

## Policy Committee

**Wednesday, 21 June 2017 at 10:30**

**County Hall, County Hall, West Bridgford, Nottingham, NG2 7QP**

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### AGENDA

- |    |  |         |
|----|--|---------|
| 1  | Minutes of last meeting held on 15 March 2017  | 5 - 8   |
| 2  | Apologies for Absence  |         |
| 3  | Declarations of Interests by Members and Officers:- (see note below)<br>(a) Disclosable Pecuniary Interests<br>(b) Private Interests (pecuniary and non-pecuniary) |         |
| 4  | To note the appointment of Councillors Mrs Kay Cutts MBE and Councillor Reg Adair as Chairman and Vice-Chairman of the Committee respectively                      |         |
| 5  | Membership and Terms of Reference  | 9 - 12  |
| 6  | Sheffield City Region Combined Authority Expansion - Public Referendum   | 13 - 16 |
| 7  | Place Department Structure   | 17 - 24 |
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| 11 | Quarterly Performance Report on progress against The Strategic Plan and Redefining Your Council  | 49 - 74 |

12	Friendship Agreement between Nottinghamshire County Council and the Provincial Government of Zhejiang	75 - 80
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14	Latest Estimated Cost - Schools Places Programme 2017	87 - 92
15	Operational Decisions Taken Outside The Finance & Property Committee Cycle - December 2016 - March 2017	93 - 98
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17	<b>EXCLUSION OF THE PUBLIC</b>	

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 paragraph 3 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**

- |    |   |
|----|---|
| 18 | Operational Decisions taken outside the Finance & Property Committee cycle December 2016 - March 2017 - Exempt Appendix |
|----|---|
- Information relating to the financial or business affairs of any particular person (including the authority holding that information);

### **Notes**

- (1) Councillors are advised to contact their Research Officer for details of any Group Meetings which are planned for this 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 0300 500 80 80

- (3) Persons making a declaration of interest should have regard to the Code of Conduct and the Council's Procedure Rules. Those declaring must indicate the nature of their interest and the reasons for the declaration.

Councillors or Officers requiring clarification on whether to make a declaration of interest are invited to contact Keith Ford (Tel. 0115 977 2590) or a colleague in Democratic Services prior to the meeting.

- (4) Councillors are reminded that Committee and Sub-Committee papers, with the exception of those which contain Exempt or Confidential Information, may be recycled.
- (5) This agenda and its associated reports are available to view online via an online calendar - <http://www.nottinghamshire.gov.uk/dms/Meetings.aspx>



Meeting **POLICY COMMITTEE**

Date **Wednesday 15 March 2017**

**membership**

Persons absent are marked with 'A'

**COUNCILLORS**

Alan Rhodes (Chairman)  
Joyce Bosnjak (Vice-Chairman)

Chris Barnfather  
John Cottey  
Jim Creamer  
Mrs Kay Cutts MBE  
Stephen Garner  
Glynn Gilfoyle  
Kevin Greaves  
Ken Rigby  
Richard Jackson

David Kirkham  
John Knight  
Diana Meale  
Philip Owen  
John Peck JP  
Stuart Wallace  
Muriel Weisz  
Jason Zadrozny **A**

**ALSO IN ATTENDANCE**

Councillor Pauline Allan  
Councillor Roy Allan  
Councillor Nicki Brooks  
Councillor Steve Carroll

Councillor Steve Calvert  
Councillor Alice Grice  
Councillor Sheila Place  
Councillor Liz Plant

**OFFICERS IN ATTENDANCE**

Anthony May

Chief Executive

Paul McKay

Adult Social Care, Health & Public Protection

Colin Pettigrew  
Derek Higton

Children, Families and Cultural Services

Carl Bilbey  
Martin Done  
Keith Ford  
Jayne Francis-Ward  
Matthew Garrard  
Celia Morris  
Catherine Munro  
Sarah Stevenson  
Marjorie Toward  
Michelle Welsh

Resources

The Chairman welcomed the young people who were attending the meeting as part of the Children's Commissioner Takeover Challenge. He also welcomed John Yarham, Chief Executive of Futures Advice, Skills and Employment Company and Stuart Young, Executive Director of East Midlands Councils to the meeting.

## **MINUTES**

The Minutes of the last meeting held on 8 February 2017, having been previously circulated, were confirmed, subject to the inclusion of Councillor Jim Creamer in the list of attendees, and signed by the Chairman.

## **APOLOGIES FOR ABSENCE**

The following temporary changes of membership, for this meeting only, were reported:-

- Councillor Ken Rigby replaced Councillor Stan Heptinstall MBE
- Councillor John Cottee replaced Councillor Reg Adair.

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

None.

## **REVISED STAFFING STRUCTURE FOR THE BUSINESS SUPPORT CENTRE**

### **RESOLVED: 2017/010**

That the revised structure, as set out in Appendix A to the report, be approved with effect from 1 April 2017.

## **FUTURE DIRECTION OF CULTURAL SERVICES 2017-2027**

### **RESOLVED: 2017/011**

- 1) That 'The Future Direction for Cultural Services 2017-2027' be approved.
- 2) That progress reports be presented to the Culture Committee on an annual basis.

## **UNDER-16 HOME TO SCHOOL TRANSPORT POLICY AND POST-16 TRANSPORT POLICY – 2017/18 ACADEMIC YEAR**

### **RESOLVED: 2017/012**

That the proposed Under-16 Home to School Transport Policy and the Post-16 Transport Policy for the 2017/18 academic year be approved.

## **LOCAL GOVERNMENT ASSOCIATION ANNUAL CONFERENCE AND EXHIBITION 2017**

### **RESOLVED: 2017/013**

That approval be given for the attendance of the Leader, Deputy Leader, a member of the main Opposition group and the Chief Executive at the Local

Government Association Conference and Exhibition in Birmingham on 4-6 July 2017.

### **NATIONAL CHILDREN AND ADULT SERVICES CONFERENCE 2017**

#### **RESOLVED: 2017/014**

- 1) That approval be given for the Chair of the Adult Social Care and Health Committee and the Chair of the Children and Young People's Committee to attend the National Children and Adult Services Conference in Bournemouth from 11-13 October 2017, together with any necessary travel and accommodation arrangements.
- 2) That the outcomes of the conference be reported to the Adult Social Care & Health Committee by the Corporate Director of Adult Social Care, Health and Public Protection and to the Children & Young People's Committee by the Corporate Director of Children, Families and Cultural Services in due course.

### **UPDATE ON THE WORK OF EAST MIDLANDS COUNCILS**

During discussions, Members underlined the previous request for a report to all Members on the issue of resettlement of unaccompanied asylum seekers.

Members thanked Mr Young for his presentation.

#### **RESOLVED: 2017/015**

That the work and activities of East Midlands Councils be noted.

### **FUTURES ADVICE, SKILLS AND EMPLOYMENT COMPANY**

Members thanked Mr Yarham for his presentation.

#### **RESOLVED: 2017/016**

- 1) That the contents of the introductory presentation by the Chief Executive of Futures Advice, Skills and Employment Company be noted.
- 2) That a review of the Council's strategic relationship with Futures be undertaken in order to maximise the Company's contribution towards the Council's core strategies.

### **UPDATE ON THE D2N2 LOCAL ENTERPRISE PARTNERSHIP AND THE CITY OF NOTTINGHAM AND NOTTINGHAMSHIRE ECONOMIC PROSPERITY COMMITTEE**

During discussions, members suggested that it would be helpful to invite David Ralph, Chief Executive of the D2N2 Local Enterprise Partnership, to introduce future update reports to the Committee.

#### **RESOLVED: 2017/017**

That the report be noted.

## **QUARTERLY PERFORMANCE REPORT ON PROGRESS AGAINST THE STRATEGIC PLAN AND REDEFINING YOUR COUNCIL**

### **RESOLVED: 2017/018**

That the progress against the Strategic Plan and Redefining Your Council be noted.

## **LETTER FROM SECRETARY OF STATE REGARDING ANTI-SEMITISM**

### **RESOLVED: 2017/019**

- 1) That the definition of anti-Semitism as set out in the Secretary of State's letter of 30 January 2017 be noted and supported.
- 2) That further work be undertaken on the Equality Policy and Hate Crime Policy to ensure they reflect this definition and to consider other changes required to ensure Fairness and Equality about all groups with protected characteristics.
- 3) That a further report recommending any amendments to either Policy is brought back to the Committee as soon as possible.

## **WORK PROGRAMME**

### **RESOLVED: 2017/020**

That the work programme be noted.

The meeting closed at 11.41 am.

CHAIRMAN

## **REPORT OF THE CORPORATE DIRECTOR, RESOURCES**

### **TERMS OF REFERENCE AND MEMBERSHIP**

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

1. To note the membership and terms of reference of the Policy Committee.

#### **Information and Advice**

2. The membership of the Policy Committee is as follows:

Chairman – Councillor Kay Cutts  
Vice-Chairman – Councillor Reg Adair

Councillor Chris Barnfather  
Councillor Joyce Bosnjak  
Councillor Richard Butler  
Councillor John Cottee  
Councillor Samantha Deakin  
Councillor Kate Foale  
Councillor Steve Garner  
Councillor Glynn Gilfoyle  
Councillor Richard Jackson  
Councillor Bruce Laughton  
Councillor Philip Owen  
Councillor John Peck  
Councillor Mike Pringle  
Councillor Alan Rhodes  
Councillor Stuart Wallace  
Councillor Muriel Weisz  
Councillor Jason Zadrozny

3. The County Council on 25 May 2017 established the Committee with the following terms of reference:
  1. The following powers and functions are delegated to Policy Committee by the Full Council:
    - a. All decisions within the control of the Council including but not limited to those listed in the Table below



- b. Policy development and approval except on matters reserved for the Full Council
  - c. Review of performance on a regular basis
  - d. Review of day to day operational decisions taken by Officers
  - e. Approval of consultation responses relating to the Committee's areas of responsibility except for responses to day-to-day technical consultations which will be agreed with the Chairman and reported to the next available Committee following their submission
  - f. Approval of relevant staffing structures as required
  - g. Approving all Councillor attendance at conferences, seminars and training events within the UK mainland for which a fee is payable including any expenditure incurred, within the remit of this Committee and to receive quarterly reports from Corporate Directors on departmental officer travel outside the UK within the remit of this Committee.
2. If any report comes within the remit of more than one committee, to avoid the report being discussed at several committees, the report will be presented and determined at the most appropriate committee. If this is not clear, then the report will be discussed and determined by the Policy Committee.
  3. As part of the detailed work programme the Committee will receive reports on the exercise of powers delegated to Officers.
  4. The Committee will be responsible for its own projects but, where it considers it appropriate, projects will be co-ordinated by a cross-committee project steering group that will report back to the relevant Committee.

Table
Responsibility for ensuring that committees operate under the policy direction of the County Council and for determining policies not reserved to the Full Council
Responsibility for the discharge of all functions and exercise of all powers of the County Council not expressly reserved to the Full Council or to any other part of the County Council by statute or by this Constitution
Responsibility for monitoring and reviewing the overall performance of the Council
Responding to any consultations within the remit of more than one committee as and when required
Responsibility for those functions relating to elections and local democracy which are not reserved to the Full Council
Responsibility for promoting economic development, regeneration and associated activities
Responsibility for all property related functions including acquisitions and disposals, property design and construction and related consultancy services, and the asset management plan
Responsibility for the Council's internal and external communications policy and its implementation

Table
Responsibility for ensuring the Council meets its equalities duties
Responsibility for all remaining statutory overview and scrutiny powers except those delegated to a health scrutiny committee and Communities and Place Committee
Responsibility for reviewing annual reports and inspection reports not within the remit of another committee
Responsibility for authorising hospitality to be offered by the County Council except where the cost is to be covered by the Chairman of the County Council's individual budget
Responsibility for making changes to the organisations on the list of Outside Bodies

### Other Options Considered

4. None.

### Reason/s for Recommendation/s

5. To inform the Committee of its membership and terms of reference.

### Statutory and Policy Implications

6. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

## RECOMMENDATION

That the Committee's membership and terms of reference be noted.

**Jayne Francis-Ward**  
Corporate Director, Resources

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

Paul Davies, Democratic Services  
T: 0115 977 3299

### Constitutional Comments

7. As this report is for noting, no constitutional comments are required.

### Financial Comments (NS 6/6/17)

8. There are no financial implications arising from this report.

**Background Papers and Published Documents**

None.

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

All.

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

### **SHEFFIELD CITY REGION COMBINED AUTHORITY EXPANSION: PUBLIC REFERENDUM**

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

1. To seek approval to conduct a referendum under s.116 of the Local Government Act 2003 in the Bassetlaw District Council administrative area to seek views on whether voters wish their area to become a full member of the Sheffield City Region Combined Authority and that the referendum be conducted as soon as reasonably practicable.

#### **Information and Advice**

2. The Cities and Local Government Act 2016 allows District Councils within two-tier areas to join a Combined Authority, subject to the approval of the Secretary of State.
3. Bassetlaw District Council took the decision to apply to become a Constituent Member of the Sheffield City Region Mayoral Combined Authority (SCRCA) in March 2016.
4. In July 2016 Sheffield City Region undertook a public consultation as part of their plans to expand their mayoral devolution governance arrangements beyond the four South Yorkshire Metropolitan Councils into Bassetlaw in Nottinghamshire and Chesterfield in Derbyshire. At that time this Council responded to the consultation setting out objections and contesting the statements in the Sheffield City Region Combined Authority Governance Review.
5. The concerns raised in the County Council's consultation response were focused on:
  - a. The way the consultation was conducted
  - b. Community identity with Nottinghamshire's rural areas
  - c. Creating a more complex governance and decision making structure; and more complicated lines of accountability.
  - d. Potential negative impacts on inward investment
  - e. Adverse impact on highways and transport
  - f. Business rates retention
  - g. Mayoral voting arrangements
6. In December 2016 Derbyshire County Council successfully challenged the consultation process undertaken by Sheffield City Region by way of judicial review. The Court found that the consultation process undertaken by SCRCA was flawed in that the public were not

consulted about a major proposal of the scheme – namely, “whether Chesterfield BC should become a full member of the SCRCA”. Since the consultation questionnaire posed the same questions in relation to both Chesterfield BC and Bassetlaw DC, it follows that this judgment would apply equally to both areas and that the consultation did not therefore meet the necessary legal tests for adequate consultation.

7. Sheffield City Region proposes to pursue the expansion of its mayoral governance arrangements into Bassetlaw and Chesterfield and is planning to undertake a second consultation in July 2017.
8. On 9 June 2017 Derbyshire County Council’s Cabinet resolved to hold a referendum in Chesterfield, inviting local people to state whether they are in favour of Chesterfield becoming part of Sheffield City Region. It is considered that a similar approach should be pursued in Nottinghamshire to seek the views of Bassetlaw residents on the same issue.
9. The referendum would, ideally, take place before the end of July. It would involve all residents of Bassetlaw aged 18 years and over who are on the electoral register held by Bassetlaw District Council. Each resident on the electoral register would receive a personally addressed letter and a ballot form with one question, asking whether or not they want Bassetlaw to join Sheffield City Region and a return pre-paid envelope.
10. The Council has been working with Derbyshire County Council which has secured the services of an experienced and expert organisation to undertake the referendum, providing appropriate objectivity and probity. In order to secure best value for money it is proposed that the Council uses the same organisation, Electoral Reform Services, who are a leading independent provider of end to end ballot, election and voting services. As a nationally recognised and reputable body with experience and expertise they are able to deliver the referendum to the required timescales. This would include:
  - a. Expert advice on the process and best practice, and handling voter enquiries including the provision of a help line
  - b. Document and data design, print and distribution of the voting document, accompanying letter and reply envelope
  - c. Set up e-voting
  - d. Response handling, analysis and storage
  - e. Opening sorting and counting votes and providing a scrutineers report on the result
11. It is proposed that the County Council develops a communication strategy to ensure that local residents understand that a referendum will be held and to encourage their participation in order that they may have their voices heard.

## **Other Options Considered**

12. Not to hold a referendum. This is not felt to be appropriate as that would not ensure that a direct and fundamental question regarding their future governance arrangements is put to the residents of Bassetlaw. Alternative polling mechanisms such as an online consultation or poll through the Council’s website are not considered likely to reach all residents of the

Bassetlaw area and would not have the level of independence and probity which a formal referendum administered independently of the Council could achieve.

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

13. To ensure residents of Bassetlaw have the opportunity to express a view about a major proposal affecting their area.

### **Statutory and Policy Implications**

14. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health only), the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

### **Financial Implications**

15. The referendum is anticipated to cost between £50,000 and £70,000, depending on the number of ballots cast. This includes the cost of the full referendum process as outlined above and a communication and awareness raising campaign. It is proposed, subject to approval, that the costs will be met from contingency.

## **RECOMMENDATION/S**

- 1) That approval be given for the Council to conduct a referendum under s.116 of the Local Government Act 2003 in the Bassetlaw District Council administrative area to seek views on whether voters wish their area to become a full member of the Sheffield City Region Combined Authority and that the referendum be conducted as soon as reasonably practicable.
- 2) That authority be delegated to the Chief Executive in consultation with the Chairman and Vice Chairman of Policy Committee to settle the precise wording of the question to be put in the referendum, taking appropriate advice from the Monitoring Officer and S.151 Officer.
- 3) That authority be delegated to the Chief Executive to make the necessary administrative arrangements to conduct the referendum and to report the results, when available.
- 4) That approval be given for the costs of the referendum to be met from contingency.

**Councillor Mrs Kay Cutts MBE**  
**Leader of the Council**

**For any enquiries about this report please contact:** Adrian Smith, Corporate Director Place

**Constitutional Comments (HD – 06/06/2017)**

16. Policy Committee has the authority to take the decisions set out within the report in accordance with its terms of reference.

**Financial Comments (NS – 06/06/2017)**

17. The financial implications are set out in paragraph 15 of the report.

**Background Papers and Published Documents**

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.

- Report to Policy Committee – 19 October 2016
- Report to Policy Committee – 13 July 2016
- Nottinghamshire County Council's response to the Sheffield City Region Consultation – August 2016

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

- All, but particularly those in the Bassetlaw area.

## **REPORT OF THE CORPORATE DIRECTOR – PLACE**

### **PLACE DEPARTMENT STRUCTURE**

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

1. To seek Committee approval to a revised senior management structure for the Place Department so that capacity and resources can be realigned to deliver the Council's ambitions for place, economic growth and prosperity.

#### **Background and context**

2. The draft Council Plan sets out a clear and ambitious vision of a future Nottinghamshire. Where Nottinghamshire is a great place to raise a family, to grow your future, to start your business and to enjoy later life. Place, economic growth and prosperity are key to achieving this ambition.
3. The Place Department sits at the heart of delivering this vision. For many people living in towns and villages across our county, standards of living are high and families make the most of what Nottinghamshire has to offer. Our beautiful countryside, our excellent housing, schools and infrastructure, our warm and welcoming communities and our fantastic cultural offer and heritage.
4. A strong Place Department will help sustain what local residents value about Nottinghamshire, whilst ensuring the County Council achieves its ambition for inclusive growth and prosperity. There are many significant opportunities for growth in the County, not least our important role in the Midlands Engine and in bringing forward the development of HS2 and the ambitious developments at Toton. These opportunities will bring new jobs, better housing, more connectivity and more prosperity to our County's residents and businesses, but only if we have a Place Department with the right capacity and resources, aligned to our vision.
5. The emerging Place Plan has two overarching outcomes – growing our economy and creating successful places where people want to live and enjoy.
6. Research indicates that successful places tend to display the following characteristics:
  - They are desirable places to live, work, study, invest and visit: with a good housing choice and cultural offer; strong schools and healthcare; and a safe, attractive and sustainable environment. They have a strong identity, local pride and sense of belonging.



- They have good connectivity – with the ability to move easily by car, bus, train, cycle/walk between jobs, homes and local services. Businesses are linked to each other, physically and virtually. The place is well connected internally and with other places.
  - They have a strong and skilled labour market – with a high proportion of people economically active, skilled at all levels to meet the needs of businesses, and skilled for the future to adapt to new ways of living and working.
  - They have a strong enterprise culture - driven by research and innovation - a diverse and enterprising business base within which businesses are easily created and grow to scale, with strong local supply chains and providing 'good' jobs for people.
7. Whilst Nottinghamshire as a whole already performs highly in a number of these areas, our ambition is for greater growth, ensuring more people and businesses can thrive in our county. Growing our economy is not only key to achieving the vision of a future Nottinghamshire, but also key to the Council's Medium Term Financial strategy. In future, funding for Council services will be increasingly reliant on the income generated through increased business rates and the Council Tax base. A strong Place Department will be key to growing these sources of funding for the County Council.

### **The drivers for change**

8. If we are to achieve our ambition for growth and prosperity we will need to ensure our capacity and resources are aligned to the new priorities.
9. The Place Department was created following the Policy Committee decision in July 2015 to realign the Council's senior management structure. The current structure is configured in a number of service groupings covering:
- a. Environment, Transport and Property
  - b. Environment and Highways
  - c. Planning and Voluntary Services
  - d. Economic Development & Devolution
10. Cultural Services currently sit within the Children's, Families and Cultural Services Department (CFCS). Trading Standards, Community Safety, Emergency Planning, the Registration Service and Community Safety are currently within the Adult Social Care, Health and Public Protection Department (ASCH & PP).
11. As we move forward, there are number of drivers for change, these include:
- a. Addressing the interim arrangements built into the initial Place Department structure given the externalisation of highways and property services into Alternative Service Delivery Models Arc and Via.
  - b. Resolving the interim positions and temporary arrangements related to the development of proposals for devolution that were ongoing at the time.
  - c. Seeking to increase the available resource in the Department focused on economic growth and regeneration priorities which is currently limited and fragmented across different service areas.

- d. Providing a single line management and leadership focus to place-related functions to be transferred into the Department from ASCH&PP and CFCS.
- e. Aligning the Department functions to the new Committee structure, the Council Plan and emerging Place Plan.
- f. Creating the conditions for a stronger culture aligned to residents priorities and our growth ambitions in the Midlands Engine, Local Enterprise Partnership and in regional programmes such as the delivery of HS2.
- g. Improving lines of accountability and responsibility across tiers of leadership to manage service delivery, commissioning and client management of externalised services as well as to better govern programmes and projects across the Department.

### **A new Place Department structure**

12. A proposed senior management structure for the Place Department is set out in Appendix A. The structure focuses on the two overarching outcomes of the emerging Place Plan and reflects the new committee structure, aligning activity and capacity with Policy Committee (Economic Development & Property) and the Communities and Place Committee. The structure therefore includes the introduction of two revised Service Director roles, for 'Investment and Growth' and 'Communities and Place.
13. The 'Investment and Growth Division' would be responsible for a range of functions to help drive the growth and prosperity agenda including economic development, regeneration, land and assets, planning, development management. The Division would also hold lead responsibility for the Council's emerging Development Company, traded services and potential traded companies. This Division would hold the primary relationship with the Midlands Engine, D2N2 LEP, HS2 and other growth and investment partnerships.
14. The 'Communities and Place Division' would be responsible for the functions that help make Nottinghamshire a great place to live, work and visit. This would include waste, environment, highways, transport and the voluntary and community services. It is proposed that this Division will accommodate place related functions being transferred into the Department from ASCH&PP and CFCS. This would include Cultural Services, Trading Standards, Emergency Planning, Community Safety and the Registration Service. This Division would also be responsible for commissioning key services from our external partners and providers including Via, Arc, Inspire and Veolia. This Division would hold the primary relationship with, amongst others, the Safer Notts Partnership, Waste Partnership and the commissioning of capital works related to schools.
15. Each of the two Service Directors will be supported by a tier of Group Managers as set out in Appendix A. Group Managers will be key to ensuring the successful delivery of both the operational and universal place services, and achieving our new growth ambitions. To ensure costs remain within the current resource envelope, there is no proposed increase or decrease in the number of Group Managers, but the current Group Manager roles will be reviewed.
16. In addition to the review of the Group Manager roles and portfolios, there will be a series of changes of line management in both Group Manager and Team Leader tiers. It is not

envisaged that there will be any significant change to the roles or remits of Team Leaders or reduction in the number of posts overall.

17. This report sets out the top level structure of the department and the expectation, combined with the cascading of the structure throughout the department, is that this restructure will not increase the overall salaries cost of the department.
18. Informal consultation has taken place with managers in the Place Department over a number of months to inform and shape the proposed high level structure. Following the decision of Policy Committee formal consultation will be launched more widely. This will include consultation with the recognised trades unions and staff outside the Place Department.

## **Implementation**

19. It is proposed that some elements of the new structure go live on 1<sup>st</sup> October. Where necessary, implementation and transition will take place in phases, however, if it is possible to implement some changes before this date, the opportunity will be taken. In order to ensure the highest level of service continuity, transitional management arrangements and a transition plan will be put in place as required.
20. The Council will minimise the potential for uncertainty for officers, key partners and stakeholders and ensure effective service continuity by undertaking the consultation and implementation processes as quickly as possible within the terms of the Council's agreed employment policies and procedures.
21. The structure will be populated using the Council's existing Enabling Process and in line with the Council's constitution for more senior posts.

## **Other Options Considered**

22. A number of alternative options for the structure have been considered as part of informal consultation with managers in the Place Department. Alternative options would have required more radical approaches with significantly changed operating models and a range of different structures of management. The alternatives were discounted either because they represented too significant a disturbance to service continuity or were unaffordable. The report recommends the preferred option following this exercise.

## **Reasons for Recommendations**

23. To align place-based functions within one locus of control and ensure sufficient capacity to deliver the growth and prosperity ambitions of the County Council and to meet the drivers for change outlined above.

## **Statutory and Policy Implications**

24. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, sustainability and the environment and ways of working and where such implications

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

## **RECOMMENDATIONS:**

It is recommended that:

- 1) Policy Committee agree the proposed senior management structure as set out in Appendix A with effect from 1<sup>st</sup> October 2017.
- 2) A further report is brought back to Policy Committee for approval of the lower level structure following completion of formal consultation.

**Adrian Smith**  
**Corporate Director - Place**

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

### **Constitutional Comments (SLB 06/06/2017)**

25. Policy Committee is the appropriate body to consider the content of this report.

### **Financial Comments (NS 05/06/17)**

26. The financial implications are as stated in the report.

### **Human Resources Comments (JP 30/05/17)**

27. The revised structure will be populated in accordance with the Council's agreed employment policies and procedures paying due consideration to the vacancy control process, redeployment and enabling procedures. Formal consultation will take place with staff and the recognised Trades Unions.

## **Background Papers and Published Documents**

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.

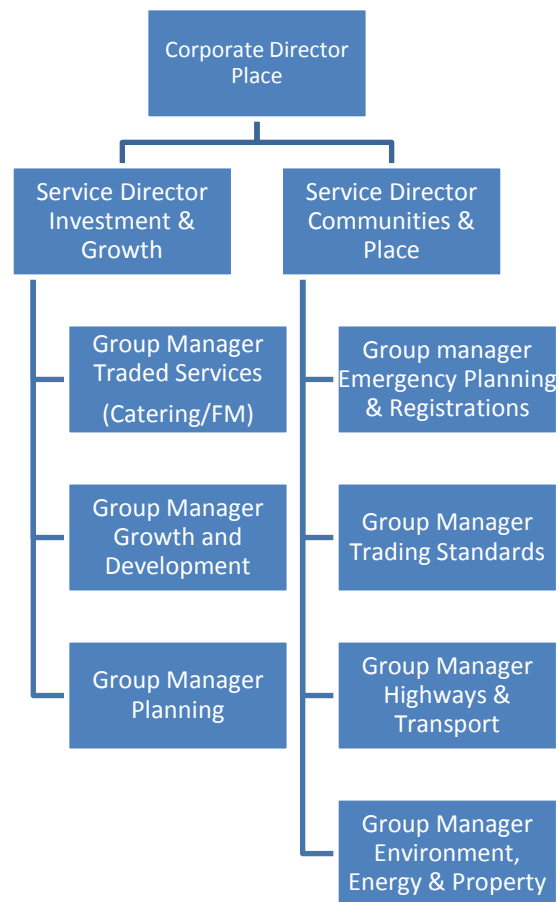
Previous published reports to Policy Committee dated July 2015 – Review of Senior Management Structure.

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

- All



## Appendix A – Proposed Structure





**REPORT OF THE LEADER OF THE COUNCIL****COMMERCIAL DEVELOPMENT UNIT 2017****Purpose of the Report**

1. To seek approval for the next service areas to go through the commercial development programme in 2017 and to provide an update on the previous cohorts. As part of this agenda item, a presentation to members of Policy Committee about the workings of the Commercial Development Unit will be made by the Service Director of Communications, Marketing and Commercial Development.

**Information and Advice**

2. Policy Committee approved the Commercial Development Unit (CDU) in November 2016 following a successful pilot.
3. Since the pilot there have been two further cohorts (four services in total) that have gone through the unit. This report is seeking approval for the inclusion of three further service areas.

**The Process**

4. Services undergo an 8-week accelerated learning process that helps them build a full business case for their commercial idea. This is then scrutinised by a panel including the Chief Executive, the Monitoring Officer and the Section 151 officer. Policy Committee then make the final decision about whether to give the go-ahead for the any commercial plans that pass the due diligence stage.
5. Regular progress reports are taken to the relevant service committee while they are supported during the first 12 months of trading. Early interventions will be made where any services fail to meet income or cost projections.
6. The intention is to get as many services as possible to a position of zero cost or, ideally, to a position where they are returning an income to the authority which could be used to support other services.
7. Seed investment for commercial plans would come from an earmarked reserve of £0.5m in the Strategic Development Fund.

**Outcome from Commercial Development Unit Cohort 1 Services**

8. Two services, Brooke Farm and Procurement, were included in the previous cohort of the CDU.



9. Procurement withdrew towards the end of the process as it was clear that while it was possible to trade, the increased cost associated with this would cancel out any additional income. The decision to withdraw was viewed as a successful outcome as it avoided investing in a commercial plan that would have increased risk while not improving the financial position of the authority.
10. Brooke Farm presented their commercial plan to the panel, but it was felt that further work on the financial projections and investment was required before a recommendation could be made to members. Brooke Farm managers are currently developing their plans with a view to making another presentation in July.
11. A summary position of the services that have been through the CDU to date can be seen in table 1 below,

**Table 1: Current position of services in the CDU**

<b>Cohort</b>	<b>Service</b>	<b>Status</b>
Pilot	Education Improvement Service	Approved and currently trading in Q1
Pilot	Outdoor Education Service	Approved and currently trading in Q1
Pilot	Trading Standards Commercial Service	Approved and currently trading in Q1
Cohort 1	Brooke Farm	Return to assessment in July
Cohort 1	Procurement	Withdrew
Cohort 2	Catering & Facilities	Going through current cohort with assessment in July
Cohort 2	Document Services	Going through current cohort with assessment in July

### **Services recommended for inclusion in Commercial Development Unit Cohort 3**

12. The next cohort for the CDU is due to start in September and the following services have been recommended following conversations between the service lead and the relevant Committee Chair:
  - **Registration** – This service already provides add on extras in addition to its statutory duties. Going through the CDU would enable them to look at maximising these as well as developing other commercial offers.
  - **Energy Services** – The potential of this type of service has been demonstrated by the numbers of other Authorities entering the market. Going through the CDU process would allow them to look at the market viability of commercialising their offer.
  - **County Supplies** – County supplies is already operating as a traded service supplying a vast catalogue of services / products to the County Council and its partners. Going through the CDU process will allow them to look at the long term viability of the service and potential business models.

### **Other Options Considered**

13. Other service areas have come forward but were unable to satisfy the demanding resource commitment.

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

14. To support the Council's financial position by seeking to reduce the budget needed to run some valued services or, ideally, to return an income to the Council.

#### **Statutory and Policy Implications**

15. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health only), the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

#### **Financial Implications**

16. These are contained within the body of this report.

#### **Equalities Implications**

17. Equalities implications will be considered by each of the services as they develop their commercial plans.

#### **RECOMMENDATION/S**

It is recommended that Policy Committee approves that:

1. The following services are taken through the commercial development programme:
  - a. Registrations
  - b. Energy Services
  - c. County Supplies
2. A report is brought back to Policy Committee with an update on the trading activity of the services that have been through the CDU
3. The contents of the presentation to Policy Committee is noted

**Martin Done**

**Service Director, Commercial Development and Communications**

**For any enquiries about this report please contact: Mark Knight  
mark.knight@nottsc.gov.uk**

**Constitutional Comments [HD 09/06/17]**

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18. The recommendations within the report fall within the delegation to Policy Committee

#### **Financial Comments [NS 09/06/17]**

19. The financial implications are set out in the report.

#### **Background Papers and Published Documents**

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

## **REPORT OF THE CHAIRMAN OF GOVERNANCE AND ETHICS COMMITTEE ESTABLISHING AND RESOURCING AN INFORMATION GOVERNANCE IMPROVEMENT PLAN**

### **Purpose of the Report**

1. To outline the Information Governance challenges facing the Council and to recommend the establishment and resourcing of an Information Governance Improvement Plan and Programme to deliver improvements in this key area.

### **Information and Advice**

2. The Council has a responsibility to safeguard the information it holds and to manage it with care and accountability. The context for and the way that information is governed has changed significantly in recent years. Technology is developing apace but legislation, regulations and legal decisions more often lags behind; there is a growing awareness that information is an asset to inform future business strategy / operations; and organisations are increasingly looking to share intelligence and work collaboratively with others to improve outcomes and cost effectiveness.
3. Against this background there is a need for the Council to consider its approach to Information Governance. Information Governance is the set of structures, policies, controls and metrics that specify how an organisation's information is managed as a business asset. Information Management is a part of Information Governance relating to the acquisition; organisation; retrieval; security and maintenance of information. The information held by a large organisation such as the Council is vast and includes all paper and electronic documents including those held on file and in business systems.
4. Information governance is an area that is already heavily regulated. The public need to trust and be assured that their privacy is protected and their personal information is handled with the utmost professionalism and care. The Information Commissioner's Office (ICO), an independent body set up to uphold information rights, has the power to fine organisations up to £500k for serious breaches of the Data Protection Act. There have been a number of high profile cases of significant fines being imposed.
5. The new General Data Protection Regulation (GDPR), which will become law in May 2018, imposes even greater demands and requires that organisations are able to demonstrate their compliance. Under the GDPR the ICO will be able to issue fines of up to circa £17m for breach of subjects' rights, and up to circa £8.5m for other breaches (e.g. failing to keep records of non-compliance with security obligations). Even following the UK's departure from the EU it is very likely that a similar regime will apply if the UK is doing business with EU countries.

6. Previous examination of the issues, including by Internal Audit and a voluntary audit by the ICO concluded that progress was required in the following areas:

- Data sharing arrangements and oversight
- Improving staff awareness and training (including monitoring of training)
- Clarifying roles and responsibilities between different parts of the Council
- Improved understanding and ownership across all areas of the Council
- Better understanding and appreciation of information assets and their management
- Improved systems and procedures
- Additional resources to learn lessons and improve systems, procedures and training

Although some progress has been made in a number of these areas, this has been limited by the very few dedicated resources available to address the issues to achieve a more holistic, step change across the entire range of Council services.

7. As it stands, it will be very challenging for the Council to demonstrate compliance with the GDPR next May. In addition, the Council remains vulnerable to the financial penalties and reputational damage that ensue if data breaches occur.
8. Against this background, it is clear that governing and managing information effectively and securely through times of change demands an integrated, well-resourced approach.

#### Information Governance Improvement Plan

9. Attached at **Appendix A** is an Information Governance Improvement Plan which recognises information management as a key corporate function. This sets out the rationale for and outcomes expected from four key themes for improvement:

- Strategy
- Security
- Awareness
- Access

10. Each theme has a number of work streams with more detailed actions and indicative timescales for delivery.

11. It is clear that a Programme of this scale and reach will not be achieved without buy-in and active support from across the Council.

#### Resource Requirements

12. There is a need for both temporary and permanent resources to meet existing and new statutory requirements and deliver and sustain this extensive programme of change and improvement.

#### *Temporary Resource Requirements*

13. The proposed temporary increase in resources to deliver the Information Governance Improvement Programme over a two year period is as follows:

- Programme Manager – to lead, scope and plan the Information Governance Improvement Programme and to ensure its delivery to time, cost and quality.
- Information Governance / Data Protection Solicitor – to advise on and enable the Council to meet the legal requirements of GDPR and other areas of the Information Governance agenda, including data sharing agreements and privacy notices.
- Programme Officer – to support the delivery of the Information Governance Improvement Programme, including maintenance of programme controls (including programme plan; risks / issues; interdependencies etc.)
- Business Support Administrator – to support the identification and migration of information to new, controlled and structured repositories, including providing guidance and training.
- ICT Support Officer – to support and deliver the ICT aspects of the Information Governance Improvement Programme, including data mapping, permissions, deletion and archiving.

14. The following table sets out the costs of the temporary resource requirement by year:

<b>Temporary Resources</b>	<b>2017/18 Cost</b>	<b>2018/19 Cost</b>	<b>2019/20 Cost</b>	<b>Total Cost</b>
Programme Manager [Band F]	£34,725	£69,450	£34,725	£138,900
Information Governance / Data Protection Solicitor [Band D]	£26,037	£52,074	£26,037	£104,148
Programme Officer [Band B]	£10,558	£42,232	£21,116	£73,906
Business Support Administrator [Grade 4]	£6,545	£26,179	£13,090	£45,814
ICT Support Costs	£13,000	£52,000	£26,000	£91,000
<b>Total</b>	<b>£90,865</b>	<b>£241,935</b>	<b>£120,968</b>	<b>£453,768</b>

Note: cost of all posts at mid-point of indicative grade and include on costs, annual profile may change.

#### *Permanent Resource Requirements*

15. The proposed permanent increase to the establishment of the Information Governance team is as follows:

- Data Protection Officer (DPO) – the GDPR requires organisations to have a DPO. The post will be responsible for all aspects of data protection compliance, monitoring and reporting [indicative grade Hay Band C; cost £34,538 - £39,177]
- Information Officer – the post will deliver a combination of advisory support to the Information Manager, support to the corporate Information Management Group (IM Group) and ensuring there is appropriate Information Governance related training and development available across the Council [indicative grade Hay Band B; cost £30,785 - £34,538]

16. The combined cost of these two new posts, including on costs, is estimated at £95,830 per annum (including on costs at grade maximum). The normal application of the job evaluation process will determine whether changes in duties and responsibilities related to Information

Governance will impact on the grading of the existing Information Manager and Team Manager posts.

17. It is proposed that a request for funding of these costs from contingency should be made and the Section 151 Officer is aware of this.

### Programme Benefits

18. Information Governance is a key component of the Council's business operations. The Information Governance Improvement Plan and Programme will result in the following benefits:

#### *Better business performance*

- Consistent and effective management of information across the Council.
- Increased understanding of, and compliance with, relevant legislation.
- Reduced number of information security breaches.
- Reduced actions and complaints against the Council as a result of poor information management, saving staff time and effort.
- Ability to improve data quality and analytics
- Clear responsibilities in relation to information governance and assurance.
- More streamlined, organised and efficient information retrieval
- Reduced information storage requirements
- Better business continuity provisions

#### *Better collaboration and information sharing*

- Improved information sharing compliance.
- Improved protection of children and vulnerable adults.
- Increased ability to share information with partner agencies

#### *Increased public confidence*

- Improved customer satisfaction due to faster access to accurate information.
- Increased confidence in the management of personal information.

#### *Better risk mitigation*

- Proactive compliance with regulatory and legislative requirements
- Improved information security and protection of data assets
- Effective management of information risks and ability to learn lessons
- Greater confidence that information risks are effectively managed across the Council's transformation and change programmes.

### Programme Governance and Reporting

19. If approved, the Information Governance Improvement Programme will report on progress to the new Governance and Ethics Committee who will also seek regular reporting from

Departments on their plans for and progress with improvements. The Corporate Director for Resources will be the Programme Sponsor to ensure that there is buy-in for the programme across the Council and will also will chair a cross-Council Programme Board.

### **Other Options Considered**

20. The 'do nothing' option was not considered viable as it would have the impact of worsening the position and increasing risk.
21. Another option considered was to make incremental changes over time on specific aspects of Information Governance. However, this was not considered cost-effective as it would still require additional resource but would not result in the coherent, coordinated and intensive approach needed to address the significant people, process and technology challenges that exist around Information Governance and management.

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

22. The adoption of the GDPR in May 2018 will create enhanced regulatory requirements for Information Governance. As it currently stands, the Council would not be compliant with these new requirements and this will compound the existing challenges in the current approach to Information Governance. These will get worse over time if not addressed and this exposes the Council to substantial risk. Aside from mitigating this risk there are a significant number of business benefits that will be delivered through this Programme.

### **Statutory and Policy Implications**

23. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

### **Human Resources Implications**

24. The revised structure will be populated in accordance with the Council's agreed employment policies and procedures. New Posts and their grades are indicative and will be subject to the Authorities Job Evaluation procedure. Formal consultation will take place with staff and the recognised Trade Unions.

### **RECOMMENDATION/S**

- 1) To agree the Information Governance Improvement Plan and associated Programme.
- 2) To agree the resources required to deliver the Information Governance Improvement Plan and Programme and the establishment of the permanent and temporary posts outlined.
- 3) To request funding of the required resources from contingency.
- 4) That regular progress reports on the implementation of this plan and programme be taken to Governance and Ethics Committee



**Councillor Bruce Laughton**  
**Chairman of Governance and Ethics Committee**

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

Heather Dickinson  
Group Manager for Legal, Democratic and Complaints

**Constitutional Comments (SSR 24/5/2017)**

25. Policy Committee has the authority to determine the recommendations within the report.

**Financial Comments (NS – 5/6/2017)**

26. The initial costs in 2017/18 will be met from the request for contingency funding. Future commitments will need to be taken into account in the Medium Term Financial Strategy when compiling the budget for 2018/19

**Background Papers and Published Documents**

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

# INFORMATION GOVERNANCE IMPROVEMENT PLAN 2017



# Programme Benefits

## **Better business performance**

- Consistent and effective management of information across the Council.
- Increased understanding of, and compliance with, relevant legislation.
- Reduced number of information security breaches.
- Reduced actions and complaints against the Council as a result of poor information management, saving staff time and effort.
- Ability to improve data quality and analytics
- Clear responsibilities in relation to information governance and assurance.
- More streamlined, organised and efficient information retrieval
- Reduced information storage requirements
- Better business continuity provisions

## **Better collaboration and information sharing**

- Improved information sharing statutory compliance.
- Improved protection of children and vulnerable adults.
- Increased ability to share information with partner agencies.

## **Increased public confidence**

- Improved customer satisfaction due to faster access.
- Increased confidence in the management of personal information.
- Reduced risk to Council reputation.

## **Better risk mitigation**

- Proactive compliance with regulatory and legislative requirements
- Improved information security and protection of data assets
- Effective management of information risks and ability to learn lessons
- Greater confidence that information risks are effectively managed across the Council's transformation and change programmes.



# Information Governance Improvement Plan: Strategy - Actions

## The challenges

- A lack of understanding of the value and importance of data and information (paper & electronic)
- Data breaches leave the Council vulnerable to a loss of public trust and confidence as well as significant fines.
- Poor document management practices.
- Lack of communicated commitment at a senior level results in a lack of managerial buy-in to improvement initiatives such as ensuring all staff are trained promptly, and the Information Asset Register being completed and maintained.

### **Define Information Governance and IG structures roles and responsibilities**

[Sept 17 – Mar 18]

- Define strategic approach and definition of Information Governance
- Formalise IG work in Job Descriptions - IG team and other roles; (Senior Information Risk Officer (SIRO), Caldicott Guardian, etc).
- Communicate IG framework and roles
- Revise all roles and responsibilities alongside a re-structure of the information governance function

### **Refresh and streamline policies**

[Sept 17 – Mar 18]

- Identify all existing policies and procedures
- Information Management Group (IM Group) to recommend for approval
- Suite of policies underpinned by guidance to Policy Committee for approval.
- Communication strategy and Information "hub" on the intranet.

# Information Governance Improvement Plan: Security - Actions

## The challenges

- Incomplete compliance with the requirements of current and forthcoming legislation (Data Protection Act 1998 and General Data Protection Regulation 2018) e.g. with regard to the retention and destruction of records.
- Risks of significant fines (£8m – 18m) for breaches and associated reputational damage
- Any failure to be legally compliant places service users' sensitive personal data at risk and leaves the Council exposed to claims of inadequate governance arrangements.

### Review and rationalise user permissions

[Mar 18 – Aug 19]

- Map current user permissions (which govern individuals' access to data) against legitimate business use and location of records
- Agree role based permissions with relevant managers
- Agree principles for removal of "historic" permissions of current and former staff via IM Group
- Implement agreed permissions and remove historic permissions

### Information Sharing

[Jan 18 – Dec 18]

- Review all existing data sharing agreements and identify gaps by cross referencing to Information Asset Register
- Refresh Council's Privacy notices on the website and consider future requirements.
- Devise and implement the use and recording of informed consent from service users when collecting their data together with ability to activate withdrawal of consent where appropriate
- Update Information Asset Register and develop protocols for ongoing maintenance & monitoring
- Review and implement security classifications and markings policy for documents and emails.
- Procure long term email/file transfer system with necessary budget provision.

### Ensure risk assessment Process embedded in all new projects

[Sept 17 – Sept 18]

- Embed risk assessment and Privacy Impact Assessment (PIA) process at start of all ICT projects
- Ensure data protection controls and requirements are considered at the design stage of all new projects/initiatives
- Ensure data protection issues/questions included in all tender documents and suitable terms and data sharing/processing arrangements are included in all contracts let.

### Strengthen breach monitoring process

[Oct 17 – May 18]

- Revise breach categories to align with ICO definitions
- Devise risk rating system for better management, monitoring and reporting of breaches
- Use risk rated reports for 6 monthly performance reporting to Committee and Leadership teams.
- Provide enhanced IG support to Departments for data breach investigations
- Improve analysis of incidents and capture/implementation of lessons learned

# Information Governance Improvement Plan: Awareness - Actions

## The challenges

- The current “one size fits all” basic approach to training is not resulting in tangible improvements in Information Governance practice
- Continuing information breaches (4 self-reported incidents to the ICO in the past year).
- Cultural change in the way information is dealt with and managed has not occurred to the degree required to minimise the significant risk to the Council.
- Lack of systems to easily identify when training has taken place and enable managers to monitor compliance.

### Create mandatory bespoke NCC training

[Sept 17 – Mar 19]

- Mandatory induction training - entry level training for all within 4 weeks of starting
- Role based training will be developed for all practitioners - eg social care, legal - in high risk areas
- Refresher training will be required at 2 yearly intervals
- Specific face to face team based training will be developed for those without PC access
- Training for specific posts eg SIRO, Caldicott Guardian, Data Protection Officer etc
- All training will be reviewed every 2 years to ensure it reflects current best practice & legal requirements

### Communication and culture change

[July 17 – Aug 19]

- Devise and implement 2 year communication strategy in relation to all areas of this plan.
- Direct work with Group and Team Managers, Leadership and training meetings, Directors Business meetings and with teams identified as high risk.
- Regular reporting to Corporate Leadership Team (CLT), on data breaches and plan implementation
- Regular reporting to Governance & Ethics Committee on data breaches, implementation of this plan and areas for improvement

### Enable timely more user friendly management reporting

[Sept 19 – Aug 19]

- Include in the Business Reporting / Management Information project a workstream to extract information from the Learning Pool to report to managers.



# Information Governance Improvement Plan: Access - Actions

## The challenges

- A lack of understanding of the value and importance of data and information (paper & electronic)
- Inconsistent information storage.
- Inconsistent and limited approach to information archiving
- Lack of clear file structures or corporate identity.
- File access arrangements lack sufficient control.
- Multiple copies of files often lacking ownership.
- Risks of only limited compliance with information governance legislation

### Create clear consistent mandatory system for storing and managing information

[Mar 18 – Aug 19]

- Review current structure to determine common areas, functions and any unique requirements
- Develop file plan principles - approved by CLT
- Create cross council file plan in line with approved principles - agreed with Departments
- Create structure within networked directories & effect transfer of information
- Pilot process in some identified areas of the Council - then roll out
- Identify historic data without a data owner and transfer into file plan
- Removal of H drives - current business related information to be moved into corporate file structure, historic information to be archived and retained (IICSA)
- Understanding of and adherence to principles included in job competencies

### Ensure data retained in accordance with law

[Sept 17 – Dec 17]

- Update retention schedules (initially with guidance from Records Management Service)
- Include exemption from destruction protocols for any records pertinent to IICSA
- Align Information Asset Register entries to ensure consistency with retention schedules
- Communicate new requirements and devise online training module.

### Develop approved systems for retention of archived data

[Sept 17 – Aug 19]

- Identify all current means and location of data storage (paper and electronic)
- Establish project to consider options to streamline information storage in future (including cost/benefits)
- Options appraisal to be drawn up for consideration by CLT

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

### **PLANNING AND PERFORMANCE FRAMEWORK**

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

1. This report details proposals to introduce a revised and more streamlined approach to strategic planning and performance management through the implementation of a new Planning and Performance Framework.

#### **Information and Advice**

2. The Planning and Performance Framework attached at Appendix 1 is designed to support a one Council structure and outlines the proposed approach the Council will take to planning and managing its performance specifically :
  - strategic and financial planning
  - commissioning for both external and internally delivered services
  - the determination of transformation and change options
  - performance and contract management
3. The Framework sets out what we mean by performance management; the relationship of our planning and performance approach with the Medium Term Financial Strategy; budget setting process; and commissioning.
4. The Council's strategic planning cycle will be supported by the production, implementation and monitoring of a number of key plans including a Council Plan and Departmental Strategies. The Framework details the purpose and components of these.
5. These plans will be supported by a number of resource and service strategies setting out how key services will be focusing on supporting the achievement of the Council's outcomes.
6. Through the Framework the Council will also ensure consistent and timely reports to Members assessing progress against the delivery of the Council's outcomes and priorities and its key transformation and change programmes. To evaluate the impact of the Planning and Performance Framework a review of this will be undertaken at the end of the first year of operation.



## **Other Options Considered**

7. None.

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

8. To update and streamline the council's approach to its strategic planning and performance management through the approval of a new Planning and Performance Management Framework.

## **Statutory and Policy Implications**

9. 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

1. Policy Committee approves the Planning and Performance Management Framework.

**Councillor Kay Cutts MBE**  
**Leader of the Council**

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

**Celia Morris, Group Manager Performance and Improvement ext 72043**

**Constitutional Comments** (SLB 01/06/2017)

10. Policy Committee is the appropriate body to consider the content of this report.

**Financial Comments** (RWK 2/06/2017)

11. There are no specific 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



## **PLANNING AND PERFORMANCE MANAGEMENT FRAMEWORK**

### **Introduction**

1. This Framework outlines the approach the Council will take to planning and managing its performance. It sets out the Council's approach to:
  - strategic and financial planning
  - service planning and commissioning for both external and internally delivered services
  - the determination of transformation and change options
  - performance and contract management
2. The aim is to better integrate the performance and budget planning cycles; encourage service and financial planning over a longer time frame; and strategic planning of commissioning activity. This new approach will support a move away from incremental budget planning and focus on transforming services to deliver better outcomes. It will support a cycle of continuous improvement and cost saving.

### **What do we mean by Performance Management?**

3. Performance management is taking action in response to actual performance to make outcomes for users and the public better than they would otherwise be.
4. Effective planning and performance management requires us to practically and systematically identify what needs to be achieved and to communicate it clearly. It is about determining our priorities and the outcomes we want to achieve, allocating resources, setting targets and reviewing, amending or changing plans based upon performance data to ensure these outcomes can be achieved.
5. It is also about having good quality and timely management information and data to measure and report our performance. There will be a time when data tells us action should be taken to improve performance and this should be welcomed and used to make informed decisions about what needs to change.
6. Performance management is part of the culture of an effective and responsive organisation and supports employees and teams to deliver the expectations placed upon them.

### **The relationship of our planning and performance approach with the Medium Term Financial Strategy and budget setting process**

7. The Medium Term Financial Strategy (MTFS) sets out the Council's financial position over a four year period giving a forecast of the Council's budget position, including any shortfalls, and the assumptions on which this is based. Through the approach outlined

in this Framework the service; commissioning; and budget planning processes will be aligned including the development of business cases for service change and savings.

### **The relationship of our planning and performance approach with commissioning**

8. In effect all of our services are commissioned and delivered either externally or internally. But what do we mean by commissioning? A simple definition was coined by the Department for Local Government and Communities. It stated that commissioning is “Making the best use of all available resources to achieve the best outcomes for our locality”. The term ‘commissioning’ is not shorthand for outsourcing to the private sector.
9. Commissioning of services needs to be an integral part of our planning and performance approach and have clarity and consistency across the Council - procurement and contracting are component parts of commissioning.
10. Through the planning and preparation of our departmental strategies the commissioning intentions for services, whether internally or externally delivered, will be outlined including those services that will be ceased. The statements of commissioning intentions will articulate how our commissioning will support the delivery of our outcomes based on an assessment of need and available funding; set out key roles and responsibilities and outline the arrangements for performance and contract management.

### **Focus on Outcomes**

11. The Council will focus on the priorities and outcomes for communities and individuals it wishes to achieve. These outcomes will be either clear statements of the quality of life and/or conditions of well-being desired for communities; or outcomes that define the desired experience and benefit for customers and service users for Council services.
12. The outcomes set by the Council will not be developed in isolation but will be aligned to the national priorities which we are committed to supporting including the National Adult Social Care Outcomes Framework; National Children’s Outcomes Framework and National Public Health Outcomes Framework.
13. There will be a ‘golden thread’ running through our plans and strategies that directly links delivery to the outcomes sought to ensure these are the driver for the commissioning and service delivery of the authority and that everyone in the Council is clear on what they need to deliver and is focused on their contribution towards improving outcomes.

### **Council Plans**

14. The aspirations, priorities and outcomes that the Council will work towards will be developed and articulated through a number of linked plans.
15. The purpose and components of the key council plans are set out below.

# Key Council Plans and interrelationships



## 16. Council Plan

This sets out the Council's role in the leadership of place and delivery of services. It is forward looking and articulates our aspirations and ambition for Nottinghamshire in the future. It outlines at a high level the outcomes sought for communities and individuals as well as key transformational and service priorities and will include the Council's core data set. The Council Plan will be the vehicle for drawing together corporate and cross council themes politically and managerially and Departmental Strategies will be expected to reflect these themes.

## 17. Departmental Strategies

These will be produced by each department and will set out:

- The department's strategic context and objectives outlining the relationship between key plans and strategies
- The partnership context in which the department operates and leadership role
- How the department will support the delivery of the aspirations, ambitions and priorities in the Council Plan and in partnership strategies
- The departmental operating model
- The commissioning cycle and intentions for both internally and externally delivered services
- The major departmental and service change programmes being undertaken or planned and how staff are supported to deliver this change
- The core data set for the department

18. Service Plans Service planning on an annual basis will be undertaken with each department determining the appropriate level for these plans and how these are reviewed.
19. Individual plans Through **Employees Performance and Development Reviews** – we will ensure everyone is clear about which aspects of the service they are responsible for and how their performance will be clarified and measured providing a basis for regular feedback and highlighting required personal development.

### **Links to other plans**

20. The key Plans outlined in this framework will be linked to other Council related policies and strategies such as the Health and Well Being Strategy, Children, Young People and Families Plan, Medium Term Financial Strategy, Workforce Strategy and ICT Strategy. These are usually more detailed and in general either outward facing or resource related.

### **Planning timescales**

21. The Council Plan will cover a four year timescale and be approved by Council. It will be reviewed annually. The Departmental Strategies will cover the same four year planning timescale to reflect the priorities in the Council Plan and will be refreshed on an annual basis to reflect changing priorities and budget requirements. These departmental strategies will be considered by the appropriate Service Committee(s) and approved by Policy Committee.
22. The Chief Executive will prepare an annual timetable for the preparation of plans to support the implementation of the Planning and Performance Framework.

### **Measurement and assessment of progress**

23. Having defined the outcomes and priorities we want to achieve, it is important that we measure our progress, to ensure we are on track to deliver these and if not to determine what actions are required either in terms of policy or service delivery to reach that outcome.
24. Measurements of the Council's performance will be set out through core data sets in the Council Plan and Departmental Strategies incorporating both our service commissioning intentions. Wherever possible these data sets will incorporate national indicators. There will be a rigorous cross council cycle of target setting, monitoring, evaluation and benchmarking managed through the Business Intelligence Hub and ultimately through a single business reporting and management information system.
25. In addition progress is being made on an improved and consistent approach to contract management across the authority and this will be developed further building on current areas of good practice.
26. Progress on achievement against the priorities and outcomes in the Council Plan will be reported to Policy Committee on a quarterly basis and key transformation and change programmes to the Improvement & Change Sub-Committee. Progress on achievement

against the Departmental Strategies will be provided to Service Committees on a quarterly basis.



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

### **QUARTERLY PERFORMANCE REPORT ON PROGRESS AGAINST THE STRATEGIC PLAN AND REDEFINING YOUR COUNCIL**

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

1. This report updates Policy Committee on the progress made towards the outcomes and actions set out in the third year of the Strategic Plan 2014-18 and against the programmes and projects within Redefining Your Council from January to March 2017.
2. Future performance reports, in a revised format, will go to the new Improvement and Change Sub-Committee.

#### **Background**

3. The Strategic Plan 2014 - 2018 was agreed by County Council in January 2014 and provides a clear statement of the Council's vision, values and priorities. The five priorities set out a number of outcomes that the Council will seek to achieve or influence over the four years of the Plan.
4. At Policy Committee in September 2015 it was agreed that reporting against the Strategic Plan would be via a Dashboard approach outlining progress on key measures for each of the five Strategic Plan priorities as well as risks. It was also agreed that Policy Committee would receive regular Portfolio progress updates on Redefining Your Council to coincide with performance reporting against the Strategic Plan.

#### **Strategic Plan – Report on Progress**

5. **Appendix A** provides Members with a summary of the position for quarter four of 2016/17, where available. The appendix shows progress against the key indicators for each strategic priority, showing current and previous achievement against target. Where comparisons can be made with other local authorities, an appropriate national benchmark figure is included for comparison. Further detailed service performance information is also reported to each Service Committee on a quarterly basis.
6. A brief explanation of progress against each action is also included. This has been prepared in agreement with the appropriate manager with lead responsibility for its achievement. Achievement of the stated actions can involve a number of different services leading on individual tasks and also working in co-operation with each other.

#### **Redefining Your Council – Report on Progress**



7. **Appendix B** provides a summary of progress in delivering the programmes and projects that comprise the Redefining Your Council portfolios for the three months to March 2017. It also provides an overview of key delivery milestones for the three months to the end of June 2017, along with key risks to delivery.
8. **Appendix C** complements **Appendix B** and provides a full status report as at March 2017, for all savings projects and some other strategically significant projects by portfolio. This status report is produced on a monthly basis from individual project highlight reports.
9. The overall financial position set out in the status report, including savings at risk and amendments to the profile of savings approved through formal change control, is contained within the body of the financial monitoring report that will be regularly considered by Finance and Major Contract Management Committee.

### **Overall Savings Position**

10. **Appendix C** to this report outlines in detail the delivery status of individual projects. Of the total savings of £56.1m across all Portfolios, £52.6m (93.8% of total savings) is projected to be delivered as planned as at March 2017. This includes the more assured savings from within projects reporting as 'at risk' (amber) or 'compromised' (red).
11. The breakdown of savings delivery, by Portfolio as at March 2017 is as follows:
  - ASCH Portfolio - total savings target of £28.3m with £27.9m (98.6% of total) projected to be delivered on schedule.
  - CFCS Portfolio - total savings of £15.8m with £12.7m (80.4% of total) projected to be delivered on schedule.
  - Place Portfolio - total savings of £6.5m, with 100% projected to be delivered on schedule.
  - Resources Portfolio - total savings of £5.5m, with 100% projected to be delivered on schedule.

### **Projects at risk or compromised**

#### **12. Reducing the Costs of residential Placements - Younger Adults (OfC C06)**

This project, which was originally approved in February 2015, will reduce the cost of care through negotiating with care providers about how fees are agreed for individual service users whilst considering how people's needs may be met differently in the future. Progress with negotiating and agreeing changes to care packages with providers remains slower than originally anticipated, as this is the first detailed work of its kind with the residential market, requiring time to implement change management. In addition, negotiations have to take account of wider cost pressures and manage requests for increases as part of the reviews. The proposed plan to cap all rents to local housing allowance levels and introduce discretionary payments for higher rent schemes is also having a knock on effect on this project. There was a £240k shortfall against the 2015/16 savings target. In addition, slippage of £551k is anticipated by year end, which will have to be made up in 2017/18 where there is no savings target. It is also projected that further savings of £232k are at risk in 2018/19.

#### **13. Reduction in long-term care placements (C03 2014 & B04 2016)**

This project, which was originally approved in February 2014, has been working to reduce the number of adults living in Long Term Care by developing more alternative services. A lack of supply of suitable housing has meant that less people have been able to move out of residential care and into supported living than planned. The government's decision to remove the top up element of housing benefit that essentially funds supported housing, from the housing benefit system, and place it under local authority control (now from 2019), has made investment in supported housing riskier for housing associations and their investors. As a

consequence, only 2 new supported living developments were completed in 2016/17. The Council has played an active part in the consultation about funding arrangements from 2019 and has offered support to providers to offset risks. At this stage it cannot be fully quantified how much of the project's future years savings target of £700k could be at risk.

**14. Promoting Independent Travel(C03 2016)/ Reductions in Transport Budget(AO2 2016)**

These projects, which were originally approved in February 2016, have been working to achieve savings by reviewing service users who receive support with travel against a refreshed transport criteria; providing training to support independent travel; as well as progressing a number of initiatives including reducing the number of fleet vehicles and joining up transport with health services. A smaller proportion than anticipated of transport eligibility assessments undertaken since the launch of the revised criteria in July 2016 have resulted in package reductions. This together with the increasing number of young people reaching adulthood with needs arising from disability who need transport to travel to day care, and cannot travel independently or be transported by family carers, has resulted in underlying budget pressures within these services and the savings targets for these projects in 2016/17 and 2017/18 being compromised with £661k at risk. Options are being developed to support the department to achieve a balanced transport budget including use of Improved Better Care fund money and submission of a change request to write off an element of these transport related project savings targets.

**15. Looked After Children Placements (B16 2014 & OfCA09 2015)**

This project was originally approved in February 2014 and has not been able to deliver the savings target as originally intended. £1.451m of undeliverable savings were included in the CFCS departmental budget pressures and authorised by Full Council on 23<sup>rd</sup> February 2017. A revised savings profile will be reported from the beginning of the 2017/18 financial year. A new Remodelling Children's Care Project is currently being scoped to mitigate this under delivery and deliver additional savings within Children's Care.

**16. Special Educational Needs & Disability (SEND) Home to School Transport (OfC B06) & Independent Travel Training (B10 2014)**

This project has been unable to deliver as originally intended. £1.1m of undeliverable savings were included in the CFCS departmental budget pressures and authorised by Full Council on 23<sup>rd</sup> February 2017. This project will be marked as closed in reporting from the beginning of the 2017/18 financial year. A proposal to deliver alternative savings within this area has been developed and will be brought forward for consideration.

## **Other Options Considered**

17. None.

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

18. To ensure opportunities for effective and proportionate performance management of the Strategic Plan and Redefining Your Council are provided to Policy Committee on a quarterly basis as requested by Members and as set out in the constitution.

## **Statutory and Policy Implications**

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

## **RECOMMENDATION/S**

It is recommended that:

- 1) Policy Committee consider and note the progress against the Strategic Plan and Redefining Your Council.
- 2) That future performance reports, in a revised format, be submitted to the Improvement and Change Sub-Committee.

**Councillor Kay Cutts MBE**  
**Leader of the Council**

**For any enquiries about this report please contact:**  
**Celia Morris, Group Manager Performance and Improvement (0115 9772043)**

### **Constitutional Comments**

Constitutional Comments are not required as this progress report is for noting only.

### **Financial Comments**

There are no specific financial implications arising directly from this report (RWK 12/06/2017).

### **Background Papers**

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

Nottinghamshire County Council Strategic Plan 2014 – 2018

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

Key Indicators						
Outcome	Indicator	National	Target	Latest	Previous	Good is
1.1	Average time between a child entering care and moving in with its adoptive family, for those adopted children (days) (Q4)	558	Lower than National	445	573	Low
1.1	Percentage of those children remaining in long-term placements (Q4)	68%	Higher than national	78.1%	78.1%	High
1.1	Percentage of adult safeguarding service users who were asked what outcomes they wanted (Q4)	N/A	75%	71%	71%	High
1.1	Percentage of adult safeguarding service users who were satisfied that their outcomes were achieved (Q4)	N/A	95.0%	92%	92%	High
1.2	All recorded crime (Q4)	N/A	40,873	47,583	45,012	Low
1.3	People killed or seriously injured in road traffic collisions (Annual 2016/17)	N/A	393	323	320	Low
1.4	Number of tailored interventions to protect vulnerable residents based on the risk, threat and harm to the individual (Q4)	N/A	250	280	206	High

Key Actions and Milestones	
Outcome	Milestone
1.1	To embed fully the Child & Family Assessment process, and review it
Progress	Timescales for completion of the Child and Family Assessment have been consistently better than the national average. The Council has commenced a pilot to identify further improvements whereby one team takes the assessment through from start to finish. The aim is to deliver better outcomes for the family by completing child and family assessments in a more efficient manner and by providing a single point of contact for the family during the assessment. Work on the pilot has started in Ashfield and Mansfield and will shortly be extended to Broxtowe, Gedling and Rushcliffe, followed by Bassetlaw and Newark & Sherwood.
1.1	To implement the Looked After Children & Care Leavers Strategy's annual action plans
Progress	The multi-agency Looked After Children and Care Leavers Strategy Group have implemented the actions under the 2016/17 Annual Action Plan and continue to monitor and report on progress. The Children in Care Council recently undertook a review of the Looked After Children and Care Leavers Strategy, in order to inform the actions and priorities of the 2017/18 Annual Action Plan, which is currently in development.
1.1	To strengthen preventative and early identification strategies so that children & young people at risk of emerging threats are protected and supported
Progress	Progress via the 'Tackling Emerging Threats to Children' project has significantly strengthened preventative and early identification mechanisms. Key resources and guidance materials on emerging threats have been developed, and made available to schools via the Schools Portal. The Children's Society is now delivering the Child Sexual Exploitation (CSE) / Child Sexual Abuse (CSA) support service in Nottinghamshire. The service is delivering high quality child centred outcomes and focused therapeutic recovery support to children, young people and their families.
1.1	To implement the Children's Social Care Recruitment and Retention Plan (2016-18)
Progress	The Social Work Support Officer (SWSO) pilot commenced as part of the Plan has been extended for a further year and the first retention payment for Social Workers in hard-to-retain teams have been implemented during Q4. The Council's recruitment programme has resulted in a net increase of 33.5FTE social work staff joining the service since April 2016, and the vacancy rate has shown a sustained and significant decrease during this period. As a consequence of this, the number of agency staff has fallen to 57.3 fte at the end of Q3 - compared to 84.2 fte a year earlier.
1.2	Develop effective partnerships between Public Health, Trading Standards, Community Safety and Social Care to continue to develop new ways to address issues threatening the safety of vulnerable people.
Progress	<p>The Safer Nottinghamshire Board (SNB) and the Health and Wellbeing Board have agreed to work on shared agendas to improve the coordination of activity. This is in recognition of the correlation between health inequalities and community safety issues. In the first instance this will be taken forward through an SNB review of analytical needs and the development of the Nottinghamshire Community Safety Strategy.</p> <p>The Social Worker (Community Safety) continues to work across South Nottinghamshire with cases with a suspected mental health dimension, offering support and advice to the individual and also the professionals involved. Case studies are being routinely produced to share the learning from this work and to highlight areas requiring attention. These latter matters are to be referred to the Vulnerable Person Development Board to take forward. The South Nottinghamshire Community Safety Partnership recognises that this role gives the partnership a significant advantage in managing the cases that come to the Vulnerable Person Panels in Gedling, Broxtowe and Rushcliffe. This post is funded for twelve months, starting October 2016, by the three Borough Councils and the Police and Crime Commissioner.</p>
1.3	Implement and monitor the Annual Road Safety Plan for 2016/17.
Progress	<p>The actions contained in the Road Safety Plan continued to progress well in quarter 4 and include:</p> <ul style="list-style-type: none"><li>- Major casualty reduction schemes such as new traffic lights at A6097 Oxtan Lane/Flatts Lane; and significant bend improvements at Hollygate Lane Cotgrave are nearing completion.</li><li>- Zebra crossing upgrades on Victoria Road, Netherfield have been implemented, with over 50 local safety schemes funded during 2016/17.</li><li>- A comprehensive cycle training programme continues to be delivered free of charge to Nottinghamshire children (numbers of pupils taking part will be available to be reported in September 2017).</li><li>- To date in excesss of 13,500 pupils have received road safety education during the 2016/17 academic year, of which 10,250 were in secondary schools.</li><li>- Working with local business', such as Wilkinsons and Uniper, occupational road risk education has been delivered to members of their workforce to develop a safer driving ethos across the company. Since September 2016 occupational road risk education has been delivered to over 500 employees of local companies; and preparatory work is taking place to roll this out to other organisations.</li><li>- During 2016, 238 older road users attended 'Drive On' workshops with over 100 of them going on to have 'accompanied drives' with a driving instructor. Another 6 events are already planned.</li></ul>
1.4	Increase and improve work with agencies and organisations to protect residents from frauds, scams and other crimes by building on partnerships with police and social care.
Progress	In February and March 2017, an officer from the Customer Services Centre (CSC) was seconded to Trading Standards to help implement the national banking protocol by visiting 186 banks, building societies and post offices in the county. The protocol encourages banking staff to work with Trading Standards to intervene in any suspicious transactions involving vulnerable customers targeted by rogue traders and scammers. The first bank intervention in early March saved a vulnerable Bingham resident from being scammed £6k.

Summary
<p>The Council continues to protect and support vulnerable people and ensures that a high proportion of safeguarding service users are asked what outcomes they want and are satisfied that these are achieved. Work has taken place to improve this further including the provision of training for safeguarding managers focussed on making safeguarding personal and working with people to understand their desired outcomes.</p> <p>The Council has led the development of a new performance management framework for the Safer Nottinghamshire Board, incorporating the work of each of the Community Safety Partnerships. This will be used to join up and target activity supporting the priority. The approach includes the development of a new needs assessment to draw from a range of information and data sources, including the Joint Strategic Needs Assessment utilised by Public Health and the Health and Wellbeing Board.</p> <p>Work to promote safety initiatives in the community has been delivered during this period. The Council has delivered a comprehensive cycle training programme to Nottinghamshire children and road safety awareness to 13,500 pupils and has engaged with local businesses to develop a safer driving ethos.</p> <p>The Council is on course to meet the national casualty reduction target of 40% by 2020, demonstrated a reduction of 37.5% at the end of the quarter 4 period, on the road safety measure against the equivalent baseline average figure for 2005-2009.</p> <p>Future challenges for sustained delivery of this priority include the need to move trading standards services to a more commercial model of service delivery over the next 3 years. The approach involves shifting some staff resource away from core enforcement work to discretionary income generating activity and upskilling officers to gain any additional specialist knowledge and expertise needed. This change will be delivered in the context of a national shortage of qualified Trading Standards Officers.</p>

## STRATEGIC PLAN Priority 2 - Protecting the environment

Key Indicators						
Outcome	Indicator	National	Target	Latest	Previous	Good is
2.1	Number of visitors to Country Parks (Rufford and Sherwood) (Q3)	N/A	765,000	<b>572,708</b>	421,268	High
2.2	Percentage of household waste reused, recycled or composted (Q3)	N/A	44.0%	<b>44.70%</b>	43.25%	High
2.2	Percentage of Local Authority Municipal Waste Land filled (Q3)	N/A	15.00%	<b>8.8%</b>	8.4%	Low
2.2	Number of volunteer hours for natural and historic environment projects (Annual 2016/17)	N/A	5,608	<b>11,150</b>	5,608	High
2.3	Change in weather corrected carbon emissions from energy use in Council buildings (Annual 2016/17)	N/A	67,457	<b>Data available end of June</b>	64,233	Low

Key Actions and Milestones	
Outcome	Milestone
2.1	Transition of Sherwood Forest Country Park to management by the RSPB
Progress	<b>The County Council has contracted with the RSPB to build and manage the new Sherwood Forest Visitor Centre at Sherwood Forest Country Park. Planning permission for the new building has been submitted to Newark &amp; Sherwood District Council. It is expected that the new centre will open for business in April 2018. At that point the current visitor centre will close, and all staff will TUPE transfer from the County Council's Country Parks services to the new operator.</b>
2.1	Secure a partner for the commercial operation at Rufford Abbey Country Park so that the site can operate with reduced Council subsidy
Progress	<b>The Council is working to secure the long -term, sustainable future for Rufford Abbey Country Park, to conserve (protect and enhance) the heritage of the buildings and the surrounding parkland and to develop a modern attractive visitor offer. Parkwood Leisure has been appointed by the County Council to manage the commercial operation at Rufford Abbey Country Park. A 15-year agreement commenced on the 1st of February 2017, with Parkwood Leisure now responsible for managing the day-to-day commercial operations at the Park including the cafe, restaurant and shops.</b>
2.1	Develop a number of programmes at a landscape scale to benefit biodiversity, heritage, local people and the economy, working closely with the Local Nature Partnership (LNP) and other partnerships and partners.
Progress	<b>The Council is working with Derbyshire County Council through the Lowland Derbyshire and Nottinghamshire LNP to develop the Trent Valley Vision (a 50 year integrated landscape approach to development and land use along the Trent) as part of the LNP's emerging green infrastructure strategy. Through its partnerships with Greenwood Community Forest, the Biodiversity Action Group and a wide range of community and voluntary sector organisations, the Council is supporting volunteers to manage green spaces, plant trees, tackle heritage at risk issues and take a co-ordinated approach to removing invasive non-native species. The Miner2Major Landscape Partnership, for which the County Council is the accountable body, has reformed its plan for delivery around a learning and engagement theme. This has been achieved with input from new partners, including Inspire. Discussions are ongoing with Heritage Lottery Fund with a view to submitting the Stage 2 application by February 2018.</b>
2.2	Reduce reliance on landfill by utilising the Eastcroft Energy and Sheffield Energy Recovery Facility and moving waste up the waste hierarchy (minimise, reuse, recycle and energy recovery)
Progress	<b>The Council has utilised available capacity at the Eastcroft Energy Facility to process waste from Broxtowe, Gedling and Rushcliffe. The Newark and Worksop Transfer Stations are ensuring full utilisation of available capacity at the Sheffield Energy Recovery facility for residual waste from Bassetlaw and Newark and Sherwood. Construction of the Welshcroft Close transfer station, which will handle waste from Ashfield and Mansfield districts was completed in March 2017 and this will provide a long term delivery point for ensuring that landfill diversions are maximised. The targets related to landfill diversion should be comfortably met in 2016/17 despite waste levels increasing. Improved garden waste collection schemes have been implemented in Ashfield, Newark and Sherwood and Bassetlaw.</b>
2.5	Support bus quality partnerships including the Mansfield and Beeston Statutory Quality Bus Partnership, and introduce Voluntary Quality Bus Partnerships (VQBP) for Worksop.
Progress	<b>£120k of accessibility improvements have been delivered during the year, targeting priority bus stops and key hotspots identified by local bus operators. The Greater Nottinghamshire Bus Integration Partnership (GNBIP) and North Nottinghamshire Bus Quality Partnership continue to meet on a six month basis as they seek to deliver public transport improvements across the County. The developed schemes (Mansfield and Beeston Statutory Quality Partnerships and Worksop Voluntary Quality Partnership) continue to be monitored and are performing very well. £130k of improvements have been programmed in 17/18 to improve public transport punctuality and access to bus stops.</b>

Summary
<p>The Council has taken significant steps during 2016/17 to secure a long term sustainable future for key sites of enviroment and cultural importance across the County. Commercial operations at Rufford Abbey Country Park have successfully moved over to Parkwood Leisure and will be managed to a plan agreed with Historic England. As part of that plan work has started on the planned refurbishment and upgrade to facilities. The Council has identified a capital contribution of up to £1m towards the development of enhanced facilities for the 350,000 visitors to the site.</p> <p>The Council is also working with its new partner the Royal Society of Protection of Birds (RSPB) to develop the new visitor centre at Sherwood Country Park and National Nature Reserve. Initial ground work has begun and the new centre is expected to open for business in April 2018.</p> <p>The Council has led work with a range of partners and districts to reduce residual waste and to ensure that landfill waste disposal is minimised. Significant work has been undertaken to support residents to protect the environment, particularly through the creation of green waste collection schemes which now operate in all districts in the County.</p> <p>The Council continues to improve access to public transport in Nottinghamshire which contributes to reduced congestion on our roads.</p>



Key Indicators						
Outcome	Indicator	National	Target	Latest	Previous	Good is
3.1	Number of development schemes brought forward by the County Council and partners that are prioritised in future Growth Plans (Annual 2016/17)	N/A	3	3	n/a	High
3.3	Total number of premises passed by a fibre-based broadband infrastructure (Q4)	N/A	7,856	10,514	8,830	High
3.5	Percentage of young people aged 16-17 not in education, employment or training (NEET) (Q4)	N/A	2.0%	1.5%	1.8%	Low
3.5	Number of young people taking up apprenticeships through the Council's investment in youth employment (Q4)	N/A	16	10	6	High

Key Actions and Milestones	
Outcome	Milestone
3.1	Support Nottinghamshire projects to access capital investment through the D2N2 Strategic Economic Plan, Growing Places Fund (GPF), Regional Growth Fund (RGF) and the Nottinghamshire Investment Fund
Progress	<b>The D2N2 LEP's Growth Deal and the Local Growth Fund was announced in March by the Government with an allocation of £63m. It will support a range of capital investment projects across the D2N2 LEP area. Whilst the detail remains the subject of negotiation, the N2 Town Centres Programme is a priority for the N2 Economic Prosperity Committee, aimed at revitalising and boosting economic activity within centres across Nottinghamshire. A S106 Agreement at the Beeston Business Park Enterprise Zone (EZ) is close to being agreed with the Boots EZ site under continued discussion. The infrastructure investment at Harrier Park Hucknall with the County Council's access completed to time and budget.</b>
3.3	Deliver phase 1 of the Better Broadband for Nottinghamshire programme Contract 2
Progress	<b>The annual target of 7,856 additional premises in 2016/17 has now been exceeded by a total of 2,658 homes passed and the Council had reached a figure of 10,514 premises connected to broadband.</b>
3.3	Deliver the Hucknall improvement scheme to regenerate the town centre
Progress	<b>Work on the Hucknall scheme started in October 2015 with the demolition phase completed before Christmas 2015. The construction of the new road began in January 2016 and opened to traffic on Sunday 27th November 2016. Work on the pedestrianisation of the High Street was undertaken during this period and was scheduled for completion by the end of May 2017.</b>
3.3	Work with Via East Midlands to ensure Service Level Agreement (SLAs) are met to ensure effective and efficient highway services are delivered
Progress	<b>A Governance structure for the contract with Via East Midlands is now in place including a Term Operational Board which meets monthly. The Health and Safety subgroup has been formed and a number of key processes are in place including the risk register, insurance protocol and invoicing arrangements. Via are in the process of producing a series of Method Statements which will highlight how its services are to be delivered. A Contract Management Team has been established to ensure Via adheres to its contractual obligations. This team will review the quality and cost effectiveness of the Services and Works undertaken by Via on behalf of the County Council. An independent assessment recently undertaken by the British Standards Institution reported 'Transition from in house to external contract service has been well managed' and that 'Good communication through Board Meetings and Safety Sub Groups was evidenced'.</b>
3.4	We continue to pay all central employed staff the Living Wage Foundation rate as a minimum which will also apply to new employees.
Progress	<b>The Council introduced the Payment of the Living Wage Allowance from 1st April 2014, based on the Living Wage Foundation rate and promoted this as good practice to other employers in Nottinghamshire. The current Living Wage Foundation rate is £8.45p an hour, which was applied to the wages of the Council's 2,748 lowest paid employees inclusive of the annual increases in the rate from November 2016.</b>
3.5	Work with employers as part of the Economic Development Strategy to promote the benefits of apprenticeships, to promote the take-up of apprenticeships and maximise the opportunities of the apprenticeship levy.
Progress	<b>A further 37 apprenticeship grants are being promoted by Futures for SMEs taking on a new apprentice. The 10 creative apprenticeship places are also being promoted and employer interest is increasing with a further vacancy being advertised. Recruitment for both schemes will continue into the early Summer 2017, to capture this year's school leavers.</b>

Summary
<p>The Council continues to support economic growth and employment in Nottinghamshire by actively engaging with partners locally, nationally and internationally. It is supporting the D2N2 Local Enterprise Partnership and in particular the Growth Hub in promoting high quality advice and finance to local businesses. It is working with the Midlands Engine promoting strategic employment sites and supporting trade missions with arrangements made to host a delegation of Senior Government Officials from the Zhejiang Province of China. A number of EU funded projects including the Digital Business Growth Programme are now being delivered over the period up to 2019.</p> <p>Work to improve countywide infrastructure has taken place during this period. Phase one of the Hucknall Town Centre Improvement scheme has been successfully completed, with a new road opened incorporating a new bus link with new shelters and real time information. Phase 2 of the Hucknall Town Centre Improvement scheme is progressing on schedule and will be completed for the end of May 2017. The works include the pedestrianisation of the Hucknall High Street. The flood alleviation scheme on Thoresby Dale which ties into the works that were constructed as part of phase one will be constructed later this year.</p> <p>During this period, the Council had accelerated its programme of rolling out broadband to Nottinghamshire residents with a target of 98% coverage during 2016/17 met. Coverage is planned for the remaining 2% of Nottinghamshire through a third contract, the procurement of which is scheduled to start in September 2017.</p> <p>Final details on the D2N2 LEP's Growth Deal and Local Growth Fund are awaited, loans from the D2N2 LEP's Growth Place Fund remain available and the Fund is being promoted across the County, potentially being the subject of a review. Investments from the Council's Nottinghamshire Economic Development Fund continue, offering grant finance for capital projects facilitating business growth; a fourth round was launched in January 2017.</p>

## STRATEGIC PLAN Priority 4 - Providing care and promoting health

## Key Indicators

Outcome	Indicator	National	Target	Latest	Previous	Good is
4.2	The number of older adults currently in long term residential and nursing care (Q4)	not yet available	2,275	<b>2,326</b>	2,372	Low
4.2	The number of younger adults currently supported in long term residential and nursing care (Q4)	not yet available	650	<b>635</b>	648	Low
4.4	The rate of delayed transfers of care from hospital, and those which are attributable to adult social care and those which are attributable to social care and the NHS jointly (Q4)	4.7	2	<b>1.25</b>	1.33	Low
4.4	The proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services (Q4)	82.7%	91.2%	<b>79.8%</b>	80.6%	High
4.5	Percentage of identified Health and Wellbeing Board partners that have tobacco declaration action plans agreed and in place (Q4)	N/A	100%	<b>91%</b>	73%	High

## Key Actions and Milestones

Outcome	Milestone
4.1	We will support the development of new Extra Care Housing and Supported Living Services for older and disabled adults
Progress	<b>The County Council has allocated capital towards the development of three new Extra Care schemes, which will provide a total of 87 new units of purpose built accommodation for older adults. These developments at Townview in Mansfield and Gladstone House in Newark are set to open in Spring 2018. The scheme at Abbey Grove in Worksop is expected to open in Spring 2019.</b>
4.4	We will develop and implement a Sustainability and Transformation Plan (STP) which will set out how we intend to secure delivery of the vision for health and social care services across Nottinghamshire including Nottingham City
Progress	<p><b>The Council and STP partners continue to work together to develop and deliver these plans to ensure health and care services are delivered around the local needs of communities rather than around individual organisations. The Council has published a draft Plan for Nottinghamshire which identifies five local 'high impact' areas for change to:</b></p> <ul style="list-style-type: none"> <li>- Promote wellbeing, prevention, independence and self-care</li> <li>- Strengthen primary, community, social care and carer services</li> <li>- Simplify urgent and emergency care</li> <li>- Deliver technology enabled care</li> <li>- Ensure consistent and evidenced based pathways in planned care</li> </ul>
4.4	We will ensure that all partners have signed the tobacco declaration for Nottinghamshire and have action plans to achieve their organisational and Health & Wellbeing Board aspirations with regards to Tobacco Control
Progress	<p><b>During the quarter 4 period, the Council delivered a workshop for Strategic Tobacco Action Group (STAG) members which explored solutions to some of the challenges around implementing Smokefree policies. Progress has been reported to the Health and Wellbeing Board on a number of key priorities including the Wellbeing @Work Scheme, Tobacco Declaration and Making Every Contact Count (MECC) programme to ensure a joined up and efficient prevention programme. The Robin Hood Festival will be Nottinghamshire County Council's first event to be badged as Smokefree under the Smokefree summer events tobacco control workstream.</b></p> <p><b>Two organisations have yet to formally agree action plans and these are expected to be completed in May 2017 which will bring the total to 100% of H&amp;W Board Member Partners.</b></p>

## Summary

The provision of care has been of key importance to the Council during 2016/17. During the year the Council entered into an agreement with Bassetlaw District Council to create the new Abbey Grove Extra Care scheme in Worksop, as part of the Council's Strategy for the additional development of new Extra Care accommodation across Nottinghamshire. As part of its commitment to enable people to live independently in the community, the Council is seeking to create 160 new extra care places by March 2018 providing an alternative to residential care.

The Council has continued to work towards challenging targets to manage the number of older adults supported in long term residential or nursing care placements. Schemes such as Extra Care aim to divert people from long term care and help to reduce the number of new admissions. The overall number of people supported in long term care is also affected by the level of deaths and discharges, which the council is unable to influence.

The Council has worked to ensure a smooth transition for residents moving from hospital to social care. The Council's performance on Delayed Transfers of Care (DToc) from hospital has been excellent in 2016/17 and has attracted national recognition.

The Council continues to support the Strategic Tobacco Action Group (STAG) members around implementing the smokefree policy and encouraging partners to have their tobacco declaration plans in place at the end of the year. By the end of May, the remaining 2 organisations will have formally agreed action plans making 100% of Health and Wellbeing Board Members or Partners having signed up to the declaration in total.

Key Indicators						
Outcome	Indicator	National	Target	Latest	Previous	Good is
5.1	Percentage of pupils achieving the expected standard in reading, writing and maths (KS2) (2016)	54.0%		53.8%	New Measure	High
5.1	Percentage of pupils achieving A*-C in English and Maths at GCSE (KS4) (2016)	63.3%	Higher than national average	65.9%	59.7%	High
5.1	Attainment 8 average score (KS4) (2016)	50.1		50.8	47.8	High
5.1	The average point score per entry (KS5 - including colleges) (2016)	32.41	Narrow the gap with National Average	30.37	New Measure	High
5.2	FSM6 Attainment gap at age 11 for pupils achieving the expected standard in reading, writing and maths (KS2)	21.0%	Gap narrowed compared to 2014/15	24.2%	New Measure	Low
5.2	FSM6 Gap for pupils achieving A*-C in English and maths at GCSE (KS4)	26.0%		30.2%	29.4%	Low
5.4	First time entrants to the Youth Justice System aged 10-17 per 100k (Q3 cumulative)	N/A	Lower than 2015-16	237	147	Low
5.5	Uptake of early education places for eligible 2 year olds (Spring Term 2017)	N/A	Higher than stat. n'bour average	75.0%	75.1%	High
* FSM6 - free school meals at any point in the past 6 years						
Key Actions and Milestones						
Outcome	Milestone					
5.2	To develop effective working relationships with key partners to further raise standards of attainment and improve progress of all children and young people in Nottinghamshire					
Progress	The percentage of good or better schools in Nottinghamshire continues to improve. In Nottinghamshire 90% of schools are now good compared to 89% nationally. For secondary schools this is 81% of Nottinghamshire School compared to 79% nationally. Nottinghamshire primary schools are in line with national figures - both at 91%. Meetings have been held with several Multi Academy Trusts and Teaching School Alliances to develop a service package due for a launch in the Summer term 2017. This is a significant step towards ensuring schools continue to receive support while the governments' preference of a peer led system where schools support each other in driving improvement develops.					
5.2	To implement the Closing the Gap Strategy with an enhanced focus on addressing the East Midlands Challenge to improve the attainment and progress for vulnerable learners					
Progress	An extensive programme of the Closing the Gap focused activities and collaborations has been delivered in 2016/17. The Council has worked with schools and partners to build shared understanding and generate good practice case studies in order to develop effective practices aimed at securing readiness for learning, academic resilience, accelerated progress and good attainment for vulnerable groups as identified in the 'East Midlands Challenge'. A specific focus this year has been to generate refined datasets in order to interrogate which pupil groups could be identified as having 'multiple risks factors' leading to underachievement and thereby provide earlier intervention e.g. White British FSM, FSM who are more able, Looked After Children with SEN, GRT pupils, particularly those who are eligible for FSM or have SEN.					
5.3	To use place planning analysis and early years' data, to secure funding (basic need and section 106) to ensure there are sufficient school and early year places across the county					
Progress	During the year the Council secured £3,810,257 from the Department of Education to develop 6 early years capital projects in areas of low childcare sufficiency. The Council provided an additional 25% of the overall costs for each of these projects. Work has been started to establish projects to ensure sufficient childcare places are available in 2018. With the Council securing £20,467,135 in 2018/19 to fund the basic need expansion of primary and secondary places.					
5.4	To improve the standards of assessment and planning for families across early help services					
Progress	Regular case audits have taken place each quarter as part of the department's quality assurance arrangements. This has evidenced improvements in the quality of case work and the outcomes from that work across the year. The auditing process has been embedded within the Council's Quality Management Framework and now forms part of 'business-as-usual process.					
5.4	To support the development of Family Support Workers in all publicly funded school settings					
Progress	Termly workshops have been made available to family and pastoral workers from school settings to improve peer support networks and improve the knowledge and skill base of these workers. Participation has been variable but overall the initiative has been treated positively.					
5.4	To deliver a sustainable model to reduce offending by young people					
Progress	The new structure and operating model for the Youth Offending Teams is now in place.					
5.5	To improve access to Child Adolescent Mental Health Services (CAMHS)					
Progress	There continues to be a focus on embedding the newly commissioned services - including the Health for Teens website and kooth.com, the online counselling service - and on the timeliness of access to CAMHS					
5.5	To reduce the number of children and young people with an Education Health and Care (EHC) Plan at risk of being without a school place					
Progress	A specialist Education Other than at School (EOTAS) Officer has actively worked with young people to re-engage children and young people back into appropriate education .					

Summary
<p>The council continues to invest in the future for children and young people and strives to ensure that pupils in Nottinghamshire have the opportunity to achieve good educational outcomes. This year the targets for attainment overall have been met at Key Stage 2 and Key Stage 4, with Key Stage 4 improving over the previous year.</p> <p>In Early Years there has been a narrowing of the Free School Meals (FSM) and Non Free School Meals attainment gap between 2015 and 2016. However, the gap is still wider than the national gap and further progress is needed.</p> <p>Nottinghamshire also faces a challenge at Key Stage 4 where the Free School Meals for year 6 and Non Free School Meals gap has widened slightly. Although figures for Nottinghamshire show a widening of the gap, the performance of FSM6 pupils has increased at a faster rate than witnessed nationally in 2016.</p> <p>During this quarter, the new structure and operating model for the Youth Offending Team (YOTs) has been created. This has led to the successful integration of early help case work into the department's quality assurance arrangements.</p>





## Redefining Your Council – Adult and Health Portfolio as at March 2017

<b>Progs.</b>	<ul style="list-style-type: none"> <li>• <b>Adult Social Care Strategy &amp; market development</b> – preventing &amp; reducing care needs by promoting independence</li> <li>• <b>Integration with health</b> – implementing joined-up working practices and initiatives with health</li> <li>• <b>Public Health Outcomes</b> – working with key stakeholders to establish how to allocate the current budget</li> <li>• <b>Care Act Implementation</b> – implementing the changes needed for the next stage of the Care Act</li> <li>• <b>Direct Services Provision</b> – developing different ways of delivering services</li> </ul>
<b>Benefits to be delivered</b>	<ul style="list-style-type: none"> <li>• Promoting independence and preventing, reducing and delaying the need for care and support (including providing information and advice to encourage people to look after themselves and each other)</li> <li>• Better and more joined-up working with partners (e.g. health) to improve outcomes for service users</li> <li>• More efficient, flexible and mobile staff by using technology to maximise staff time and help manage demand</li> <li>• Providing services that are creative, sustainable, value for money and legally compliant</li> </ul>
Key achievements in last 3 months	
Expected delivery over next 3 months	
<ul style="list-style-type: none"> <li>• Plans are in place to trial the 3 Tier Model approach across Broxtowe starting in the summer. The 3 Tier Model is designed to help people get support at an earlier time and reduce the need for long term packages of support.</li> <li>• The new support planning tool was launched. The new tool allows a greater focus on activity promoting people's independence, encourages setting short term goals and how to explore increased use of existing free resources.</li> <li>• The Notts Enabling Service (a team that looks to find community and informal alternatives to formal paid for support for new and existing service users) is now operational. Promoting independence workers in the team will teach new skills or enhance existing skills to enable the person to become more independent. This will include daily living skills, travel training and connecting people to local amenities and helping them to use them. By increasing a person's independence formal packages of care and support can then safely be reduced.</li> <li>• The Adult Access Service are now scheduling appointments for all older adults who require a social care or occupational therapy appointment. This has helped reduce the amount of time people wait for an appointment. The percentage of older adults receiving a social care assessments within a 28 day timeframe has been steadily increasing from 68% in April 2016 to an average of 82% since January 2017. Removing the administration of arranging appointments from social care staff allows them to focus more time on promoting the independence of the people they are working with.</li> </ul>	<ul style="list-style-type: none"> <li>• Trial of the 3 Tier Model approach in Broxtowe will commence. This pilot will roll out a new approach based on 3 conversations and it will be monitored to understand how effective it is, how it should work and make comparisons with the existing approach to inform future practice.</li> <li>• Additional support for staff using the new support planning tool will be developed. The aim is to ensure that promoting people's independence through better support planning is a key focus of all social care teams.</li> <li>• As part of the work to support service users to be more independent we are looking at how more people can travel independently across Nottinghamshire. A workshop will be undertaken with key partners to discuss ideas for further development of work to reduce the number of service users who need ongoing assistance with transport.</li> <li>• Further areas for improved efficiency of teams will be explored and this will include deciding if scheduling appointments and social care clinics could be more widely used either for different types of work or with different teams. Any proposals will be considered on the basis of ensuring that any efficiency gains can be channelled into promoting people's independence through better support planning and increase reviewing activity.</li> <li>• The Adult Social Care Strategy will be refreshed, it will give a new focus to promoting people's independence, sharing responsibility with individuals existing networks and greater use of available community resource.</li> </ul>

## Appendix B

<ul style="list-style-type: none"> <li>• Nottingham Trent University has been engaged to research the costs and benefits of embedding Social Care staff within integrated Care Teams across the county. Phase 1 work with Newark West has been completed; this involved interviews with service users and carers, a focus group with staff and collecting information about what happened to 10 people supported by the team.</li> <li>• Work has been undertaken with health to create an integrated database called healthscope. This database will allow primary health staff such as GP's to check if patients already have a social care package in place.</li> <li>• Work is taking place to understand the information that is available on health systems and would be of help to social care staff but is currently not accessible for them. A pilot to share information between health and social care is running at Kings Mill Hospital and has demonstrated how increased data sharing can be achieved.</li> <li>• The Short Term Independence Service (STIS) in Mansfield and Ashfield was launched. Bringing together all the services that work with people on a short term basis. Often after receiving a short term service people require less or no ongoing formal support. The STIS will mean short term services can be managed more effectively and coherently.</li> <li>• Work to develop the business case for an Alternative Service Delivery Model for Direct services has been undertaken. This has involved developing the business case and in particular testing assumptions made about financial viability, options appraisals, governance and new business opportunities.</li> <li>• Mobilisation phase of the new 0-19 Health Child Programme and Public Health Nursing Service has been completed and both went live on 1 April 2017</li> </ul>	<ul style="list-style-type: none"> <li>• Information collected through the Nottingham Trent University led research will be utilised to compare the effectiveness of the different routes for this group of people in to social care to inform future practice.</li> <li>• Further work to develop healthscope, the integrated database will take place and regular information updates will be made to keep the system up to date.</li> <li>• A 3-year programme plan will be put in place to implement the necessary technical and business changes across health and social care services, to improve information sharing between frontline staff. Wider rollout of the pilot at Kings Mills Hospital will be underway to ensure that more health staff can request key data on patients from the social care systems and also to provide health information to social care staff.</li> <li>• Further reconfiguration and recruitment will have been completed so that the Short Term Independence Service (STIS) teams can be launched in Newark and Sherwood, and Bassetlaw. Discussions will take place with Health colleagues in those areas to ensure good communication and alignment.</li> <li>• An updated Options Appraisal and Business Case for an Alternative Service Delivery Model (ASDM) will be finalised and made available for consideration by Members. The Business Case considers how services currently directly provided by NCC, such as Day Service and Short Breaks might be run in the future.</li> </ul>
<b>Key risks to delivery</b>	<ul style="list-style-type: none"> <li>• Pressures from changing demographics and increased responsibilities from legislation may increase demand for services.</li> <li>• That there won't be the community based support available to provide alternatives to paid support in order to reduce demand.</li> <li>• Maintaining service quality as much as possible in the face of falling budgets and the continued need to find savings.</li> <li>• Maintaining care provision in the face of increased costs and problems with staff recruitment and retention.</li> <li>• Adoption of nationally proposed health models may increase demand for social care services, it is important to assess their impacts to ensure that they are implemented in a way that supports the Adult Social Care strategy.</li> </ul>

## Redefining Your Council – Children's & Culture Portfolio as at March 2017

Progs.	<ul style="list-style-type: none"><li>• <b>Integration of Family Support Services</b> – delivering locality focussed support to children and families</li><li>• <b>Improving Outcomes for Children and Young People with Disabilities</b> – developing an integrated approach across social care, education and health</li><li>• <b>Integrated Commissioning of Children’s Health Services</b> – an integrated approach to community health services</li><li>• <b>Transformation of Children’s Social Care</b> – ensuring support for vulnerable children is outcome-focused and provided by a suitably skilled workforce. Placements for Looked After Children will achieve the required outcomes at lower cost</li><li>• <b>Cultural Services Transformation</b> – redesigning services and using alternative service delivery models</li></ul>
Benefits to be delivered	<ul style="list-style-type: none"><li>• Easier access to services in the right place, at the right time, with seamless transitions between services</li><li>• Maintaining good quality services, maximising resources, reducing unit costs and being legally compliant</li><li>• Working better with partners – reducing the need for families to continually repeat the same information</li><li>• Supporting children and young people to live at home, with their families, wherever safe and possible to do so, or moving to alternative permanent placements (e.g. adoption) as quickly as possible, minimising time spent in care</li><li>• Delivering services in different ways to make them more sustainable</li></ul>
<div><div>Key achievements in last 3 months</div><div><ul style="list-style-type: none"><li>• Planning permission granted for the new Sherwood Forest Visitor Centre. Commencement of groundworks</li><li>• Parkwood Leisure Ltd took over the running of the commercial offer at Rufford Abbey Country Park and have implemented a number of improvements, such as the refurbishment of the Coach House café, improved and extended outdoor seating area</li><li>• The Provider Service’s (Looked After Children Placements) undeliverable savings were included in CFCS departmental pressures and authorised by full Council on 23<sup>rd</sup> February 2017. £594k of undeliverable savings (£260k for 2017/18 and £334k for 2018/19) will be incorporated into a new project, Remodelling Children’s Care, which will also deliver alternative savings within this area.</li></ul></div></div> <div><div>Expected delivery over next 3 months</div><div><ul style="list-style-type: none"><li>• Continuing groundworks for the building and car parking and finalising details of the build timescales</li><li>• Development of business cases for the Remodelling Children’s Care project. The Remodelling Children’s Care project is taking a whole system look at Children’s Care building upon previous projects. Over this next period business cases will continue to be developed in the following areas:<ul style="list-style-type: none"><li>- Support for Looked After Children</li><li>- Support for Children and Young People with Disabilities</li><li>- Integrated approach to commissioning</li><li>- Social Impact Bonds (SIBs) an innovative approach with some success elsewhere which involves investors paying for a set of interventions to improve a social outcome, which if successful, they make a return on.</li></ul></li><li>• The data and forecasting model, which has been developed to aid future demand and cost planning for Children’s care services, will be further</li></ul></div></div>	

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	refined to include some historical data to enable any trends to be identified. Allied to this, further consideration will be given to benchmarking of Children's Services with other local authorities, with a view to learning about the most cost-effective approaches from elsewhere.
<b>Key risks to delivery</b>	<ul style="list-style-type: none"> <li>Residual Provider Services savings for 17/18 will not be achieved due to the short timescales available for the new Remodelling Children's Care Programme. Detailed business cases are being developed.</li> </ul>

## Redefining Your Council – Place Portfolio as at March 2017

Progs.	<ul style="list-style-type: none"><li>• <b>Highways Transformation</b> – changing the way the highways service is delivered to maximise quality and cost efficiencies</li><li>• <b>Transport</b> – changing how transport services are delivered, focusing on partnership working and reviewing policies</li><li>• <b>Energy and waste</b> – reducing energy use, increasing power generation from the Council's estate and improving recycling</li><li>• <b>Alternative Service Delivery Model for Catering and Facilities Management</b> – establishing the best delivery model</li><li>• <b>Economic Development &amp; Combined Authority</b> - shaping and responding to changes to the operating context for economic development (including proposals for a Combined Authority and a potential Devolution Deal)</li><li>• <b>Community Empowerment &amp; Resilience</b> - enabling Nottinghamshire communities to be more empowered and resilient in order to delay or prevent the need for public services intervention</li></ul>
Benefits to be delivered	<ul style="list-style-type: none"><li>• Better value for money and more sustainable services by moving services into different delivery models</li><li>• Improved customer satisfaction and quality of services</li><li>• Reduced duplication, improved processes and maximising opportunities of new technology – more efficient services</li><li>• Delaying and preventing the need for services and providing services at lower costs by working more closely with partners</li><li>• Increasing economic growth and improving economic prosperity in Nottinghamshire</li><li>• Reducing the Council's carbon footprint and becoming more energy efficient</li></ul>
<div><div>Key achievements in last 3 months</div><div><ul style="list-style-type: none"><li>• In support of the wider East Midlands High Speed 2 (HS2) Growth Strategy and utilising resources secured via the D2N2 Local Enterprise Partnership (LEP), the County Council led on the procurement exercise that secured the appointment of East Midlands Chamber and partners to develop the strategic approach to the employment, skills and wider supply chain potential of HS2.</li><li>• Commissioned work to carry out detailed pre-development activities and feasibility study to inform viability and best approach to continue superfast broadband deployment to all residents and businesses of Nottinghamshire.</li><li>• £7.2m D2N2 Digital Business Growth Programme was launched. Running until 2019, it will support over 850 businesses across the D2N2 LEP area to utilise digital technologies to improve productivity and business performance.</li><li>• Fourth round (£2.3 million) of the Nottinghamshire Economic Development Capital Fund was launched offering capital grants to support Small and Medium-sized Enterprises (SME) to grow and create jobs for local people.</li><li>• Round 3 of the Government's Local Growth Fund (LGF) confirmed a total allocation of £63M to support a range of capital investment projects across the D2N2 LEP area.</li></ul></div></div> <div><div>Expected delivery over next 3 months</div><div><ul style="list-style-type: none"><li>• Completion of the employment, skills and wider supply chain study with its conclusions influencing the East Midlands HS2 Growth Strategy, to be submitted to Government by July 2017.</li><li>• D2N2 Leaders to review and agree next steps relating to the D2N2 Joint Committee proposals.</li><li>• Receive premise-level report detailing locations of the remaining 2% of properties across Nottinghamshire who won't have access to Superfast broadband through the deployment of contracts 1 &amp; 2 to determine next steps required to reach our 100% coverage aspiration.</li><li>• Outcomes expected following the launch in January 2017 of Fourth Round of the Nottinghamshire Economic Development Capital Fund.</li><li>• Receive confirmation from the D2N2 LEP regarding the final LGF awards to the various projects, including that allocated towards the Nottinghamshire Town Centre programme. This Programme will aim to boost economic activity within centres throughout Nottinghamshire.</li></ul></div></div>	

## Appendix B

<ul style="list-style-type: none"> <li>• Following the Chief Executive Officer's visit to China last year as part of the Midlands Engine Trade Mission, arrangements were made to host a delegation of Senior Government Officials from the Zhejiang Province of China.</li> <li>• Approval of Midlands Connect Strategy which set out the approach to grow the economy by better connecting the economic hubs to each other and to national and international gateways.</li> <li>• The payment of additional Private Finance Initiative (PFI) Credits of £480K per annum until 2033 were agreed by the Department for Environment, Food and Rural Affairs (DEFRA) upon completion of the Welshcroft Close Waste Transfer Station works on 1<sup>st</sup> April 2017.</li> <li>• Bassetlaw District Council commenced chargeable kerbside green waste collections in February 2017, supported by a financial contribution to capital costs by Nottinghamshire County Council.</li> <li>• Neighbourhood Co-ordinators have mapped existing provision within the Age Friendly Nottinghamshire pilot areas.</li> <li>• The Performance Management Framework (PMF) used to assess Via East Midlands (EM) compliance with contractual obligations has been agreed.</li> <li>• Via EM's draft Business Continuity &amp; Disaster Recovery Plan and Exit Plan have been provided and are currently being reviewed.</li> <li>• Transport &amp; Travel Services and Children, Families &amp; Cultural Services have jointly developed an improved position for Special Educational Needs &amp; Disability (SEND) Transport, which reduces the forecast overspend.</li> <li>• The management of the SEND Transport budget migrated to Transport &amp; Travel Services on 01 April 2017.</li> <li>• Further business cases for the delivery of Transport savings have been developed.</li> </ul>	<ul style="list-style-type: none"> <li>• Host Senior Government Officials from the Zhejiang Province to sign a friendship agreement with the County Council to commit us to carry out exchanges and cooperate in fields of: economy; trade and investment; education; science, health &amp; technology; and tourism &amp; culture.</li> <li>• A targeted information and enforcement campaign is being prepared with Corporate Communications, Borough and District Councils and Veolia to tackle increasing contamination levels in mixed dry recycling collections. Launch expected over the summer or early autumn.</li> <li>• Design and development work continues into the use of Water Source Heating derived from the River Trent to heat the County Hall complex.</li> <li>• Age Friendly Nottinghamshire pilot Implementation plans will be finalised along with an evaluation framework to assess the pilot's success.</li> <li>• Via EM will begin reporting their performance to the Communities &amp; Place Committee using indicators from the agreed PMF.</li> <li>• Via EM's accounts will be subject to audit, the results of this audit will be presented to the Via Board. Contingent on the results of the auditor's report the Via EM Board will then vote to release a dividend payment to the shareholders i.e. Cornwall and Nottinghamshire County Councils.</li> <li>• A data Model will be completed to enable ongoing accurate budget forecasting for SEND Transport that takes into account a number of different parameters.</li> <li>• Business cases for the delivery of future savings will brought forward for consideration.</li> </ul>
<b>Key risks to delivery</b>	<ul style="list-style-type: none"> <li>• Failure to secure full LGF allocation will result in a reduced programme of town centre regeneration</li> <li>• Using new operating models which are previously untested by the Council</li> <li>• That integrated services do not meet the different needs and strategies of all organisations involved</li> <li>• Protecting service quality as much as possible in the face of reduced budgets and temporary resources</li> </ul>



## Redefining Your Council – Resources Portfolio as at March 2017

Progs.	<ul style="list-style-type: none"><li>• <b>Smarter Working</b> – changing attitudes towards the workplace and supporting staff to be more efficient and flexible</li><li>• <b>Designing Services in the Digital Age</b> – delivering savings and improved experiences for service users</li><li>• <b>Workforce development</b> – developing employee skills to help them respond to the new working environment</li><li>• <b>Performance management and benchmarking</b> – better management information to feed decision-making</li><li>• <b>Integrated commissioning and procurement</b> – aligning the approach to these areas plus contract management</li><li>• <b>Reform of corporate services and functions</b> – reviewing corporate support functions and determining the best model</li></ul>
Benefits to be delivered	<ul style="list-style-type: none"><li>• Quicker and easier access to services and information by delivering a significantly improved website</li><li>• Costs savings arising from fewer Council-owned buildings</li><li>• More agile, flexible and productive staff – better outcomes for customers and value for money</li><li>• Better partnership working with other organisations – improving outcomes for customers and value for money</li><li>• Reliable and timely data available to inform decisions and improve performance of services</li></ul>
<div>Key achievements in last 3 months</div> <div>Expected delivery over next 3 months</div>	
<div><ul style="list-style-type: none"><li>• Smarter Working events were delivered as part of the Leadership Development Programme, the events have helped further embed Smarter Working principles in the Management Team.</li><li>• Last NCC staff moved out of Chadburn House, supporting the rationalisation of the Council's estate.</li><li>• Smarter Working Information hub was launched providing information on Smarter Working to colleagues.</li><li>• Options for the reduction in the size of the corporate office estate have been reviewed in more detail to include 'hidden costs' and sensitivity analysis on assumptions made. The review of the remainder of the estate (excluding schools) has been completed in consultation with Service leads.</li><li>• Workforce Development: A number of focus groups took place with staff during April/May. Feedback has been presented to CLT and will be used to help shape the new Council Plan.</li><li>• Successful launch of Intranet.</li><li>• Discovery phase to identify pilot customer journeys to test out a new approach to service design in a digital age.</li></ul></div> <div><ul style="list-style-type: none"><li>• Deployment of new ICT equipment for staff at Chancery Lane and QMC and to Members to support flexible working.</li><li>• Re-configuration of the office space and the deployment of new ICT equipment for staff at Lawn View House commenced.</li><li>• Analysis of the property reviews to be completed with clear officer recommendations to be made on options and deliverability for Member's consideration.</li><li>• Let employees know how their feedback is being used and undertake further engagement exercises with front line staff.</li><li>• Further discovery work on the two pilot service areas to increase customer satisfaction and deliver savings. Progress will depend on the level of complexity but will get to the proto-type stage for one and to implementation for the other.</li><li>• Develop a digital strategy and vision that will include a roadmap of the main opportunities for the authority over the next few years.</li></ul></div>	



## Appendix B

<ul style="list-style-type: none"> <li>• Development of the data warehouse within the Business Reporting and Management Information project completed.</li> <li>• Integrated Commissioning and Procurement: This has now been combined with the new Planning and Performance Framework.</li> <li>• Reform of Corporate Services &amp; Functions: Extended research for Phase 2 of the Corporate Services Review has taken place.</li> </ul>	<ul style="list-style-type: none"> <li>• Continued development of performance reports in preparation for the go live of the Framework Upgrade to MOSAIC.</li> <li>• The Planning and Performance Framework will be taken for approval to the earliest available Policy Committee.</li> <li>• A report will be finalised and taken to Policy Committee in September.</li> </ul>
<b>Key risks to delivery</b>	<ul style="list-style-type: none"> <li>• That staff do not embrace new ways of working and being more flexible in how and where they work</li> <li>• Internal resistance to the introduction of new digital tools</li> <li>• Complex partnership arrangements across Nottinghamshire</li> <li>• The local property market will affect the ability to reduce the Council's property estate</li> </ul>

# Project Status Report as at March 2017

## Appendix C

### Status Key

<b>On Target</b>	Successful delivery of the project to time, cost and quality is achievable and there are no major outstanding issues at this stage that threaten delivery
<b>Experiencing Obstacles</b>	Successful delivery is probable, however, there are minor issues which need resolving to ensure they do not materialise into major issues threatening delivery. This is an early warning category, if the minor issues are resolved in a timely manner, it is unlikely that project savings will be put / remain at risk.
<b>At Risk</b>	Based on available evidence, successful delivery still appears feasible but significant issues exist with scope, timescales, cost, assumptions and/or benefits. Issues appear resolvable, but action is required
<b>Compromised</b>	Based on available evidence, successful delivery of the project appears to be at significant risk. There are major issues with project scope, timescales, cost, assumptions and/or benefits. Immediate action required to resolve issues.
<b>Closed or Completed</b>	Project benefits have been achieved, or there has been an official change to the benefits profile (through change control) so the project is complete or declared undeliverable
<b>No Status</b>	Awaiting major points of clarification / decision-making to enable PID and plan to be completed.

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Cashable Benefits					Projected At Risk / Slippage & Over Achievement					Savings delivered in an alternative way	Net at risk amount
				2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	
Adult Social Care & Health	Direct Payments (OfC C01 2015 & C04 2016)	On Target	On Target	1,823	580	1,280		3,683		-1,067				-1,067	-1,067
Adult Social Care & Health	Targeted Reviews (C07)	On Target	On Target	480	1,010	1,010		2,500		-690				-690	-690
Adult Social Care & Health	Public Health Grant Realignment changes	On Target	On Target	1,650				1,650							
Adult Social Care & Health	Various options to reduce the cost of the intermediate care service	On Target	On Target	800	800			1,600							
Adult Social Care & Health	Further Expansion of Assistive Technology to Promote Independence (C08)	On Target	On Target	646	543	40		1,229							
Adult Social Care & Health	Commissioned Services - contract savings	On Target	On Target	900				900							
Adult Social Care & Health	Early Resolution (Consulted on as - C05 New operating model for the Social Care Pathway)	On Target	On Target		176	176		352							
Adult Social Care & Health	Development of a single integrated meals production and delivery service	On Target	On Target	293				293							
Adult Social Care & Health	Partnership Homes	On Target	On Target		292			292							
Adult Social Care & Health	Charge for Money Management service	On Target	On Target	134	134			268							
Adult Social Care & Health	Short Term Prevention Services	On Target	On Target	200				200							
Adult Social Care & Health	Increase in transport charge	On Target	On Target	80	80			160		-99				-99	-99
Adult Social Care & Health	Commercialisation of Business Support and Advice	On Target	On Target		50	75		125							
Adult Social Care & Health	Gain alternative paid employment for remaining Sherwood Industries staff	On Target	On Target	35	35			70							
Adult Social Care & Health	Day Services - withdrawal of Catering and Facilities Management Advisory Service	On Target	On Target	28				28							
Adult Social Care & Health	Change to the staffing structure in the Adult Access Service	On Target	On Target	10				10							
Adult Social Care & Health	New ASC ASDMs	On Target	On Target												
Adult Social Care & Health	Care and Support Centres (OfC C03)	Experiencing Obstacles	Experiencing Obstacles	492	292	3,268	294	4,346							
Adult Social Care & Health	Promoting Independence in supported living and outreach services. (C02 2014 & C01 2016)	Experiencing Obstacles	Experiencing Obstacles	951	500	250		1,701		119	-119				
Adult Social Care & Health	Living at Home Phase II (A01)	Experiencing Obstacles	Experiencing Obstacles	397				397		52		-114		-62	-62
Adult Social Care & Health	Investment in Shared lives	Experiencing Obstacles	Experiencing Obstacles	60	60	60		180							
Adult Social Care & Health	Ensuring cost-effective day services	Experiencing Obstacles	Experiencing Obstacles	150				150		150				150	150
Adult Social Care & Health	Older Adults Residential Care Banding (OfC C02)	Experiencing Obstacles	Experiencing Obstacles	100				100		100				100	100
Adult Social Care & Health	Increase meal charges within day services	Experiencing Obstacles	Experiencing Obstacles	19				19		19				19	19
Adult Social Care & Health	Reducing the Costs of residential Placements - Younger Adults (OfC C06)	At Risk	At Risk	1,000		500		1,500	240	551	-551	232		472	472
Adult Social Care & Health	Reduction in long-term care placements (C03 2014 & B04 2016)	At Risk	At Risk	423	300	400		1,123	197	-102				95	95
Adult Social Care & Health	Promoting Independent Travel (C03)	At Risk	At Risk	191	389			580		172	339			511	511
Adult Social Care & Health	Reduction in transport budget (A02 2016)	At Risk	At Risk	50	50	50		150		50	50	50		150	150
Adult Social Care & Health	Savings from the Supporting People budget	Closed or Completed	Closed or Completed	1,950				1,950							
Adult Social Care & Health	Improving collection of Continuing Healthcare funding	Closed or Completed	Closed or Completed	350	350			700							
Adult Social Care & Health	Day Services (C07)	Closed or Completed	Closed or Completed	490				490							
Adult Social Care & Health	Public Health staffing restructure	Closed or Completed	Closed or Completed	450				450							
Adult Social Care & Health	Redesign of Assessment and Care Management Functions & Organisational Re-design (B07/08)	Closed or Completed	Closed or Completed	250				250							

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Cashable Benefits					Projected At Risk / Slippage & Over Achievement					Savings delivered in an alternative way	Net at risk amount
				2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	
Adult Social Care & Health	Residential Short Breaks Services (C06)	Closed or Completed	Closed or Completed	250				250							
Adult Social Care & Health	Various contract changes by the Joint Commissioning Unit	Closed or Completed	Closed or Completed	190				190							
Adult Social Care & Health	Reduction in staff posts in the Joint Commissioning Unit	Closed or Completed	Closed or Completed	149				149							
Adult Social Care & Health	Quality Assurance and Mentoring Package	Closed or Completed	Closed or Completed	75				75		75				75	
Adult Social Care & Health	To create a single integrated safeguarding support service for the council	Closed or Completed	Closed or Completed	70				70		70				70	
Adult Social Care & Health	Community Safety: reduction in staffing	Closed or Completed	Closed or Completed	50				50							
Adult Social Care & Health	Quality and Market Management: reduction in staffing	Closed or Completed	Closed or Completed	45				45							
Adult Social Care & Health	Strategic Commissioning - Review of Contracts	Closed or Completed	Closed or Completed	43				43							
Adult Social Care & Health	Handy Persons Preventative Adaptation Service	Closed or Completed	Closed or Completed												
Adult Social Care & Health Totals				15,274	5,641	7,109	294	28,318	437	-600	-281	168		-276	-690

NB: the £1,067k over achievement against the Direct Payment project in 2016/17 is a one-off, and will not be recurrent in future years.

Exceptions Details by Project		
Portfolio & Status	Project Name	Mitigation Detail
Experiencing Obstacles	Care and Support Centres (OfC C03)	There is the potential for delayed delivery of savings due to the linkage between the closure of Care & Support Centres and the delivery of Extra Care schemes. The impact of this requires further assessment and timescales may need to be adjusted accordingly in the future. The timing of establishing alternative services, e.g. short term beds, is being assessed.
	Promoting Independence in supported living and outreach services. (C02 2014 & C01 2016)	Under delivery of £119k confirmed against the target for 16/17, this is in relation to Community Care Officer Reviews and the result of recruitment delays. It is anticipated that this will be made up in 17/18. A reduction of sleep in nights, along with reducing hours of support through promoting independence will be the focus for delivering the majority of these savings.
	Living at Home Phase II (A01)	Under delivery of £52k projected on 16/17 target. This will be made up by Full Year Effect in 18/19, with a total of £114k savings projected to be delivered with no savings target currently allocated. There has also been slower than planned progress with the development of the new Extra Care schemes, some of which are linked to the closure of the Care and Support Centres.
	Investment in Shared lives	There were delays with the recruitment of the full complement of additional staff required to support project delivery. Any shortfall against the £60k target savings for 2016/17 will be temporarily mitigated by an under-spend within the team's staffing budget. Longer-term, there is confidence that the £180k savings target can be achieved over the three year period 2016/17 to 2018/19.
	Ensuring cost-effective day services	It has not been possible to reduce the use of some external day services and as a result the saving cannot be delivered as originally planned. Saving has been made from the overall Care Package budgets.
	Older Adults Residential Care Banding (OfC C02)	It has not been possible to deliver this saving as originally planned. Discussions are taking place with the CCGs around joint protocols and a review of guidance and practice is being undertaken.
	Increase meal charges within day services	Meals income has been less than expected but this is offset by underspends elsewhere in Day Services.
At Risk	Reducing the Costs of Residential Placements - Younger Adults (OfC C06)	The project's status remains At Risk due to the ongoing challenge of achieving all of the project's remaining £2m savings target. As this project is the first detailed work of its kind with the YA residential market requiring time to implement change, there will be slippage of savings into 2017/18 where there is currently no target allocated.
	Reduction in long-term care placements (C03 2014 & B04 2016)	A lack of supply of suitable housing has meant that less people have been able to move out of residential care and into supported living than planned. This is linked to national issues and the Council has played an active role in consultations and has also implemented a number of local mitigations.  A total of £95k savings has slipped from 16/17-17/18 as a result of previous years under-achievement. It is not yet possible to fully assess the deliverability of future years savings.
	Promoting Independent Travel (C03)	Of the transport eligibility assessments completed since the launch of the revised criteria in July 2016, a smaller proportion than anticipated have resulted in package reductions. The RAYG rating for the project remains at risk pending the conclusion of senior officer dialogue about ways to achieve a balanced budget for ASCH social care transport.
	Reduction in transport budget	This project has not achieved the savings targets as originally intended. As with the Promoting Independent Travel project, options are being appraised to support the department to achieve a balanced transport budget.

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Cashable Benefits					Projected At Risk / Slippage & Over Achievement					Savings delivered in an alternative way	Net at risk amount
				2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s		
Childrens, Families & Culture	Integrated Family Support Model (OfCB09 2015 & B08 2016)	On Target	On Target	257	1,000			1,257							
Childrens, Families & Culture	Contracts Review	On Target	On Target		250	830		1,080							
Childrens, Families & Culture	Line by line budget review	On Target	On Target	529	201	102		832							
Childrens, Families & Culture	Statutory School Transport	On Target	On Target	84		686		770							
Childrens, Families & Culture	Sherwood Forest (OfC A15 & A16)	On Target	On Target	50	100	295		445							
Childrens, Families & Culture	CYP Sports & Arts - Service redesign including arm's length operation	On Target	On Target	200	150			350							
Childrens, Families & Culture	Alternative Delivery Models for NCC Children's Homes OfC - Disability	On Target	On Target	266				266							
Childrens, Families & Culture	Restructure of the Quality and Improvement Group	On Target	On Target	125	125			250							
Childrens, Families & Culture	Alternative Delivery Models for NCC Children's Homes OfC - Mainstream	On Target	On Target	87		66		153		87				87	87
Childrens, Families & Culture	Arts Development Service - Staffing Reduction	On Target	On Target	149				149							
Childrens, Families & Culture	Recharge to Schools Budget	On Target	On Target	125				125							
Childrens, Families & Culture	Sports Development - Reduction of revenue funding	On Target	On Target		108			108							
Childrens, Families & Culture	Removal of sports funding	On Target	On Target			108		108							
Childrens, Families & Culture	Targeted Support and Youth Justice	On Target	On Target	100				100							
Childrens, Families & Culture	Youth Service - Mobiles	On Target	On Target			98		98							
Childrens, Families & Culture	Outdoor Education - Income generation and efficiency savings	On Target	On Target	45	25			70							
Childrens, Families & Culture	Reduction of arts funding	On Target	On Target			63		63							
Childrens, Families & Culture	Removal of the assisted boarding education framework	On Target	On Target		16	35		51							

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Cashable Benefits					Projected At Risk / Slippage & Over Achievement					Savings delivered in an alternative way	Net at risk amount
				2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	
Childrens, Families & Culture	School Access	On Target	On Target	50				50							
Childrens, Families & Culture	Cultural and Enrichment Services	On Target	On Target	50				50							
Childrens, Families & Culture	Youth Service - Mgt Restructure	On Target	On Target		50			50							
Childrens, Families & Culture	Early Childhood & Help Services	On Target	On Target		45			45							
Childrens, Families & Culture	Youth Service - deletion of two Young People's Centres (YPC)	On Target	On Target			40		40							
Childrens, Families & Culture	Social Work Practices Pilot	On Target	On Target												
Childrens, Families & Culture	CFCS Management Structure Review	Experiencing Obstacles	Experiencing Obstacles	185				185		185	-185				
Childrens, Families & Culture	Relocation of Adoption Team & EDT	Experiencing Obstacles	Experiencing Obstacles	78	78			156							
Childrens, Families & Culture	Looked After Children placements (B16 2014 & OfCA09 2015)	Compromised	Compromised	2,210	583	334		3,127		1,579	132	334		2,045	2,045
Childrens, Families & Culture	SEND Home to School Transport (OfC B06) & Independent Travel Training (B10 2014)	Compromised	Compromised	600	500			1,100		600	500			1,100	1,100
Childrens, Families & Culture	Early Years and Early Intervention (B12) & (OfC B05)	Closed or Completed	Closed or Completed	3,300				3,300							
Childrens, Families & Culture	Libraries, Archives, Information and Learning (B13, OfCA15 2015 & B12 2016)	Closed or Completed	Closed or Completed	625		80		705							
Childrens, Families & Culture	Rufford Abbey Country Park (B12 2015)	On Target	Closed or Completed		303			303							
Childrens, Families & Culture	CDS/SEND/Health Integration (B07 2016)	Closed or Completed	Closed or Completed	150		300		450							
Childrens, Families & Culture Totals				9,265	3,534	3,037		15,836		2,451	447	334		3,232	3,145

Exceptions Details by Project		
Portfolio & Status	Project Name	Mitigation Detail
Experiencing Obstacles	CFCS Management Structure Review	Delays to the Management Review will result in slippage of savings to 17/18
	Relocation of Adoption Team & EDT	The Adoption Team were relocated to Trent Bridge House in March 2017 and the savings target has been delivered by this move. A new location for the Emergency Duty Team has not yet been identified.
Compromised	Looked After Children placements (B16 2014 & OfCA09 2015)	A new Remodelling Children's Care Project is currently being scoped to mitigate at risk figures within this project and deliver additional savings within Children's Care.
	SEND Home to School Transport (OfC B06) & Independent Travel Training (B10 2014)	It was not possible to deliver savings as originally intended, it is planned for this project to be closed and alternative savings to be brought forward within SEND home to school transport.

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Cashable Benefits					Projected At Risk / Slippage & Over Achievement					Savings delivered in an alternative way	Net at risk amount	
				2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s			Total (£000)s
Place	Reduce street lighting energy costs (A41)	On Target	On Target	250	225	225		700								
Place	Efficiency Savings: Transport and Travel Service Budget	On Target	On Target	250	150	179		579								
Place	Reduction in Planned Maintenance Budget	On Target	On Target	519				519								
Place	Waste (and Energy) Management: Saving generated from the reduction in unitary charge payment on the Waste Private Finance Initiative (PFI) contract.	On Target	On Target	300				300								
Place	Rationalisation and staffing reductions	On Target	On Target	200				200								
Place	Establishment of fund for replacing worn out integrated transport measures	On Target	On Target	200				200								
Place	Concessionary Travel Scheme	On Target	On Target	100	100			200								
Place	Reduction in County Offices Maintenance	On Target	On Target	100				100								
Place	Increased efficiency by Highways Operations Group	On Target	On Target	100				100								
Place	Efficiencies through more effective pothole repair & patching service	On Target	On Target	100				100								
Place	Reduce contribution to Highways Safety Shared Service	On Target	On Target	100				100								
Place	Reduction of discretionary spend	On Target	On Target	100				100								
Place	Economic Development and Devolution: Reducing the Council's discretionary spend on economic development activity	On Target	On Target	80				80								
Place	Changes to Grant aid and conservation service funding	On Target	On Target	73				73								
Place	Reduction of provision of parking, traffic management and small-scale community works service	On Target	On Target		70			70								
Place	Waste (and Energy) Management: Reduction of the Carbon Reduction Commitment (CRC) Energy Efficiency scheme budget	On Target	On Target	60				60								
Place	Increase charges for Blue Badges	On Target	On Target	56				56								
Place	Passenger Transport Facilities Charge	On Target	On Target	23	25			48								
Place	Publicity & Transport Infrastructure	On Target	On Target	20	20			40								
Place	Increased income from various service areas	On Target	On Target	30				30								
Place	Increased Highways Income from additional housing development activity	On Target	On Target	13				13								
Place	Broadband	On Target	On Target													
Place	Highways Contract savings	On Target	On Target													
Place	Joint Venture for Property Services	On Target	On Target													
Place	Property Services and FM - Base Budget Reductions	Experiencing Obstacles	Experiencing Obstacles	192	187	100		479								
Place	Devt Mgmt restructuring - staff reductions. Income generation.	Experiencing Obstacles	Experiencing Obstacles	3				3								
Place	Highways JV (OfC B13)	Closed or Completed	Closed or Completed	100	550	400		1,050								
Place	Road Lighting Energy	Closed or Completed	Closed or Completed	700				700								
Place	Reducing Local Bus Service Costs (OfC C09)	On Target	Closed or Completed	350	220			570								
Place	Integrated Transport Programme	On Target	Closed or Completed													
Place Totals				4,019	1,547	904		6,470								

Exceptions Details by Project		
Portfolio & Status	Project Name	Mitigation Detail
Experiencing Obstacles	Property Services and FM - Base Budget Reductions	Budget monitoring continuing due to previous years overspend.
	Devt Mgmt restructuring - staff reductions. Income generation.	Concerns have been raised regarding the achievement of £0.04m staffing savings for 2017-18 due to additional workload arising from increased demands across the service. This situation will continue to be monitored.

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Cashable Benefits					Projected At Risk / Slippage & Over Achievement					Savings delivered in an alternative way	Net at risk amount
				2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s		
Resources	Business Support Services Review (ASCH&PP and CFCS) (A07/A15)	On Target	On Target	508	400	400		1308							
Resources	ICT services efficiency programme	On Target	On Target	161	299	115		575							
Resources	Ongoing development of digital improvements to legal services procedures	On Target	On Target	200	150			350							
Resources	Contract Savings	On Target	On Target	350				350							
Resources	Review of the in-house Document Services team	On Target	On Target	193	140			333							
Resources	Business Support Centre- Maintain an in-house service and explore the opportunities to sell services to other organisations	On Target	On Target		300			300							
Resources	Restructure, efficiencies and cost reductions in the Business Support Centre	On Target	On Target	200				200							
Resources	To retain the Customer Service Centre in-house and identify new opportunities to develop the services on offer	On Target	On Target		200			200							
Resources	Redesigned Human Resources service offer	On Target	On Target	184				184							
Resources	HR - CSC: New Operating Model	On Target	On Target	48	90	35		173							
Resources	HR - Operational and Strategic HR: Further development of the integrated HR Business Partnering Operating Model	On Target	On Target	46	86	33		165							
Resources	HR-BSC: Further development of in-house transactional processing service	On Target	On Target	135				135							
Resources	Legal: Continuing electronic working and office efficiencies	On Target	On Target	46	46	33		125							
Resources	Customer Service Centre - efficiencies and shift to more cost effective access channels	On Target	On Target	120				120							
Resources	Staffing reductions to reflect streamlined financial procedures	On Target	On Target	90				90							
Resources	Communications & Marketing: Staff and operational efficiencies	On Target	On Target	21	65			86							
Resources	Performance and Improvement: Efficiencies in research, policy and equalities	On Target	On Target	51	17			68							

Portfolio	Project Name	Project Status (Last Month)	Project Status (This Month)	Cashable Benefits					Projected At Risk / Slippage & Over Achievement					Savings delivered in an alternative way	Net at risk amount	
				2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s			Total (£000)s
Resources	Democratic Services: Reduction in members' allowances	On Target	On Target	25	34			59								
Resources	Saving money on print and postage costs	On Target	On Target	16	29	11		56								
Resources	Reductions in Communications and Marketing	On Target	On Target	25	25			50								
Resources	Democratic Services: Further service efficiencies	On Target	On Target	18	20	8		46								
Resources	Complaints and information - Efficiencies in complaints services	On Target	On Target	12	18	12		42								
Resources	Finance and Procurement: Savings efficiencies	On Target	On Target	36				36								
Resources	Income generation	On Target	On Target	24				24								
Resources	Reduction in County Hospitality Budget	On Target	On Target	13				13								
Resources	Smarter Working	On Target	On Target													
Resources	Corporate Services Review	On Target	On Target													
Resources	Reduction in provision of ICT equipment replacement	On Target	On Target													
Resources	MOSAIC	On Target	On Target													
Resources	BRMI	On Target	On Target													
Resources	Finance & Procurement Staffing Reductions	Closed or Completed	Closed or Completed	250				250								
Resources	Shared service for Internal Audit	Closed or Completed	Closed or Completed	75				75								
Resources	Review Human Resources activity & support - increased self service	Closed or Completed	Closed or Completed	47				47								
Resources	Legal services - redesign staffing structure	Closed or Completed	Closed or Completed	12				12								
Resources	Digital First	Closed or Completed	Closed or Completed													
Resources Totals				2,906	1,919	647		5,472								





**REPORT OF THE LEADER OF THE COUNCIL****FRIENDSHIP AGREEMENT BETWEEN NOTTINGHAMSHIRE COUNTY COUNCIL AND THE PROVINCIAL GOVERNMENT OF ZHEJIANG****Purpose of the Report**

1. To update Members on the work undertaken to date to further economic, policy and cultural relations with the Province of Zhejiang;
2. To seek approval for the County Council's participation in the University of Nottingham's "on location" visit to Ningbo in September 2017; and for the Council delegation to then visit Hangzhou to negotiate further actions from the Friendship Agreement.

**Background**

3. Since the 2015 visit to the UK of President Xi Jinping, bilateral relations between the People's Republic of China and the UK have been facilitated by a so called "golden era" of relations. The Chinese economy – the second largest in the world- offers huge trading opportunities for many countries as it is also the world's second largest importer of goods and services.
4. The Chinese Government has 2 key policy initiatives that underpin its aspirations to further increase the country's global trading reach – and accordingly these present key economic opportunities for UK companies. These are:
  - a. One Belt, One Road and
  - b. Made in China 2025.
5. One Belt One Road is an ambitious international trade policy launched by the President in 2013. It is also a geopolitical initiative that is key to sustainable growth in China. The focus is on the revival of the ancient Silk Road trading routes between China and Europe. Today's embodiment of the Silk Road reaches 60 countries across Asia, Europe, Middle East and Africa. In short the policy supports economic globalisation and regional integration through co-operation and improved connectivity. The UK is a key beneficiary of the initiative – one example being the January 2017 arrival of the first ever direct freight service travelling between Yiwu, Eastern China and Barking Euro Hub. The service covered 7,500 miles in 15 days – which is 2 weeks quicker than sea freight and 50% cheaper than air cargo costs.

6. Made in China 2025 meanwhile focuses on upgrading Chinese industry (advanced, traditional and services) via innovation and intelligent IT-led manufacturing, putting quality before quantity and embodying green production – and again offers opportunities for international collaboration and trade.
7. On the 18<sup>th</sup> January 2017, Policy Committee noted the Council's successful participation in a Midlands Engine Trade Mission to Eastern China, authorised officers to develop a Memorandum of Understanding (MoU) between the County Council and the Provincial Government of Zhejiang and approved a budget allocation of up to £40,000 from the 2017/18 Economic Development budget to support follow up activities.
8. The MoU was intended to focus on three strands of mutual benefit to both areas:
  - a. Increased trade and investment opportunities;
  - b. Business to business trading (B2B), and;
  - c. Opportunities for knowledge, people and policy exchanges
9. Since the last report to the Policy Committee the County Council has hosted 2 visits from China:
  - a. 7<sup>th</sup> – 8<sup>th</sup> April 2017 - the Vice Governor of the Provincial Government of Zhejiang led a delegation of senior colleagues to visit Nottinghamshire to sign a Friendship Agreement (as a pre-cursor to an MoU based Action Plan) and
  - b. 12<sup>th</sup> and 13<sup>th</sup> April 2017 - the China Council for the Promotion of International Trade - Zhejiang (CCPIT) also visited the county to develop proposals for a UK (Nottinghamshire)/China (Zhejiang) Business Symposium in June 2017.

### **The Friendship Agreement**

10. A short but varied programme was organised for the Provincial Government delegation which was focused around the signing of the [Friendship Agreement](#) between the 2 areas. The visit showcased the economic, cultural and civic aspects of the county.
11. The geographic and economic scale of Zhejiang is vast – the province has 56 million permanent residents, covers some 102,000 square kilometres and has an economy roughly the value of Austria's. Therefore the Friendship Agreement is intended to sit within a suite of documents that maximise opportunities for the county's economy:
  - a. Locally the Friendship Agreement builds on the work of the University of Nottingham and Nottingham City Council both of whom already have long standing connections with Zhejiang's second city – Ningbo. The County Council led Friendship Agreement develops a wider collaborative offer incorporating the University of Nottingham, Nottingham Trent University, City Council, Marketing Nottingham and Nottinghamshire and the East Midlands Chamber of Commerce – supported by the Midlands Engine. The Friendship Agreement sits as an umbrella agreement under which

future local collaborations can take place and enables partners to propose and deliver scalable economic and partnership opportunities with Zhejiang (an economy which is 90% privately owned).

- b. More widely, the Friendship Agreement has been developed within the context of the wider sub-nationally focused Midlands Engine and will form an important part of the Midlands Engine's 3 year China Strategy (currently in development).
12. The support of Midlands Engine is critical to the success and sustainability of the County Council led initiative with the Province. During the Provincial Government's visit, Sir John Peace, in his capacity as Chair of Midlands Engine hosted a business dinner that drew from all key sectors in the Midlands. This was well received by the delegation and successfully demonstrated the potential for a successful economic partnership – with the County Council seen as a key influencer.
13. Furthermore, the strength of the local offer within the ME was demonstrated during the visit through presentations by partners on our key economic strengths and investment opportunities, policy best practice and emerging work with national significance (e.g. the National Institute for Health Biomedical Research Centre). Further, introductions to our key businesses and partners, civic events and a half day spent at the Welbeck Estate showcased the county's culture, history and response to post-industrialisation economic diversification – something the delegation had expressed a particular interest in.

### **Progress since the Visit**

14. Since the visit of the Provincial Government, various follow ups have taken place including discussions with the Deputy Director of Foreign Affairs for Zhejiang on how the Friendship Agreement can be taken forward with tangible actions. The first outcome of the Friendship Agreement is the Business Symposium on the 26<sup>th</sup> June at the Nottingham Conference Centre. This is being organised by CCPIT (Zhejiang) who helped host the Council's delegation during the visit to Hangzhou in 2016.
15. Over 60 Zhejiang based businesses will attend the event. Work is currently underway with partners to match the businesses with as many local and Midlands Engine based enterprises as possible to facilitate trade and investment opportunities.
16. This business to business event (B2B) will be preceded by a plenary session showcasing the economies of both Zhejiang and Nottinghamshire and the event will be opened by Sir John Peace, with the Leader of the Council speaking and the East Midlands Chamber of Commerce signing a Co-operation Agreement with CCPIT Zhejiang (this will be within the framework of the Friendship Agreement and will further cement the cohesive local offer.)
17. As noted, the Council is working closely with partners to try and drive business interest in the event. To this end, the Council is also working with the China Britain Business Council to assist and has recently hosted a Master Class event

in Newark for local businesses looking at Chinese business etiquette. A comprehensive programme of business engagement has also been undertaken – the event is live on at least 6 major websites and mailing lists accessing upwards of 5,000 businesses with an interest in trading in China have been used to promote the event.

18. Other work that has been conducted or is underway includes:

- a. Participation in an Midlands Engine meeting with Dame Barbara Woodward, HM Ambassador to China, to brief her on our work and ambitions
- b. Work on educational exchanges through the Confucius Institute
- c. Work with the Nottingham based China Forum and
- d. Exploration of a variety of cultural links with the potential inclusion of local partners.

## **Going Forward**

19. The University of Nottingham has invited the County Council to take part in its annual “on location” trip to its Ningbo and Malaysian campuses. This is planned to take place between 17<sup>th</sup> and 24<sup>th</sup> September 2017.

20. Initial discussions have taken place to consider if the Council could take part in the Ningbo leg of the visit only. The University is agreeable to this which would then allow a small party (the Chief Executive and the Leader of the Council) to then travel to Hangzhou – the capital of Zhejiang and the seat of the Provincial Government – to undertake the following:

- a. To meet high ranking officials and discuss progress on the Friendship Agreement to date
- b. To negotiate the content of the first annual Action Plan to deliver specific economic outcomes (the first of 5 annual plans) and
- c. To agree how the plans will be developed – through a high level partnership meeting virtually with annual visits (alternating between the 2 countries)

21. The Council’s provisional programme would then be:

- a. Day 1 (Saturday 16<sup>th</sup> September) travel from Heathrow
- b. Days 2-4 (Sunday 17<sup>th</sup> September – Tuesday 19<sup>th</sup> September) – participation in University led programme in Ningbo
  - i. Tuesday 19<sup>th</sup> September – travel and overnight in Shanghai
  - ii. Day 5 (Wednesday 20<sup>th</sup> September) train to Hangzhou
- c. Days 5-7 (Wednesday 20<sup>th</sup>-Friday 22<sup>nd</sup> September) programme of work with the Provincial Government of Zhejiang and local partners to take forward the Friendship Agreement and
- d. Days 8-9 (23<sup>rd</sup>-24<sup>th</sup> September) travel and arrival back in UK

22. There may also be opportunity to take a number of Nottinghamshire businesses as part of the delegation supported by CCPIT and the East Midlands Chamber.

This will be informed by the success of the June Symposium and the level of B2B trade generated.

### **Other options considered**

23. The County Council could arrange these visits independently but this would reduce the opportunities to share and reduce costs offered by the recommended approach.

### **Reason for Recommendation**

24. Work to develop trading links with China is likely to be important for the East Midlands' economy and Nottinghamshire in particular post- Brexit. Further the contribution that this work has towards the ambitions of the Midlands Engine and the Department of International Trade in developing international markets could be significant.

### **Statutory and Policy Implications**

25. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described within the body of the report.

### **Finance implications**

26. There are no additional financial implications arising from this report. The proposed visit can be met from existing 17/18 resource allocations based on the following budget estimate of costs. These have been duly informed by previous visits (Table 1 refers):

<b>Table 1. Estimated Costs of Proposed visit – September 2017 based on 2-party delegation</b>	
<b>Expenditure Item</b>	<b>Budget £</b>
Travel/parking Heathrow	250
Flights/Transfers	2,500
Visas/Insurances etc.	900
Accommodation/transfers	1,500
Other costs (translation, gifts, hospitality etc)	750
<b>Total</b>	<b>5,900</b>

## **RECOMMENDATIONS**

It is recommended that Policy Committee:

1. Notes the progress on developing links to China since the last report to Committee and
2. Authorises the Chief Executive and Leader of the Council to take part in the Ningbo leg of the University of Nottingham's "on location" visit to China (16<sup>th</sup>-19<sup>th</sup> September 2017) with a Council-led follow on programme (19<sup>th</sup>-24<sup>th</sup> September 2017) in Hangzhou to further negotiate the terms of the Friendship Agreement.

**Cllr Mrs Kay Cutts, MBE**  
**Leader of the Council**

**For any enquiries about this report please contact:**  
Mandy Ramm ext. 72685

### **Constitutional Comments (SLB 06/06/17)**

Policy Committee is the appropriate body to consider the content of this report.

### **Financial Comments (SES 06/06/17)**

The financial implications are set out in the report.

### **Background Papers**

Midlands Engine Prospectus for Growth

Midlands Engine Strategy 2017

Policy Reports (17<sup>th</sup> June 15, 21<sup>st</sup> September 16 and 18<sup>th</sup> January 17)

N2 Economic Prosperity Committee Report (25<sup>th</sup> November 2017)

Nottinghamshire Pitch Book (2016 Mandarin/English)

Nottinghamshire Programme of Activity in China (28<sup>th</sup> October-4<sup>th</sup> November 2016)

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

All

**REPORT OF THE LEADER OF THE COUNCIL****LATEST ESTIMATED COST: CLAYFIELDS HOUSE****Purpose of the Report**

1. The purpose of this report is to provide an update of the latest estimated cost for the above project.
2. To approve a variation to the Children and Young People's capital programme.

**Information and Advice****Project details**

3. The Scarlet Wing of Clayfields House Secure Unit was constructed around 1970. It is suffering from subsidence for which structural repairs are not considered to be financially viable. Nottinghamshire County Council (NCC) worked with the Department for Education's (DfE) consultants in submitting a bid for the replacement of the Scarlet Wing together with a further proposal to construct a Vocational Unit. It was proposed that the project be delivered in 4 phases
  - Enabling Works
  - Phase 1 – Construction of replacement Scarlet wing
  - Phase 2 – Demolition of existing Scarlet wing
  - Phase 3 – Construction of Vocational Unit
4. The new unit will be funded by a combination of Department for Education grant, County Council reserves and capital allocation.
5. The project will be managed using best practice project management methodology (Prince 2) with project reviews and sign-off at key milestones with all key stakeholders which meet the Gateway Review standards.
6. The Phase 1 works element of the proposed scheme will be built using the East Midlands Property Alliance (EMPA) framework. Under this framework Arc Partnership technical staff will undertake the detailed design work and the construction will be carried out by the successful contractor, for which the Project Team will control costs. Pick Everard have been appointed as Quantity Surveyors. The contracting strategy adopted will allow for competitive tendering of Phase 2 (Demolition) and Phase 3 (Vocational Facility) with Arc managing the demolition contractor directly for Phase 2.



7. The enabling works started on site in September 2016 and completed in January 2017. Phase 1 started on site in February 2017 and it is anticipated that completion will be in February 2018. Phase 2 demolition works will start on site in February 2018 and be completed in April 2018. Phase 3 works will start on site in April 2018 and be completed in March 2019.
8. The latest estimated cost of the building works is set out in paragraph 14 and the fees shown are for all professions involved in the project.
9. The professions involved in this project are:-
  - Architect
  - Landscape Architect
  - Mechanical Engineer
  - Electrical Engineer
  - Quantity Surveyor
  - Structural Engineer
  - CDM Co-ordinator
  - Project Manager

### Capital budget implications

10. This project is being funded as follows:
 

	£
DfE grant	7,867,005
County Council Reserves	700,000
Capital Allocation	587,356
	<hr/>
Total	9,154,361
	<hr/>
11. The DfE grant was approved into the capital programme as part of a report to County Council in July 2016.
 

The cost received for Phase 1 was significantly over the DfE grant allocation. This was due to:

  - Issues within the submission which were taken up with the contractor, challenged and addressed. This process resulted in a reduction of the contractor's proposed costs by 17%.
  - Discrepancies between the area allowances within the bid submission and what was actually detailed in the agreed design. These discrepancies had unfortunately not been picked up throughout the lengthy bid process, including by the DfE appointed consultants
12. Comprehensive analysis and negotiation has determined that, based on the correct area, the agreed sum now represents value for money. Unfortunately the area discrepancy has been duplicated in Phase 3, resulting in the cost of the project as a whole increasing.

13. As a result of the increased costs of the scheme it is proposed that the Children and Young People's capital programme is varied by £1.3m (£0.7m funded from reserves and £0.6m from capital allocation). The £0.6m capital allocation will be repaid by surpluses made by Clayfields House through income generation over the next five years.
14. The latest estimated costs are as follows:-

Table 1. Total Cost Per Phase

Note: \* denotes rounded figure

£	Pre-enabling	Enabling	Phase 1	Phase 2	Phase 3	Total
Building works	208,209	840,230	3,107,099	218,000	3,441,940*	7,815,478
Professional fees	197,791	126,035	466,065	32,700	516,292	1,338,883
<b>Total</b>	<b>406,000</b>	<b>966,265</b>	<b>3,573,164</b>	<b>250,700</b>	<b>3,958,232</b>	<b>9,154,361</b>

Table 2. Profile Of Spend Across Financial Years

£	2015/2016	2016/2017	2017/2018	2018/2019	Total
Works	208,209	1,126,048	3,039,281	3,441,941	<b>7,815,479</b>
Fees	197,791	201,762	690,464	248,865	<b>1,338,882</b>
<b>Total</b>	<b>406,000</b>	<b>1,327,810</b>	<b>3,729,745</b>	<b>3,690,806</b>	<b>9,154,361</b>

### Revenue budget implications

15. Any additional premises cost arising from these proposals will be met from within existing revenue budgets of the occupants of the centre.

### Other Options Considered

16. To do nothing would have left The County Council with the liability for the repairs to the existing Scarlet Wing. The building is not built to current secure unit standards; in addition the building is suffering from structural movement caused by the heave and shrinkage of the clay sub soil. It is difficult to assess the costs of trying to repair the building. Any attempt at repairs would cause extreme disruption to the operation of the unit. To only complete Phase One (Replacement Scarlet Wing) would leave a redundant and unusable building in the middle of the site which would have a negative impact on the operation of the centre.

### Reasons for Recommendation/s

17. The scheme will enable Clayfields House to provide secure care, education and specialist interventions of the highest quality for the most vulnerable and challenging young people.

18. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health only), the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working 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**

19. The new building will provide a purpose built secure 8 bedroom accommodation unit and a vocational education and training unit.

### **Financial Implications**

20. These are set out in the report.

### **Equalities Implications**

21. There are wheelchair accessible facilities within the public areas of the existing buildings in accordance with the County Council Access Policy. However the design of the secure accommodation has been considered by all stakeholders with the safety, security and management of all users balancing the County Council Access Policy with the requirements in the DfE Design Guide for Secure Children's Homes.

### **Crime and Disorder Implications**

22. The proposed site has a number of temporary and permanent secure boundary adaptations during the construction phases and includes the adaptation and extension of the existing CCTV systems. It is designed that the Vocational Building can provide out of hours community use
23. A Pre-Planning Application Neighbour drop in session was undertaken and the views and opinions of the residents were incorporated within the Planning documentation. The approved planning application has been further conditioned to ensure neighbours have a forum to discuss concerns during the construction activities. These forums are held approximately every six weeks and the adjoining neighbours and key stakeholders are advised of construction progress and given the opportunity to raise any concerns for the project team to address.

## **RECOMMENDATION/S**

- 1) To note the latest estimated cost report for the building works as set out in the report.
- 2) To approve the variation required to the capital programme.

**Councillor Mrs Kay Cutts MBE**  
**Leader of the Council**

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

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**Constitutional Comments (EP 30.05.2017)**

24. The recommendation falls within the remit of the Policy Committee by virtue of its terms of reference.

**Financial Comments (GB 26.05.17)**

25. The financial implications and requirement for a variation to the capital programme is set out in the report.

**Background Papers and Published Documents**

26. Report to CAMG – Clayfields House Capital Grants And Further Bids - September 2015.

Report to Corporate Parenting Sub-Committee – Report of The Service Director, Children's Social Care – Clayfields House Rebuild – September 12<sup>th</sup> 2016.

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

27. Ward(s): Stapleford & Broxtowe Central  
Member(s): Councillor John Doddy, Councillor John Longdon

File ref.: /SB/SB/06039new

SP: 3214

Properties affected: 06039 - Clayfields House



**REPORT OF THE LEADER OF THE COUNTY COUNCIL****LATEST ESTIMATED COST: SCHOOLS PLACES PROGRAMME 2017****Purpose of the Report**

The purpose of this report is: -

1. To note the programme and seek approval to the latest estimated cost.
2. To seek approval for a variation to the capital programme.

**Information and Advice****Project details**

3. There is a statutory duty placed on the County Council to provide sufficient pupil places at schools where parents wish their children to attend. This is known as Basic Need.
4. The Pupil Place Planning team within Children, Families and Cultural Services (CFCS) complete this annual review through a locality analysis of admission, birth and parental preference data to project and evaluate which schools would best fulfil the requirements for any increase in published admission numbers to accommodate a forecasted increase in pupil numbers.
5. As a result of this annual review a number of schools have been identified that meet the requirements set by the Department for Education (DfE) and would therefore be best suited to fulfil the schools' places increase through a mixture of space remodelling, classroom extensions and/or new classroom provision.
6. Feasibility studies have been carried out at the schools identified by CFCS, to assess viability and the most cost effective provision, whilst ensuring that the proposals are compliant with current legislation, the latest Central Government guidance and good practice. The output is a specific construction proposal for each school.
7. These proposals if converted into actual projects would be delivered within the academic year 2017/18. The actual delivery is being programmed in association with CFCS and the schools to ensure the schools remain operational.
8. The projects included within the programme are as follows: -

Clarborough Primary, Clarborough. DN22 9JZ  
North Wheatley C of E Primary, South Wheatley. DN22 9DH

**Broxtowe**

Brinsley Primary, Brinsley. NG16 5AZ

**Newark and Sherwood**

Coddington C of E Primary & Nursery School, Coddington. NG24 2QA

Lake View Primary & Nursery School, Rainworth. NG21 0DU

Python Hill Primary, Rainworth. NG21 0JZ

**Rushcliffe**

Brookside Primary, East Leake. LE12 6LG

9. A further project within the programme to construct the second phase of the replacement school building at Beardall Fields will be submitted to this committee, at a later date, as a separate report since it occupies a separate line in the County Council budget book.
10. The programme of works comprising the individual construction projects will be delivered by Arc Partnership and with the Client representation provided by Departmental Services team within Property. Delivery will utilise best practice project management methodology, including project reviews with key stakeholders and sign-off at key milestones in accordance with the Gateway Review standards. The overall delivery will be monitored and managed by the Client Capital Asset Group – Education & Early Years which will ratify all decisions on Scope, Cost and Timescale.
11. The construction elements for the proposed schemes will be built using a number of delivery platforms and will be, wherever possible, based on a modular solution whereby the classroom block is prepared within a factory and then erected on site. This is to reduce both cost and the on-site element of the works in an effort to minimise disruption to the individual school and follows on from the successful use of this method of procurement and construction of the Basic Need programmes since 2013.
12. The projects are subject to the statutory planning process for which the County Council will be the determining authority. Projects requiring expansion by 25% or more pupil places will also require approval to the expansion from Children and Young People's committee.
13. The latest estimated cost of the building works are set out below and the fees shown are for all professions involved in the project.
14. The professions involved in this project are: -
  - Architect
  - Mechanical Engineer
  - Electrical Engineer
  - Quantity Surveyor
  - Structural Engineer



- CDM Co-ordinator
- Project Manager

## Capital budget implications

15. This project is being funded as follows: £

Capital allocation -	£3,594,412
Planned Maintenance -	£90,132
Section 106 -	£1,871,523
(£547,000 for Coddington and £1,324,523 for Brookside)	
<b>Total -</b>	<b>£5,556,067</b>

16. The business case has been submitted to the Corporate Asset Management Group and has been approved for submission. Section 106 contributions have been secured to part fund this programme as follows:

- £1,324,523 – Brookside Primary
- £547,000 – Coddington Primary

It is proposed that the capital programme is varied to reflect this additional external funding. The remaining funding for this programme is already approved within the Council's capital programme.

17. The latest estimated costs are as follows:  
Please note that Professional fees include all feasibility costs including site surveys and associated statutory fees, as well as Arc Partnership fees.

	<u>Latest Estimated Cost</u> <u>(Outturn Prices)</u>
	£
Building Works	3,908,416
Professional fees	542,136
Furniture and Equipment	96,000
<b>Total</b>	<b>4,546,552</b>

Individual project detail: £

### **Bassetlaw**

Clarborough Primary	892,763
North Wheatley C of E Primary	757,308

### **Broxtowe**

Brinsley Primary	343,426
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### **Newark and Sherwood**

Coddington C of E Primary & Nursery School	675,109
Lake View Primary & Nursery School	710,208
Python Hill Primary	129,573

**Rushcliffe**  
Brookside Primary

1,038,165

**Total**

**£4,546,552**

### **Anticipated cash flow**

	2016/17	2017/18	2018/19	Total
	£	£	£	£
Building Works	0	3,052,916	855,500	3,908,416
Professional Fees	41,520	491,044	9,572	542,136
Furniture & Equipment	0	56,000	40,000	96,000
Totals	41,520	3,599,960	905,072	4,546,552

### **Revenue budget implications**

18. Any additional premises and human resources costs arising from these proposals will be met from the individual school's budget.

### **Other Options Considered**

19. Whilst surrounding schools were considered, the projects listed represent the optimum solutions to the need for school places in each particular area.
20. Committee should note that a review of the School's Places requirement for 2018 and onwards is currently underway under the auspices of the Children & Young People's Committee. Once this has been approved it will be brought to this Committee to secure funding approval. This is expected in the early part of 2018.

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

21. Local authorities have a statutory duty to ensure sufficient school places are available for every child in the local area that needs one.

### **Statutory and Policy Implications**

22. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health only), the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working 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**

23. The upgraded buildings and facilities will provide the extra requirements for the pupil numbers to be increased.

### **Financial Implications**

24. These are set out in the report.

### **Equalities Implications**

25. In accordance with County Council policy the design of the buildings will incorporate access and facilities for people with disabilities.

### **Crime and Disorder Implications**

26. The proposed sites are within existing school security boundaries and as such are relatively straightforward to secure. As a result, risk of crime from theft or vandalism will be minimised. Additional measures which will be considered to further minimise risk of crime will include the provision of overnight security systems during the construction period.
27. Consultation with local residents and other interested parties will be undertaken as part of the planning process and this should effectively negate risk of disruption through protest or the like.

### **Implications for Sustainability and the Environment**

28. Environmental and Sustainability requirements will be incorporated into the detailed design process for each of the individual buildings.

## **RECOMMENDATION/S**

- 1) That the Basic Need programme be noted and the latest estimated cost report for the building works programme as set out in the report be approved.
- 2) To approve the variation to the capital programme.

**Councillor Mrs Kay Cutts MBE**  
**Leader of the Council**

**For any enquiries about this report please contact: Sara Williams on Tel: 0115 977 2359**

### **Constitutional Comments (CEH 31.05.17)**

29. The recommendation falls within the remit of Policy Committee under its terms of reference.

### **Financial Comments (GB 07.06.17)**

30. The financial implications are set out within the report.

### **Background Papers**

31. None.

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

32. Ward(s): Misterton, Soar Valley, Tuxford, Blidworth, Soar Valley, Collingham, Beauvale Greasley & Brinsle, Leake & Ruddington
33. Member(s): Councillor Andrew Brown, Councillor John Handley, Councillor Yvonne Woodhead, Councillor Liz Yates, Councillor John Ogle, Councillor Maureen Dobson, Councillor Tracey Taylor, Councillor Reg Adair

File ref.: /SB/SB/  
SP: 3229

Properties affected: 01201 - Python Hill Primary School, 01016 - Clarborough Primary, 02792 - Brookside Primary School Annexe, 02759 - North Wheatley C of E Primary, 01200 - Lake View Primary and Nursery School, 01512 - Brookside Primary School, 01198 - Python Hill Primary School, 01158 - Coddington C of E Primary and Nursery, 01015 - Clarborough Primary School, 01309 - Brinsley Primary and Nursery

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

### **OPERATIONAL DECISIONS TAKEN OUTSIDE THE FINANCE & PROPERTY COMMITTEE CYCLE DECEMBER 2016 - MARCH 2017**

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

1. At the meeting of Finance & Property Committee in January 2014 approval was given to amend the list of day to day operational decisions which can be taken by the Director, subject to the chair of Finance & Property Committee determining whether operational decisions should still be reported to Committee . It was also agreed that a report should be submitted to the Finance & Property Committee on a quarterly basis outlining all operational decisions made, supplemented annually by a review report on Estate Management operational decisions. In accordance with this decision this is the quarterly report to inform the new Policy Committee of Operational Decisions taken outside the Finance & Property Committee Cycle, between November 2016 and March 2017.

#### **Information and Advice**

2. This report contains an exempt appendix, which is not for publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended) (Information relating to the financial or business affairs of a particular person (including the authority holding that information)). The exempt appendix provides details of the terms agreed. It is not in the public interest to disclose this information as it would prejudice the parties' commercial interest.
3. This report seeks to inform Committee Members of the decisions taken over this period. Details of the decisions taken are shown below: -

Please note relevant Ward Members have been invited to comment on these proposals.

<b>SP</b>	<b>TITLE</b>	<b>DESCRIPTION / open (extract from Operational decision)</b>
3148	Land at Beeston Youth & Community Centre	Disposal of a small strip of land to a neighbouring landowner.
3155	Ranskill Primary School – Conversion to Academy Status	Academy Conversion
3156	John Clifford Primary School - Licence to Kaleidoscope in Action	Kaleidoscope In Action has been operating a wraparound provision on the school site since 2014 without a formal agreement. Acting in accordance with the principles of good estate management a licence has been negotiated formalising the

		arrangement.
3166	Newark Household Waste Recycling Centre, Brunel Drive, Newark – Rent review	There is currently a rent review due on the Household Waste Site, following negotiations with the landlord the revised rent is in the exempt appendix.
3167	Newark Waste Transfer Site, Brunel Drive, Newark – Rent review	There is currently a rent review due on the Household Waste Site, following negotiations with the landlord the revised rent has been negotiated and is set out in the exempt appendix.
3161	Former Bassetlaw Learning Centre, Newgate Road, Worksop, Notts S80 2LW - Approval to dispose and appointment of auctioneer	This former Bassetlaw Learning Centre (also known as the Priory Family Contact Centre) has been vacant since December 2014 & following consultation with all County Council Departments to ascertain if the building could be utilised by another service user, it was finally declared surplus to County Council's requirements in October 2016. It is therefore intended to dispose of the property at auction in February 2017.
3162	John Clifford Primary School - Licence to Clubzone	Clubzone operate a holiday club at the school. Acting in accordance with the principles of good estate management a licence has been negotiated formalising the arrangement.
3164	Forest Town Primary School - Licence to The Tree House (Robin's Den)	The Tree House have been operating on the school site running a wrap around and holiday club since June 2016. The School Governing Body agreed the hourly charge and the Terms have been prepared to mirror the existing arrangements.
3165	Radcliffe on Trent Junior School - Licence to Rushcliffe Day Nurseries Ltd	The licence for Rushcliffe Day Nurseries Ltd ended in November. A new licence has been agreed with the Governing Body.
3175	Forest View Junior School - Academy Conversion	Proposed conversion to Academy status
3176	Haddon Primary School - Academy Conversion	Proposed conversion to Academy status
3174	Ranskill Pre School - Underlease back to County Council and Sub Lease to Shine Academy for Pre school	The whole school site is to be leased to Shine Academy wef 1 <sup>st</sup> January 2017 following the academy conversion. The County Council will take an underlease of the pre-school premises in order to protect the Early Years provision at the site. The Academy will then take a sub-lease back from the County Council as the provider of the Early Years education provision.
3173	Wayleave consent / underground cable - Southwell Trial	Western Power have a small project to replace a section of low voltage overhead line with underground cables. The overhead needs replacing due to age and condition. A small section of the cable route falls within land owned by the County Council. Western Power are seeking consent to granting permission to install the cable under the terms of the Master Wayleave.
3177	Former Rolleston Drive Highways Depot & Campus, Rolleston Drive, Arnold, Nottingham NG5 7JH – Site Compound Licence	This former Depot serving the Highways Section, DLO Offices & County Supplies has been vacant since 2013 & is currently on the market and being considered for other County Council functions. NCC have been approached by Keepmoat Limited to use the site for a site compound whilst they implement various home improvements works within the Arnold area on behalf of Gedling Homes. It is therefore proposed that an area within the site to be let on a Licence Agreement.

3169	Bispham Drive Junior School - Licence to Bizzy Kidz	Bizzy Kidz have been operating on the school site running a wrap-around club since February 2009. The School Governing Body agreed the hourly charge and the Terms have been prepared to mirror the existing arrangements.
3170	Ladybrook Sure Start Centre (Rosebrook), Townroe Drive, Mansfield, Nottinghamshire NG19 6JN - Approval to Dispose and appointment of Auctioneer	The property comprises a former caretaker's bungalow which was converted into a Sure Start Centre located adjacent to Ladybrook Flying High Academy. The premises have been declared surplus as it has no further operational need. It is therefore intended to dispose of the property at auction in February 2017.
3171	Cropwell Lings No.1, Henson Lane, Cropwell Butler, Nottingham NG12 2JS - Approval to Dispose and appointment of Auctioneer	The property comprises a 2 bedroom semi-detached cottage that was originally part of a Farm Business Tenancy of the adjacent farm buildings and land. However, this property has now been removed from the tenancy and is in need of full modernisation. It has been declared surplus as it has no further operational need. It is therefore intended to dispose of the property at auction in February 2017.
3182	New Lease for Notts Gymnastics Academy (Op Dec)	Approval is sought for Notts Gymnastic Academy to continue to occupy Rushcliffe Leisure Centre at a market rent for a proposed term of 5 years.
3179	Surrender of Part Bircotes Young People's Centre	To seek approval for surrendering an underused part of the Young Peoples Centre back to the landlord in return for alterations and improvements to the remaining area.
3184	ATM, Cotgrave Shopping Centre - New Lease & surrender of existing Lease	The surrender of the existing lease to Lloyds Bank Plc and the creation of a new lease to Cardtronics UK Ltd.
3181	East Leake Children's Centre – Licence to East Leake Pre School Playgroup	East Leake Pre School Playgroup has been operating a pre-school provision on the Children's Centre site since 2010 without a formal agreement. Acting in accordance with the principles of good estate management a licence has been negotiated formalising the arrangement.
3183	Mapplewells Primary & Nursery School, Conversion to Academy Status	Proposed Conversion to Academy Status with 125 year lease.
3186	Sir John Sherbrooke Junior School, Conversion To Academy Status	Proposed Conversion to Academy Status with 125 year lease.
3154	New Licence for Trim Trail at Woodlands, Shireoaks	An opportunity for a new Trim Trail to be installed and maintained by Friends of Woodlands and Coach Wood Green for 10 years on the former Shireoaks Colliery Land.
3180	Westdale Road, Jacksdale - Disposal of Land	A vacant piece of land which was originally held back as a site having previously been identified for a potential school. It has been determined that a school is not needed in the area and the site is now considered suitable for residential development. Permission is sought to offer the site for sale by way of a private treaty sale.
3192	Proposed Garden Licence to the rear of 47 The Drift, Hucknall, Nottingham,	Since 2006 NCC has granted Garden Licences to 13 residents whose properties on The Drift, Parkgate & Piper Close, Hucknall, back onto the Robin Hood Railway Line. Between the railway line



	NG15 8DT	& their rear boundaries is a strip of vacant land & this has been let to individuals who have requested to extend their rear gardens.
3188	Land adjacent to Hawtonville Youth Centre, Newark - Lease renewal	The above parcel of land is leased to the County Council from Newark and Sherwood District Council. The existing lease has been renewed for a further 4 years.
3178	Brailwood Road, Bilsthorpe, Nottinghamshire, HG22 8UA - disposal of road and land	An open market value sale of redundant un adopted cul de sac. The buyer is the owner of all the land that the cul de sac gives access to. The buyer will pay the road stopping up order to Highways. A restrictive covenant will be written into the transfer restricting the use to industrial only to enable clawback in the event of residential planning ever being granted in the future.
3195	Sale of 6 Brooklands Drive, Chilwell, Nottingham, Appointment of Auctioneer and Disposal by auction	The appointment of an auctioneer and disposal of a 3 bedroom semi-detached house located in a desirable residential area of Chilwell. The premises has been declared surplus January 2017 as it has no further operational need. Purchasers are to be made aware that a 4.0% buyer's premium will be charged plus auctioneers costs will be collected on completion.
3203	Land adjoining International Clothing Centre, Annesley Road, Hucknall - Overage payment	A parcel of industrial land was disposed of by the County Council in 2013 and was sold with an overage clause which is likely to be triggered if the purchasers proceed with a planning application. The proposed planning consent is for residential.
3200	Proposed Garden Licence to the rear of 55 The Drift, Hucknall, Nottingham NG15 8DT	Since 2006, NCC has granted Garden Licences to over a dozen residents whose properties on The Drift, Parkgate & Piper Close, Hucknall, back onto the Robin Hood Railway Line. Between the railway line & their rear boundaries is a strip of vacant land & this has been let to individuals who have requested to extend their rear gardens. A garden licence was granted to the resident in November 2006 who is now in the process of selling the property. The purchaser is requesting that a new licence be granted to them.
3202	Proposed Garden Licence adjacent to 12 Piper Close, Hucknall, Nottingham NG15 8DS	Since 2006, NCC has granted Garden Licences to over a dozen residents whose properties on The Drift, Parkgate & Piper Close, Hucknall, back onto the Robin Hood Railway Line. Between the railway line & their rear boundaries is a strip of vacant land & this has been let to individuals who have requested to extend their rear gardens. The resident of 12 Piper Close has requested a garden licence to the land adjacent to her property.
3197	28 Baker Street, Hucknall, Nottingham NG15 7AG - Licence Erection of CCTV Transmitter Pole & Installation of Camera	NCC are the freeholder of the former fishing tackle shop on Baker Street which is on the edge of the new road that forms part of the Hucknall Town Centre Improvement Scheme. Ashfield District Council wish to attach a wireless transmitter pole & cctv camera to the building to monitor the traffic flow etc. It is therefore proposed that NCC grant ADC a Licence to carry out these works. Once the Licence is complete, the property will be sold & the licence transferred to the purchaser. Term: The Licence shall be for a period of 10 years from a date to be agreed and may be determined by either party giving not less than 6 months' notice to expire at any time. Licence Fee: Peppercorn if demanded
3199	Disposal of land at Wilford Lane	The sale of 7.41 Ha (18.31 acres) of the former Wilford Lane Complex to Galliford Try (West Bridgford JV LLP). The retention of 2 Ha (4.94 acres) for the possible future provision of a primary school. The remediation of the whole site by Galliford Try. (All in

		alignment with previous report to Committee)
3198	38 - 40 High Street, Hucknall, Nottingham NG15 7HG - Licence Erection of CCTV Transmitter Pole & Installation of Camera	NCC hold the flying freeholder of accommodation above the retail unit, 38-40 High Street, Hucknall. This was purchased as part of the Hucknall Town Centre Improvement Scheme. Now that the Scheme is completed, Ashfield District Council wish to attach a wireless transmitter pole & cctv camera to the building to monitor the pedestrianised area along High Street. It is therefore proposed that NCC grant ADC a Licence to carry out these works. Term: The Licence shall be for a period of 10 years from a date to be agreed and may be determined by either party giving not less than 6 months' notice to expire at any time. Licence Fee: Peppercorn if demanded
3205	Ladybrook Sure Start Centre (Rosebrook), Townroe Drive, Mansfield, Nottinghamshire NG19 6JN - Approval to Dispose by Informal Private Treaty and appointment of Agent	The property comprises a former caretaker's bungalow which was converted into a Sure Start Centre located adjacent to Ladybrook Flying High Academy. The premises have been declared surplus as it has no further operational need. Approval was obtained on 4 January 2017 to dispose of the property at auction. However, it has come to light that should the County Council dispose of the property for any other use than childcare provision, then NCC would be liable to paying the Department of Education clawback on the sale. It is therefore now proposed to dispose of the property by Informal Tender for childcare provision only. Purchasers are to be made aware that a 4% buyer's premium will be charged to cover both the Agent's fees & the County Council's legal expenses.
3208	Unit 6, Kilton Terrace, Worksop – Accept Lease Surrender & grant a new lease	Accepting a lease surrender from the existing tenant (Atkinson Auto-tech) who has relocated to larger premises, and granting a new two year lease to Mr Aiden Unwin who will be starting up a joinery business.
3207	Sir John Robinson House, Lower Ground Floor - Surrender of lease	The County Council are accepting an early surrender with effect from 31 January 2017 of the lease to Gedling Borough Council who currently occupy part of the lower ground floor. It has been agreed that this will be documented by way of a Deed of Surrender with GBC meeting the County Council's reasonable legal and surveyor's fees of £350.

## Other Options Considered

4. None.

## Reason/s for Recommendation/s

5. This report is for information only.

## Statutory and Policy Implications

6. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health only), the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working 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 information set out in this report is noted.

**Councillor Mrs Kay Cutts MBE**  
**Leader of the Council**

**For any enquiries about this report please contact: Andrew Stevens 0115 977 2085**

### **Constitutional Comments (EP 30.05.2017)**

7. This report is for noting only.

### **Financial Comments (RWK 08.06.17)**

8. There are no specific financial implications arising directly from this report.

### **Background Papers and Published Documents**

9. None.

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

10. Ward(s): All  
Member(s): All

File ref.: /SB/SB/  
SP: 3194  
Properties affected: 09998 - Various NCC Properties/non-property item

**REPORT OF THE CORPORATE DIRECTOR OF RESOURCES****WORK PROGRAMME****Purpose of the Report**

1. To review the Committee's work programme for 2017/18.

**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 includes items which can be anticipated at the present time. Other items will be added to the programme as they are identified.
4. 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.
5. The work programme has been updated to reflect the Committee's widened remit in relation to Property and Economic Development.
6. The following additional changes have been made since the work programme was published in the agenda for the last meeting:-
  - a. The following items were added to the agenda for the 21 June Policy Committee meeting to enable consideration by Members at the earliest opportunity:-
    - i) Planning and Performance Framework
    - ii) Place Department Structure
    - iii) Establishing and Resourcing an Information Governance Improvement Plan
    - iv) Sheffield City Region Combined Authority Expansion – Public Referendum

**Other Options Considered**

7. None.

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

8. To assist the Committee in preparing and managing its work programme.

## **Statutory and Policy Implications**

9. This report has been compiled after consideration of implications in respect of finance, the public sector equality duty, human resources, crime and disorder, human rights, the safeguarding of children, ways of working, 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**

- 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 - Resources**

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

Keith Ford, Team Manager, Democratic Services Tel. 0115 9772590

E-mail: [keith.ford@nottsc.gov.uk](mailto:keith.ford@nottsc.gov.uk)

## **Constitutional Comments (SLB)**

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

## **Financial Comments (NS)**

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.

None

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

All

**POLICY COMMITTEE - WORK PROGRAMME (AS AT 8 JUNE 2017)**

<b><u>Report Title</u></b>	<b><u>Brief summary of agenda item</u></b>	<b><u>Lead Officer</u></b>	<b><u>Report Author</u></b>
<b>19 July 2017</b>			
ICT Staffing	To approve arrangements for ensuring flexibility and agility in staffing within ICT services.	Jayne Francis-Ward	Ivor Nicholson
INEOS Seismic Surveys	To consider whether to allow seismic surveys to be undertaken on County Council land to determine opportunities for shale gas extraction.	Adrian Smith	Jas Hundal / Andrew Stevens
Use of Urgency Procedures	Six monthly update on the use of the Council's Urgency Procedures.	Jayne Francis-Ward	Keith Ford
Update on the work of East Midlands Councils	Quarterly Update from Stuart Young, Executive Director.	Jayne Francis-Ward	Stuart Young
Better Broadband for Nottinghamshire 6-monthly update	Six-monthly update on the rollout of fibre-based broadband across the county	Phil Berrill	Phil Berrill
<b>13 September 2017</b>			
Modern Slavery and Human Trafficking	Annual performance update on the Council's approach to tackling modern slavery and human trafficking, including any new risks and progress.	Jayne Francis-Ward	Marjorie Toward
Quarterly Performance Report on Progress Against the Strategic Plan and Redefining Your Council	To consider progress and performance against each of the Strategic Plan priorities and the programmes within Redefining Your Council.	Nigel Stevenson	Celia Morris
Update on City of Nottingham and Nottinghamshire Economic Prosperity Committee and the Local Enterprise Partnership	Update report as requested by Policy Committee on 11 November 2015.	Adrian Smith	Nicola McCoy-Brown
<b>18 October 2017</b>			
Update on the work of East Midlands Councils	Quarterly Update from Stuart Young, Executive Director.	Jayne Francis-Ward	Stuart Young

