review and for the Council's response to the learning opportunities it identifies.

Key milestones for the next year include:

▶ Peer Review Commenced – June 2019

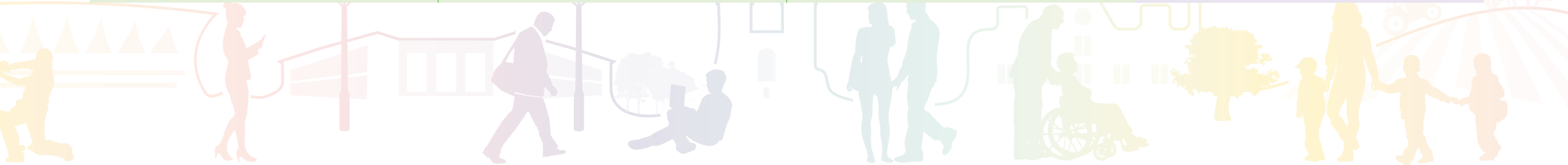▶ Peer review outcome report responded to - September 2019

Chief Executive's Department Core Data Set

The core data set for the Chief Executive's department sets out the information required by managers and leadership teams to managing services in the Department and the achievement of our outcomes.

The measures included in the data set will support management of the efficiency and effectiveness of services and the identification of potential risk and issues.

The functions within the Chief Executive's Department also support the efficiency and effectiveness of other services across the Council. This data set also includes the Council Organisational Health Measures collated by the department. These include data from across the whole organisation that show the collected performance or corporate risks arising from services across the Council.
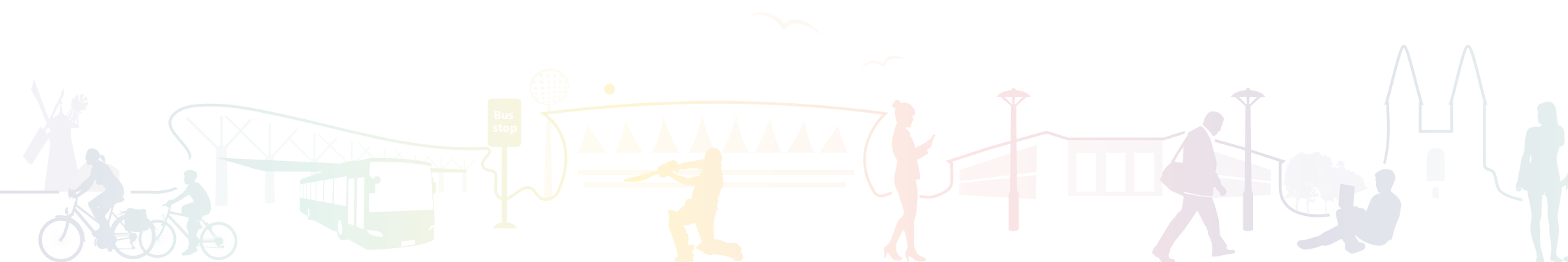
Our Commitments	To know if the Council is achieving this we need to understand that:	To know if our Services are effective we need to understand that:	This contributes to the Council Plan Approach
The Council has an accessible front door for the public to access advice, information and services	The Council provides timely response to customer requests for information - % FOI requests carried out within timescale - % of Subject Access requests completed within 40 days or negotiated timescale	Customers making initial contact with Council Services receive a timely and effective response. The customer service centre actively manages - Call abandon rate - Call waiting time - Calls answered within 30 seconds - % of first contact resolution - Average resolution time - Satisfaction of customers	% of people who feel well informed about the services and benefits the Council provides Customer satisfaction ratings (Put local people at the heart of everything we do)

Our Commitments	To know if the Council is achieving this we need to understand that:	To know if our Services are effective we need to understand that:	This contributes to the Council Plan Approach
Is financially robust, delivers a balanced budget and operates sustainably within the Medium Term Financial Strategy	The Council actively manages its budget to ensure it is used to best effect and makes use of alternative funding streams - Set a balanced budget - Engagement with budget forecasting - Drawing unexpectedly on reserves - Annual Governance Statement - The Section 151 officer statement	Services are regularly and effectively audited to identify and mitigate potential risk - % Audit recommendations adopted	% of people who agree that the Council provides value for money (Spend money wisely)
Effectively identifies and manages risks	Evidence that the Council knows, measures and mitigates its risks.		% of people who agree that the Council provides value for money (Spend money wisely)
Makes maximum use of technology to obtain value for money and supports a workforce able to work flexibly, where and when it best suits them, their customers and service users	The Council supports customer to use technology to access services - % of successful transactions completed online.	Technology and systems are reliable and secure - Average availability of NCC business critical services ICT during business hours - Data incident metric	% of people who agree that the Council provides value for money (Spend money wisely)
Operates within its legal framework and powers	The Council actively manages the use financial exceptions to improve - Value of waivers of financial regulations		
Has appropriate governance arrangements in place which are consistently applied	- Produce an annual governance statement - Obtain annual assurance statements from Corporate Directors		

Our Commitments	To know if the Council is achieving this we need to understand that:	To know if our Services are effective we need to understand that:	This contributes to the Council Plan Approach
Has an open and transparent decision-making process			% of people who agree that they can influence decisions affecting the local area (Stand up for local people)
Effectively and ethically manages data, analysis, data driven technology, data science and business intelligence to make improvements to service delivery	Service use BI and data to make improvements to service delivery - % services with BI Dashboards - Data quality measure	Business Intelligence provision is reliable and secure - Average availability of BI Hub during business hours - Product and Analysis assured	
Deals with customer complaints in an efficient and effective way and learns from them to improve services	- No. AND/OR % of complaints escalated due to complainant not being satisfied with initial response - Number of complaints upheld by the Local Governance Ombudsman		% of people who are satisfied with the way the Council runs things
Is an employer of choice and employs people with the right knowledge, skills and experience to ensure effective delivery of Council services	**Training** - % of employees who have completed mandatory training courses - % of existing employees who have completed GDPR training within timescale - % of new starters who have completed GDPR training within timescale - No. of Non-PC Users who have completed GDPR Training - Turnover rate - Sickness absence levels		

Our Commitments	To know if the Council is achieving this we need to understand that:	To know if our Services are effective we need to understand that:	This contributes to the Council Plan Approach
Promotes what it does and protects its reputation with effective communication strategies and marketing campaigns		Engagement levels with social media - Average engagement per social media post broken down by: Clicks, Likes, Shares, Comments, Mentions, Profile Visits, and Active Followers (someone who has logged in and interacted with social media NCC content within the past 30 days)	% of people who are satisfied with the way the Council runs things
Promotes and champions the equalities agenda.	**Pay Policy Statement** - Median Pay of Workforce: FTE Median Pay - Pay Multiple: Ratio between Chief Execs pay and Councils median earner **Gender Pay Gap** - Mean of gender pay gap - Median of gender pay gap - Proportion of men and women according to quartile pay bands - Workforce profile data		