

**Policy Committee**

**Date:** **Wednesday, 17 October 2012**  
**Time:** **10:30**  
**Venue:** **County Hall**  
**Address:** **County Hall, West Bridgford, Nottingham NG2 7QP**

**AGENDA**

<b>1</b>	<b><u>Minutes of last meeting held on 12 September 2012</u></b> Details	<b>5 - 8</b>
<b>2</b>	<b><u>Apologies for Absence</u></b> Details	<b>1-2</b>
<b>3</b>	<b><u>Declarations of Interests by Members and Officers:- (see note below)</u></b> (a) Disclosable Pecuniary Interests (b) Private Interests (pecuniary and non-pecuniary)	<b>1-2</b>
<b>4</b>	<b><u>Sherwood Forest Visitor Centre Attraction - Procurement of Operator</u></b> Details	<b>9 - 14</b>
<b>5</b>	<b><u>£1 million Olympic and Paralympic Legacy Fund</u></b> Details	<b>15 - 20</b>
<b>6</b>	<b><u>Investing in Nottinghamshire County Cricket Club to secure economic benefits for Nottinghamshire</u></b> Details	<b>21 - 26</b>
<b>7</b>	<b><u>Improvement Programme - Phase II</u></b> Details	<b>27 - 38</b>
<b>8</b>	<b><u>County Council Workforce Strategy</u></b> Details	<b>39 - 58</b>
<b>9</b>	<b><u>Communications and Marketing Restructure</u></b> Details	<b>59 - 64</b>
<b>10</b>	<b><u>Health Scrutiny Consultation Response</u></b> Details	<b>65 - 70</b>
<b>11</b>	<b><u>Update on the Customer Service Centre</u></b> Details	<b>71 - 76</b>
<b>12</b>	<b><u>Work Programme</u></b> Details	<b>77 - 80</b>

13	<b><u>Exclusion of the Public</u></b>	1-2
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The Committee will be invited to resolve:-

“That the public be excluded for the remainder of the meeting on the grounds that the discussions are likely to involve disclosure of exempt information described in paragraphs 3 and 5 of the Local Government (Access to Information) (Variation) Order 2006 and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.”

### **Note**

If this is agreed, the public will have to leave the meeting during consideration of the following items.

### **EXEMPT INFORMATION ITEMS**

14	<b><u>Sherwood Forest Visitor Centre - Procurement of New Operator - exempt appendix</u></b> Details	1-2
15	<b><u>Investing in Nottinghamshire County Cricket Club to secure economic benefits for Nottinghamshire</u></b> - exempt appendix	1-2
No.	<b><u>NOTES:-</u></b>	1-2

(1) Councillors are advised to contact their Research Officer for details of any Group Meetings which are planned for this meeting. A meeting of the Conservative Group will be held at 9.45 am on the day of the meeting

(2) Members of the public wishing to inspect "Background Papers" referred to in the reports on the agenda or Schedule 12A of the Local Government Act should contact:-

Customer Services Centre 08449 80 80 80

(3) Persons making a declaration of interest should have regard to the Code of Conduct and the Council's Procedure Rules.

(4) Members or Officers requiring clarification on whether to make a declaration of interest are invited to contact Chris Holmes (Tel. 0115 9773714) or a colleague in the Democratic Services prior to the meeting.

(5) Members are reminded that Committee and Sub-Committee papers, with the exception of those which contain Exempt or Confidential Information, may be recycled.





Meeting **POLICY COMMITTEE**

Date **Wednesday, 12<sup>th</sup> September 2012 at 10:30am**

## **membership**

Persons absent are marked with 'A'

## **COUNCILLORS**

Mrs Kay Cutts (Chairman)  
Martin Suthers OBE (Vice-Chairman)

	Reg Adair	Philip Owen
	Joyce Bosnjak	Alan Rhodes
	Richard Butler	Kevin Rostance
	Steve Carroll	June Stendall
A	John Clarke	Andy Stewart
	John Cottee	Brian Wombwell
	Richard Jackson	Martin Wright
	Stan Heptinstall MBE	Jason Zadrozny
	Mick Murphy	

## **ALSO IN ATTENDANCE**

Councillor Mel Shepherd MBE

## **OFFICERS IN ATTENDANCE**

David Pearson	(Deputy Chief Executive)
Martin Done	(Policy, Planning & Corporate Services)
Keith Ford	(Policy, Planning & Corporate Services)
Jayne Francis-Ward	(Policy, Planning & Corporate Services)
Matt Garrard	(Policy, Planning & Corporate Services)
Paula McManus	(Policy, Planning & Corporate Services)
Celia Morris	(Policy, Planning & Corporate Services)
Anna Vincent	(Policy, Planning & Corporate Services)
Michelle Welsh	(Policy, Planning & Corporate Services)
Clare Yau	(Policy, Planning & Corporate Services)

## **MINUTES**

The Minutes of the last meeting held on 18<sup>th</sup> July 2012 having been previously circulated were confirmed and signed by the Chairman.

## **APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor John Clarke (apologies submitted - other reasons)

## **DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS**

None

## **ORDER OF AGENDA**

The Chairman agreed to revise the order of the agenda to enable councillor Rostance to be present for the item on Establishment of a Multi-Agency Safeguarding Hub.

## **ESTABLISHMENT OF A MULTI-AGENCY SAFEGUARDING HUB (MASH)**

### **RESOLVED 2012/026**

- 1) That the final arrangements for establishing the Multi-Agency Safeguarding Hub (MASH) in Nottinghamshire be noted.
- 2) That funding of £552,000 from County Council contingencies for the recurring annual costs of the MASH, including some staffing costs as detailed in paragraph 23 of the Committee report, be approved.
- 3) That the following posts be established with immediate effect:-
  - a. 1 full time equivalent (FTE) post of MASH Operational Manager (Band F plus temporary market factor supplement) for 12 months;
  - b. 2 FTE permanent Senior MASH Officer posts (Grade 5);
  - c. 13 FTE permanent MASH Officer posts (Grade 4).

## **FEEDBACK FROM CORPORATE PEER CHALLENGE**

### **RESOLVED 2012/027**

- 1) That the peer challenge feedback letter be noted and the action plan in response to the suggestions made in the letter be agreed.
- 2) That a progress report on the implementation of the action plan be considered by Policy Committee in six months time.

## **PROCURING HEALTHWATCH FOR NOTTINGHAMSHIRE**

### **RESOLVED 2012/028**

- 1) That a Healthwatch Nottinghamshire provider be procured in line with the approach and timetable set out in the Committee report.
- 2) That an NHS complaints advocacy service be procured in line with the approach and timetable set out in the Committee report.
- 3) That, in view of the tight timescales described in the Committee report, authority be delegated to the Corporate Director for Policy, Performance and Corporate Services, in consultation with the Deputy Leader of the County Council

- sign-off the service specification for Healthwatch Nottinghamshire;
  - award the contract; and
  - determine the terms and conditions upon which the contract will be awarded.
- 4) That authority be delegated to the Corporate Director for Policy, Performance and Corporate Services, in consultation with the Deputy Leader of the County Council, to take action which is considered necessary to achieve the outcomes outlined in this report.

## **REVIEW OF THE TRANSLATION AND INTERPRETATION SERVICE**

### **RESOLVED 2012/029**

That the County Council changes from direct provision to using Nottingham City Council's translation and interpretation service ('Language Solutions') as soon as possible.

## **COMMUNICATIONS AND MARKETING STRATEGY 2012-14**

The Chairman indicated that the part of the report concerning the revised Communications and Marketing team structure had been withdrawn.

### **RESOLVED 2012/030**

That the Communications and Marketing Strategy 2012-14 and the associated Media Protocol be approved.

## **UPDATE ON NOTTINGHAMSHIRE ANNUAL SATISFACTION SURVEY**

### **RESOLVED 2012/031**

- 1) That the Committee note that, by working in partnership, the Council had saved £10,000.
- 2) That the report be noted.

## **OSBERTON HORSE TRIALS**

### **RESOLVED 2012/032**

That the report be noted.

## **LENGTHSMAN SCHEME**

### **RESOLVED 2012/033**

That the progress in developing the Lengthsman Scheme be noted.

## **FINANCIAL CONTRIBUTION TO EXPERIENCE NOTTINGHAMSHIRE**

### **RESOLVED 2012/034**

- 1) That the County Council's funding contribution to Experience Nottinghamshire for the 3 year period 2012/13 – 2014/15 be increased to £218,000 per annum, subject to the development of, and successful performance against, a Service Level Agreement between the Council and Experience Nottinghamshire.
- 2) That the Chief Executive of Experience Nottinghamshire be invited to give a presentation on the work of the organisation to a future meeting of the Committee.

Councillors Joyce Bosnjak, Steve Carroll and Alan Rhodes asked for their vote against the motion to be recorded in the minutes.

## **WORK PROGRAMME**

### **RESOLVED 2012/035**

That the work programme be noted.

The meeting closed at 12.23pm.

CHAIRMAN

M\_12Sept2012



**REPORT OF THE CHAIRMAN OF THE CULTURE COMMITTEE****SHERWOOD FOREST VISITOR CENTRE ATTRACTION – PROCUREMENT  
OF OPERATOR****Purpose of the Report**

1. To inform Policy Committee of the outcome of the procurement process for the Sherwood Forest visitor centre/attraction.
2. To seek approval to enter into legal agreements with the successful bidder to manage the design, funding and operation of a new visitor centre/attraction at Sherwood Forest.
3. To seek approval for the Council's potential financial contribution towards the new centre/attraction.

**Information and Advice**

4. The Council is committed to ensuring that Sherwood Forest, home of Robin Hood, hosts a modern and exciting visitor centre/attraction. To achieve this, the Council has sought an operating partner with suitable experience and expertise to run a visitor attraction on Council owned land opposite the Forest site.
5. Whilst safeguarding the ancient forest so it can be enjoyed for generations to come, and ensuring that access to the ancient forest and legendary Major Oak remains free for all, the Council wishes to:
  - Significantly boost tourism and tourist spend in Nottinghamshire;
  - Secure and create new jobs in the local tourist industry (including many new jobs at the new visitor attraction);
  - Provide modern educational and learning facilities at Sherwood;
  - Reduce the level of public funding required to operate/manage visitor facilities at the Forest, so that available funding can be re-invested in its protection and management.
6. The current visitor centre is located on the Sherwood Forest National Nature Reserve (NNR), a European Special Area for Conservation (SAC) designated under the Habitats Directive. The County Council manages part of the NNR & SAC under an agreement with Natural England, the Government's nature conservation body.
7. In 2002, the Council agreed with Natural England to remove the visitor centre and car parking within the NNR boundary to help improve its conservation status. All facilities

should have been removed by December 2010, but in the light of its financial constraints, the Council has agreed an extension with Natural England to exit the site by 2015/16.

8. A feasibility study on the relocation of the current centre was undertaken in 2004. An adjacent arable field was identified as the preferred site for the new centre. This was purchased in 2008.
9. Some information relating to this report is not for publication by virtue of paragraphs 3 and 5 of Schedule 12A of the Local Government Act 1972. Having regard to all the circumstances, on balance the public interest in disclosing the information does not outweigh the reason for exemption because the information would add a limited amount to public understanding of the issues but would significantly prejudice the bidders in relation to disclosure of information regarding their financial and business affairs. The Exempt Appendix also includes legal advice on the legal implications for the Council in relation to the proposals set out in this report to which legal professional privilege applies. The exempt information is set out in the **Exempt Appendix**.

### **Vision for a new Centre**

10. The Council's vision for a new visitor centre/attraction is to:

***Create a new visitor attraction which promotes and enhances the national and international reputation of Sherwood Forest, the legend of Robin Hood and the broader history and heritage of Nottinghamshire.***

11. The Council's brief for bidders for the replacement centre/attraction required them to develop proposals that would:
  - *Create a new, exciting, innovative, all weather, all year round visitor and tourist attraction*
  - *Increase visitor numbers*
  - *Have a minimum life span of 25 years*
  - *Have a landscape plan that is compatible with any building design*
  - *Permit free access to the NNR through a safe road crossing*
  - *Manage visitor impact on the habitat of the NNR*
  - *Provide visitor information on the NNR, the Forest and Nottinghamshire*
  - *Provide educational and learning facilities*
  - *Provide car parking facilities and/or park and ride operation*
  - *Ensure the site infrastructure can support increased visitor numbers*
  - *Ensure that environmental and sustainable good practice is followed during the design, development and operation of the centre*
  - *Secure the involvement of partner agencies and organisations*
  - *Provide facilities for NNR ranger and site management personnel and their equipment*
  - *Reinvest a proportion of income to support NNR management*
  - *Reduce the level of capital commitment required from the County Council.*

### **The Procurement Process**

12. The Sherwood Forest Visitor Centre project was established to manage an EU Works Concession Procurement, the legal process by which an operator could be procured.

This was considered to be the best process to be followed as it gave a high degree of flexibility to potential operators.

## Contracting Model

13. Three key legal documents have been prepared which bidders were required to sign up to in the bidding process. The legal agreements comprise:
  - **Development Agreement.** This part of the contract comes into effect first and runs for the planning and construction phases of the development of the new site. It sets out the overall design specifications and regulations to which the new visitor centre and attraction will be built. Effectively, it ensures the operator builds what they say they will build. It also places risk in the initial stages of the development firmly with the operator, particularly in respect of obtaining planning permission.
  - **Operating Agreement.** This contract comes into effect after practical completion of the construction of the visitor centre and attraction as set out in the Development Agreement. It sets out the terms and conditions by which the operator will operate the centre and attraction. In short, it ensures the operator runs the visitor centre and attraction in the way they said they will and the way the Council requires them to. The Operating Agreement has been designed to optimise operational flexibility for the new operator (as it is mainly their capital and revenue finances that are at risk under the terms of the Operating Agreement), while at the same time providing reassurance that there are arrangements in place to manage any risks to the greatest extent possible.
  - **Lease.** The Lease is for the Council owned site and comes into effect once the development is completed. It is signed as a separate document to the Operating Agreement but mirrors its duration. In the event that the Operating Agreement is terminated, the Lease will come to an end, and vice-versa. The majority of the controls in respect of the safe and smooth running of the new facilities will be contained within the Operating Agreement.

## Evaluation Process

14. Following a dialogue process with two bidders, in June 2012 two bids were received. These have been evaluated by a multi-disciplinary officer and partner panel according to five broad categories:
  - The Attraction (40% of marks awarded in the evaluation process)
  - Finance (30%)
  - Community and Economic Benefits (10%)
  - Environmental Impact (10%)
  - Fit with Strategic Plans (10%)

## Outcome of Evaluation

15. For the purposes of this report, the two bidders are referred to as Bidder A and Bidder B. The moderated scores for both bids are contained in the **Exempt Appendices 1a and 1b**, along with further information about each bid.

16. It is recommended that the concession be awarded to Bidder A on the basis of the moderated scores.
17. Both bidders shall be informed of the outcome of the procurement and given feedback in accordance with the requirements and obligations of EU public procurement rules.
18. The award will be subject to successful clarification/fine-tuning of any outstanding issues in the contract documentation to be addressed by the Council with Bidder A. The contract documentation will not be subject to re-negotiation. Any amendments to be made to the contract documentation will be a matter of fine-tuning.
19. On successful completion of the clarification/fine-tuning stage, the Council and the winning bidder will complete the three legal agreements set out above.
20. Should it not be possible to conclude these outstanding points, then the Council may consider re-engaging with the unsuccessful bidder. The Council also reserves the right not to award the contract to any bidder. In this case, this will be reported back to the Policy Committee for further consideration and approval.

### **Other Options Considered**

21. In 2008, the Council attempted the development of a new visitor centre at Sherwood through a major national lottery bid which ultimately was unsuccessful. The Council subsequently considered different design options to be funded from within its capital programme, but given the budget pressures experienced in the past two years, these options were financially unsustainable.

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

22. The establishment of a replacement visitor centre/attraction will enable the Council to fulfil its obligation to exit the current visitor centre site, and will deliver improved and sustainable visitor facilities to one of Nottinghamshire's major visitor attractions.

### **Statutory and Policy Implications**

23. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and legal advice sought on these issues as required.

### **Implications for Service Users**

24. The delivery of the Council's vision for the visitor centre will improve customer numbers and the customer experience significantly, through the establishment of a range of new and enhanced facilities. The successful establishment of a new visitor centre/attraction will also support continuing free public access to the NNR and its effective preservation, and deliver employment and economic benefits to Nottinghamshire.

## **Financial Implications**

25. These are set out in the **exempt appendix** to this report.

## **Equalities Implications**

26. Delivery of the Council's vision for the new centre/attraction will improve current levels of access for people with disabilities. The operating agreement requires the successful bidder to comply with all current equal opportunities related statute and prepare and implement a full Equalities Impact Assessment of their scheme.

## **Human Resources Implications**

27. The successful bidder will accept the transfer of existing visitor centre employees with protection under the Transfer of Undertakings (Protection of Employment) (TUPE) regulations. Final details of the staff transferring will be agreed as part of the clarification of the Operating Agreement.
28. Full communications and consultation will take place with those employees affected and with the relevant trade unions, in respect of the planning and implementation of the transfer of employment.

## **Planning Implications**

29. Newark and Sherwood District Council is the planning authority that will determine the application for the new centre. In this respect, there are a number of key planning elements that the successful bidder will need to address in terms of heritage and conservation impact, car parking and traffic management, and the scale and scope of the buildings and facilities on offer.

## **Environmental Implications**

30. As a core stakeholder in the Sherwood Forest National Nature Reserve (NNR), Natural England (NE) was invited to comment on both bids, and commented on the key questions pertinent to the future conservation and management of the Forest. The comments were not taken into account in the scoring of the bids, but this consultation with Natural England enabled the Council to understand better the impact of the matters set out in each bid.

## **Legal Implications**

31. Legal comments are set out in the body of this report.

## **Risk and Insurance Implications**

32. The successful bidder will be expected to take full insurance responsibility both during the construction and operational phases, including insurance of the buildings. The contract will include indemnity clauses requiring the successful bidder to indemnify the Council against losses arising from their negligence and this will be backed up by appropriate levels of liability insurance placed with an insurer with a rating of no less than A-. Proof of the insurance will be provided to the Council on an annual basis.

## RECOMMENDATIONS

That Policy Committee:

- 1) Approves the award to Bidder A of a works concession to be the operating partner for a new visitor centre/attraction at Sherwood Forest, subject to successful clarification/fine-tuning of the legal agreements described in this report;
- 2) Approves the Council entering into the necessary Legal Agreements to give effect to the project within the financial parameters set out in the **Exempt Appendix 2**;
- 3) Gives delegated authority to the Corporate Director, Children, Families and Cultural Services, in consultation with the Group Manager, Legal and Democratic Services, to approve any additions or amendments to any agreements which in their judgement are necessary to give effect to the project and which are within the financial parameters set out in this report;
- 4) Agrees that the Culture Committee will receive further reports regarding the design, development and longer term operation of the new visitor centre/attraction.

**Councillor John Cottee**  
**Chairman of the Culture Committee**

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

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### **Constitutional Comments (SSR 01/10/12)**

33. The proposals in this report are within the remit of this Committee.

### **Financial Comments (PS 03/10/12)**

34. The financial implications are set out in the exempt appendix.

### **Background Papers**

Redevelopment of the Sherwood Forest Visitor Centre - report to Cabinet on 14/9/11  
Sherwood Forest Visitor Centre - report to Culture Committee on 26/6/12

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

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

All.  
C0093

**REPORT OF THE CHAIRMAN OF THE CULTURE COMMITTEE****£1 MILLION OLYMPIC AND PARALYMPIC LEGACY FUND****Purpose of the Report**

1. To approve a £1million sports grant fund for Nottinghamshire's community sports clubs as part of Nottinghamshire's Olympic and Paralympic legacy programme. This special one-off fund, thought to be the only local authority fund of its kind in the country, is designed to support the network of sports clubs across the County to meet the increased demand they are experiencing and enable more people in Nottinghamshire to get involved in sports, following the success of the London Games.

**Information and Advice**

2. The Council is responding to the call to 'Inspire a Generation' and offering practical funding to support grass roots sports clubs to grow Nottinghamshire's future Olympians and Paralympians. The 2012 Olympic and Paralympic Games produced outstanding performances from UK sportspeople, many of whom live and/or train in Nottinghamshire. The 2012 Games captivated the watching public, and have inspired many people to investigate opportunities to get involved in sports activities at a local level. Every person competing at the 2012 Games started their sporting career at a local sports club, and the network of sports clubs across Nottinghamshire will be crucial to the development of the next generation of talented performers.
3. Community based sports clubs play a crucial role in providing positive and health promoting activities for their members, many of whom are children and young people. There are an estimated 1,500 sports clubs active within Nottinghamshire with membership numbers ranging from 20 to 1,500 across a wide range of sports. 600 clubs are currently registered on the County Council's sports club database, which provides a rich source of information about Nottinghamshire's sports club network.
4. The club network is largely responsible for supporting participants to develop their skills and move up the performance ladder of their chosen sport. In this respect, the quality of both the facilities and equipment available to clubs and their members are of critical importance.
5. Recent Council research into the challenges faced by Nottinghamshire sports clubs has highlighted the following key facility and equipment issues:-
  - Difficulty in accessing suitable training venues, and the variable quality of sports pitches and playing surfaces
  - Increases to facility hire costs impacting on the sustainability of clubs



- Rising equipment costs and not having enough equipment to meet demand holding back clubs' ability to take on new members.
6. The research also highlighted a number of specific examples that illustrate some of the key challenges faced by clubs:-
- a cricket club which was looking to develop a cricket pitch in its village and was in need of funding to help kick start the project
  - a gymnastics club which had outgrown its current facilities and was keen to locate to larger premises, but needed help with the purchase of equipment so that it could take on new members
  - a village football club which was seeking to develop a second pitch to enable it to offer more opportunities for young people in the village
  - a tennis club which needed funding to resurface an unused court as demand to join the club had increased by 400%.
7. Of the 60 clubs which took part in the research, only two had received external funding in excess of £1,000 in the previous 12 months, and several clubs commented they had given up trying and considered application processes for funding from various grant giving bodies to be too lengthy and time consuming.

## **The Scheme**

8. To respond to the legacy challenge created by the 2012 Games, and to maintain the momentum of increased sports participation that has been generated by them, a £1million Nottinghamshire Olympic Legacy grants scheme is proposed. As well as providing direct financial support, the grants scheme will also support club efforts to lever in additional matched funding.
9. The scheme will be designed to support local sports clubs to retain and grow membership and will focus on supporting clubs to buy much needed equipment and/or to support small/medium sized capital improvements to facilities. Clubs will be able to bid for two different streams of funding.
10. The first stream, 'Kick Start', will be available to registered, constituted sports clubs and will provide funding from £500 up to a maximum of £10,000. Clubs will need to demonstrate how the funding will be used to support increased participation and/or improve the performance of club members. Kick Start will incorporate a fast track application process to ensure that funds are made available to clubs in a timely fashion.
11. The second stream of funding, 'Game Changer', will be intended to support clubs that may be requiring a greater investment than £10,000. This scheme will have a maximum contribution ceiling from the County Council of £50,000. The Game Changer application process will be more detailed, and will include the requirement for a costed business case to be in place before bids will be considered. The Game Changer stream will look favourably on projects where part funding is already committed from other parties.



12. Summary criteria for both funding streams is set out below:-

**Kick Start (£500 - £10,000)**

Applicant clubs must:

- be from a sport with a national governing body recognised by Sport England or a national disability sports organisation
- be affiliated to their national governing body – this ensures that clubs adhere to governing body regulations and practices
- be formally constituted on a not for profit basis
- aim to increase or sustain participation in sport
- be willing to sign up to a Volunteer Co-ordinator position within the structure of the club (the County Council will commit to work with clubs to support this role, providing training and advice to help the club with volunteer recruitment and retention).

**Game Changer (up to £50,000)**

As per 'Kick Start' with clubs also being required to:

- demonstrate a significant level of matched funding to support the proposal
- have a robust business plan showing financial sustainability
- provide clear evidence that the development is needed and how it will be sustained into the future
- provide a clear and detailed project budget
- hold or be working towards a club accreditation scheme.

**Scheme Application process**

13. The scheme will open for applications on 1 November 2012 with a closing date of 31 December 2012. Clubs will be informed of decisions no later than 1 February 2013. It is intended that all of the available funding will be distributed in the current financial year, in order to deliver an immediate legacy impact.
14. Scheme specific monitoring and award protocols will be established to ensure that funds are appropriately utilised, and that required sporting outcomes for each grant are met.

**Scheme Governance**

15. Applications will be evaluated by officers from the sports team within Cultural and Enrichment Services, with recommendations made to the Culture Committee for approval.
16. The scheme will be managed within the existing staffing resource of Cultural and Enrichment Services.

**Other Options Considered**

17. None.

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

18. The introduction of this major scheme will support sports clubs across Nottinghamshire to develop new opportunities for people to play and succeed in their chosen sport. Local sports clubs are a cost effective route for channelling resources that will increase participation.

## **Statutory and Policy Implications**

19. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

## **Implications for Service Users**

20. The scheme will support improved access to upgraded sports facilities and equipment for people across Nottinghamshire, and as such will support increased levels of community participation in sport.

## **Financial Implications**

21. The proposal is to establish a £1million Olympic Legacy Fund to be distributed within the current financial year. At present the Council is forecasting an overall saving in year of approximately £8million. The main reason for this level of saving, as set out in the Period 4 Budget Monitoring Report, is the level of corporate contingency that the Council has established. It is therefore proposed that the cost of the Olympic Legacy Fund is met from the corporate contingency.
22. The Fund is a one-off investment. As such, there will not be ongoing investment that will require funding.

## **Equalities Implications**

23. The scheme will be effectively promoted across the sports network, including to those clubs that deliver and promote disability sport. The scheme's emphasis on increasing participation in sport will support increased take up of sport by those with protected characteristics.

## **Crime and Disorder Implications**

24. The scheme will support increased access and take up of sport by children and young people, and as such will provide young people with more places to go and things to do. Evidence suggests that increased access to constructive positive activities for young people can result in reduced levels of crime and anti-social behaviour in local communities.

## **Safeguarding of Children Implications**

25. The scheme's awarding criteria will require clubs to conform to national governing body regulations and approved practices. In all cases, these will require clubs to demonstrate effective safeguarding practice.

## **RECOMMENDATION/S**

- 1) That a £1million sports grant fund for Nottinghamshire's community sports clubs be established for distribution in the 2012/13 financial year.

**Councillor John Cottee**  
**Chairman of the Culture Committee**

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

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## **Constitutional Comments (SLB 01/10/2012)**

26. Policy Committee has authority to consider the matters set out in the report. The proposal falls within the Annual Budget; in accordance with the Financial Regulations it is an allocation from reserves created by under spends,

## **Financial Comments (PDS 02/10/12)**

27. Whilst the intention behind the Fund is to distribute all funding within the current financial year, any unspent funding will be set aside in an earmarked reserve at the year end to fund any continuing commitments.

## **Background Papers**

None.

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

All.

C0089



**REPORT OF THE CHAIRMAN OF THE CULTURE COMMITTEE****INVESTING IN NOTTINGHAMSHIRE COUNTY CRICKET CLUB TO SECURE  
ECONOMIC BENEFITS FOR NOTTINGHAMSHIRE****Purpose of the Report**

1. To seek approval to provide financial support of £900,000 to Nottinghamshire County Cricket Club in order to secure the economic benefit that the Ashes Test and other high profile events at Trent Bridge bring to Nottinghamshire, and in return for the package of community benefits and promotional opportunities outlined in this report.
2. To seek approval to defer the Cricket Club's repayment date for an existing £1.23m capital loan by 3 years until October 2015.

**Information and Advice**

3. Some information relating to this report is not for publication by virtue of paragraph 5 of Schedule 12A of the Local Government Act 1972. The Exempt Appendix comprises legal advice on the legal implications for the Council in relation to the proposals set out in this report to which legal professional privilege applies.
4. Trent Bridge, the home of Nottinghamshire County Cricket Club, has hosted Test Match cricket since 1899.
5. The Cricket Club has invested heavily in recent years in the redevelopment of the Ground, including the Radcliffe Road and Fox Road ends of the Ground in 1998 and 2003 respectively.
6. In 2008, the £8.2million Bridgford Road Stand was completed. This was part funded by the County Council along with Nottingham City Council and Rushcliffe Borough Council. Each council provided a loan of £1.23million in October 2007. This helped secure international cricket at Trent Bridge in the period to 2011.
7. The ability to attract international cricket is vital to the sustained financial viability of the Club. At the same time the number of Test Match venues has increased from six in 2003 to nine in 2011. This increasingly competitive environment has led to a number of local authorities providing cricket clubs with significant grants and/or loans to support this expansion.
8. In 2011, with the support of the County Council, the Cricket Club submitted a bid to the England and Wales Cricket Board (ECB) for "Gold Package A" international cricket at Trent Bridge in the period 2013-2016. In December 2011, the Club was awarded the

package - the most prestigious of the ones awarded to Clubs outside London - by the ECB.

9. As a result, Trent Bridge will host the following international programme:
  - 2013 - Test Match v Australia (Ashes); One Day International (ODI) v New Zealand
  - 2014 - Test Match v India; ODI v India
  - 2015 - Test Match v Australia (Ashes); ODI v New Zealand
  - 2016 - ODI v Sri Lanka; ODI v Pakistan
10. Trent Bridge will be the only ground other than Lords and The Oval to host two Ashes test matches during this period.
11. The award was subject to the Club building a new electronic scoreboard and replay screen in time for the 2013 Ashes Test. In previous years, the ECB has removed match awards from other UK grounds for non-compliance with its stipulated conditions. The total cost of the proposed scoreboard/replay screen is £1.8 million

### **Funding Sought**

12. The Cricket Club is seeking funding support of £900,000 from the Council in consideration for a range of promotional and advertising opportunities and the community benefits package detailed below. The Club will fund the remainder of the costs subject to the Council agreeing to defer the repayment date for the period repayment of the capital sum from October 2012 (as set out in the 2007 loan agreement between the Council and the Club) to October 2015.

### **Benefits to the Economy**

13. In terms of wider benefits, it is conservatively estimated that the Gold Package A programme will deliver over £30million of economic benefit to Nottinghamshire between 2013-2016, based upon increased visitor numbers to the County (research on the 2005 Trent Bridge Ashes Test showed that 51% of visitors came from outside of the region, with 27% of visitors staying overnight locally).
14. In addition, an independent study commissioned by the Cricket Club has identified a value of £8.75million on the media value of the positive mentions of Nottingham and Nottinghamshire in media coverage of the Gold Package A matches across the world.
15. At the same time, securing the status of Trent Bridge as a premier international cricket ground will help to maintain and enhance the national and international reputation of Nottinghamshire, and will enable Nottinghamshire to build upon its considerable sporting legacy in the light of the 2012 Olympic Games.

### **Benefits to the Community**

16. To secure the funding, the Cricket Club has offered the following package of benefits to the Council:-
  - a 3-year, fully funded, 'Positive Futures' social inclusion programme to be established

- a 15-year branding agreement covering the new scoreboard, with the Council having the naming rights to the scoreboard. It is a prime branding position and constitutes a large 17m x 0.8m sign above the scoreboard which will display the Council's name and logo. This is valued at £25,000 per annum (£375,000 in total)
- a 5-year comprehensive advertising package to promote the Council and its services to residents and visitors. It includes: adverts in domestic and international match day programmes and Members magazine; messages on the scoreboard; adverts and weblinks on the Cricket Club's website; messages in the Cricket Club's social media channels; and inclusion of Council literature at promotion points at the ground. This is valued at £2,000 per annum (£10,000 in total)
- a One Day International 30m<sup>2</sup> "advertising mat", to be placed adjacent to the cricket square for five high profile matches in the period from 2013-2016. It will include the Council's name, logo and a key message. This is valued at £25,000 per match (£125,000 in total)
- a range of ticketing/PR opportunities (to be valued). This will include promotion of the 'Positive Futures' community scheme and access to players (e.g. quotes for media releases and possible attendance at Council events to be negotiated) to support Council services, initiatives and events.

## **Proposed Agreement**

17. Set out below are the proposed key elements of the heads of terms for the Council's financial support to the Cricket Club:
  - the Facility Letter between the Council and the Cricket Club dated 18 February 2008 will be amended as part of a new agreement ('Agreement') so that the existing loan of £1.23 million (as defined in that Letter) will be repayable in 30 equal six monthly instalments commencing on 31 October 2015. The other provisions of the Facility Letter will not be varied. Due to the prevailing interest rates and the rate of interest charged to the Cricket Club, the proposed amendment to the existing loan agreement results in additional income to the Council of £35,000 over the life of the loan
  - the Council will grant the Cricket Club £900,000, to be drawn down against sums incurred in building a new scoreboard and replay screen at Trent Bridge before the start of the 2013 English cricket season. Specific milestones focusing on works progress will be agreed as part of the arrangements
  - the Agreement will specify that the Cricket Club delivers in full the package of benefits set out in Paragraph 13 of this report
  - events of default (to be listed in the Agreement) may result in the Council requiring the Cricket Club to repay the sum paid to it under the Agreement in full on demand

- other provisions will include warranties to be given by the Cricket Club; a state aid undertaking; reporting and monitoring requirements; confidentiality, exclusivity, governing law and jurisdiction requirements, and requirements to give appropriate publicity to the support from the Council.
18. Legal advice on the state aid implications for the Council entering into the legal agreements to give effect to the proposals set out in this report is included in the Exempt Appendix.

### **Other Options Considered**

19. Two other options were considered:
- (i) *Awarding a combination of loan and grant to the Cricket Club:* This option was not selected, as significantly increasing current loan levels could impact negatively upon the long term financial viability of the Cricket Club.
  - (ii) *Not awarding financial support to the Cricket Club:* This option was not selected as the probable consequence would be the removal of Gold Package A from the Cricket Club and the consequent significant profile, reputational and economic loss to the Club and Nottinghamshire.

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

20. Awarding the recommended package of funding support to the Cricket Club will:
- secure a programme of international cricket for Trent Bridge in the period 2013-2016, thereby helping to safeguard the financial future of Nottinghamshire County Cricket Club and preserve the status of Nottingham and Trent Bridge as a world renowned cricket location
  - deliver measurable and significant economic benefits to Nottinghamshire
  - generate long term marketing, branding and promotional benefits to the County Council and help improve information provision to residents and visitors
  - enable the extension of the successful Positive Futures youth engagement programme into the Hawtonville area of Newark, bringing benefits to the local community including a positive impact on youth crime and social exclusion.

### **Statutory and Policy Implications**

21. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.



## **RECOMMENDATION/S**

That Policy Committee approves:-

- 1) the Council providing financial support of £900,000 to Nottinghamshire County Cricket Club in consideration of the community package and advertising and promotional opportunities set out in the heads of terms summarised in this report
- 2) the extension, to October 2015, of the period in which Nottinghamshire County Cricket Club is not required to begin to repay a capital loan of £1.23million awarded by the Council in October 2007
- 3) the Council entering into the necessary legal agreements to give effect to the revised capital loan arrangement and the heads of terms within the financial parameters set out in the report.

**Councillor John Cottee**  
**Chairman of the Culture Committee**

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

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E: derek.higton@nottscc.gov.uk

### **Constitutional Comments (SSR 01/10/12)**

22. The decisions set out in the report fall within the decisions that may be approved by the Policy Committee.

### **Financial Comments (PS 08/10/12)**

23. The financial implications are as stated in the report in paragraphs 12 & 17. The Council will be able to capitalise the proposed grant funding to the Cricket Club and consequently the £900,000 grant will be a variation to the approved capital programme. In return for the capital grant the Cricket Club will provide a range of community benefits, advertising and branding opportunities with an estimated combined value of £780,000.

### **Background Papers**

Loan to Nottinghamshire County Cricket Club - Cabinet Report, 19 September 2007

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

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

West Bridgford Central and South

C0091

**REPORT OF THE SERVICE DIRECTOR – IMPROVEMENT****IMPROVEMENT PROGRAMME PHASE II****Purpose of the Report**

1. The purpose of this report is to seek approval to the proposed approach and content of phase II of the Improvement Programme.

**Information and Advice****Background**

2. The Improvement Programme was established in February 2010 to support the organisation in meeting a significant and unprecedented budget challenge. Between 2010 and 2013, savings of £180m needed to be found, of which £70m would be reinvested in priority services. In addition to supporting the delivery of budget savings, the Programme has also supported improvements in services and helped to drive out inefficiency and target resources, so that the impact of budget reductions on service delivery was minimised.
3. At its meeting in June 2012, Policy Committee received a report outlining the Programme's progress over the previous 18 months, together with an overview of the programme team's activity and details of a number of case studies that identified how the programme team works with other parts of the Council in delivering the Programme.

**Future direction**

4. Whilst the approach taken to date has delivered excellent results, the exceptionally difficult financial situation facing all public bodies now requires a major change in approach that will deliver genuine transformation in the way that services are designed and delivered. Phase II of the Improvement Programme seeks to put in place a more strategic, integrated approach that will provide firm building blocks on which future decisions on service design and delivery can be made. At the heart of this approach is a shift in focus away from managing a large number of individual projects that are designed around delivering specific savings targets, towards applying a strategic improvement framework that uses a number of approaches to transform how whole services are delivered. This will ensure maximum efficiency and hence substantial cost reductions. Without such transformation, the Authority will have no choice but to drastically reduce services.

5. To date, the Programme has been developed and delivered through a combination of Improvement Programme Team and service department resources, with external support being secured as required. This model has proved to be both efficient and successful in delivering individual projects and in providing the robust, independent oversight and challenge that is required. It is therefore proposed to continue that approach and confirm the role of the Improvement Programme Team as being to facilitate service transformation by providing independent challenge, oversight and resources. It should be recognised that meeting the Authority's financial requirements is the responsibility of the whole Authority and the Improvement Programme is a support programme to assist delivery.
6. If Members approve the proposals for phase II of the Programme, as set out in this report, a further report will be brought to Policy Committee to consider future funding and staffing arrangements for the Improvement Programme Team.

### **Strategic Improvement Framework**

7. The intention of the strategic improvement framework is to provide a comprehensive set of improvement tools, as set out in the following paragraphs, that will be applied to the review and redesign of all of the Council's services over a period of time. Some elements of the framework are more advanced than others and a key priority for the Programme over the next few months will be to develop detailed plans for their future deployment. A further report will be brought to Policy Committee in the New Year.
8. **Strategic commissioning** – is the process by which the organisation decides what services are needed to deliver the outcomes it wants to achieve. It involves assessing and understanding needs and desired outcomes, optimising resources and choosing the right delivery mechanisms. A strategic commissioning approach will help clarify the priorities for each service and what the future core service offer should be, taking into account:
  - a. the Council's strategic priorities
  - b. changing customer needs
  - c. the relevant legislative framework
  - d. social and technological developments
  - e. the need to provide good value for money

A strategic commissioning framework for the whole Council will be developed by February 2013 and operational for the 2013/14 financial year.

9. **Base budget review** – recognising that the original basis of allocating budgets for individual services were established many years ago, work has commenced on a base budget review that will clarify how individual service budgets are constructed, how relevant they now are to the actual cost of providing the service and where there may be under- or over-allocation of funding. This work will also provide a basis for understanding and comparing costs, both across the Council and with other councils. A pilot is under way, which will inform the methodology and the plans for a wider roll-out of this process during the remainder of 2012. The review is expected to be completed early in the New Year. This process will highlight those areas of high cost, allowing prioritisation of areas for whole service review.

10. **Performance management framework** – the Council's performance management framework was developed some years ago, at a time when performance reporting was shaped around national requirements. Whilst there have been some changes over recent years, there is a need for further work to modernise our approach and ensure that it is consistent with the context within which we are now operating. In particular, there is a need to review our business planning process to ensure that it links with the new strategic commissioning cycle and drives future improvement. There is also a need to integrate arrangements for performance and financial monitoring. A revised performance management framework will be developed by the end of December 2012.
11. Taken together, the strategic commissioning framework, base budget review and performance management framework will define WHAT services are delivered and provide a means of measuring and monitoring their cost and quality. The following tools will change HOW services are delivered to ensure that they are as effective and efficient as possible.
12. **End to end process improvement** – over recent years, process improvement has taken place in many services and this has proved effective in driving out inefficiency. However, this has been done very much at a local level, using different methods and with limited deployment of trained employees beyond the immediate service area. It is proposed that this approach be built on by adopting a common method (LEAN+) across the organisation and developing a corporate resource, based within the Improvement Programme Team. This will provide capacity to support training and skills transfer across service departments, as well as being able to support full “end to end” process reviews that avoid making efficiencies in one part of the process that cause problems elsewhere.
13. **Customer access** – one of the Council's strategic priorities is to put the customer at the heart of everything we do. This will provide a key driver for our improvement work going forward and the provision of alternative access channels, including the ability to directly access services on the internet where appropriate, will contribute to a better customer experience as well as reducing the cost of providing services. Initial work is required to develop the methodology and technical capability that will subsequently be applied to relevant services.
14. **Demand management** – Members will be aware that one of the key drivers for cost increases is increasing customer demand. This may arise from demographic changes or from changes in public expectations and awareness. Work is progressing well on developing a clearer understanding of what causes people to access the Council's services and working with partners to put in place measures that minimise demand for higher-cost services by acting earlier to prevent problems arising. There is also a recognition that we need to be more proactive in communicating the nature and level of services that should be expected to meet a particular set of circumstances and working with partners to ensure that consistent messages are given.
15. **ICT optimisation** – significant progress has been made in the last two years on ensuring that our ICT infrastructure is fit for purpose and provides a platform from which the most up to date ICT tools can be deployed. Within the Ways of Working programme, there is an emphasis on standardisation of ICT equipment and applications to maximise flexibility in the use of work space. Moving forward, the improvement framework will ensure that there is an integrated approach to considering how technology can be used to improve efficiency and

effectiveness, whether at a service level (for example, self-service technology in libraries), or across particular worker groups (for example, mobile devices for social workers).

16. **Overhead optimisation** – budget reductions to date have been concentrated on the Council's overheads, ie those activities that do not directly deliver services to the public. However, it is recognised that there is still further work to be done on ensuring that these activities are as efficient as possible and that they are designed to add value to the Council's performance. The implementation of the Business Management System provides a significant opportunity to carry out a programme of fundamental reviews of processes that operate across the organisation, using the process improvement approach outlined above, to ensure consistency and maximise efficiency. This needs to be carried out alongside a re-commissioning process that defines the future objectives and required outcomes for core overhead functions.
17. **Procurement** – building on the work that has already been done to improve our procurement arrangements, we will use the strategic commissioning framework to develop long term category and market development strategies, as well as introducing a stronger commercial element to the Council's approach to contract negotiations and management.
18. **Organisational design principles** – considerable progress has already been made on applying an agreed set of organisational design principles to our management structures. However, there is scope for further rationalisation and these principles will continue to be applied to any structure proposals arising from future work.
19. Some of these techniques have been applied to some services already. However, the key to making fundamental change is taking a "whole Council" approach, by applying them in a structured and integrated way to whole service areas. The Highways Improvement Programme provides an example of how this integrated approach is contributing to the redesign of the service. Change is being delivered through a combination of process improvement, organisational re-design, procurement activity and improvements in customer access and experience.
20. The robust application of the strategic improvement framework will deliver significant budget reductions by re-focussing service provision and driving out inefficiency. These reductions will be quantified and reported as part of the process for developing the medium term financial strategy.

## **Governance arrangements**

21. Whilst the previously agreed governance arrangements operated adequately, the move into phase II of the Programme requires a different approach. In view of the shift in emphasis to longer-term transformation, the officer-level governance structures around the Programme have been reviewed to ensure that they are fit for purpose. Following this review, it is proposed that the existing range of individual project and programme boards be rationalised down to four transformation boards. Three of these will be established as Service Transformation Boards that oversee the application of the strategic improvement framework to specific service areas. The fourth will operate as a Business Transformation Board that oversees the cross-cutting aspects of the Programme. Ownership of individual projects will

rest with senior service management, supported by the Improvement Programme Team, and they will be accountable for the delivery of projects within their services.

22. Monitoring and reporting arrangements will be modified to support the revised arrangements. This will include ensuring that there is appropriate and consistent reporting to the relevant Service Committees, with consolidated progress reports to Policy Committee.
23. There will be a structured process for initiating, planning and resourcing individual projects, which is set out at Appendix A.

### **Next steps**

24. The priority actions between now and the end of 2012 are:
  - a. Develop a draft strategic commissioning framework
  - b. Complete the pilot base budget reviews
  - c. Develop a revised performance management framework
  - d. Undertake training in LEAN+ approach and pilot its application in two service areas
  - e. Develop implementation framework for customer access strategy
  - f. Identify priority areas for whole service reviews
  - g. Create new Transformation Boards and disestablish existing boards
25. The transition into phase II of the Improvement Programme must not detract from the need to maintain momentum on delivering the existing Improvement Programme projects that were approved and commenced in 2010/11, or have been identified as priorities since then. These projects are listed in Appendix B, along with a brief statement on their current status.

### **Other Options Considered**

26. None.

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

27. Activity that falls within the remit of the Improvement Programme forms a significant element of the transformation of the County Council and it is therefore appropriate that Members are regularly updated on the Programme's activity.

### **Statutory and Policy Implications**

28. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.



## **RECOMMENDATION**

29. That Policy Committee approves the approach and content of phase II of the Improvement Programme, as set out in the body of the report.

**Deborah Hinde**  
**Service Director - Improvement**

**For any enquiries about this report please contact: Deborah Hinde, extension 73804**

### **Constitutional Comments (JFW 04/10/2012)**

30. Policy Committee is the appropriate Committee to decide the issues set out in the report as responsibility for the Improvement Programme falls within Policy Committee's terms of reference.

### **Financial Comments (PDS 08/10/2012)**

31. The latest medium term financial forecast suggests that the County Council may have to find in excess of £110m of savings over the 3 year period 2014/15 – 2016/17. These savings are on top of the £180m of savings identified since 2010. The next phase of the Improvement Programme will play a critical role in helping identify ways in which this target can be delivered, whilst at the same time minimising the impact on service delivery.

32. The Improvement Programme itself is being funded from an earmarked reserve of £18m, which will be used to support the implementation of the various strands of work outlined in this report and any future projects.

## **Background Papers**

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

One Council-One Business-One Plan: Improvement Programme: Report to County Council 25 February 2010 (previously published)

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

ALL



**Improvement Programme – current content**

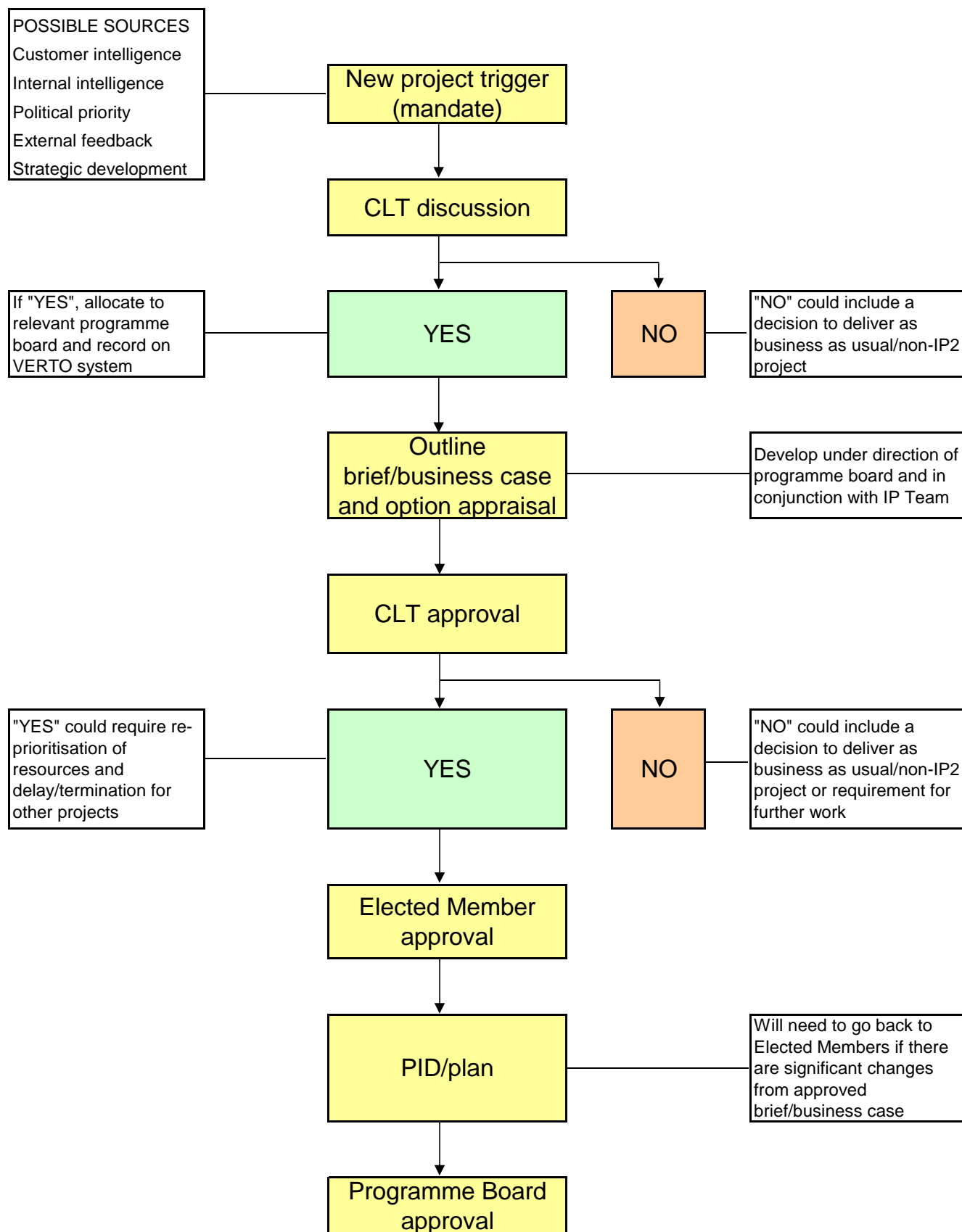
<b>Project name</b>	<b>Overview and Progress</b>
<b>ADULT SOCIAL CARE AND HEALTH</b>	
Re-ablement (Service Delivery Costs)	The project aims to reduce the lifetime cost of service users' care packages by maximising the use of specifically focused reablement services delivered through a multi-disciplinary approach that involves Occupational Therapy, Physiotherapy and specially trained reablement staff that work together to promote people's independence during the initial phase of homecare delivery. The project is on target to meet its savings targets and will imminently be completed, with on-going work becoming part of business as usual activity.
Day Services Modernisation	The programme aims to create a modern, flexible and cost-effective service that meets the needs of all service users. Refurbishment of the NCC day service buildings is on schedule and within budget. 21 improved buildings are used for day services now (14 owned by NCC), rather than 35. The staff restructuring is close to completion and transport routes are being integrated across client groups within each District.
Reduction in Community Care spend	The project has reduced spending on community care budget through reviewing the support packages of existing service users, and meeting the needs of new service users in a more cost effective way.
Living at Home	The Programme (formerly Alternatives to Residential Care) aims to support people in their own homes and in their local communities so that they can be independent for longer. Three launch events took place late September/early October for a range of stakeholders.
Reduce Expenditure on Learning Disability & Mental Health Community Care	This project involves a number of workstreams that will reduce the demand for services by reviewing the commissioned hours of service, delivering alternatives to residential care and implementing new ways of working. It will also reduce the cost of supplying services by implementing equitable, affordable and transparent pricing, together with management controls. The project has already reached its Year 2 savings target and has begun to deliver some of its Year 3 (2013/14) savings ahead of schedule.
Reductions in Supporting People Budget	The project aims to make efficiency savings from the Supporting People budget, which supports a range of non-statutory housing related support services, commissioned mainly through community based providers and housing associations. It will do this through targeting funding at the most vulnerable and those at greatest risk; maximising value for money from providers and achieving scale economies; offering new, more cost-effective forms of support; and encouraging greater volunteering and shared responsibility for care. Year 1 savings were achieved in full, primarily through renegotiating contracts to deliver a similar or the same level of service for less money, thus minimising the impact on service users. By mid-October, the project will also have delivered its Year 2 savings target in full.

<b>Project name</b>	<b>Overview and Progress</b>
Organisational Redesign	The project is putting in place a new, more cost-effective staffing structure that will meet future service demands. Implementation of the new structure within the Department has taken place from early September and all reductions in posts have been managed through the voluntary redundancy process.
Redesign of Home Based Services	The project aims to review and redesign current home care contracts; internal processes for commissioning care and support and develop a range of community based services. The project is currently reviewing its home based services proposals.
Sherwood Industries	This project involves the closure of Sherwood Industries and offering re-deployment to staff to find suitable alternative employment, either within the Council or in an external organisation. Good progress is being made in securing redeployment opportunities for staff.
Healthwatch	The project will result in the establishment, by 1 April 2013, of an independent Healthwatch Nottinghamshire organisation and an NHS complaints advocacy service provider for Nottinghamshire and Nottingham. The County Council is commissioner for these services in line with its new statutory duties under the Health and Social Care Act (2012). On 12 September 2012, Policy Committee gave approval to procure a Healthwatch Nottinghamshire organisation and the subsequent Invitation to Tender was released on 2 October.
Monitoring & Managing Adult Social Care and Health (ASCH) income	This project aims to improve the Department's monitoring and management of external income, in order to understand trends in income received and improve future budget forecasting. It is initially focussing on income from residential care and nursing, and will then move onto community based income and other income streams.
Public health transition	This project will ensure the smooth transition of the Public Health service into the County Council from April 2013.
The Social Fund	The County Council will take over responsibility for two main elements of the social fund (Community Care Grants and Crisis Loans) from the Department for Work and Pensions in April 2013. This project will ensure that appropriate arrangements are put in place to fulfil the County Council's new responsibilities.
<b>CHILDREN, FAMILIES AND CULTURAL SERVICES</b>	
Children's Social Care Transformation Programme	The Programme will deliver a children's social care service which is both financially sustainable and provides the best possible outcomes for all children, young people and their families in Nottinghamshire. The Programme currently comprises 10 projects, which are on target, and the next stage will focus on the efficient and effective management of the Looked After Children (LAC) population.

<b>Project name</b>	<b>Overview and Progress</b>
Multi-Agency Safeguarding Hub (MASH)	The project will establish a MASH in Nottinghamshire with representatives from Children's Social Care, Adult Social Care, Early Intervention, Police and Health co-locating to provide a more timely, co-ordinated and consistent response to safeguarding concerns and referrals. The project is on target to go-live on 28th November.
Sherwood Forest Visitor Centre	The project will deliver a provider to design, build and operate a new Visitor Centre/Attraction at Sherwood Forest. The tender evaluation process is underway with key dates confirmed. It is intended that the decision to award the contract will be made by Policy Committee on 17th October 2012.
National Water Sports Centre	The project will deliver a Provider to manage, operate and develop the National Water Sports Centre to continue high quality leisure provision for community and elite use whilst moving towards a financially sustainable operational model. It is intended that the decision to award the contract will be made by Policy Committee on 12th December 2012.
Sure Start Early Years and Childcare Grant	The project originally focused on savings through a range of measures. Latterly the project was extended to include commissioning the delivery of services to a wider age range (0-12 years of age), providing greater consistency across the County, integrating services, and better targeting of those services to those most in need. The project is on target. An invitation to tender (ITT) to operate and develop children's centres was released in September 2012.
Business Support - Children's, Families and Cultural Services	The Project has redesigned and centralised the departmental business and administration support service to provide a service that meets the needs of the business whilst being more cost effective. The new staffing structure will go-live on 1st October 2012.
School admissions	This project will involve carrying out "end to end" process review to ensure that the school admissions process is customer focussed and as efficient as possible.
Review of arrangements for pupils with social, emotional and behavioural difficulties (SEBD)	The aim of the project is to improve arrangements for pupils with SEBD in Nottinghamshire, striking an appropriate balance between cost and quality of provision. The project will deliver a new strategy and operating model that will involve all schools, the Pupil Referral Unit and the County Council in sharing a collective responsibility for some of the most vulnerable pupils in the County.
<b>ENVIRONMENT AND RESOURCES/POLICY, PLANNING AND CORPORATE SERVICES</b>	
TITAN Project (Towards Integrated Transport Across Nottinghamshire)	The aim of the project is to reconfigure the county's public transport network to offer a better quality service to more effectively meet people's needs, particularly in rural areas, and to achieve savings. The project is on target, implementation for Newark area has commenced with the release of an invitation to tender (ITT).

<b>Project name</b>	<b>Overview and Progress</b>
Highways transformation	A comprehensive improvement programme that will result in changes in organisational structure and processes to better align the service to customer needs.
Broadband	In the region of £17m of private and public funds are set to be invested in creating an "open access" platform to encourage competition and service innovation. As the accountable authority, the Council has committed to undertake a co-investment model that will ensure that every Nottinghamshire premise (business and home) has universal access to a minimum of 2 megabits per second (2Mbps) connection by 2015.
<b>CROSS-CUTTING</b>	
Business Management System (BMS)	The project has delivered a corporate integrated business system supporting financial, procurement, Human Resources and payroll based transactions. Phase 2 comprises schools & external organisations' payroll, plant maintenance & other system enhancements and is on target against the project plan.
Ways of Working	The programme is delivering modern, flexible more cost effective office accommodation through the refurbishment of retained buildings, office moves and planning. Floors eight and nine of Trent Bridge House (TBH) have been delivered (refurbished and re-accommodated) and space plans for floors 5 and 6 have been signed off.
Services to Schools 2012/13	The programme aims to review the role of the Council in the provision of services to schools and ensure that the future operating model is financially robust whilst delivering a quality service to customers. So far the project has delivered an improved marketing strategy, sharper customer focus and a better understanding of costs / income. Production of the next schools services brochure for 2013/14 is underway and the next phase of the project is being scoped.
Financial Management Improvement Programme	This programme of projects will build on the implementation of BMS to improve the quality of financial management within the Authority. This includes the base budget review project to ensure that budgets are properly constructed and understood by managers and that they are able to forecast effectively.
Information governance and business reporting	This new programme of work will bring together a number of strands of activity with a view to ensuring that there are effective arrangements in place to protect, store and use our information resources.

## Improvement Programme Phase II - project initiation process





**REPORT OF SERVICE DIRECTOR – HUMAN RESOURCES AND  
CUSTOMER SERVICE****COUNTY COUNCIL WORKFORCE STRATEGY****Purpose of the Report**

1. The purpose of the report is to seek approval of the draft Workforce Strategy for the County Council which is attached as Appendix A.

**Information and Advice**

2. The County Council currently has in place a draft Workforce Development Strategy based on the Improvement and Development Agency (IDeA) framework model for workforce development. To date this has been used as an overarching framework within which the overall organisational development and action plans such as the Wellbeing Action Plan and associated HR policies have been developed and implemented.
3. The Workforce Strategy has now been reviewed and updated in light of the Council's vision and values as reflected in the Strategic Plan; the underpinning principles and the revised operating model and to better reflect and support the transformation of the Council going forward.
4. The County Council's vision now and for the future includes the commissioning and provision of good quality, affordable services which reflect the needs of the citizens of Nottinghamshire. We have clearly set out our aspiration to put customers at the centre of what we do and become more customer focussed which will clearly impact on how we do things. In order to deliver this and our strategic priorities we need a modern, flexible and engaged workforce with the knowledge, skills and experience, displaying the Council's values and behaviours as set out in the competency framework which we require now and for the future. We will need to plan for this now. Our employees will need to be open and responsive to change and involved in the re-shaping of the Council and services we deliver as we meet the significant financial and other challenges we face ahead.
5. A key area of activity for us going forward will be the effective leadership of the organisation. We need to ensure that middle managers are fully involved, own the required changes and have the skills and confidence and are displaying the leadership behaviours necessary to effectively engage employees' creativity and innovation and take them with us as we transform the Council. There will need to be a significant focus on this aspect of the strategy over the next twelve to eighteen months led by the Corporate Leadership Team and Service Director cohort. The Chief Executive intends to personally support and sponsor this area of activity.

6. Feedback from employees via the One Council roadshows, team talk and the Chief Executive's bulletin; the work of KPMG and feedback from the Peer Challenge and Investors in People re-accreditation process are also reflected in the revised strategy.
7. The revised strategy has been organised under five key areas identified in the Council's agreed principles:

**Operating as a unified "One Council – One Business"**. This includes wider organisational development; organisational culture; fit for purpose structures and modern, efficient processes and systems designed with the customer in mind; engaged and involved employees who respect, value and support others.

**Inspirational Leadership** based on the behaviours, role and expectations of a Nottinghamshire Leader which have been clearly articulated with clear responsibilities and accountabilities. This will be supported by a comprehensive leadership development programme for middle managers. This section also refers to identifying potential future leaders.

**Deploying our people resources** to meet the aspirations and needs of our communities and key strategic priorities. This area includes recruitment and retention, reward and recognition, performance management and cross-organisational workforce and succession planning.

**Maintaining a suitably qualified, effective and efficient workforce** includes effective talent management, a corporate approach to learning and development activity and the development of career pathways to support succession planning, motivate employees and ensure they are enabled to develop their potential. The health, safety and wellbeing of employees are also covered under this section.

**Customer focus** articulates the importance of ensuring that all employee activity is directly linked to improving outcomes for the citizens of Nottinghamshire and that staff and customers are clear about the expected service standards and employees are enabled and empowered to take steps to improve customer satisfaction.

8. More detailed strategies, policies, action plans and programmes of work will sit beneath the Workforce Strategy which set out key milestones and measures of success and will ensure delivery of key outcomes.
9. The Workforce Strategy was considered by Personnel Committee at its meeting on 26<sup>th</sup> September 2012 and recommended to Policy Committee for approval.

### **Other Options Considered**

10. Research has been undertaken in relation to the Workforce Strategies of a range of other public sector bodies in order to identify best practice and set our proposed approach within a context. As stated previously, the IDeA tool was also used to provide the initial framework and starting point for the development of the Council's Workforce Strategy. The approach has also built on previous departmental strategies and approaches developed jointly with key partners across various sectors.



## **Reasons for Recommendation**

11. The Workforce Strategy is important to provide the overarching direction to organisational and workforce development activity, including the culture of the organisation and to ensure close links between this and the next phase of the Improvement Programme in order to realise the vision and ambitions for the Council as set out within the Strategic Plan. This needs to be supported by a flexible, modern workforce, working practices and systems. Involving our people and effectively harnessing their knowledge, skills, creativity and innovation is critical to achieving our strategic priorities and ensuring we have greater focus on our customers.

## **Statutory and Policy Implications**

This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

### **Equalities Implications**

An Equality Impact Assessment has been undertaken in respect of the proposed Workforce Strategy.

### **Human Resources Implications**

These are set out broadly in the report and in the Workforce Strategy itself.

### **Trades Union Comments**

The trades union side have commented on the Workforce Strategy and their comments in relation to the role of the trades unions working in partnership with managers have been incorporated into the final document.

## **RECOMMENDATION**

- a) That Policy Committee approve the County Council Workforce Strategy as set out in Appendix A to this report.
- b) That Policy Committee are updated as to progress on the wider implications of the strategy on a six monthly basis.

**Marjorie Toward**

**Service Director – HR and Customer Service**

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

**Marjorie Toward, Service Director – HR and Customer Service, Environment and Resources on 0115 9774404**

**Constitutional Comments [CEH 08/10/12]**

Policy Committee has the authority to consider and approve the recommendations set out in the report.

**Financial Comments [MA 08/10/12]**

There are no specific financial implications arising from the report.

**Background Papers**

Equality Impact Assessment

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

All



**Nottinghamshire  
County Council**

# **WORKFORCE STRATEGY**

**2012 - 2014**

## Foreword

The County Council has set out its *vision for Nottinghamshire to be a place where people enjoy life, are healthy, safe and prosperous; and where business is able to thrive. We are proud of our past and ambitious for our future.* This is expressed in our One Council, One Team approach and underpinned by our values, principles and key messages based on putting the customer at the heart of what we do.

We are undertaking an ambitious programme of on-going change and transformation. Our journey has been one of dramatic learning and improvement that has required taking difficult decisions, but ultimately has helped us transform into an organisation that is now beginning to act as One Council, is more customer focused, provides better value for money, is continuously improving and is clear about its priorities.

Our transformation has been underpinned by our Strategic Plan. This outlines how we will meet our biggest challenges, providing clear strategic priorities aimed at delivering good quality affordable services for Nottinghamshire residents as well as developing an effective and efficient organisation.

We also need to meet the challenge outlined in the Local Government Workforce Strategy of delivering *“faster, fitter, more flexible, citizen focussed and personalised public service.”*

Our people are our key asset. It is their commitment and professionalism that makes the difference. Their knowledge, skills, abilities, flexibility, creativity and innovation are critical to the delivery of good quality, affordable services and providing high standards of customer service with improved outcomes for the people of Nottinghamshire.

We need to continue to build on best practice and develop a more dynamic “can do” approach across the whole Council led by managers who respect the people they are responsible for and are accountable for giving them the leadership, inspiration, support and freedom to do their best work.

Our managers have to be enthusiastic and ambitious, bold and innovative, setting high service and efficiency standards for their teams and being prepared to take responsibility for leading the necessary changes and improvements.

In order to deliver our vision and continuously improve services, we will continue to enhance the way we run our services with clearly defined outcomes, clear prioritisation of resources, improved systems and processes and ensuring good value for money. We have already delivered significant service improvements by reprioritising resources, restructuring the Council and implementing a raft of new initiatives including the new Competency Framework.

This strategy identifies the further actions we need to take to realise our ambitions. This is the continuation of our journey to become a more efficient and effective organisation which improves outcomes for the people of Nottinghamshire, our customers.

**Mick Burrows**  
**Chief Executive**



## Purpose and context

As part of our One Council – One Team ambitions we need to establish a more consistent and integrated approach to the development of the organisation.

At a time of limited resources, facing significant financial challenges and with an ambitious programme for improvement we need to be very focused on what we intend to achieve, how we intend to go about it and how we will measure our progress.

To this end we need a strategy to clearly articulate our objectives in relation to our people and identify the actions required to deliver the key objectives set out in the Council's Strategic Plan and vision and supporting service plans.

The purpose of the Workforce Strategy is to give an overarching direction to the development and improved utilisation of our workforce in order to meet the key priorities and principles in the County Council's Strategic Plan.

The Council has articulated its core values of customer focus, respect, integrity, responsibility and commitment. The values underpin not only the aspirations and actions in this strategy, but also form the essence of the relationship between the Council and its employees.

This Strategy is focused on these values and the underpinning principles that the management and deployment of the workforce can have the greatest impact on, they are:

1. Operating as a unified "One Council – One Business"
2. Being clear about responsibility and accountability
3. Deploying our people resources to meet the aspirations and needs of our communities
4. Maintaining a suitably qualified, effective and efficient workforce
5. Focusing on our customers.

We believe this provides a solid framework to develop the organisation and identify actions under these headings for our annual programmes of work.

The Improvement Programme will deliver some of the underlying initiatives required for the implementation of the Workforce Strategy and the two need to be closely linked. However, much of the activity to realise our objectives will be delivered not at the corporate level but by departments and individual services. This will ensure that our activity is tailored to meet the needs of our customers and allows us to work effectively with partners.

Each of the key actions identified within our strategy will have its own project plan for delivery.

## Priority 1: Operating as a unified “One Council – One Business”

Development and redesign of the County Council’s organisational structures, ways of working, processes and systems to develop a modern, consistent performance and improvement focused culture which supports delivery of modern efficient, affordable and citizen-focused services.

### Key Messages:

- **We will create a culture which encourages individual excellence, improvement, innovation, personal growth and responsibility**
- **Our people are our primary asset, we will ensure that they are skilled, flexible, responsive and empowered to take decisions**
- **Employees will actively contribute to improving services year on year to reduce inefficiency and waste and ensure that services are of the best quality**
- **Employees will support each other; respect and value others; treat each other with fairness and honesty and challenge bad behaviour**
- **We will ensure that employees are supported by business processes, systems and ways of working that are efficient, effective and maximise the use of new technology**
- **We will lead and manage organisational change by engaging, involving and supporting the workforce**

### Supporting Actions

There are numerous ways in which we can address working together more effectively to improve efficiency, performance and customer satisfaction. The approach within this strategy, and the Improvement Programme, is to build on the progress we have made, establish new, overarching processes, practices and a framework to assist staff and managers to identify improvements, increase flexibility and efficiency and to specifically target areas where more significant improvement needs to be made.

To embed the considerable success in meeting the current challenges will require a fundamental shift in organisational culture. This new culture has been articulated under the One Council – One Team banner. This will be delivered through the initiatives commissioned as the next stage of the Improvement Programme; through a number of targeted and specific actions building on the success and feedback from the employee and manager Roadshows.

This will include utilising the leadership capacity across the organisation following on from the leadership development programme to enable middle managers to create and sustain a climate that engages the entire workforce to align individual efforts with the Council’s vision and strategic priorities and ensures compliance with agreed organisational priorities.

Active involvement of employees in the process of service review and redesign and the wider transformation of the Council will increase ownership, gain commitment and encourage success. Two way communication with employees; gaining their views and ideas and their engagement in the implementation of organisational change is key. The Communications Strategy will have a significant role to play in this, in addition to a co-ordinated range of wider employee engagement activities. This will be supported by quantitative information such as absence and turnover data and qualitative information from employee surveys and focus groups which will be used in the first instance to establish a baseline from which to measure and set targets for improvement.

Improved streamlined and standardised business systems and processes driven by the BMS and Ways of Working programmes, new ways of working and working practices and the updated operating model will reinforce organisational change and help us move towards a modern, responsive and flexible workforce able to deliver key strategic and service priorities. We need to ensure that new processes are efficient; that staff have the resources to perform effectively (including ICT) and that this is reinforced with genuine cultural and behavioural change supported by a clearly articulated narrative of the rationale for change with which staff are engaged.

Workforce modernisation within a structure of teamwork and coaching to build a sustained reduction in costs, improvements in quality and improved productivity as staff feel more fulfilled and motivated will enable the cultural change. This could also involve redistribution of accountabilities to lower levels within the organisation where appropriate to bring decision making closer to the customer and better engage the front line. This would allow more senior roles to focus on areas where their skills can add greater value and impact.

All of this activity will be enabled by flexible and modern HR policies developed in consultation with the recognised trades unions and supporting practices and procedures.

Action	Who	Outcomes
One Council – One Team action plan	CLT, Service Directors, HR, Imp Programme, Dept. leadership teams & all managers	<ul style="list-style-type: none"> <li>To develop a shared understanding across the authority of the vision and values and the need to put the customer at the centre of what we do</li> <li>To involve employees in developing the strategic narrative and applying this to their day to day activities</li> <li>To embed cultural change</li> <li>To allow the Council to realise its full ambitions</li> </ul>
Undertake biannual employee survey and implement action plans from this with annual review and temperature testing.	HR and Communications and Marketing	<ul style="list-style-type: none"> <li>Baseline from which to measure improvements in levels of employee engagement</li> <li>Direct feedback to shape future actions which will improve levels of engagement and employee satisfaction, morale and motivation</li> <li>Ability to assess reach and impact of key messages and internal communications.</li> </ul>
Develop improved mechanisms for effective employee communication and engagement	Line managers, HR and Communications and Marketing	<ul style="list-style-type: none"> <li>Improved employee morale and motivation.</li> <li>Generation and implementation of new ideas.</li> <li>Embedding of a culture which encourages creativity and innovation.</li> <li>Improved customer satisfaction and reputation.</li> </ul>
Develop and implement an Investors in People action plan to address issues arising from the reassessment process	liP steering group, HR and departmental managers	<ul style="list-style-type: none"> <li>Retention of liP accreditation</li> <li>Improved employee engagement and morale and motivation</li> </ul>
Develop and realise the benefits of the Ways of Working programme.	Imp. Programme, CLT, Dept. leadership teams	<ul style="list-style-type: none"> <li>More modern, flexible working arrangements</li> <li>Improved service delivery</li> <li>Improved efficiency</li> <li>Reduced building overheads</li> </ul>
Review HR policies and supporting guidance on a prioritised basis as part of wider corporate Policy Review to support development of the Policy Library	HR supported by Policy team	<ul style="list-style-type: none"> <li>Modern, streamlined policies in a consistent format, accessible through one route</li> <li>Reduction in bureaucracy</li> <li>Greater clarity and accountability</li> </ul>



## **Priority 2: Leadership: Being clear about responsibility and accountability**

Building visionary and ambitious leadership now and for the future which makes the best use of both political and managerial roles and improves the quality and speed of decision making.

### **Key Messages**

- **We will clearly set out the role and expectations of a leader in Nottinghamshire**
- **Managers will lead by example and model our agreed values, vision and principles as articulated in One Council – One Team**
- **Managers will involve employees and encourage them to see change as a positive challenge and foster a climate of staff engagement, creativity and innovation**
- **Managers must have the skills and confidence to challenge poor performance and behaviour and address under-performance with sensitivity and purpose**
- **Managers will be supported to implement and embed policies so that they become well established and effective**
- **Managers will make timely and sound decisions based on robust evidence**
- **Managers will be engaged in our work to improve services and embed change**
- **Change management skills are key leadership skills**
- **We need to plan for the future to help develop tomorrow's leaders**

### **Supporting Actions**

In a large and complex organisation we are reliant on our managers to ensure improved service delivery and to support the achievement of the key priorities within the County Council's Strategic Plan.

In the past we have put significant emphasis on managers' technical expertise rather than on their ability to motivate and lead their people. The new management structure and Competency Framework were designed to address these issues seeking to separate out management activities from operational ones and to articulate key management behaviours. Separating out professional, technical and managerial responsibilities and job families into clearly defined career paths to make the best use of new technology, knowledge and skills will form part of the next stage of the organisational re-design. This will include fully describing the management roles and ensuring that managers understand their changing role; clearly setting out expectations of employees and managers and ensuring that managers have the skills and confidence to operate successfully in the new operating context and take their teams with them in facing the challenges ahead. We

need to monitor the implementation of the new structure and competencies to ensure that they are contributing to improving outcomes for the citizens of Nottinghamshire.

Going forward, there will be greater emphasis on managers addressing performance issues, both in acknowledging good performance and tackling poor performance with a focus on behaviours. New accountabilities and responsibilities and the required capabilities will need to be clearly articulated and embedded into role profiles and person specifications and part of ongoing performance management.

We will ensure that managers understand the need for regular and honest dialogue with employees and recognise that delays in raising concerns diminishes an individual's ability to make improvement. We will ensure that managers have the skills and confidence to do this sensitively and supportively.

To maximise efficiency and value for money in a challenging financial climate, effective budget management supported by robust systems, processes and infrastructure will also be critical. Managers will be trained and supported in the application of policies, processes and procedures equitably, fairly and consistently across the County Council and our partner organisations.

A comprehensive leadership development programme will be implemented for middle managers to develop their leadership behaviours to create clarity, provide feedback, delegate authority and accountability and ensure that they have the skills and confidence they need to engage employees effectively to make the most of their diversity, creativity and innovation. A corporate coaching and mentoring scheme will also be developed to further support managers and employees in undertaking new roles within new operating contexts and service delivery models.

We will need to assess the level of diversity of background, experience and perspective across the leadership cohort and evaluate the barriers to under-represented groups being in leadership positions to ensure that we maximise potential and reflect this in the identification and development of our leaders for the future. This should be reflected in the definition of the characteristics of "high potentials" and for rapid progression to professional and line management leadership positions. The competency framework will identify and enable development of potential future leaders.

Once the new business management system is bedded in and new modules brought on line, this should support managers by providing timely and accurate information which will enable more effective decision making, planning and management of employees resulting in improved service delivery.

Action	Who	Outcomes
Next stage of organisational design to clearly define and articulate new management roles and map management decision making	HR & Departmental leadership teams with external support as required	<ul style="list-style-type: none"> <li>• Greater clarity of roles and responsibilities.</li> <li>• Improved decision making.</li> <li>• Greater ownership amongst and engagement of middle managers in organisational development</li> </ul>
Roll out the leadership development programme across the organisation down to team manager level.	Chief Executive, CLT and HR	<ul style="list-style-type: none"> <li>• Improved performance management and leadership of employees.</li> <li>• Engagement of front line managers to deliver improved service outcomes.</li> <li>• Motivated, supported and engaged employees.</li> <li>• Improved and targeted leadership development</li> </ul>
Develop and implement corporate coaching and mentoring schemes	HR	<ul style="list-style-type: none"> <li>• Improved levels of on-going support for employees and managers leading to increased levels of confidence and ability</li> <li>• Cross organisational working will embed the One-Council ethos</li> <li>• Utilisation of existing coaching and mentoring skills and capabilities</li> </ul>
Development of a higher and further education programme to assist in developing future and existing leaders	HR	<ul style="list-style-type: none"> <li>• Develop capabilities of existing leaders</li> <li>• Recognition of potential and succession planning for aspiring leaders</li> <li>• Retention of knowledge, skills and experience</li> <li>• Motivation of key staff groups</li> </ul>
Implement a new streamlined Performance Management Procedure	HR and line managers.	<ul style="list-style-type: none"> <li>• Eliminate confusion over tackling performance issues and provide clarity over roles and responsibilities</li> <li>• Improved service outcomes.</li> <li>• Improved efficiency.</li> <li>• More effectively manage poor performance.</li> <li>• Improved customer experience and feedback.</li> </ul>
Monitor the application and effectiveness of the Competency Framework and revised EPDR process across the organisation.	HR and line managers.	<ul style="list-style-type: none"> <li>• Initial feedback on the new standards and processes</li> <li>• Opportunity to make minor amendments.</li> <li>• Opportunity to review communications</li> <li>• Opportunity to offer additional management training</li> </ul>
Stabilisation of phase 1 and development of BMS phase 2 modules including setting objectives and performance management; learning and development, and accident reporting	BMS Programme Team, HR & mgrs	<ul style="list-style-type: none"> <li>• Improved management information</li> <li>• Ability to cross-reference performance data with other information i.e. learning and development to improve decision making</li> <li>• Ability to track the impact of the new Competency Framework</li> </ul>

## **Priority 3: Deploying our people resources to meet the aspirations and needs of our communities**

Taking action to address future key occupational skill shortages; workforce planning and succession planning; actively managing turnover and supporting employees facing redundancy with identification of redeployment and retraining opportunities where possible and addressing workforce diversity issues

### **Key Messages**

- **We will promote local government as a good place to work and attract and foster talent**
- **We will remain an employer of choice able to attract and keep the best performing employees with a consistent and fair approach to pay and conditions for all employees**
- **We will ensure that our overall employment package supports the achievement of strategic priorities**
- **We need to make sure we understand our staffing needs now and in the future and plan to meet these**
- **We will ensure that our workforce reflects the communities we serve and promote diversity across the workforce**
- **We will actively manage turnover in a proactive and supportive way**
- **We will recognise highly performing and committed employees**

### **Supporting Actions**

A productive and skilled workforce with the right knowledge, skills and experience; organised and managed effectively to deliver organisational priorities, now and for the future, is key to improved outcomes for the people of Nottinghamshire. The first step in this is identifying what employees we actually need now and in the future.

Having established our staffing requirements we need to plan to have these individuals in place both through effective succession planning; recruitment of new staff where in-house skills are not available; retraining; and development and deployment of our existing employees and enabling them to move through and across the organisation more easily. We need to retain those people who are willing to meet the challenges of improving efficiency, performance and customer service within a shrinking budget and who embrace change, innovation and new ways of working.

The overall employment package needs to be affordable, fair and equitable, in line with that offered by other comparable employers but enable us to remain an employer of choice. Effectively connecting reward to performance and focussing on the less tangible elements such as progression, conditions of service, development and recognition will further support employee engagement. As well as competitive terms and conditions we

also need to ensure that we properly recognise good performance, thanking employees for their continued commitment and contribution.

Workforce planning, including effective talent management and succession planning, needs to be integrated with service planning to ensure customer-focussed service delivery. This will enable the County Council to meet its strategic objectives and priorities by delivering improvements in efficiency, productivity and value for money. The approach will be to address key service demands and major workforce issues; identify resources and clearly allocate responsibilities for action. The strategy will be regularly reviewed and adjusted to reflect changes in requirements. In some areas this will include joint working and planning with our partners across a range of agencies and will be based on robust management information about current resources and future demand. This will include the views of employees and service users, as appropriate.

We need to develop our recruitment processes to include approaches such as competency assessment to ensure that we appoint the right people as efficiently as possible without compromising on our aim that our staff reflect the communities we serve. We will also ensure that we recruit people safely to ensure the safety and welfare of employees and service users. We also need to implement more efficient ways of submitting and processing applications.

60% of employees are in the 36-55 age group. The proportion under 25 is falling and is now less than 5%. This compares to 13.26% of the Nottinghamshire population who are aged 16-25. In support of the Council's developing Youth Employment and Employability Strategy and our position as one of the largest employers in Nottinghamshire and in order to improve the age profile of the workforce; we will develop further our range of work related learning opportunities for young people. This will include work experience, apprenticeships and graduate traineeships.

We have been working to reduce our reliance on agency staff through better procurement and ensuring that services, including temporary and agency staff and external consultants, are engaged for defined time periods to meet clearly identified business needs and are procured and managed efficiently to provide value for money and that spend is effectively monitored and controlled.

Action	Who	Outcomes
Develop and roll out a workforce planning kit.	HR Departmental management teams	<ul style="list-style-type: none"> <li>Co-ordinated approach to workforce planning across the organisation.</li> </ul>
Improve recruitment processes including competency based recruitment and e-recruitment.	HR and Departmental managers.	<ul style="list-style-type: none"> <li>Recruitment of right people with right knowledge, skills and experience first time.</li> <li>Reduced costs.</li> <li>Promotion of NCC as an employer of choice.</li> </ul>
Complete and implement recommendations of Improvement Programme strand of work on use of agency staff and consultants.	Corporate Procurement Centre and HR	<ul style="list-style-type: none"> <li>Improved monitoring and control over use of agency staff and consultants.</li> <li>Reduced costs and increased value for money</li> <li>Improved processes</li> </ul>
Develop and implement an integrated and positive approach to recognising good performance	CLT, HR and departmental managers	<ul style="list-style-type: none"> <li>Improved performance</li> <li>Improved morale</li> <li>Will assist in the development of a performance culture</li> <li>Promote positive feedback and an improved sense of our successes</li> </ul>
Joining up the work on other priorities to ensure that our reward system supports the growth of a performance culture.	HR	<ul style="list-style-type: none"> <li>Improved employee motivation and performance management.</li> </ul>
Departmental equality and diversity target setting and action plans to deliver corporate action plan.	Departmental Equality leads in conjunction with senior managers.	<ul style="list-style-type: none"> <li>More representative workforce.</li> <li>Meeting key equality and diversity targets.</li> <li>Improved recruitment of key knowledge, skills and experience.</li> </ul>
Improve opportunities for young people to gain work experience and develop the skills required for their future employment	HR, CFCS, Futures	<ul style="list-style-type: none"> <li>Identify potential for further development and retain within the organisation.</li> <li>Improve the age profile of the workforce encouraging innovation and creativity and new ideas</li> <li>Promote the Council as an employer of choice for young people seeking employment</li> <li>Provide career pathways and routes for career development</li> <li>Improve basic and life skills across the wider community and the workforce.</li> </ul>
Improved identification of redeployment and retraining opportunities for existing staff potentially facing redundancy	HR, managers, joint trades union working group	<ul style="list-style-type: none"> <li>Compliance with employment law requirements and good practice</li> <li>Retention of business critical knowledge, skills and experience</li> <li>More effective management of turnover and reduced redundancy costs</li> <li>Mitigate levels of compulsory redundancy</li> </ul>

## **Priority 4: Maintaining a suitably qualified, effective and efficient workforce**

Developing employees' skills and knowledge, in an innovative, high performance, multi-agency context; identify, develop and motivate talent to deliver short and long term organisational objectives

### **Key Messages**

- **We need to ensure that we develop a workforce that is not just skilled within their own service but also have transferable skills**
- **Skills development should follow workforce planning activity**
- **Key attitudes and behaviours will include the willingness to embrace change, innovation and new ways of working**
- **We need to maximise the talents of our employees and use these more flexibly encouraging innovation and improvement**
- **We need to provide career pathways and opportunities for staff learning and development across the organisation**
- **Learning opportunities should be prioritised against assessed needs**
- **The corporate learning and development offer should be linked directly to strategic priorities and delivered via a mixed economy**

### **Supporting Actions**

We need to ensure that we can deploy employees to work more flexibly across the organisation and with partners. This will enable them to develop their skills, gain wider experience and maximise utilisation of their talents. Increased cross training in skills across functions will support this and improve efficiency and communication.

Literacy, numeracy and basic skills are the foundation stone for further skills development. We will continue to build on our effective joint working with trades union colleagues to promote and improve skills in these areas across the Council.

Allied to developing our own talent we need to ensure that we have training and effective career pathways available to provide opportunities for development of staff. To achieve these aims we need to develop a more systematic approach to career development.

The Competency Framework will provide a platform from which we can undertake talent management; succession planning and skills analysis audits. This will be supported by training plans to address the skills shortages and any gaps identified. Key skills required within the organisation will include organisational design, change management, problem solving, business process re-engineering, customer management and community engagement. A new BMS module under development will allow us to link EPDR outcomes with learning and development activity.



To minimise the impact of poor health and absence on service delivery, we will continue to support the health, safety and well-being of employees. This will include further reducing sickness absence. The main thrust of this will be ensuring that managers foster working relationships and environments that promote wellbeing and resilience and pro-actively prevent and manage absence. Also that employees are supported in taking personal responsibility for their lifestyle choices to maximise promoting good health.

The effective identification and management of risks, auditing of health and safety compliance and prioritisation of key areas for preventive action will be key in optimising the health outcomes for employees. This will include ensuring that the working environment is safe, secure, well maintained, legally compliant and accessible to all.

Action	Who	Outcomes
Development of proposals for job families and career pathways as a subsequent stage in organisational redesign	HR and Departmental Managers	<ul style="list-style-type: none"> <li>Retention of critical knowledge, skills and experience</li> <li>Improved career progression and succession planning</li> <li>Improved morale and motivation</li> <li>More flexible deployment of staff across the organisation</li> </ul>
Develop talent management policy for talented individuals based on the Competency Framework	HR, Departmental managers and key partners.	<ul style="list-style-type: none"> <li>More effective identification of key attributes</li> <li>Improved recruitment and retention of skills.</li> <li>Improved skills development.</li> </ul>
Develop L&D BMS module.	HR & BSC.	<ul style="list-style-type: none"> <li>More effective identification of key skills linked to L&amp;D options</li> <li>Improved identification of L&amp;D opportunities</li> <li>Improved skills development better linked to workforce planning activity.</li> </ul>
Agree and implement corporate priorities for learning and development.	Corporate L&D team and departmental management teams.	<ul style="list-style-type: none"> <li>Improved efficiency and reduced costs of learning and development activity.</li> <li>Increased transfer of skills and flexibility of the workforce.</li> </ul>
Competency Framework	HR and departmental managers.	<ul style="list-style-type: none"> <li>Monitor the performance of staff against the framework</li> <li>Target training and support to improve overall competency levels</li> </ul>
Further review and consolidate learning and development resources across the County Council to deliver a co-ordinated approach.	HR and key service areas	<ul style="list-style-type: none"> <li>Improved efficiency and reduced costs of learning and development activity</li> <li>Capacity released for further development.</li> </ul>
Review and refine corporate well-being action plan.	Line managers, HR & Occupational Health, Public Health, joint trades union working group	<ul style="list-style-type: none"> <li>Improve employee health and wellbeing</li> <li>Reduced absence rates to average County Council levels.</li> <li>Reduced costs due to absence</li> </ul>
Promote literacy, numeracy and basic skills training	HR, managers and trades union learner reps	<ul style="list-style-type: none"> <li>To improve basic skills levels across the Council</li> <li>Improve service delivery and outcomes</li> <li>To enable better career development and progression</li> </ul>



## Priority 5: Focusing on our customers

Ensuring that all the actions taken by employees are for the ultimate benefit of customers and that all workforce activities reinforce the link to improved outcomes for our citizens.

### Key Messages

- **We will deliver on our promise to put the customer at the heart of all we do**
- **We will provide a clear template of customer service for all employees to ensure high standards of customer service across the Council**
- **We will ensure that access to services is organised on the basis of convenience for customers**
- **Employees will be empowered to deliver organisational change**
- **Every employee will be expected to contribute to improving customer satisfaction**
- **Our flexible workforce will be able to respond to changing customer needs, internal and external drivers**

### Supporting Actions

Despite the levels of personal commitment of employees towards customer service, the Council has not placed sufficient emphasis on the customer as a golden thread through all activities and initiatives. However, progress is being made - customer focus is key within the new Competency Framework, and many service reviews are taking the customer journey as their basis. We need to develop this approach further.

Our first priority is to refresh the Customer Strategy to ensure that all employees understand the standards expected and that we have a clear way forward to improve access to our services. This will include work to ensure that our customers are aware of the standards that should be applied.

We need to build on the commitment of employees and give frontline people and teams more autonomy to act to meet customer needs. This is a key feature of the cultural shift the Council has initiated. In achieving this we can be confident that changes do not adversely affect customers inadvertently and that we understand, at the point of delivery, what our customers need.

The Council will be undertaking a systematic programme of service review and business process re-engineering (BPR) activity. Through BPR we can identify the current customer pathway and consciously amend our systems and processes to improve the customer experience and outcomes. This should result in improved customer satisfaction. Involving employees in these processes, with the necessary training and support, will be important if we are to deliver sustained change for the benefit of the citizens of Nottinghamshire.

There will be improved customer service training available for all employees to support the embedding of the competency framework and improved customer outcomes. Initially this will be prioritised towards the frontline.

The Leadership Development Programme will also emphasise the customer ethos and challenge managers to become more customer focused and empower their frontline people and teams to have more control over the design and delivery of services.

Action	Who	Outcomes
Implement corporate Customer strategy	CLT, Customer Service Team, and Departmental Managers	<ul style="list-style-type: none"> <li>To articulate the standards required of all staff</li> <li>To alert the customer to the standards they can expect</li> <li>Recognition of customer service as an area of expertise</li> <li>To co-ordinate customer focused activities</li> </ul>
Channel shift project	CLT, Customer Services, Communications and Marketing and Departmental Managers	<ul style="list-style-type: none"> <li>To ensure that customer access works for the customer and the authority</li> <li>Utilise most cost effective channels</li> <li>Focus face to face or telephone customer access to staff with identified customer service skills</li> </ul>
Roll out customer service training across the organisation	HR and Departmental managers.	<ul style="list-style-type: none"> <li>Refresh the offer for customer service training</li> <li>Ensure that there are appropriate options for frontline employees.</li> </ul>
Develop and maintain network of customer service coaches and mentors to support front line staff	Customer Service Team and L&D teams	<ul style="list-style-type: none"> <li>To ensure that high standards of customer service are embedded in day to day activity</li> <li>To ensure that staff are enabled to apply learning and skills in practice</li> </ul>
Service Review/BPR process – including training as necessary	CLT, Improvement Programme and Departmental Managers.	<ul style="list-style-type: none"> <li>Train and empower employees to re-engineer systems and processes from the customer perspective</li> <li>Maintain the focus of creativity and change at the frontline</li> </ul>
Leadership Development Programme	HR and Departmental managers.	<ul style="list-style-type: none"> <li>To embed customer care as a golden thread through management activities</li> <li>Transferring the skills to managers to unleash the creativity of employees to design and deliver services for customers</li> </ul>

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

### **COMMUNICATIONS AND MARKETING STRUCTURE**

#### **Purpose of the Report**

1. To seek approval for the Communications and Marketing staffing structure (Appendix A) that has been revised to deliver the new strategy.

#### **Information and Advice**

2. The Communications and Marketing strategy 2012-14 was approved by Policy Committee on September 12, 2012.
3. The key features of the strategy included the need to:
  - Improve satisfaction with the Council through improved information provision
  - Make savings and generate income (whether directly or by supporting services)
  - Continue to develop communications channels (in particular social media)
  - Encourage channel shift to more cost-effective, convenient and efficient online transactions
4. Policy Committee also approved a change to Translation and Interpretation from a direct delivery model to one that is delivered as a shared service with Nottingham City Council.

#### **Staffing structure**

5. The staffing structure of communications and marketing was reviewed to see if it was best placed to deliver the approved strategy. As a result of this review, a number of changes have been proposed to the structure (Appendix A).
6. The overall number of FTE posts would reduce from 53 down to 50 with the cost of the structure expected to remain broadly neutral although final grades have yet to be confirmed with the Job Evaluation team
7. Changes to the structure can be seen by comparing the existing structure (Appendix A1) with the proposed structure (Appendix A2).
8. The main proposed changes to the structure can be summarised as follows:

- Create increased senior digital capacity to allow greater focus on channel shift and the development of improved communication channels for schools and internal communication.
    - Greater ability to focus on income generation and savings through the creation of an additional Senior Marketing Officer post.
  - Increased flexibility of assistants through the creation of Communications Assistants. These four posts would be expected to work across both digital and marketing/events.
  - One new Communications Officer post to ease workload pressures. The role would predominantly work on the production of content for publications.
  - Recognising the different skill sets of those working in the print room by creating Print Room Officer posts and print Room Technicians.
9. To balance the structure, it is proposed that the following posts are deleted: Senior Graphics Officer x1, Digital Assistants x4, Marketing and Events Assistants x2, Marketing Officer x 1, Admin Assistant x1 (print), Admin Officer x1, Print Room Technician x 5. Many of these posts are being replaced by new posts in the structure.
10. The Translation and Interpretation Officer x1 and Translation Assistant x1. posts are not shown in the revised structure as they are subject to discussions with Nottingham City Council, to agree a shared service arrangement (approved by Policy Committee on 12 September) to deliver translation and interpretation services.
11. Standard procedures will be followed in order to minimise the impact on employees. A number of the posts in the structure are currently vacant.

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

12. To improve the ability of the Communications and Marketing to deliver the approved strategy and its associated targets by 2014.

### **Other Options Considered**

13. Communications and marketing staff were consulted with as part of the development of the strategy and associated staffing structure. This resulted in a number of changes to the proposal.

### **Statutory and Policy Implications**

14. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

## **RECOMMENDATION/S**

It is recommended that Policy Committee:

- 1) Approves the revised Communications and Marketing team structure

**Councillor Kay Cutts**  
**The Leader of Nottinghamshire County Council**

**For any enquiries about this report please contact: Martin Done.**

### **Financial Comments (MB 05/10/12)**

The cost of the revised structure, subject to job evaluation, will be met from the budget for Communications and Marketing, which is £2.367m in 2012/13.

### **Constitutional Comments (SLB 04/10/2012)**

Policy Committee is the appropriate body to consider the content of the report; it is responsible for the Council's communications policy and its implementation. The Committee can authorise changes to staffing structure, subject to Human Resources comments and consultation with the recognised trade unions.

### **Human Resources Implications (CG 8/10/12)**

The revised structure for Communications and Marketing complies with the county council's Organisation Design principles. Consultation with the Communications and Marketing team has been ongoing since June and various tools including face to face discussion and the use of the Communications Loop have been used to ensure the fullest engagement with the process. A meeting with the recognised trade unions took place as part of the PPCS JCNP on 13<sup>th</sup> June 2012 and further updates have been provided on a regular basis since then.

Any appointments into the structure would follow the councils agreed enabling procedure and any displaced employees would be treated in accordance with the Council's redundancy and redeployment policy

### **Background Papers**

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- The Communications and Marketing Strategy (September 2012)
- Corporate Identity Policy (January 2012)
- Advertising and Sponsorship Policy (July 2012)

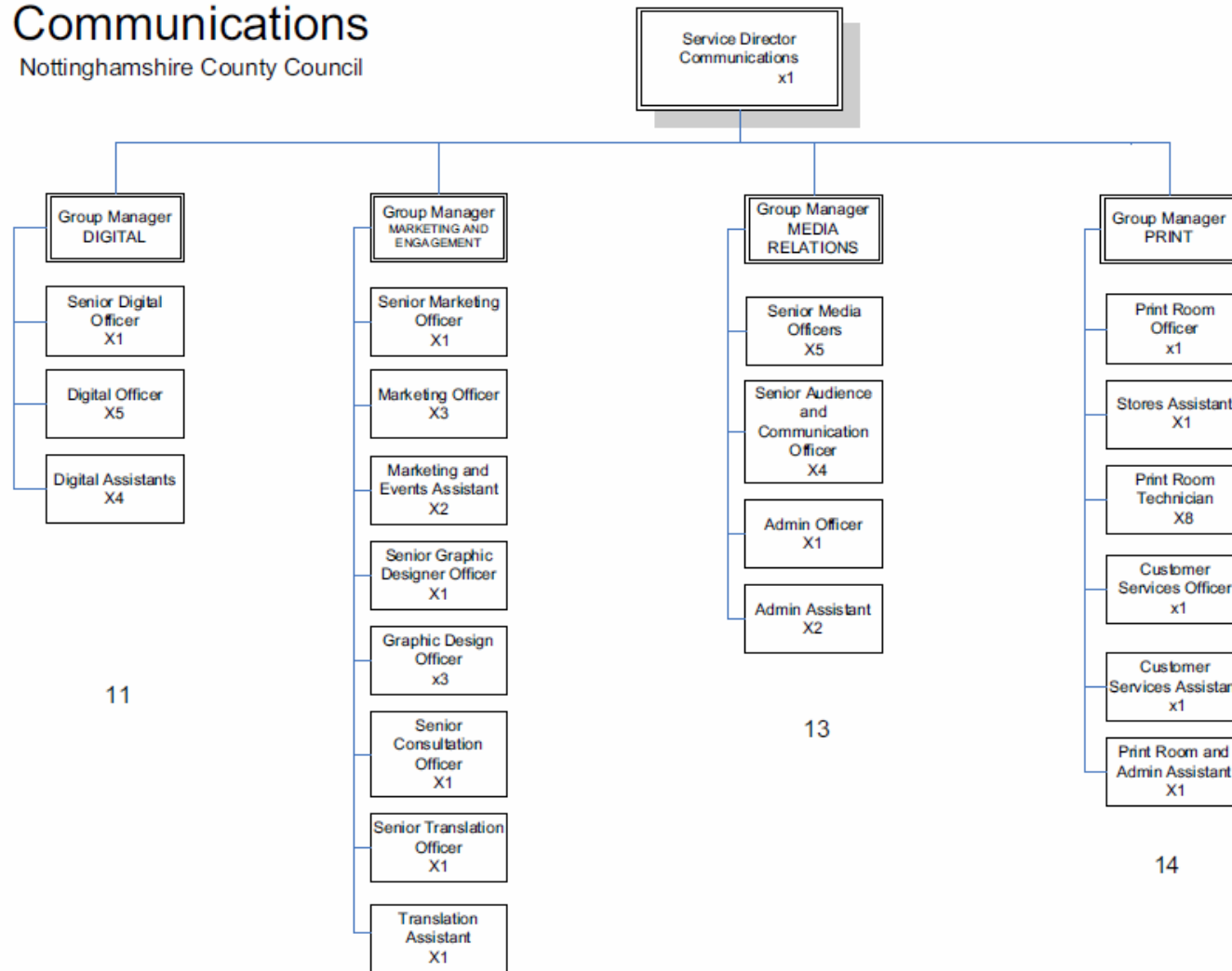
### **Electoral Division(s) and Member(s) Affected**

All

## APPENDIX A1: Current Structure

### Communications

Nottinghamshire County Council



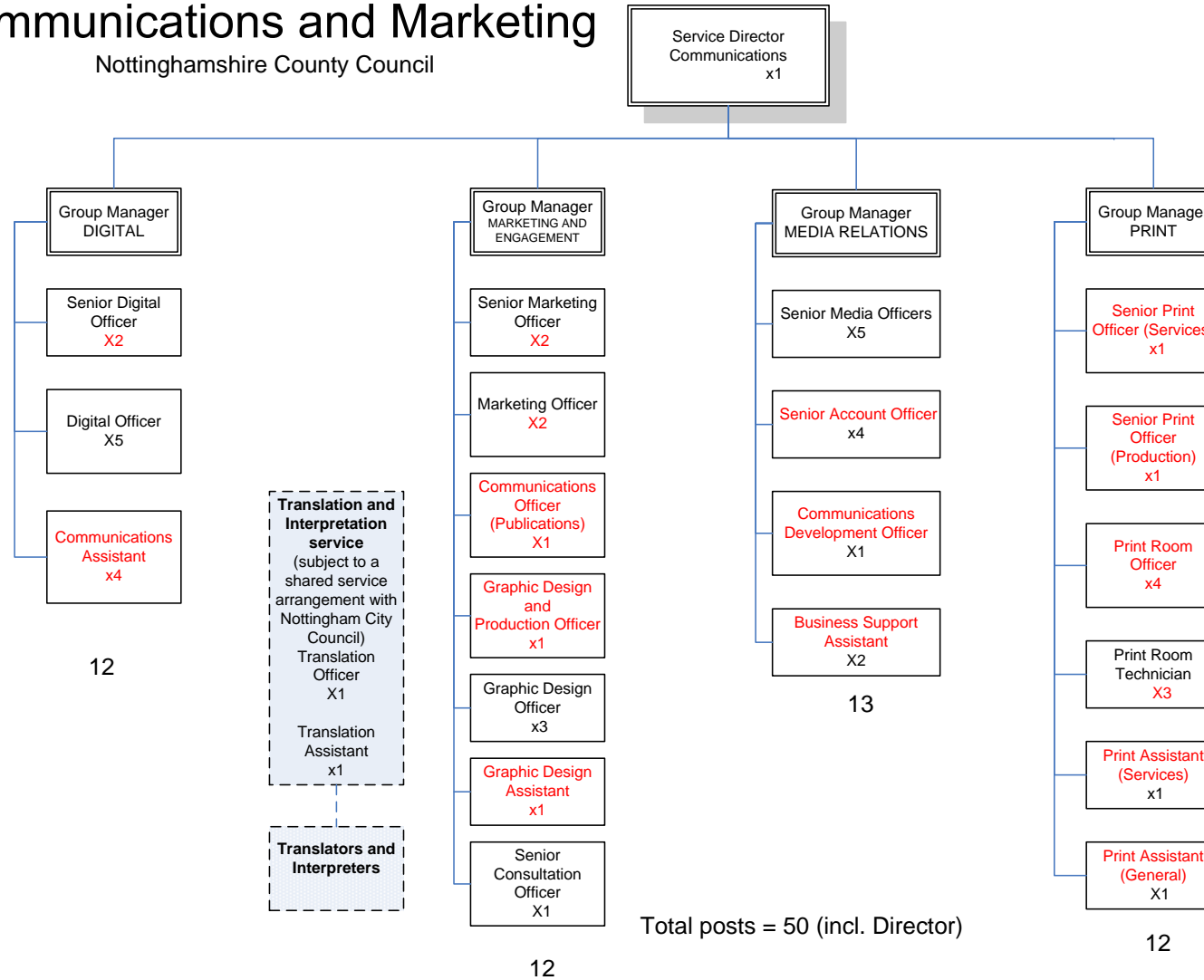
Total posts = 53 (inc. Director)

14

## APPENDIX A2: Proposed Structure

# Communications and Marketing

Nottinghamshire County Council







**REPORT OF THE CHIEF EXECUTIVE****HEALTH SCRUTINY CONSULTATION RESPONSE****Purpose of the Report**

1. To note the response provided to the Department of Health in relation to the recent Health Scrutiny consultation.

**Information and Advice**

2. In July 2012, the Department of Health commenced a Health Scrutiny Consultation with a particular focus on the mechanisms for referrals of proposals for substantial variations and developments of service by NHS Trusts to Secretary of State for Health. Currents arrangements are that where a Health Overview and Scrutiny Committee considers that a proposal is not in the interests of the local health service in its area, i.e. it would have a detrimental effect on the health and experience of local patients, it may refer the issue to the Secretary of State in writing, or in the case of NHS Foundation Trusts to Monitor, who may make a final decision on the proposal.
3. When making the referral, the Health Overview and Scrutiny Committee should explain the grounds on which it has reached its decision and the evidence it has used. It should also consider the extent to which patients, the public, and other stakeholders have been involved in the planning and developing of the proposal.
4. Referral should be a last resort and every attempt should be made to reach agreement locally. While the referral is with the Secretary of State, the NHS body cannot implement the proposal (although it may take some preparatory steps). In considering what action to take, the Secretary of State may ask the Independent Reconfiguration Panel for advice.
5. The proposals being consulted on suggest that an interim referral stage to the NHS Commissioning Board should be introduced and that referrals should be made by Council rather than a Health Scrutiny Committee. This does not appear to be in the interests of service users, the NHS bodies or local democracy since it would serve to both delay the resolution of the matter and take it out of the hands of those who have heard about the issues firsthand from the organizations and people concerned.
6. In addition, the proposals also seek to introduce a duty for Health Scrutiny Committees to develop alternative financial proposals when NHS bodies are proposing variations of service. This would seem to be onerous and beyond the normally understood remit of Health Scrutiny.

7. The response from this Authority is attached as an appendix to this report. The response was developed by Councillor Mel Shepherd, in his role as Chairman of the Joint Health Scrutiny Committee with assistance from departmental officers. The response was circulated to Members of the Joint Health and Health Scrutiny Committees for comment and approved for onward transmission to the Department of Health by the Leader. Due to the consultation period running over the summer period for a comparatively short amount of time it was not possible to have the response considered by Policy Committee before the deadline.

## **Statutory and Policy Implications**

8. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

## **RECOMMENDATION**

It is recommended that Policy Committee note the consultation response.

**Mick Burrows**  
**Chief Executive**

**For any enquiries about this report please contact: Martin Gately, Democratic Services Officer, Policy Planning and Corporate Tel (0115) 9772826**

### **Constitutional Comments (SLB 03/10/2012)**

9. This report is for noting only.

### **Financial Comments (MB 04/10/12)**

14. There are no specific financial implications arising from the report.

## **Background Papers**

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

Department of Health Local Authority Health Scrutiny consultation.  
<http://www.dh.gov.uk/health/2012/07/health-scrutiny/>

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

All

Nottinghamshire County Council Local Authority Health Scrutiny Consultation  
Response 7<sup>th</sup> September 2012

**Q1. Do you consider that it would be helpful for regulations to place a requirement on the NHS and local authorities to publish clear timescales? Please give reasons.**

A. Such regulations would be unhelpful and limit the ability of local councillors to represent the views of local people. There should not be a single window for referral.

While Health Scrutiny Committees (or the body carrying out this scrutiny function on behalf of the Council) will, in the main, be able to give a view on whether or not they are content with a variation or development after they have received results of the consultation this will not always be the case. If major concerns are brought to the committee's attention some time after this point, the committee should be free to make a referral.

**Q2. Would you welcome indicative timescales being provided in guidance? What would be the likely benefits and disadvantages of this?**

A. No. See answer to Q1.

**Q3. Do you consider it appropriate that financial considerations should form part of local authority referrals? Please give reasons for your views?**

A. No. Financial considerations may well form part of referrals but it is too prescriptive to encumber committees with the duty to develop alternative proposals and engage with the public and stakeholders. This seems highly onerous and does not take account of the limited support available for committees to call on. The proper purpose of Health Scrutiny is to highlight concerns, not to fully realise alternative proposals – such an activity would seem to go well beyond what is commonly understood to be scrutiny.

**Q4. Given the new system landscape and the proposed role of the NHS Commissioning Board, do you consider it helpful that there should be a first referral stage to the NHS Commissioning Board.**

A. Firstly, it is important to realise that a Health Scrutiny Committee's intention to make a referral is not necessarily indicative of a dispute (as at paragraphs 63 and 66) and this is an unhelpful perspective to have on the exercise of this power (for example the referral may be pointing out a failure of total lack of consultation). If this intermediate referral stage assists CCGs in engaging with Health Scrutiny Committees and resolving issues then it is to be welcomed. However it appears to duplicate the initial assessment process carried out by the Independent Reconfiguration Panel (IRP). The independence of the IRP

is fundamental to ensuring confidence in the whole referral process and it is unclear whether an intermediate referral to another NHS body would have the same credibility. Any intermediate referral should not delay access to the Independent Review processes carried out by the IRP.

There would seem to be no need for a lesser interim referral to be ratified by full council, it would seem to be quite sufficient for interim referrals to be made following the vote of a Health Scrutiny Committee.

**Q5. Would there be any additional benefits or drawbacks of establishing this intermediate referral?**

A. The interim referral is likely to increase levels of engagement but quite possibly at the cost of slowing the overall process down in the event of a second referral. There is the possibility that the total number of referrals will increase since making a referral will no longer be seen as a 'final option.' Any intermediate referral should not delay access to the Independent Review processes carried out by the IRP.

**Q6. In what other ways might the referral process be made to more accurately reflect the autonomy in the new commissioning system and emphasize the local resolution of disputes?**

A. Again, the issues that arise in relation to substantial developments and variations should not necessarily be regarded as a dispute in need of arbitration. It might be helpful if referral letters contained a statement from the local authority confirming either a) all local avenues of resolution have been exhausted or b) all faith has been lost in those proposing the changes. Following a referral, representatives of the Independent Reconfiguration Panel should engage directly with referring local authorities and speak to the Chairman of the referring Health Scrutiny Committee to get clarification when necessary. Where a referral is not upheld by the Panel, representative(s) of the Independent Reconfiguration Panel should attend a meeting of the Health Scrutiny Committee in person in order to explain the reasons and answer questions.

To ensure that the referral process reflects the new commissioning system the role and procedures employed by MONITOR should be evaluated. Local authorities increasingly engage with NHS foundation trusts and when considering substantial variations/developments the referrals route for these Trusts is to MONITOR. MONITOR has confirmed that it has no formal procedures in place for managing referrals. This should be urgently addressed.

**Q7. Do you consider it would be helpful for referrals to have to be made by the full council? Please give reasons for your view.**

A. Referral from full council may be seen as an attractive measure in that it signifies major concerns from the Authority as a whole rather than a single

committee; this may, in fact, be a practical way forward. However, this change is associated with a number of disadvantages: a) it is likely to slow down local decision making and the process of referral as full council meetings are held less frequently than committees; b) the full council will not have the advantage of having heard all of the evidence first-hand nor will the Members have had the opportunity to ask questions of or hear counter-arguments from the representatives of NHS bodies, patients and the public who have attended Health Scrutiny Committee meetings; c) Health Scrutiny is a specialist activity in which Members build expertise, and so such a change would put the final decision on referral out of the hands of Members with the most experience and into the hands of a larger group of Members with less experience, d) the different standing orders for full Council and committees create different forums for debate with scrutiny of NHS proposals more suited to committee and e) joint committees including councillors from a number of local authorities and are bodies owned by each participating local authority, in this instance each of those authorities would need to ratify a referral at a full council meetings. Such meetings are not aligned and no detail is provided as to whether one or all would need to agree the motion in such circumstances.

Paragraph 73 indicates that scrutiny functions need to assemble a full suite of evidence in relation to a referral. It would perhaps be useful for guidance to provide links to the sort of suites that the Independent Reconfiguration Panel might find useful. There is, of course, more than one type of evidence, and where – for instance – all levels of local political leadership have stated that they have serious concerns about a substantial variation and that they have lost faith in the local NHS then that sort of statement speaks for itself. It is indicative of a failure of consultation and engagement and there is little point seeking to produce reams of material to demonstrate what is self-evident.

**Q8. Do you agree that the formation of joint overview and scrutiny arrangements should be incorporated into regulations for substantial service developments or variations where more than one local authority is consulted? If not, why not?**

The formation of joint committees should be left to local determination rather than regulations. The existing provisions meet the needs of local authorities as can be demonstrated in Nottinghamshire. The Joint Committee with Nottingham City and Nottinghamshire County works particularly well. Under the existing regulations we have arrangements in place to establish joint committees with other neighbouring local authorities. However we would consider it more appropriate for Trusts engaging in a consultation across a whole region to engage with existing joint committees (and other committees as necessary).

Guidance might serve to usefully reduce duplication of effort and the time spent to by Trusts explaining changes in great detail to both county and district health scrutiny committees. In Nottinghamshire where a substantial variation/development affects only one particular District, we consider delegating the matter to the district council. Where there is a wider strategic

aspect the health scrutiny will be undertaken by the County Council Health Scrutiny Committees. In this instance we have a means of co-option so that district councillors can participate in the review. Guidance should be provided to ensure that the local NHS body is clear of the level of engagement required with different committees.

The suggestion that referrals should be endorsed by full council would seem to bring particular issues with it for Joint Committees. What happens when one full council refers and the other does not? The Independent Reconfiguration Panel might draw negative inferences from a Joint Committee referral from a single council. See question 7.

**REPORT OF SERVICE DIRECTOR –HR AND CUSTOMER SERVICE.****UPDATE ON THE CUSTOMER SERVICE CENTRE****Purpose of the Report**

1. The purpose of the report is to update members as to developments at the Customer Service Centre; including the proposed change of telephone number.

**Information and Advice****Background**

2. Since April 2009 the average number of enquiries dealt with through the Customer Service Centre has increased from 256,848 per annum to a forecast volume of approximately 630,000 per annum for 2012/13. This includes face to face enquiries, email and telephone enquiries. This is set against a backdrop of budget decrease for the Customer Service Centre for the same period from £5.6m to £2.88m.
3. This reflects a cross-cutting programme of activity working directly with front line service areas to review service provision, systems and processes and transfer first line enquiry handling activity to the Customer Service Centre to be dealt with by trained customer service specialists where appropriate. Thus generating savings in front line service areas and releasing the capacity of trained, professional staff to deal with higher level assessments and more complex enquiries in their areas of work.
4. Examples of new or developments in existing areas of enquiry handling transferred to the Customer Service Centre in the last 12 months include:

Family Information Service

School Admissions Service

Instrument and music teaching services

Nottinghamshire performing arts service

Handypersons Adaptations Service

Blue car badges

Carers emergency card

First contact service

Establishment of the Dedicated Adult Access Team

Welfare Rights Advice as part of the above team

Registrar appointments and calls as part of the national "Tell us once" campaign

Highways – integration of systems for direct reporting of potholes and street lighting repairs



Issue of special access permits  
Development of e-payments system – ongoing  
Involvement in development of Multi Agency Safeguarding Hub (MASH)

5. At the same time work has also been undertaken by the customer service team to generate improvements in efficiency and streamlining of enquiry handling at the centre to reduce average call duration from 6.00 minutes to 3.59 minutes – depending on the nature of the enquiry. Further improvements are anticipated once the new call routing software and improvements in the customer management system have bedded in. The average cost per contact at the Customer Service Centre has also reduced from £12.22 in March 2010 to £4.86 on average by September 2011. This includes complex Adult Social Care enquiries.

#### **The Customer Service “golden” number.**

6. The Customer Service Centre acquired the 08449 808080 number as part of the initial set up and launch in 2007 with a view to this becoming the “golden number” and main route for contacting Nottinghamshire County Council and access to services. The intention being to provide a main “front door” through which the public could access Council services with trained Customer Service Advisors able to deal with and resolve first line enquiries quickly and efficiently and signpost to other services as necessary.
7. The advantage of this approach at the time was there was no fee for the Authority in terms of line rental or charges and as it is a non-geographic number it could be moved to other locations to ensure business continuity in the event of an emergency. This number is now widely known by the public of Nottinghamshire as a co-ordinated route through which they can access over 440 of the Council’s 500 different services.
8. Calls to the County Council are now costing customers on average 3 pence per minute from a landline and considerably more from mobile phone networks. There is an incorrect perception amongst citizens that the County Council benefits from these charges but this charge is levied by the customer’s telephone provider and not the County Council. Increasing numbers of customers wish to use the convenience of their mobile phone to contact the Council but, depending on the customer’s call package, this can be expensive for the customer; particularly if the call is complex in nature or lengthy. Increasingly feedback and complaints are being received from customers about call charges.
9. The Office of Communications (OFCOM) now recommends the use of 0300 numbers as the best practice option for use by local government and not for profit organisations. These are widely used across Nottinghamshire in both the police and health arenas. Therefore the County Council has purchased an 0300 number to replace the previous golden number. The new number is 0300 500 8080.
10. This will reduce costs for members of the public contacting the Customer Service Centre as call charges from both landlines and mobile phones will be equivalent to dialling a local number. Depending on which provider and call package the customer has these calls may even be free of charge. The County Council would be setting an example for other providers and will hopefully improve customer perception and satisfaction with the Council overall as we will have listened to customer feedback by reducing costs for our customers and ensuring that the public receive improved value for money.



11. The 0300 number will continue to provide continuity of service in emergency situations as it is also non- geographic so can be moved to another location with ease.
12. The new “golden number” which has been purchased is similar to the existing number and hopefully therefore easy for the public to remember. Its launch on 5<sup>th</sup> November 2012 will be supported by a comprehensive communications plan. The new number has been set up so that anyone ringing the old number will be automatically diverted to the new, cheaper number.
13. The cost of this approach is £750 one off cost to purchase the line and for the initial set up plus line rental of £6.00 per year. Work to change the numbers already advertised will be undertaken as part of the marketing and branding project or as literature is planned for review and reprint and therefore this should avoid additional costs.
14. The change in the “golden number” is part of the Council’s wider approach to access to services which supports the use of a wide range of channels by customers to access information and services to ensure that customers retain a degree of choice and control over how they contact the County Council and that particular groups are not disadvantaged. Underpinning this is the requirement for all access channels and supporting systems and processes to be accessible, fit for purpose, represent value for money and be targeted according to the customer audience. This includes face to face customer service provision, email and written access to services and information; telephone enquiries and the use of the internet.
15. As part of the next phase of activity of the Improvement Programme, the Council is seeking to encourage and support customers to make greater use of digital channels where appropriate through a series of targeted actions over a period of time. Access to services on-line is cheaper and enables greater self service by customers at a time which is convenient for them, not just during office hours, and allows more proactive pushing out of information to customers. Progress is being made in this area with significant increases in the number of customers accessing the Council’s redesigned and improved website in recent months. However, this will still need to be supported by the full range of access routes as it will take some time to deliver significant changes in customer behaviour and it will always be appropriate to offer a range of channels depending on the nature of the enquiry and to ensure a degree of choice for customers.

### **Other Options Considered**

16. A range of options are being considered and developed as part of the County Council’s developing strategy for access to services which encourages and supports the use of cheaper access channels where possible and appropriate but still retains a degree of customer choice.

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

17. The purchase and use of a new 0300 number is directly in response to feedback from customers; will reduce costs for customers and is in line with industry best practice guidance for local government. This sits within the Council’s overall approach of ensuring that all access channels are fit for purpose and provide value for money and then encouraging the

public to move from face to face access to services, to telephone enquiry handling and ultimately on-line self service access to information and services where this is appropriate and customers choose to do so.

## **Statutory and Policy Implications**

This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

### **Implications for Service Users**

A significant number of service user are vulnerable, disadvantaged or on low incomes. The new number will mean that it is cheaper for the public and customers to access Council Services as they will be charged less by their telephone provider. The County Council will continue to develop its approach to ensure customers continue to be able to exercise choice in how they access services and improve the overall customer experience.

### **Equalities Implications**

The County Council provides a wide range of services to citizens, businesses and visitors to Nottinghamshire. It is important that the County Council continues to provide a range of channels and routes through which all customers can access information and services in order to ensure that particular groups are not disadvantaged.

### **Human Resources Implications**

There are none arising directly from the contents of the report.

## **RECOMMENDATION/S**

That members note the contents of the report.

**Marjorie Toward**  
**Service Director – HR and Customer Service**

**For any enquiries about this report please contact:**  
**Marjorie Toward, Service Director – HR and Customer Service, Environment and Resources on 0115 9774404**

**Constitutional Comments [CEH 08/10/12]**

The report is for noting purposes only.

**Financial Comments [MA 08/10/12]**

The financial implications are as detailed in the report.

**Background Papers**

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

None

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

All



**REPORT OF CORPORATE DIRECTOR, POLICY, PLANNING AND  
CORPORATE SERVICES****WORK PROGRAMME****Purpose of the Report**

1. To review the Committee's work programme for 2012/13.

**Information and Advice**

2. The County Council requires each committee to maintain a work programme. The work programme will assist the management of the committee's agenda, the scheduling of the committee's business and forward planning. The work programme will be updated and reviewed at each pre-agenda meeting and committee meeting. Any member of the committee is able to suggest items for possible inclusion.
3. The attached work programme was drafted in consultation with the Chairman and Vice-Chairman and reported to the first meeting of the Policy Committee in May 2012. It has been reviewed at each subsequent meeting and includes items which can be anticipated at the present time. Other items will be added to the programme as they are identified.
4. As part of the transparency introduced by the new committee arrangements, committees are expected to review day to day operational decisions made by officers using their delegated powers. Such decisions will be included in the work programme on an annual basis and as specific decisions of interest arise.
5. The Policy Committee will be asked to determine policies, strategies and statutory plans developed or reviewed by other Committees of the Council. Committee Chairmen are invited to advise the Policy Committee of any additional policy reviews that are being considered.

**Other Options Considered**

6. None.

**Reason/s for Recommendation/s**

7. To assist the committee in preparing and managing its work programme.

## **Statutory and Policy Implications**

8. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

## **RECOMMENDATION/S**

- 1) That the committee's work programme be noted, and consideration be given to any changes which the committee wishes to make;

**Jayne Francis-Ward**  
**Corporate Director, Policy, Planning and Corporate Services**

**For any enquiries about this report please contact:** Matthew Garrard, Team Manager, Policy, Performance and Research T: (0115) 9772892 E: [matthew.garrard@nottsc.gov.uk](mailto:matthew.garrard@nottsc.gov.uk)

## **Constitutional Comments (SLB 30/04/2012)**

9. The Committee has authority to consider the matters set out in this report by virtue of its terms of reference.

## **Financial Comments (PS 2/5/12)**

10. There are no financial implications arising directly from this report.

## **Background Papers**

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

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

All

## **POLICY COMMITTEE - WORK PROGRAMME**

<b><u>Report Title</u></b>	<b><u>Brief summary of agenda item</u></b>	<b><u>For Decision or Information</u></b>	<b><u>Lead Officer</u></b>	<b><u>Report Author</u></b>
<b>November 2012 14th</b>				
Initial Committee Budget and Capital Proposals for 2013-14	To consider initial budget proposals for services within the terms of reference of the Policy Committee	Decision	Mick Burrows	Paul Simpson
National Water Sports Centre – future management	To agree future management arrangements for the National Water Sports Centre	Decision	Derek Higton	Steve Bradley
Single Access Fund	This report is about providing information on the opportunities which may be present from the Single Access Fund Housing for Homes Real Estate Investment Trust initiative. And to determine the County Council's future interest in this scheme.	Decision	Jon Wilson	Jon Wilson
Web Advertising	Report on the Development of web advertising	Information	Martin Done	Clare Yau
Legal Settlements	Bi-annual overview of legal settlements reached in the preceding 6 months	Information	Heather Dickinson	
<b>December 2012 12th</b>				
Nottinghamshire Growth Plan	To consider proposals from the Economic Development Committee on 3 July for a Nottinghamshire Growth Plan	Decision	Celia Morris	Matt Lockley
Strategic Performance Report	Report on the overall progress of the County Council towards its strategic priorities over the second quarter of the year.	Information	Celia Morris	Matthew Garrard
Improvement Programme – Performance	Quarterly report on the progress of the Council's Improvement Programme.	Information	Deborah Hinde	
Framework for devolving services to parish/town councils	To consider the development of the framework as part of the implementation of the Council's Localism Policy	Decision	Celia Morris	Matthew Garrard
<b>January 2013 16th</b>				
Communications & Marketing Campaigns	Report on the reach of communication and marketing campaigns 2012-13.	Information	Martin Done	Clare Yau
Economic Development Strategy	To consider proposals from the Economic Development Committee on 3 July for an economic development strategy for Nottinghamshire	Decision	Celia Morris	Matt Lockley

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>For Decision or Information</u>	<u>Lead Officer</u>	<u>Report Author</u>
<b>February 2013 13th</b>				
Budget 2013-14 - Proposals	To receive the budget recommendations of the Finance and Property Committee.	Refer to Council	Paul Simpson	
Pay Policy Statement	To receive the recommendations of the Personnel Committee on the Pay Policy Statement.	Refer to Council	Marje Toward	
<b>March 2013 13th</b>				
Strategic Performance Report – Q3	Report on the overall progress of the County Council towards its strategic priorities over the third quarter of the year.	Information	Celia Morris	Matthew Garrard
Improvement Programme – Performance	Quarterly report on the progress of the Council's Improvement Programme.	Information	Deborah Hinde	
Review of Complaints	Bi-annual overview of complaints received by the County Council.	Information	Celia Morris	Jo Kirkby
Equalities Plan	To consider the annual equalities plan in accordance with statutory duties arising from equalities legislation.	Decision	Celia Morris	Matthew Garrard
<b>April 2013 17th</b>				
Legal Settlements	Bi-annual overview of legal settlements reached in the preceding 6 months	Information	Heather Dickinson	
Freedom of Information and Data Protection	Annual report and review of freedom of information and data protection performance and processes	Information	Celia Morris	Jo Kirkby
<b>May 2013 22nd</b>				
Community Safety Agreement	To consider proposals from the Community Safety Committee on 23 April for the new community safety agreement	Decision	Jayne Francis-Ward	Chris Walker
<b>June 2013 13th</b>				
Annual Performance Report 2012/13	Report on the overall progress of the County Council on its strategic priorities over the final quarter of the year and across the whole year.	Information	Celia Morris	Matthew Garrard
Improvement Programme – Annual Report	Annual report of achievements for 2012-13.	Information	Deborah Hinde	