

## **Policy Committee**

**Wednesday, 19 July 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 21 June 2017   | 3 - 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  | Better Broadband for Nottinghamshire Programme Update  | 9 - 18  |
| 5  | ICT Strategy 2017-20   | 19 - 38 |
| 6  | Outside Bodies   | 39 - 52 |
| 7  | Update on the Work of East Midlands Councils   | 53 - 68 |
| 8  | Tour of Britain 2017 - Nottinghamshire Stage   | 69 - 74 |
| 9  | Use of Urgency Procedures  | 75 - 76 |
| 10 | Work Programme   | 77 - 84 |

### **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 21 June 2017**

**membership**

Persons absent are marked with 'A'

**COUNCILLORS**

Mrs Kay Cutts MBE (Chairman)  
Reg Adair (Vice-Chairman)

Chris Barnfather  
Richard Butler  
Joyce Bosnjak  
Samantha Deakin  
Kate Foale  
Glynn Gilfoyle  
Richard Jackson  
Bruce Laughton  
Philip Owen

John Peck JP  
Mike Pringle  
Alan Rhodes  
Kevin Rostance  
Andy Sissons  
Stuart Wallace  
Muriel Weisz  
Jason Zadrozny

**ALSO IN ATTENDANCE**

Councillor Nicki Brooks  
Councillor Jim Creamer  
Councillor Kevin Greaves

Councillor Eric Kerry  
Councillor Liz Plant

**OFFICERS IN ATTENDANCE**

Anthony May	Chief Executive
David Pearson	Adult Social Care, Health and Public Protection
Colin Pettigrew	Children, Families and Cultural Services
Adrian Smith	Place
Andrew Stevens	

Carl Bilbey	}	Resources
Martin Done		
Keith Ford		
Jayne Francis-Ward		
Matthew Garrard		
Mark Knight		
Celia Morris		
Anna O-Daly-Kardasinska		
Mandy Ramm		
Nigel Stevenson		
Michelle Welsh		

## **MINUTES**

The Minutes of the last meeting held on 15 March 2017, having been previously circulated, were confirmed and signed by the Chairman.

## **APOLOGIES FOR ABSENCE**

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

- Councillor Andy Sissons replaced Councillor Stephen Garner
- Councillor Kevin Rostance replaced Councillor John Cottee.

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

None.

## **CHAIR**

### **RESOLVED: 2017/021**

That the appointment of Councillor Mrs Kay Cutts MBE and Councillor Reg Adair as Chairman and Vice-Chairman of the Committee respectively be noted.

## **MEMBERSHIP AND TERMS OF REFERENCE**

### **RESOLVED: 2017/022**

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

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

Following receipt of correspondence from Bassetlaw District Council confirming its decision to not pursue its application to become a Constituent Member of the Sheffield City Region Combined Authority, this item was withdrawn from the agenda.

## **PLACE DEPARTMENT STRUCTURE**

### **RESOLVED: 2017/023**

- 1) That the proposed senior management structure structure, as set out in Appendix A to the report, be approved with effect from 1 October 2017.
- 2) That a further report be brought back to Policy Committee for approval of the lower level structure following completion of formal consultation.

## **COMMERCIAL DEVELOPMENT UNIT**

Martin Done, Service Director, Communications, Marketing and Commercial Development, gave a presentation highlighting the objectives of the Commercial Development Unit, a specific case study (Brook Farm) and the lessons learned from the Unit so far.

**RESOLVED: 2017/024**

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

**ESTABLISHING AND RESOURCING AN INFORMATION GOVERNANCE IMPROVEMENT PLAN**

**RESOLVED: 2017/025**

- 1) That the Information Governance Improvement Plan and associated Programme be approved.
- 2) That the resources required to deliver the Information Governance Improvement Plan and Programme and the establishment of the permanent and temporary posts outlined in the report be agreed.
- 3) That the funding of the required resources be requested from contingency.
- 4) That regular progress reports on the implementation of the Plan and Programme be taken to Governance and Ethics Committee.

**PLANNING AND PERFORMANCE FRAMEWORK**

The following amendment to the proposed Framework, as appended to the report, was highlighted:-

Para 26 – replace the sentence

‘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 changes programmes to the Improvement and Change Sub-Committee’

with

‘Progress on achievement against the priorities and outcomes in the Council Plan and key transformation and change programmes will be reported to the Improvement & Change Sub-Committee on a quarterly basis.’

**RESOLVED: 2017/026**

That the Planning and Performance Management Framework, as amended, be approved.

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

### **RESOLVED: 2017/027**

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

## **FRIENDSHIP AGREEMENT BETWEEN NOTTINGHAMSHIRE COUNTY COUNCIL AND THE PROVINCIAL GOVERNMENT OF ZHEJIANG**

### **RESOLVED: 2017/028**

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

## **LATEST ESTIMATED COST: CLAYFIELDS HOUSE**

### **RESOLVED: 2017/029**

- 1) That the latest estimated cost report for the building works as set out in the report.
- 2) That the variation required to the capital programme be approved.

## **LATEST ESTIMATED COST: SCHOOLS PLACES PROGRAMME 2017**

### **RESOLVED: 2017/030**

- 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) That the variation to the capital programme be approved.

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

During discussions Members asked for further information about what some of the existing rent rates were.

### **RESOLVED: 2017/031**

That the information set out in the report be noted.

## **WORK PROGRAMME**

### **RESOLVED: 2017/032**

That the work programme be noted.

## **EXCLUSION OF PUBLIC**

### **RESOLVED: 2017/033**

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

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

### **RESOLVED: 2017/034**

That the information set out in the exempt report be noted.

The meeting closed at 11.20 am.

CHAIRMAN





**REPORT OF THE LEADER OF THE COUNCIL****BETTER BROADBAND FOR NOTTINGHAMSHIRE (BBFN) PROGRAMME  
UPDATE****Purpose of the Report**

1. The purpose of this report is threefold:
  - a) To provide an update on the success of the Better Broadband for Nottinghamshire (BBfN) programme so far
  - b) Seek approval to procure a third contract
  - c) Endorse a Value for Money (VFM) Strategy for targeting the areas planned for coverage

**Background**

2. Nottinghamshire County Council signed its first contract with BT in August 2013 and the second in May 2015. Since the first broadband cabinet built by the programme went live in 2014, 61,382 further premises are now able to access superfast broadband (speeds greater than 24 Megabits per second (Mbps)). This places the county as one of the best digitally connected areas in the UK and more locally, with the best digital footprint in the East Midlands.
3. The programme is now predicted to exceed over 98% superfast broadband coverage. This is great news, as far more businesses and residents will have access to superfast broadband than initially expected from the programme.
4. The contract 1 efficiencies and clawback has resulted in a further £4.8M being available to the programme. These funds have been introduced into contract 2, increasing the number of premises set to receive superfast broadband from 10,990 to 16,443 (i.e. resulting in a 49.6% increase).
5. Contract 2 is midway through the delivery phase, with deployment due to continue until September 2018

**Contract 3**

6. As previously reported, a further £1.23M has been secured for the programme; albeit this requires a further procurement exercise to ensure State aid compliance. Further funding opportunities are being explored, including European Structural Investment Funds (ESIF), alongside the inclusion of further funds released through contract 1 efficiencies and clawback. This clawback (also

referred to as gainshare), is a mechanism whereby should the number of customers ordering a service delivered through the contract exceed what was expected, then the programme receives a payment back from BT.

7. Preliminary activities, necessary to ensure State aid compliance, have begun. An Open Market Review (OMR) has been undertaken, inviting information from broadband infrastructure providers to confirm the extent of their current networks and planned deployment over the subsequent three years. The OMR identified which properties will not be served by the current BBfN contract or the broadband infrastructure providers' commercial rollout. Unlike OMR's undertaken for the previous contracts, the review was undertaken at a premise level (rather than at postcode level) ensuring a more exact map of the unserved properties.
8. Taking into account the revised definition of Superfast as 'speed in excess of 30Mbps' (i.e. increased from the original definition of 24Mbps) adopted by the European Union (EU) and the Office of Communications (Ofcom), the OMR has identified 16,505 premises across Nottinghamshire which do not currently or are not planned to receive superfast within the next 3 years defined by the OMR review as 'White Premises'. Properties in Nottingham city centre are excluded as these are exempt from intervention for State aid reasons.
9. In addition, there are a further 18,344 properties identified as "under review". These are in areas which have previously been determined to have planned coverage for Superfast broadband, but those plans have been reported through the OMR as being 'at risk' of not being completed. These areas will be outside the contract procurement, however will be subject to continued monitoring and verification of supplier plans within the 3 year period. All figures are subject to change following the public consultation and subject to acceptance of current contract variations.
10. Of the 16,505 properties identified approximately 4,500 properties already have speeds in excess 24Mbps but less than 30Mbps. It is proposed that these premises will be excluded from this procurement.
11. The funds available (even if Nottinghamshire County Council is successful in securing EU funds and introducing further clawback funds) will not be sufficient to reach all of the remaining properties. It is therefore necessary to prioritise where to target investment.
12. Of the circa 12,000 properties remaining, 50% are within the two district areas of Newark & Sherwood and Bassetlaw. Maps in annexe A of this report illustrate the distribution of these properties. As the least well-served areas of Nottinghamshire, it is proposed that contract 3 targets properties within these two district areas and prioritised as follows:
  - the most rural properties - recognising that rural properties are least likely to benefit from commercial developments such as Openreach's G.Fast Technology (new technology which allows Ultrafast speeds (greater than 100Mbps) over existing copper lines) and Virgin media's Project Lightning deployment (£3Bn investment extending their Ultrafast fibre optic network across the country to 17 million premises).

- Business properties - acknowledging the economic benefits which superfast broadband can offer businesses, such as providing access to new markets, improving customer relationships and operational savings.
- The specific properties that the contract will serve will be subjected to Value for Money modelling to determine the highest number of properties which can be achieved for the funds available. The modelling will be undertaken by the successful bidder. As part of the tender process, the bidders will be provided with a list of properties and asked to model a solution.

13. To provide the necessary rigor, it is proposed that rurality and business priorities be factored into this process through a scoring system which would involve assigning a higher score to the most rural and to business properties.

### Next Steps

14. A State aid Public Consultation will commence in July, following which procurement activity can begin in earnest, as illustrated in the table below:

<b>Predicted timeline</b>	
<b>Activity</b>	<b>Date</b>
Public Consultation launch	July 2017
Open Tender (ITT) launch	Mon 4 Sept 2017
Full eight week tender response period	Mon 4 Sept 2017 to Mon 30 Oct 2017
Deadline for submission of tenders	Mon 30 Oct 2017
Tender evaluation and moderation complete	Fri 10 Nov 2017
State aid clearance and funding approvals	By Mid Dec 2017
Bidder(s) notified of evaluation outcome	Fri 5 Jan 2018
Contract award	Monday 15 Jan 2018

15. Unlike previous contracts, there is no government framework available and the procurement will be a full open process. This means it is open to all infrastructure providers to bid. Contract 3 delivery is expected to commence April 2018, lasting 12 months.

### Staffing resource

16. The current Programme Management Office (PMO) team for the Programme is 3 full time staff:

- Programme Manager
- Programme Officer
- Broadband Engagement Officer

17. The PMO has been established until March 2018, in line with the original contract 2 deployment plan. As the deployment for contract 2 has now extended to

September 2018, staffing resource will be required until at least April 2019 to complete contract deployment, assurance and close.

18. Should the Council proceed with contract 3, then deployment would likely extend to March 2019. Further work will be required by the PMO until at least December 2019 to assure and close the deployment phase of the Programme. However, it is recognised that the existing PMO structure will require a review, particularly given the reduction in the value and scope of contract 3.
19. £305,294 remains in the staffing reserve which is sufficient to extend the existing PMO until March 2019. The PMO structure and duration will be reviewed early 2018, should the Council proceed with contract 3 to ensure sufficient and proportional resource to complete the programme.

### **New build Properties**

20. The recent OMR has highlighted a number of newly built properties (those built within the last 5 years) which have not been provided with Superfast broadband. This lack of investment is adding to the challenge that the BBfN programme faces and is certainly not what the residents and businesses would expect of newly built, modern properties. It is widely reported that it is more efficient to install broadband infrastructure as sites are developed. Revisiting new developments, disturbing newly laid roads and paths is burdensome to the Council and infrastructure providers.
21. Newly built properties unable to benefit from 21<sup>st</sup> century connectivity should not be accepted; particularly in light of recent commitments from Openreach (who worked with the Government and the Home Builders Federation) on an agreement to provide Fibre to the Premises (FTTP) infrastructure - for free - to all new developments of 30 or more dwellings and offering co-funding for smaller developments. This is alongside similar offers from other infrastructure providers such as Virgin Media.
22. Now is an opportune time to prevent any further properties being built without high quality broadband provision and for all new properties to, at the point of construction, be provided with full fibre access. Therefore, Nottinghamshire County Council will write to all Nottinghamshire planning authorities on two counts to (a) alert them to the advantages of an all-fibre infrastructure proposition, and (b) request their engagement with developers to encourage them to take up the offers from infrastructure providers to provide FTTP to all new properties. Asking the Planning Authorities to include superfast broadband within development requirements.

### **Other options considered**

23. The option to not proceed with contract 3, instead relying on the telecommunications market to resolve the residual problems of next generation broadband connectivity across the County, was discounted. This was because the OMR has specified that the telecommunications industry have no plans to serve the majority of the remaining properties in Nottinghamshire, many of whom are struggling with poor or limited broadband connections. Nottinghamshire has

the best superfast broadband coverage for an upper tier authority in the East Midlands. Doing nothing will compromise this vanguard position and will negatively affect both the County's economic advantage and the Council's ability to continue to digitise future service delivery.

### **Reason for Recommendation**

24. The provision of enhanced broadband infrastructure positively influences economic and work related issues. Facilitating and deploying the appropriate level of improved infrastructure will increase the likelihood of new development and activity, contributing towards sustained local economic growth, business competitiveness and better employment opportunities.

### **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 £1.23M funding has previous approval.

## **RECOMMENDATION**

27. It is recommended that Policy Committee:

1. Approve Procurement of contract 3 for the BBfN Programme endorsing the VFM approach, targeting properties within the Bassetlaw and Newark & Sherwood District areas prioritising the most rural and business properties.
2. Writes to the planning authorities asking them to include broadband within Development requirements

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

**For any enquiries about this report please contact:**  
Phil Berrill ext. 74641

### **Constitutional Comments (SMG 05/07/2017)**

The Committee has responsibility for promoting economic development, regeneration and associated activities. The proposals set out in this report fall within the remit of this Committee.

## Financial Comments (PH 03/07/2017)

There are no direct financial implications arising from this report.

### Background Papers

- Nottinghamshire Local Broadband Plan ([www.nottinghamshire.gov.uk/broadband](http://www.nottinghamshire.gov.uk/broadband))
- *Nottinghamshire Local Broadband Plan* – report to Full Council, 15-12-2011, published
- *Update on Nottinghamshire Local Broadband Plan* – report to Policy Committee, 20-06-2012, published
- *Response to Petitions presented to Economic Development Committee* – report to Economic Development Committee, 20-09-2012, published
- *Nottinghamshire Local Broadband Plan* – report to Full Council, 28-02-2013, published
- ERDF Funding Agreement, 14-05-2013
- Investing in Britain's future – Presented to Parliament by the Chief Secretary to the Treasury by Command of Her Majesty, 6-2013  
[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/209279/PU1524\\_IUK\\_new\\_template.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/209279/PU1524_IUK_new_template.pdf)
- *Superfast Broadband for Nottinghamshire* – report to Policy Committee 17-07-2013, published
- *Superfast Broadband for Nottinghamshire* – report to Economic Development Committee 09-07-2013, published
- UK Broadband Impact Study – Impact Report, SQW, 11-2013  
[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/257006/UK\\_Broadband\\_Impact\\_Study\\_-\\_Impact\\_Report\\_-\\_Nov\\_2013\\_-\\_Final.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/257006/UK_Broadband_Impact_Study_-_Impact_Report_-_Nov_2013_-_Final.pdf)
- *Better Broadband for Nottinghamshire – Resource Requirements for Delivery Phase* – report to Economic Development Committee, 12-12-2013, published
- *Better Broadband for Nottinghamshire* – report to Economic Development Committee 14-01-2014, published
- Superfast Extension Programme indicative funding allocation letter – BDUK on behalf of the Department for Culture Media and Sports, 25-2-2014, published
- *Better Broadband for Nottinghamshire – Superfast Extension Programme* – report To Economic Development Committee, 11-03-2014, published
- *Better Broadband for Nottinghamshire – Phase One* – report to Economic Development Committee, 1-4-2014, published
- *Better Broadband for Nottinghamshire Superfast Extension Programme* – report to Policy Committee, 4-6-2014, published
- *Update on D2N2 Strategic Economic Plan and Local Growth Deal* – report to Economic Development Committee, 1-7-2014, published
- *Better Broadband for Nottinghamshire – Additional Staffing Resource* – report to Economic Development Committee, 16-09-2014, published
- *Better Broadband for Nottinghamshire – quarterly update on the rollout* – report to Economic Development Committee, 18-11-2014, published
- *Better Broadband for Nottinghamshire Contract 2* – report to Policy Committee, 07-01-2015, published
- *Better Broadband for Nottinghamshire – Quarterly Update* - report to Economic Development Committee 03-03-2015



- *Better Broadband for Nottinghamshire: authorisation for contract 2* – report to Economic Development Committee, 31-03-2015, published
- *Nottinghamshire Digital Champions Network* – report to Economic Development Committee, 31-03-2015, published
- *Broadband Petitions* – report to the Economic Development Committee, 31-03-2015, published
- *Better Broadband for Nottinghamshire – quarterly update on the rollout* – report to Economic Development Committee, 07-07-2015, published
- *Broadband Petition* – report to Economic Development Committee, 07-07-2015, published
- *Better Broadband for Nottinghamshire – quarterly update on the rollout* – 03-11-2015, published
- *Basic Broadband For All: Satellite Broadband Subsidy Scheme* - quarterly update on report to Economic Development Committee, 19-01-2016, published
- *Broadband Petition* - report to Economic Development Committee, 23-02-2016, published
- *Broadband Petition* - report to Economic Development Committee, 22-03-2016, published
- *Better Broadband for Nottinghamshire – quarterly update on the rollout* – 07-06-2016, published
- *Basic Broadband for All: Better broadband Subsidy scheme* - report to Economic Development Committee - 06-09-2016
- *Better Broadband for Nottinghamshire – Additional Broadband Deployment* – Report to Economic Development Committee – 03-01-2017, published

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

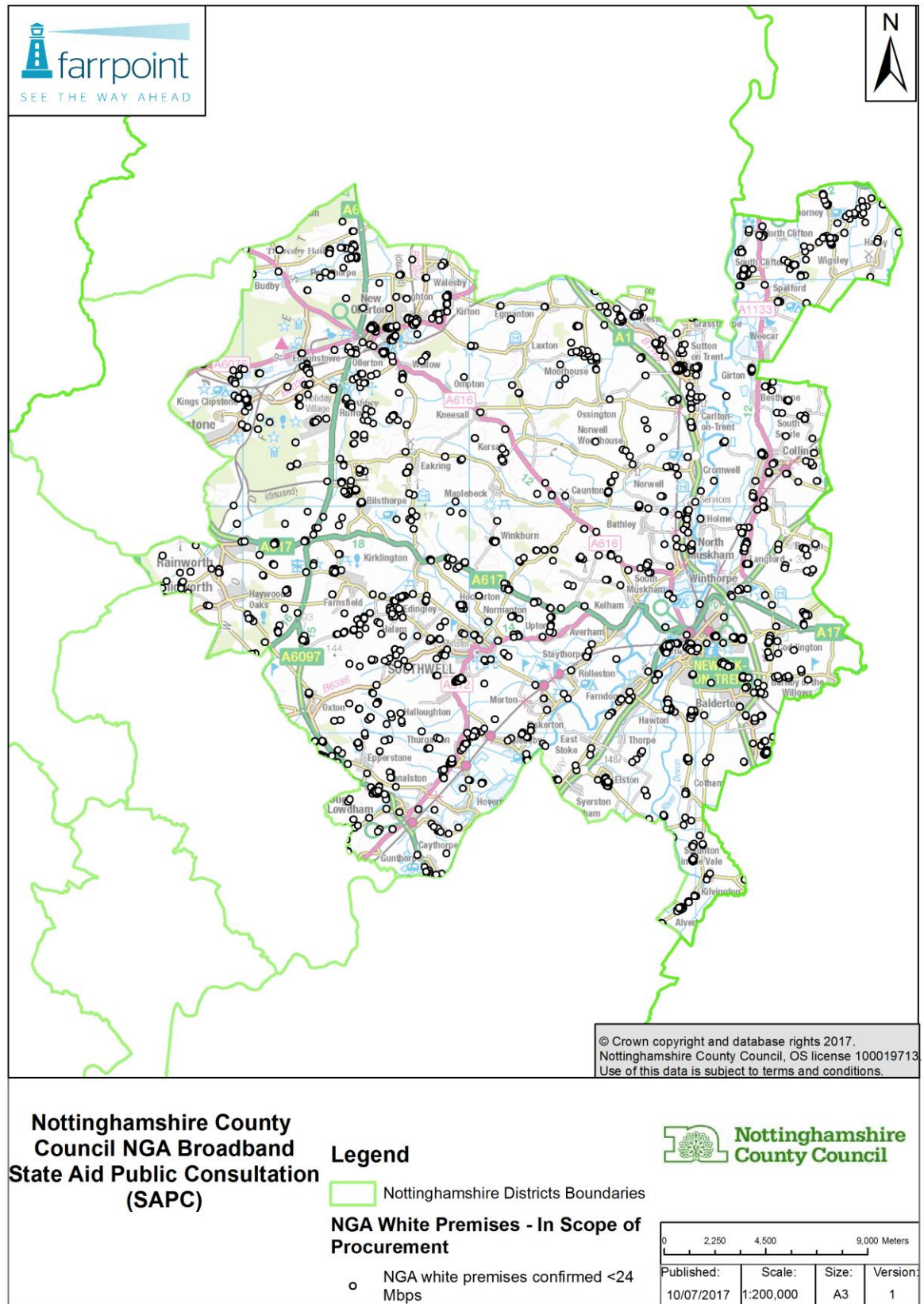
All



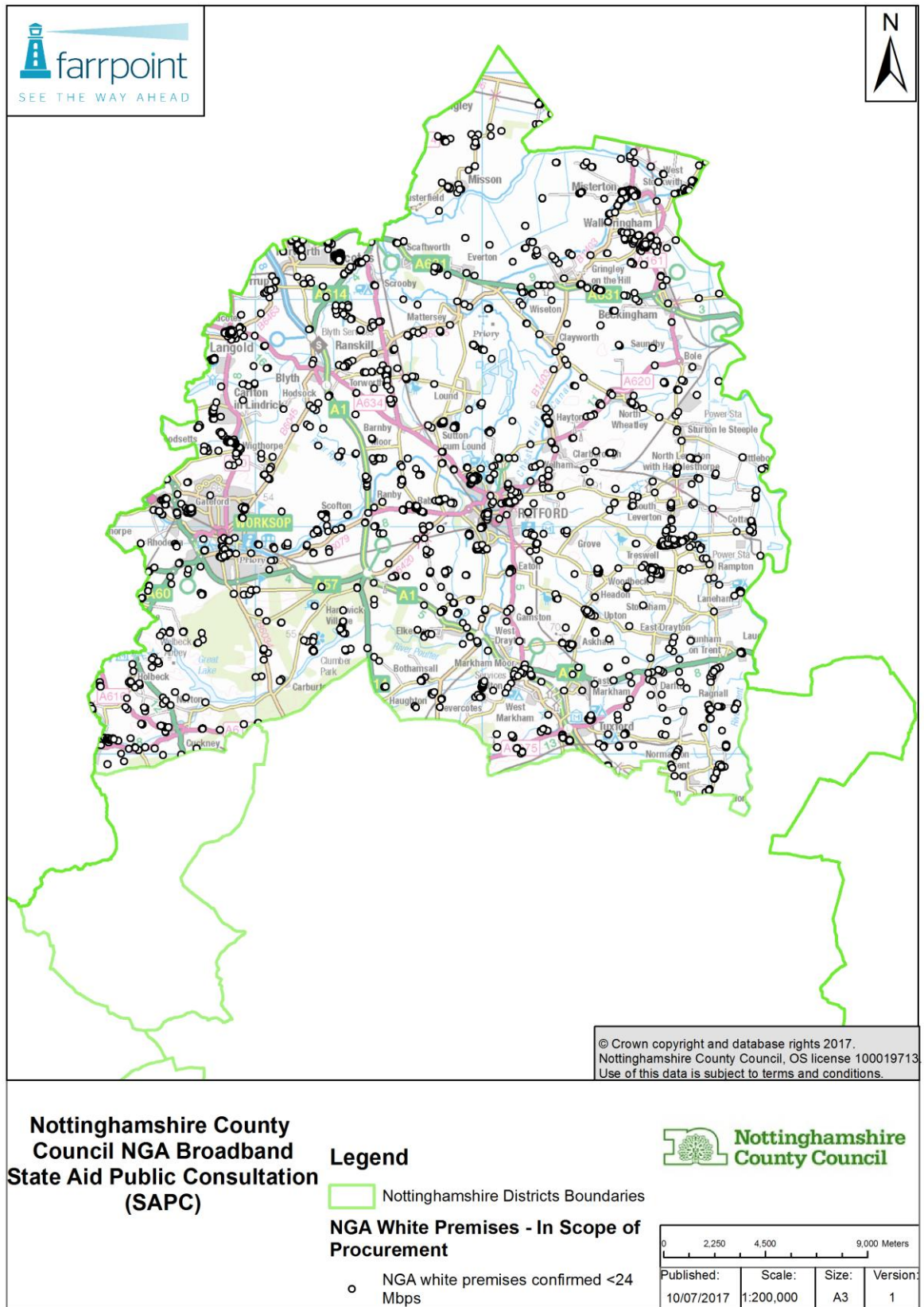


## Annexe A

### Newark and Sherwood district council area



# Bassetlaw District Council area



## **REPORT OF THE DEPUTY LEADER**

### **ICT STRATEGY 2017-20**

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

1. To seek approval of the ICT Strategy 2017-20 (set out in the appendix).

#### **Information and Advice**

2. The ICT Strategy 2017-20 will replace the current plan for 2014-17. The overall emphasis of the 2014-17 strategy was on delivering **reliability** (as most front-line and back-office activities now rely on continuous technology availability) and **business transformation** (the use of technology to improve productivity, efficiency and service user experience). Section 1.4 of the appendix summarises the key deliverables across 2014-17 that have supported a significantly more mobile and productive workforce, a greater use of technology and automation in the delivery of processes and services, improved public access to web based services and cost reductions in excess of £10 million per annum.
3. Successful organisational change and transformation will rely on the effective deployment and use of technology and the empowering of our workforce to use it. This ICT strategy is therefore shaped to support the next phase of **business transformation** and **reliability** with an emphasis on delivering increasingly joined up public services that are effective, affordable and designed around the needs of service users. The strategy identifies the four ICT strategic themes that will support business transformation across the County Council:
  - **Smarter working:**  
*A workforce able to work flexibly, where and when it best suits them, their customers and service users and managed by results*
  - **Health & social care technology integration:**  
*Improving the health and wellbeing of the local population through technology enabled integrated health and social care services*

- **Business intelligence:**  
*Robust, timely and accessible information that drives informed decision making, service commissioning and business transformation*
- **Cloud services** (off-premise data centres):  
*A flexible, scalable and secure cloud infrastructure where service cost is tied to applications and usage and user experience is managed*

4. The core business drivers and therefore technology focus that underpins each of the ICT strategic themes are set out in the tables below:

#### **Smarter working:**

<b>Business drivers:</b> <ul style="list-style-type: none"> <li>• More productive and efficient workforce</li> <li>• Workforce able to work flexibly, where and when it best suits them and service users</li> <li>• Reduction in property footprint and cost</li> </ul>	<b>Technology focus:</b> <ul style="list-style-type: none"> <li>• Transition from a largely desktop computer estate to a mobile Microsoft Windows 10 platform</li> <li>• Technology to improve co-located working</li> <li>• Technology to schedule workforce activity</li> <li>• Technology to automate processes &amp; workflows</li> </ul>
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#### **Health and social care technology integration:**

<b>Business drivers:</b> <ul style="list-style-type: none"> <li>• Sustainability and Transformation Plan</li> <li>• More productive and efficient workforces in both health and care settings</li> <li>• Improved services to service users and patients</li> <li>• Improved professional collaboration and sharing of data</li> <li>• Supports independent living</li> </ul>	<b>Technology focus:</b> <ul style="list-style-type: none"> <li>• Technology platform and standards that enable integration with multiple organisations</li> <li>• Technology to automate processes and workflows across organisations</li> <li>• Technology to improve the sharing of data (e.g. portals)</li> <li>• Community Wi-Fi network</li> </ul>
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#### **Business intelligence:**

<b>Business drivers:</b> <ul style="list-style-type: none"> <li>• Improved business analytics and intelligence for decision making</li> <li>• Consistent approach to data capture, management and sharing</li> <li>• Capture what is being provided, the impact of this delivery and the predictive effect of changes</li> </ul>	<b>Technology focus:</b> <ul style="list-style-type: none"> <li>• Data warehouse provision &amp; expansion</li> <li>• Dashboards, reports and statistical returns</li> <li>• BIG data sharing</li> <li>• Technology platform to support the above</li> </ul>
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## Cloud services:

<b>Business drivers:</b> <ul style="list-style-type: none"><li>• Only pay for infrastructure and services used</li><li>• Flexibility to grow and shrink the ICT estate</li><li>• General market direction for provision of Apps and security</li><li>• Lower running costs and a core property vacated</li></ul>	<b>Technology focus:</b> <ul style="list-style-type: none"><li>• Move from owned equipment and data centres to an off-site rented model</li><li>• Re-size and re-shape existing infrastructure prior to cloud transition</li><li>• Combination of new innovative technologies for use by workforce, plus safe landing for core business Apps</li><li>• Exit from County Hall data centre by end of 2019</li></ul>
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5. The County Council's technology platform has already been developed to support greater automation of activities, integration of systems and to support new ways of working. By building on the technology already used and delivered, the strategy for 2017-20 will add further value by providing the capability to redesign how services are delivered. The key technology additions will enable multiple workflows and automation not just within the County Council, but between the County Council and multiple partners e.g. across health trusts. Effective identity management and data security is paramount to such automated workflows and so would be a core part of the upgraded technology platform.
6. The need to continually refresh the ICT estate so that it remains secure and fit for purpose is essential. This is a key part of the strategy for ensuring day to day service reliability. How we manage and deliver the refresh will change over time as we transition from owned data centre and infrastructures (servers, storage, switches, racking, power, air conditioning etc.) to off-premise solutions (cloud services).
7. The delivery of the ICT Strategy 2017-20 will be through prioritised programmes of work and follow standard programme and project management processes e.g. Prince 2 and Agile. This would include the development and delivery of costed and approved business cases, which utilise the technology investments to support the achievement of business transformation, productivity and efficiency gains and cashable financial savings.
8. ICT Services operates a hybrid operating model that consists of a core in-house team and a range of supplier contracts, supplemented by additional supplier and flexi-resources according to demand. This enables ICT Services to more easily manage increases in demand and deliver the priority initiatives, particularly in relation to those programmes and projects included within the ICT strategy. This flexible arrangement has worked very effectively and not only increases capacity for temporary periods when necessary, but has also resulted in the recruitment of individuals with high level skills. These skills are often needed for shorter periods of time as new technologies are introduced or are difficult to recruit to as permanent roles. The delivery of this strategy will require the use of flex-up resources which will be financed from approved budgets. The underlying

operating model of ICT Services (staffing, suppliers, contractors, processes, technology) will be adapted at appropriate points throughout the strategy to ensure it reflects the various stages of the journey and remains effective.

### **Other Options Considered**

9. This strategy is the result of identifying the key business drivers across the County Council from a comprehensive range of discussions with stakeholders and from an appraisal of the use of technology across the public sector. The technology direction of travel also takes account of the technology market place, is consistent with Gartner analysis (independent international ICT market place research analysts across the public and private sectors) and builds on the technology investments already made and programmes already approved.

### **Reason for Recommendation**

10. The ICT Strategy 2017-20 has been devised on the basis of supporting business transformation for service users and the delivery of cashable financial savings. There has been a rigorous and independent business needs analysis through consultation with key stakeholders across the County Council. The technology investments made will support the delivery of the ICT strategic themes which are consistent with the County Council's operating model.

### **Statutory and Policy Implications**

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

### **Implications for Service Users**

12. The principal service users affected are County Council staff and members of the public. The proposals will provide a range of technologies to support access to and delivery of County Council services, through the effective use of ICT.

### **Financial Implications**

13. There are already ongoing budgets that are used to refresh the technologies used by the County Council in order that they remain fit for purpose.
14. Funding in support of the *smarter working theme* was approved by Policy Committee in November 2016. Capital investment for ICT equipment and install costs of £2.6 million over 3 years was approved, with estimated benefits including

£1.4 million in capital receipts, £2.6 million in reduced annual property running costs and productivity benefits over the 3 years of £3.3 million.

15. Funding in support of the *cloud services theme* was approved by Policy Committee in December 2016. Capital investment of £4.1 million over 3 years was approved to establish and transition to cloud services and for the parallel running during transition. The cloud services model becomes more cost effective than the current owned data centre model by the end of year 3.
16. Additional investment in technology and flexi-resourcing, over and above existing budgets, will be required within the duration of this strategy but is not quantifiable at this stage. Any further investment will be identified and submitted as budget requests as part of full business cases and in line with existing financial approval processes.

## **RECOMMENDATION**

That the ICT Strategy 2017-20 be approved.

**Councillor Reg Adair**  
**Deputy Leader**

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

Ivor Nicholson  
Service Director (ICT)  
0115 9773300  
ivor.nicholson@nottsc.gov.uk

### **Constitutional Comments (KK 03/07/17):**

The recommendation in the report falls within the remit of the Policy Committee.

### **Financial Comments: (SES 30/06/17):**

The financial implications of the report are set out in paragraphs 13-16 above.

### **Background Papers**

None

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

All





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# ICT Strategic Plan

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## 2017 – 2020

# ICT Strategic Plan 2017-20

## 1. Introduction

1.1 The draft Council Plan sets out a clear ambition for Nottinghamshire and establishes the direction for transformation and change reflecting the rapidly changing financial landscape, the growth in demand for services and the way in which local people want to receive their services in a modern society.

1.2 Successful organisational change and transformation will rely on the effective deployment and use of technology and the empowering of our workforce to use it. This ICT strategy is therefore shaped to support the next phase of business transformation with an emphasis on delivering increasingly joined up public services that are effective, affordable and designed around the needs of service users.

1.3 The core outcomes that this strategy will support are:

- *A workforce able to work flexibly, where and when it best suits them, their customers and service users and managed by results*
- *Improving the health and wellbeing of the local population through technology enabled integrated health and social care services*
- *Robust, timely and accessible information that drives informed decision making, service commissioning and business transformation*
- *A flexible, scalable and secure cloud infrastructure where service cost is tied to applications and usage and user experience is managed*

1.4 Throughout the life of this strategy the underpinning ICT operating model (*staffing, suppliers, contractors, processes, technology*) will be adapted to most effectively support the various stages of the journey and to reposition current resources following the successful delivery of the 2014-17 ICT strategy. The core focus of the 2014-17 strategy was to support the delivery of **business transformation** and **reliability** which has provided an excellent baseline on which to build.

### Summary of deliverables from the ICT Strategy 2014-17

- Improved public access to services over the web through a revamped web site and platform that works across device types, enhanced web journeys which have increased self-serve activity and increased process automation requiring less manual input.
- A more mobile workforce taking advantage of new technologies to work flexibly across sites and away from the office, with better use of premise space through 10:7 and 10:6 staff to desk ratios and savings of £3.1 million in annual running costs from these new ways of working.
- More agile and productive social care workforce using innovative technology to record case notes and undertake assessments at the point of service delivery.
- New arms-length operating models and entities for highways, property and library services launched.
- Established *Connected Nottinghamshire* and developed the *Local Digital Roadmap* for Nottinghamshire which is a plan to use technology to improve health and social care integration, developed shared Wi-Fi arrangements with some NHS trusts and piloted automated workflow in conjunction with King's Mill Hospital.

- Transitioned 400 sites from a private broadband network to an innovative high speed network through Virgin Media Business, delivering annual savings of £800k.
- Piloted the use of technology to automatically schedule the work activities of front-line social care teams in conjunction with the Short Term Assessment and Reablement Team (START).
- Developed an *integration platform* of technologies that sits between core back-end systems and user devices that supports mobile working, workflow automation and secure systems integration.
- Delivered 99.9% aggregated systems availability for business critical applications and services.
- A revamped ICT support service utilising a hybrid model of in-house, supplier and contractor resources that employs 23% fewer in-house staff and costs £2 million less annually.

## 2. Strategic Context for ICT Services

2.1 The ICT strategy has been developed in the context of the key business drivers which will support the County Council in delivering its strategic priorities as set out in the draft Council Plan. These business drivers fall into three main categories: Strategic, Stakeholder and Technology.

### 2.2 Strategic Drivers

- Annual cuts and changes in Central Government funding allied to increased demand and spiralling costs of children's and adults social care mean that current forecasts show a funding gap in excess of £60 million up until the financial year 2020/21.
- The long term financial constraints and the increased demand for services continually challenges the County Council's existing models of service delivery to remain affordable, sustainable and relevant to service users. Key to the success of any new/revised operating models will be the manner in which the local population access services and support, with a growing reliance on new media and technology.
- The draft Council Plan sets out a clear vision for Nottinghamshire with core values to guide decision making and a set of strategic priorities to achieve its vision. Underpinning this plan is the need to be innovative, creative and collaborative in the way that we operate and deliver services in order to maximise quality whilst delivering cashable savings and real value for money.

### 2.3 Stakeholder Drivers

- The size, shape and nature of the workforce and how employees undertake their work is changing significantly as the County Council transforms with more services commissioned, provided through alternate service delivery models and in conjunction with partners. Underpinning this approach will be the use of technology to effectively manage and deliver services in a coherent and productive way.
- There is a need for an increasingly mobile confident workforce operating out of fewer premises, using technology suited to the work style, delivering greater productivity and lower cost services.

- The concept of a wider workforce across Nottinghamshire is becoming more prevalent in the health and social care sectors where work is underway as part of the Sustainability and Transformation Plan (STP) for increasing technology enabled service integration.
- There is a need for technology to help staff deliver more care services more efficiently and use new technology to support independent living and care at home.
- The County Council needs to work with key partners, stakeholders and providers to deliver more effectively across the wider public sector to ensure local people receive good quality, value for money services.
- There is a greater demand from the public for web based access to public services and information tailored to their needs, and so irrespective of the service provider, and for the ability to easily transact and pay for services online.
- There is increased information sharing and technology supported workflow across organisations.
- Increased use of technology to automate services and increase self-serve opportunities, will facilitate reduced staff numbers and lower service delivery costs.
- There is an increased reliance by service providers on ICT systems availability and for business continuity planning.
- There is a demand for multi-faceted performance information to inform service delivery and improvement.

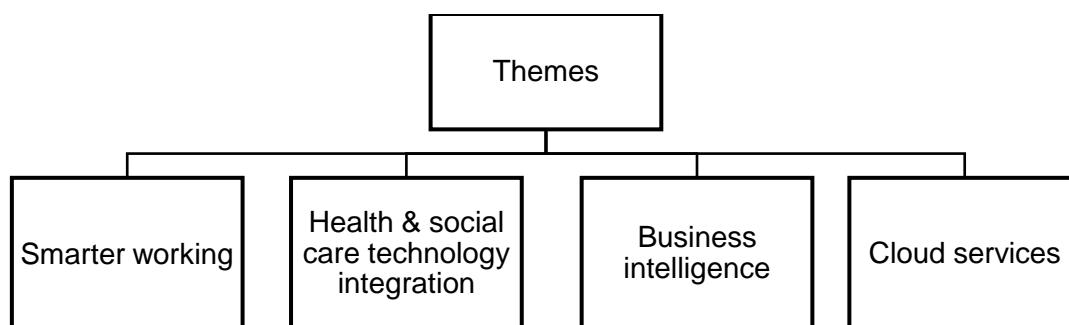
## 2.4 Technology Drivers

- The County Council has a clear direction to fully embrace off-premise (Cloud) solutions and decommission current data centre services by the end of 2019. ICT Services will shape these solutions and manage the transition, and adapt the operating model to take advantage of this rapidly developing and changing market place.
- Mobile technology deployments include a wider adoption of Microsoft Windows 10 laptop and tablet devices, the extended use of secure 4G and wireless connectivity and the use of supporting business tools (Skype for Business, video conferencing, SharePoint collaboration platform etc.).
- Maintaining secure solutions that integrate effectively with partners to support automation, workflow and information sharing.
- Consolidate the use of, and leverage maximum benefit from existing platforms and applications such as Microsoft and SAP.
- Taking an Enterprise Architecture approach to technical solutions that embraces a cross organisational view of public service re-design, built around the needs of local people.
- The technology market place and *Internet of Things* will increasingly evolve with more solutions and assistive technologies becoming a part of the service provision.

## 3. ICT Strategic Themes

- 3.1 Given the context above there are **four ICT strategic themes** that shape the **business transformation** delivered through this strategy, underpinned by the delivery of ongoing

**reliability** of day to day ICT services that are crucial across the broad range of services that the County Council provides. The 4 key themes are smarter working, health and social care technology integration, business intelligence and cloud services.



### 3.2 Strategic Theme 1 – Smarter working

*A workforce able to work flexibly, where and when it best suits them, their customers and service users and managed by results*

- A more mobile and effective workforce is considered by the County Council as one of the key enabling factors for the transformation of service delivery. This includes both the in-house teams and the extended workforce provided with and through partners and alternate delivery models.
- Staff will use technology suited to the work style and requirements of the role. This will include devices as well as secure connectivity for wherever they are, with the capability to also work off-line.
- Efficiencies will be gained through the extended use of automated technologies so that staff can focus on the value added activities that their professions provide and to be better aligned to the needs of service users. This builds on the technology capabilities used by social care teams for assessments and case notes, by the Customer Services Centre to manage enquiries and service requests from the public, and through the self-serve components of the web site.
- Productivity enhancements will be supported through an extended use of scheduling technology to better align service demand with resource availability. This will build on the current pilot project with the START service.
- The application of business rules in automated process flow enables a lighter touch service delivery model where staff intervention is only required when appropriate and not at every stage in every case.

**Core focus of the smarter working theme:**

<i>People:</i>	Support the development of a mobile confident workforce
<i>Automation:</i>	Utilise workflow and scheduling technology to optimise and automate more processes, reducing manual intervention and unnecessary face to face contact for service delivery

<i>Devices:</i>	Transition away from desktop computers and companion devices to using Windows 10 laptop computers, tablet computers and smartphones aligned to work style
<i>Connectivity:</i>	Extended use of wireless and 4G networks
<i>Security:</i>	Use of County Council managed devices for all business activity running Cisco AnyConnect
<i>Property:</i>	Re-purpose key buildings to support a more mobile and co-located workforce as the property estate is reduced and shared with partners
<i>Tools:</i>	Extended use of <i>Skype for Business</i> telephony (building on the current 5,000 users where there is a business case), extension of video conferencing, digital minute taking for meetings, secure document share with partners, transition to Microsoft Office 365, plus scanning and fax solutions as part of the corporate print strategy

***Core anticipated benefits:***

- Measurable improvements in workforce productivity and identified cash savings through the medium term financial strategy
- A reduction in the property estate with £2.6 million ongoing savings in buildings and travel costs by the end of the strategy, with estimated capital receipts of £1.4 million
- A more mobile workforce using technology to operate effectively and confidently at the point of service delivery

***Business outcomes:***

- The skills based scheduling capability reduces turn-around time from request to service delivery in front-line service departments.
- Referrals from 'trusted' parties can be actioned with manual intervention only required where defined business rules dictate that it is required.
- Co-location of multi-disciplinary teams becomes the default position rather than by request. Location becomes less relevant when generic connectivity to networks is ubiquitous.
- Access to information from other sources e.g. health systems, housing etc. will be provided using online and offline solutions enabling the right information to be available to the right staff member in the right place, at the right time.

### **3.3 Strategic Theme 2 – Health and social care technology integration**

*Improving the health and wellbeing of the local population through technology enabled integrated health and social care services*

- The Sustainability and Transformation Plan (STP) sets out for Nottinghamshire how the local NHS organisations and local councils are collaborating to provide joined leadership in order to make improvements to health and social care around the needs of the local population. Underpinning this STP is a *Local Digital Roadmap* that sets out priorities for

how technology will be used by these organisations to better integrate health and social care services wherever the user needs them – at home, in the local health centre or in hospital.

- *Connected Nottinghamshire* is a collaborative programme, put together and attended by local authority and health partners, which has established the *Local Digital Roadmap* and will oversee its delivery. Through the development of a more shared approach to technology investment and use, more information can be shared, more workflow can be automated, workforces will be more efficient and productive, and local services will be more integrated and improved.

***Core focus of the health and social care technology integration theme:***

<i>Information sharing and workflow:</i>	Establish automated workflows in care and patient pathways that improve service delivery to users and enhance efficiencies and performance in health and social care teams (building on the 2017 pilot with King's Mill Hospital), develop workflow integration with the East Midlands Ambulance Service and support enhancements to homecare services through the use of technology
<i>Infrastructure:</i>	Develop common and shared technology platforms and standards that facilitate integrated working including: community Wi-Fi and broadband networks (linking to the health <i>Community of Interest Network</i> ), interoperability platform ( <i>Enterprise Messaging Bus</i> ) enabling the County Council to electronically interface to multiple partners in a standard way, and improvements to identity management and maintenance of NHS numbers that support improved integration capability
<i>Citizen &amp; professional access:</i>	Use of web portals that support professional collaboration and sharing of data (e.g. GP Repository for Clinical Care, Electronic Comprehensive Geriatric Assessment, access to Child Protection Information Systems), and web portals that support enhanced citizen access (e.g. web interfaces for the public to do more self-serve, Acorn portal for integrated care and health data)
<i>Technology enabled supported living</i>	Using the interoperability platform to better interface with assistive care technologies in the homes of service users, to provide the information to better shape and organise effective health and social care services

***Core anticipated benefits:***

- Measurable improvements in workforce productivity and efficiency, with identified cash savings through the medium term financial strategy
- Funding from NHS England and the STP to part finance the activity
- More web based self-serve options for the public, encouraging channel shift and supporting reductions in overheads
- More timely assessment and discharge of patients from hospital, and over extended hours



- Freeing up professional time to focus on more complex service needs
- Reduction in the delays associated with the transfer of care provision between health and social care teams

**Business outcomes:**

- Professionals involved in the delivery of care for a patient or citizen will have real time information relevant to the context of the intervention or care being delivered. In isolation, this results in efficiencies in processes involving information flow, more timely commissioning of assessments and support plans and decisions being made with a more holistic view of the individual's needs. However, when merged with the capability delivered through the smarter working theme then whole service re-design opportunities become evident.
- Provides the platform to enable information to flow in and out of the council's systems and workflows enabling the right information to be available to the right care professional at the right time, in the right place. Relevant information obtained by one professional will be available to all professionals involved in an individual's care and if relevant, can be made available to the advocates and wider support networks involved.
- Empowering individuals by providing access to information relevant to the care they receive is a statutory requirement across the health and social care system. The platform delivered through this strategy enables a greater maturity in the delivery of these requirements by amalgamating this information and allowing the individual to share elements of their records with a wider audience as they see relevant.

### 3.4 Strategic Theme 3 – Business intelligence

*Robust, timely and accessible information that drives informed decision making, service commissioning and business transformation*

- A cross organisational approach to the management of data and business intelligence supports the County Council to operate efficiently, more effectively with partners and to better target services to the local population. This encompasses a common approach to data, databases, analysis work, processes, technical reports, data quality, sharing of data and "Big data".
- The approach reinforces the County Council's information governance and data protection principles around data security, and improves approaches to data capture and data quality so that effective business intelligence and analytics is available to users that informs improved decision making. In order to enable business performance reporting in this way a new approach to reporting technology is required and the ICT strategy is integral to providing this capability. In order to merge data from multiple systems there is also a need for common unique identifiers to be available which requires good information management principles being applied to the current disparate back-office applications and datasets.
- A Business Reporting and Management Information Project (BRMI) is already underway to develop the initial *data warehouse* of social care information and to produce the dashboards, reports and statistical returns needed by the business users. The value of information produced will be reliant on the quality and content of the source data available.



### **Core focus of the business intelligence theme:**

<i>Data sources:</i>	Capture the key data sources from the multiple back-office applications that are used by departments to support the delivery of day to day services
<i>Data warehouse:</i>	Provides a repository of single sources of data for all business analysis and reporting across the organisation
<i>Business intelligence:</i>	Provision of appropriate dashboards, business intelligence reports, statutory returns and collections, analysis, map information and partnership intelligence
<i>Tools:</i>	The Microsoft reporting toolset and technologies will be used to provide and interrogate the datasets and to present the information, and some upgrades to the infrastructure will also be required

### **Core anticipated benefits:**

- Provision of improved business intelligence to support informed decision making
- Achieve a consistent approach to data capture, management and sharing
- Develop the analytical approaches for forecasting, modelling and trend analysis to support improved decision making

### **Business outcomes:**

- Delivers the capability to provide information to manage the service.
- Enables the capability to review cause and effect and predict the demand.
- Provides three categories of information: *What are we delivering* – the metrics of supply, demand, cost and quality. *The impact of the delivery* – how have outcomes been altered. *The cause and effect of previous and potential changes* – the prediction of the effects of internal and external changes.

## **3.5 Strategic Theme 4 – Cloud services**

*A flexible, scalable and secure cloud infrastructure where service cost is tied to applications and usage and user experience is managed*

- The County Council's technology direction of travel includes the transition away from owning and operating a data centre and all of the associated infrastructure (servers, storage, switches, racking, power, air conditioning etc.) by the end of 2019, with a move to using off-site data centre services, commonly referred to as cloud services.
- The approved business case for cloud services identified that a move to full off-premise based delivery is both possible and, in the medium term, is more cost effective and provides significantly more flexibility to the County Council as it moves into different models of service delivery.
- Although the current data centre model works effectively, the business case concluded that now would be a good time to progress to a full cloud model because:

- Major investment will be required over the next 3 years to update the current ICT equipment within the County Hall data centre as it increasingly reaches obsolescence.
- The data centre environment itself is ageing and will require investment to maintain it.
- The current infrastructure costs are very difficult to reduce even if the service usage shrinks, as we are tied to a physical infrastructure which we own. This lack of flexibility becomes more of an issue as services (such as VIA, Inspire) exercise more choice and as the operating model of the County Council changes.
- The ongoing programme of upgrades to keep the current infrastructure up to date is resource intensive and expensive.

***Core focus of the cloud services theme:***

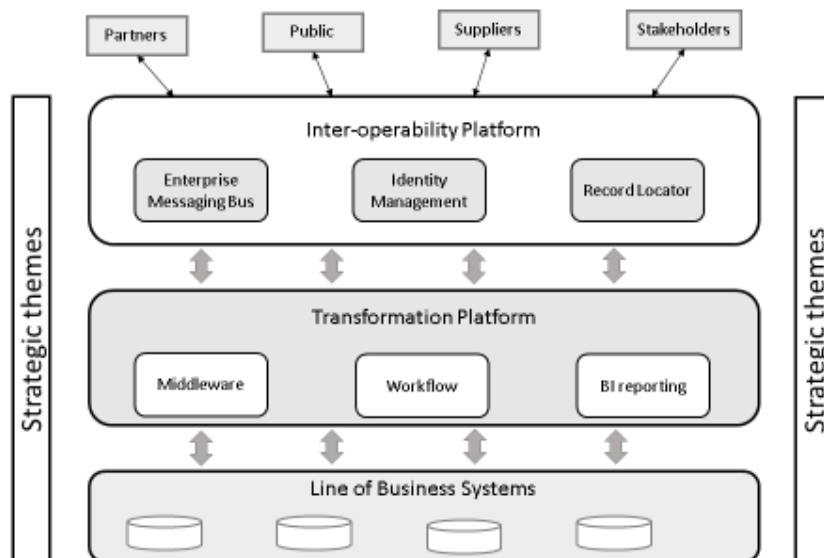
<i>Discovery:</i>	The discovery phase assesses the different cloud options, produces the business case, makes recommendations and starts the activity to optimise the current ICT environment in readiness for a cloud model.
<i>Requirements:</i>	The requirements phase identifies the full set of services and outcomes required from a cloud service model and produces the delivery blueprint.
<i>Procurement:</i>	The procurement phase is the process to identify and approve the best solutions, partners, plans and contracts. A blend of safe landing with innovation and enhanced applications will be sought.
<i>Design and build:</i>	Following contract completion, the design & build phase involves the supplier in fully identifying infrastructure requirements, designing and building the new infrastructure and confirming transition plans.
<i>Implementation:</i>	The implementation phase is the transition to go-live by the cloud service provider, with the user experience managed throughout the process. A new ongoing support model will be established and current data centre services will be decommissioned.

***Core anticipated benefits:***

- Only paying for the infrastructure and services that you use
- An appropriate mix of public and private cloud solutions
- Flexibility to quickly grow or shrink the ICT estate
- The ongoing programme to upgrade and replace ICT infrastructure as it becomes obsolete is significantly reduced as this becomes the responsibility of the cloud supplier
- The business case identifies ongoing financial savings of £750k per annum from 2020-21
- It becomes easier to identify costs down to the level of business units enabling more transparency, and potentially a re-charging model
- Enhanced security protection in the medium term as industry providers continue to invest heavily in current solutions

## 4. Developing the Technology Platform

- 4.1 The ICT Strategy 2014-17 delivered a “transformation” technology platform that enabled opportunities to exploit greater efficiency and effectiveness in core business activities and led to process improvements and new ways of working. By building on the technology already delivered, the strategy for 2017-20 will exploit this approach and add further value by providing the capability to redesign how services are delivered. This will be through appropriate information sharing, better citizen access and a technology infrastructure that is consistent with our strategic partners, commissioners, delivery models and suppliers.
- 4.2 The technology platform now needs to be enhanced to enable a whole system approach to service redesign that will be key as we drive towards more innovative ways of delivering front-line services. Commissioning will be streamlined through the automated provision of service relevant information and resource availability, with the right information being provided to the right professional, at the right time, on the right device and in the right place.
- 4.3 In order to achieve this capability, a number of pre-requisites will need to be delivered through the strategic themes identified in this strategy:
- A clear understanding of the information assets the authority holds.
  - The ability to share this information with relevant parties.
  - The ability to consume relevant information from relevant parties.
  - Automated workflows to present information that improves service delivery.
  - The deployment of appropriate devices and tools that enables new service delivery models.
  - Improved identity management and secure authentication technology.
  - Citizen access solutions that empower individuals and provide greater self-determination.
- 4.4 Many of these pre-requisites will utilise the existing technology platform. However, there is a requirement to deliver enhancements to the platform to fully exploit the opportunities:
- A two way *inter-operability hub* to receive and send requests for information both internally and externally.
  - A secure identity management capability to authenticate access to information.
  - Network infrastructure that reduces organisational boundaries.
  - Resource availability tools that provide capacity visibility.



#### 4.5 The Inter-operability Hub

- The ability to share and consume information with other parties which is secure, real-time and scalable will be key to providing joined up services in the future. In order to achieve this the *inter-operability hub* will provide the capability to define the information required from third parties and automate requests, responses and workflows within and across organisations.
- While some information sharing has already been delivered by point to point organisation or system integration, this would be difficult to scale to a county wide, regional or national basis as the number of integrations becomes unmanageable. By developing the *inter-operability hub* that is consistent with the principles and protocols of national initiatives, it enables the County Council to respond flexibly to local and national requirements.

#### 4.6 Secure Identity Management

- As sharing information assets with third parties and individuals becomes more integral to the way in which services are delivered, so the need to have a robust, secure method of authenticating identity increases. This will require a solution with two key components – confidence that the individual is who they purport to be and what information they have rights to access, plus confidence that trusted organisations have appropriate authentication in place to enable the authority to be satisfied that information can be shared. For example, if a health professional requests access to our social care data, protocols must be in place to enable the authority to trust the credentials provided. Such services exist within both the public and private sectors and these would need to be integrated with current systems and processes deployed within the County Council.

#### 4.7 Network Infrastructure

- To support a more flexible workforce and enable the benefits of multi-disciplinary teams then a consistent approach to connectivity is required across the public sector. Work has already taken place to align some network infrastructure and a generic Wi-Fi solution is currently being trialled by the County and City councils. However, in order to implement

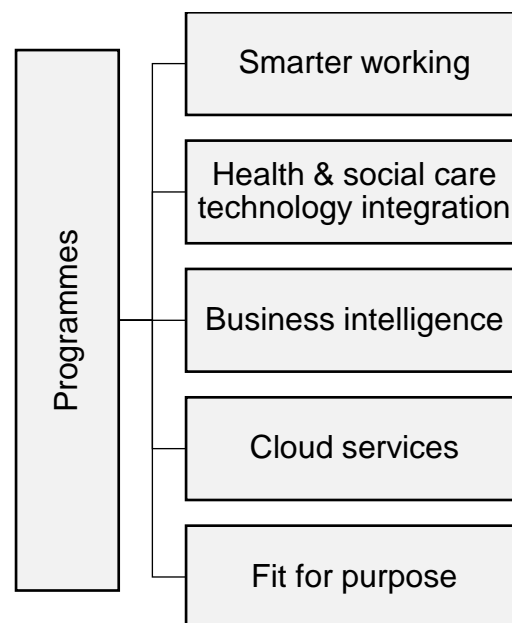
this approach across the whole footprint will require some investment in our network infrastructure.

#### 4.8 Resource Availability Tools

- Significant benefits have been realised through the implementation of scheduling technology in some areas of social care. Integrating this technology with corporate calendar systems offers significant further benefits. This technology now needs to be scaled in order to exploit the benefits further.

### 5. Delivering the Strategic Themes

5.1 A programmes and projects approach will be taken to the delivery of the ICT strategy. There will be 5 programmes of work, one each for the 4 business transformation themes plus a *Fit for Purpose Programme* that ensures the ICT operating model is refreshed as appropriate, so that ICT Services adapts its staffing, supplier and contractor arrangements, processes and use of technologies to meet the changing organisational landscape.



5.2 The programmes and projects approach will adopt appropriate PRINCE2 and Agile project methodologies that ensures effective governance and management of plans, milestones, resources, risks and issues.

5.3 ICT Services operates a hybrid staffing model of a core baseline in-house team and supplier contracts, supplemented by supplier and flexi-resources. The strategy will require the flexing up of these additional resources to ensure that the right capacity and capabilities are available to deliver across the concurrent programmes.



## **REPORT OF THE BUSINESS MANAGER**

### **OUTSIDE BODIES**

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

1. To approve deletions and additions to the list of Outside Bodies to which the Council appoints members

#### **Information and Advice**

2. The Council appoints members to a number of outside bodies. These outside bodies are either those to which the Council is obliged to appoint representatives or those bodies which have requested County Council representatives and whose objectives support those of the Council.
3. New appointments are being made to the approved outside bodies and as part of this process and in accordance with good governance principles the approved list has also been reviewed. The list of appointments is attached at Appendix 1 for information only.
4. The suggested changes to the approved outside bodies list are set out in Appendix 2 to this report together with the reasons for the suggested change.
5. Attendance at outside body meetings has varied in the past and members may wish to consider whether it would be worthwhile requesting the Governance and Ethics Committee to undertake an annual review of attendance at these bodies together with a report back process to consider whether these bodies should remain on the approved list. This will ensure that this list can be kept under permanent review.

#### **Other Options Considered**

6. No changes could be made to the approved list of outside bodies but this would not reflect the current priorities of the Council

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

7. To ensure that the approved list of outside bodies reflects the role and priorities of the Council.

## **Statutory and Policy Implications**

8. 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**

9. The deletion of the Industrial Communities Alliance from the approved list will ensure a saving of £8,000.

## **RECOMMENDATION/S**

- 1) That the deletions and additions to the approved outside bodies list as detailed in Appendix 2 to the report be approved.
- 2) That the Governance and Ethics Committee be requested to monitor attendance at and relevance of these outside bodies to the work of the Council and make recommendations to Policy Committee on any changes required to the list.

**Cllr Richard Butler**  
**Business Manager**

**For any enquiries about this report please contact: Jayne Francis-Ward**

## **Constitutional Comments (HD 10/07/17)**

10. Policy Committee has the delegated Authority to agree these recommendations

## **Financial Comments (NR 10/07/17)**

11. The financial implications are set out in Paragraph 9 to 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.

- None

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

- All



**Current approved Outside Bodies**

<b><u>Organisation</u></b>	<b><u>Status</u></b>	<b><u>Appointees</u></b>	<b><u>Officer</u></b>	<b><u>Meetings</u></b>
Age Concern - Arnold Old People's Welfare Committee	1 County Councillor	Cllr Pauline Allan		4 meetings per year
Age Concern Chilwell	1 County Councillor	Cllr Eric Kerry		3 meetings per year
Age Concern Eastwood & District	1 Representative	Cllr Tony Harper		12 meetings per year
Bassetlaw Public and Third Sector Partnership	1 Officer	Cathy Harvey		
Brunts Charity	1 County Councillor	Cllr Stephen Garner		4 meetings per year
Campaign to Protect Rural England (CPRE)	Trustee / Member of Executive	Cllr Bruce Laughton		2 meetings per year
Chesterfield Canal Partnership	Elected Member	Cllr Sybil Fielding	Malcolm Hackett Senior Practitioner, Greenwood	3 meetings per year
Constable's Field Foundation	Trustee	Cllr Chris Barnfather		
County Councils Network (CCN)	4 County Councillors	Cllr Mrs Kay Cutts MBE Cllr Reg Adair Cllr Richard Butler Cllr Alan Rhodes		2 Council Meetings per year
Creswell Heritage Trust	1 County Councillor	Cllr John Cottee	Heather Stokes Team Manager Conservation	4 meetings per year
CSP: Bassetlaw, Newark & Sherwood Community Safety Partnership	1 County Councillor	Cllr Keith Walker	Anthony Shardlow Community Safety Officer	6 meetings per year
CSP: Mansfield & Ashfield Community Safety Partnership	2 County Councillors 2 Deputies	Cllr Phil Rostance Cllr Martin Wright Cllr Andy Sisson Ashfield Independent	Anthony Shardlow Community Safety Officer	
CSP: South Nottinghamshire Community Safety Partnership	1 County Councillor 1 Officer	Cllr John Longdon Anthony Shardlow	Anthony Shardlow Community Safety Officer	3 meetings per year
D2N2 Infrastructure & Investment Board (IIB)	2 Board Members	Cllr Mrs Kay Cutts MBE Cllr Richard Jackson	Adrian Smith Corporate Director for Place	12 meetings per year
D2N2 ESIF sub committee	1 County Councillor	Cllr Eric Kerry	Adrian Smith Corporate Director Place	
D2N2 Local Area Partnership	1 County Councillor	Cllr Mrs Kay Cutts MBE	Adrian Smith Corporate Director for Place	

<b><u>Organisation</u></b>	<b><u>Status</u></b>	<b><u>Appointees</u></b>	<b><u>Officer</u></b>	<b><u>Meetings</u></b>
Diana Eyre's Educational Foundation	1 County Councillor	Cllr John Ogle		2 - 4 meetings per year
Doncaster Sheffield Airport Consultative Committee	1 County Councillor	Cllr Mike Quigley MBE		4 meetings per year
East Midlands Airport Independent Consultative Committee	1 County Councillor 1 Sub	Cllr Andrew Brown Cllr Reg Adair		3 meetings & 3 Sub-Committee meetings per year
East Midlands Councils	1 Nominated Representative	Cllr Reg Adair Cllr Philip Owen applied for 'added place'		2 meetings per year
East Midlands Councils Executive Board	Nominated by EMC	Cllr Mrs Kay Cutts MBE		4 meetings per year
East Midlands Councils Strategic Migration Board	1 Nominated Representative	Cllr Philip Owen		4 meetings per year
East Midlands Lead Member Network: Adult Social Care and Health & Wellbeing	2 County Councillor	Cllr Stuart Wallace Cllr Steve Vickers		3 meetings per year
Faith Clarkson Trust	1 Trustee (observer)	Cllr Stephen Garner		Meets annually in October
Family Care	1 County Councillor	Cllr Tracey Taylor		4 meetings per year
Focus on Young People in Bassetlaw	Trustee	Cllr Tracey Taylor		6 meetings per year
Futures Advice, Skills and Employment Ltd	2 Company Directors	Cllr Philip Owen Cllr Boyd Elliott	Derek Higon Service Director Youth, Families and Cultural Services	4 meetings per year
Grantham Canal Partnership	1 County Councillor	Cllr Jonathan Wheeler	Heather Stokes Team Manager Conservation	Possibly up to 4 per year
Greenwood Community Forest Partnership	1 Board Member	Cllr John Cottee	Malcolm Hackett Senior Practitioner, Greenwood	4 meetings per year
Groundwork Cresswell, Ashfield & Mansfield	Nominated Trustee	Cllr Jim Creamer	Heather Stokes Team Manager Conservation	4 meetings per year
Groundwork Greater Nottingham	1 County Councillor	Cllr Jim Creamer	Heather Stokes Team Manager Conservation	4 Board meetings & 4 Sub Committees per year

<b><u>Organisation</u></b>	<b><u>Status</u></b>	<b><u>Appointees</u></b>	<b><u>Officer</u></b>	<b><u>Meetings</u></b>
Holme Pierrepont Leisure Trust	Trustee	Cllr Mrs Kay Cutts MBE	Derek Higon Service Director Youth, Families and Cultural Services	4 meetings plus Ad Hoc Interim meetings
Hucknall Partnership Group	1 County Councillor	Cllr Phil Rostance		6 meetings per year
Keyworth Platt Lane Playing Fields Committee	1 County Councillor	Cllr John Cottee		4 meetings per year
Lamb's Charity	NCC Nominated Trustee	Cllr Mrs Sue Saddington Cllr Tracey Taylor Cllr Boyd Elliott Cllr Phil Rostance Cllr Vaughan Hopewell		2 meetings per year
LGIU	2 County Councillors	Cllr Bruce Laughton Cllr Reg Adair	Keith Ford Team Manager Democratic Services	1 meeting per year
Liaison Committee Besthorpe Quarry	1 Local Member Officer	Cllr Maureen Dobson Mike Hankin	Mike Hankin Planning Applications Team Leader	2 meetings per year
Liaison Committee Bestwood 2 Quarry	1 Local Member Officer	Cllr Chris Barnfather Mike Hankin	Mike Hankin Planning Applications Team Leader	1 meeting a year
Liaison Committee Dorket Head	2 Local Members  Officer	Cllr Michael Payne Cllr Boyd Elliott Mike Hankin	Mike Hankin Planning Applications Team Leader	2 meetings per year
Liaison Committee Girton Quarry	1 Local Member Officer	Cllr Maureen Dobson Mike Hankin	Mike Hankin Planning Applications Team Leader	
Liaison Committee Langford Lowfields	1 Local Member Officer	Cllr Maureen Dobson Mike Hankin	Mike Hankin Planning Applications Team Leader	2 meetings per year
Liaison Committee On-Farm Green Composting Facility at Stragglethorpe	2 Local Members  2 Officers	Cllr Richard Butler Cllr Mrs Kay Cutts MBE Debbie Wragg Tim Turner	Debbie Wragg Senior Planning Officer	2 meetings per year
Liaison Committee Staple Landfill	1 Local Member Officer	Cllr Keith Walker Mike Hankin	Mike Hankin Planning Applications Team Leader	2 meetings per year

<b><u>Organisation</u></b>	<b><u>Status</u></b>	<b><u>Appointees</u></b>	<b><u>Officer</u></b>	<b><u>Meetings</u></b>
Liaison Committee Staythorpe Power Station	1 Local Member	Cllr Mrs Sue Saddington		2 meetings per annum
Liaison Committee Two Oaks Farm Quarry	1 Local Member Officer	Ashfield Independent Jonathan Smith	Jonathan Smith Place Planning & Admissions Officer	4 meetings per annum
Liaison Committee Vale Road Quarry	2 Local Members Officer	Cllr Joyce Bosnjak Cllr Parry Tsimbirdis Oliver Meek	Oliver Meek Principal Planning Officer	4 meetings per annum
Lilley & Stone Charity Trust	2 Trustees	Cllr Stuart Wallace Cllr Tony Roberts MBE		12 meetings per year
Local Authorities Energy Partnership (LAEP)	1 County Councillor	Cllr Kevin Rostance	Phil Keynes Team Manager, Environment and Resources	4 meetings per year but attendance is not essential
Local Government Association (LGA) General Assembly	3 County Councillors 1 Officer	Cllr Mrs Kay Cutts MBE Cllr Reg Adair Cllr Alan Rhodes Anthony May		1 meeting per year
Local Government Flood Forum	1 County Councillor 1 Officer	Cllr Bruce Laughton Clive Wood	Clive Wood Service Manager Highways / Transport	2 meetings per year
Lowland Derbyshire & Nottinghamshire Local Nature Partnership	1 County Councillor	Cllr Reg Adair	Heather Stokes Team Manager Conservation	4 meetings per year
Magnus Educational Foundation	1 County Councillor	Cllr Stuart Wallace		2 meetings per year
Manor Park Residents Association Limited	1 County Councillor	Cllr Reg Adair		Ad-hoc meetings
Mansfield & Ashfield Economic Development Partnership	1 County Councillor	Cllr Martin Wright	Adrian Smith Corporate Director for Place	4 meetings per year
Mansfield Educational Foundation	2 Trustee nominations	Cllr Andy Sissons Cllr Martin Wright		3 meetings per year
Mansfield Woodhouse Community Development Group	1 County Councillor	Cllr Joyce Bosnjak		As and when required
Marketing Nottinghamshire Ltd	1 Director	Cllr Mrs Kay Cutts MBE	Adrian Smith Corporate Director for Place	6 meetings per year

<b><u>Organisation</u></b>	<b><u>Status</u></b>	<b><u>Appointees</u></b>	<b><u>Officer</u></b>	<b><u>Meetings</u></b>
Mid Nottinghamshire Alliance Leadership Board	1 County Councillor 1 Corporate Directors	Cllr Stuart Wallace David Pearson CBE	Sue Batty Service Director - Mid Nottinghamshire	12 meetings per year
Mid Nottinghamshire Alliance Operational Oversight Group	1 Representative	Cllr Dr John Doddy	Sue Batty Service Director - Mid Nottinghamshire	12 meetings per year
Municipal General Charity	1 Trustee	Cllr Stuart Wallace or Cllr Neil Mison (of N&S DC)		4 meetings per year
NET Partnership Board	1 County Councillor 1 Officer	Cllr Gordon Wheeler Chris Charnley	Gary Wood Group Manager, Highway Planning Access & Commissioning	4 meetings per year
Norwell Educational Foundation	1 County Councillor Trustee	Cllr Bruce Laughton		4 meetings per year
Nottinghamshire Building Preservation Trust	Trustee & Director	Cllr Roger Jackson	Jason Mordan Historic Buildings Leader	4 meetings per year
Nottinghamshire Clubs for Young People	Trustee	Cllr Boyd Elliott		4 meetings per year
Nottinghamshire Community Safety Trust	1 County Councillor	Cllr Gordon Wheeler		4 meetings per year
Nottinghamshire Federation of Young Farmers Clubs	1 County Councillor	Cllr Roger Jackson		9 meetings per year
Nottinghamshire Fire Authority	12 Elected Members	As prescribed by Groups	Keith Ford Team Manager Democratic Services	
Nottinghamshire Healthcare NHS Foundation Trust	1 County Councillor	Cllr Stuart Wallace	David Pearson CBE Corporate Director for Adult Social Care, Health and Public Protection	4 meetings per year
Nottinghamshire Local Access Forum	3 County Councillor	Cllr Chris Barnfather Cllr Francis Purdue-Horan Ashfield Independent	Neil Lewis Team Manager Countryside Access	4 public meetings per year
Nottinghamshire Roosevelt Travelling Scholarship	Chairman of the County Council	Cllr John Handley	Anna O'Daly-Kardasinska Research & Civic Support Officer	2 meetings per annum

<b><u>Organisation</u></b>	<b><u>Status</u></b>	<b><u>Appointees</u></b>	<b><u>Officer</u></b>	<b><u>Meetings</u></b>
Nottinghamshire Skills & Employment Board	1 County Councillor - Board Member	Cllr Neil Clarke MBE	Nicola McCoybrown Broadband Programme Manager	6 meetings per year
PATROLAJC – Parking & Traffic Regulations Outside London Adjudication Joint Committee & BLASJC - Bus Lane Adjudication Service Joint Committee	1 County Councillor	Cllr John Cottee		3 meetings per year
Queen Elizabeth's Endowed School Trust	5 Trustees  *Non-councillors eligible	Cllr Phil Rostance Cllr Andy Sissons *Hon Ald John Carter *Hon Ald Terry Butler *Mr James Ellsey		4 meetings per year
Reads Exhibition Foundation (educational charity)	1 County Councillor	Cllr John Ogle		2 meetings per year
Rural Community Action Nottinghamshire (RCAN)	1 Trustee	Cllr Jim Creamer	Cathy Harvey Community & Voluntary Sector Team Manager	4 meetings per year
Rural Services Network	1 County Councillor	Cllr Bruce Laughton	Heather Stokes Team Manager Conservation	3 meetings per year
Rushcliffe Borough Council - Bingham and Radcliffe on Trent Local Growth Board	1 County Councillor	Cllr Mrs Kay Cutts MBE		4 - 6 meetings per year
Rushcliffe Borough Council - Cotgrave Local Growth Board	1 County Councillor	Cllr Richard Butler		6 meetings per year
Rushcliffe Borough Council - Strategic Growth Board	1 County Councillor	Cllr Reg Adair		4 - 6 meetings per year
Rushcliffe Borough Council - West Bridgford Local Growth Board	1 County Councillor	Cllr Jonathan Wheeler		4 - 6 meetings per year
SACRE	3 County Councillors	Cllr Boyd Elliott Cllr Phil Rostance Cllr Vaughan Hopewell		3 meetings per term

<b><u>Organisation</u></b>	<b><u>Status</u></b>	<b><u>Appointees</u></b>	<b><u>Officer</u></b>	<b><u>Meetings</u></b>
Scape Group Ltd	1 Director First Alternative Director 1 Shareholder Representative Second Alternative Director	Cllr Reg Adair Cllr Richard Jackson Cllr John Ogle  Cllr Richard Butler	Jas Hundal Service Director, Transport, Property and Environment	4 Meetings per year
Sherwood Forest Hospitals NHS Foundation Trust	1 Governor	Cllr Dr John Doddy	Garry McKay Group Manager Older Adults, Community Care	4 meetings per year
The Association of Rail North Partner Authorities	1 County Councillor	Cllr Richard Jackson		4 meetings per year
The Crossing SEC Ltd	Nominated Board Member (Director of Charity Trustee)	Emma Auckland Sub: Cllr Alan Rhodes		4 meetings per year
Trent Regional Flood and Coastal Committee	1 Representative	Cllr Roger Jackson		4 meetings per year
Waste Partnering Agreement Board (Joint Waste Management Committee)	Member Representative	Cllr Kevin Rostance	Mick Allen Group Manager Waste & Energy Management	4 meetings per year





**Outside Bodies to be removed**

<b>Organisation</b>	<b>Reason</b>
Age Concern Mansfield	Requires District Councillor appointments only
Bassetlaw Play Forum	Closed 03.03.2016, therefore no longer requires a representative
Bestwood Country Park Development Group	No formal representation required
CLASP Management Committee Part of Scape System Build Ltd	Disbanded , therefore no representative required
Cotgrave Futures Trust	This trust deals with very limited local issues. A more strategic County level input to the area can be achieved by membership of Cotgrave Regeneration Board (See additions list)
Disabilities Living Centre	This organisation has ceased to operate.
East Midlands Councils Improvement & Transformation Board	The Board no longer exists (disbanded 01/06/16), therefore no representative required
East Midlands Museum Service	No longer EMMS policy now to request local authorities to nominate official representatives
Great Nottingham Transport Partnership	Representative no longer required
Industrial Communities Alliance	This is a fee paying body. It is considered that there is limited benefit for membership and it is recommended that we cease the subscription payment and hence the requirement to appoint to this as an outside body.
King Edward VI Grammar School Trust	Representation from Councillors no longer required following changes in the Trust
Liaison Committee Langton Colliery	Site's redevelopment was completed June 2014, No longer require a Liaison Committee, therefore no representative required
Local Area Forums Arnold, Netherfield and West Bridgford	These now operate as informal groups. It is recommended that if local members wish to attend that should be a matter of personal choice rather than formal appointment

<b>Organisation</b>	<b>Reason</b>
Making It Industrial Heritage Trust	The reason for the County Council's involvement was the visitors centre. This visitors centre has now closed
Mansfield Town Centre Partnership	Disbanded following the set-up of Business Improvement District and Town Team, therefore no representative required. (See additions list) )
Newark & Sherwood Local Strategic Partnership	Disbanded, last meeting 2015 therefore no representative required
Nottingham Advice Network Charitable Board	
Nottingham and Nottinghamshire Kidney Fund.	This organisation has now closed.
Nottingham Development Enterprise Ltd	Disbanded , therefore no representative required
Nottingham High School	The school amended its Articles of Association in June 2014 and part of this included a reduction in the required number of nominated governors.
Nottinghamshire Advice Network Charitable Board	Changing structure of Board and will not require Trustees, therefore no longer require a representative
Nottinghamshire Training Network	Representation no longer required by the Board.
Nottinghamshire Unemployed Workers Centre Management Committee	Body no longer exists
Queen Elizabeth's Endowed Trust Foundation Governors	Now an Academy, therefore no representative required
Rufford Country Park Development Group	Group is no longer active. No representative required
Samworth Church Academy	County Council appointments to this body will be made as for school governing bodies
Sutton Centre Academy Governing Body	County Council appointments to this management committee fall within procedures for appointing Local Authority governors as for school governing bodies
The Magnus Learning Trust	Dissolved when Magnus School converted to Academy status on 1st February 2014
The Turbine Business Innovation Centre	No longer require representation
West Nottinghamshire College Board	No representation required following change in legislation
WREN Advisory Panel	No longer require representation

**Outside Bodies to be added**

<b>Organisation</b>	<b>Reason</b>	<b>Appointees</b>
Arc	This joint venture company manages the Council's operational property services. The contract allows two officers to be Board Members.	Mr Derek Higton Mr Jon Hawketts
Cotgrave Regeneration Board	A strategic body covering the Cotgrave area. (See deletions list)	Cllr Richard Butler
HS2 East Midlands Strategic Growth Board	A new body which has not been formally added to the approved Outside Bodies list.	Cllr Mrs Kay Cutts MBE Cllr Reg Adair
Inspire	The charitable trust responsible for managing the Council's library service etc. the contract to Inspire allows for the appointment of two members - the Chair responsible for Culture and the opposition spokesperson for Cultural issues.	Cllr John Cottee Cllr Glynn Gilfoyle
Mansfield BID	This is the successor body to Mansfield Town Centre Partnership. This body has formally requested Councillor representation on its Board. (See deletions list)	Cllr Ben Bradley
Sustainable Urban Development Strategic Advisory Committee.	A new group which is yet to hold its inaugural meeting	Cllr Eric Kerry
Via	This joint venture company manages the Council's highway services. The contract allows two officers to be Board Members.	Mr Anthony May Mr Nigel Stevenson



## **REPORT OF THE LEADER OF THE COUNCIL UPDATE ON THE WORK OF EAST MIDLANDS COUNCILS**

### **Purpose of the Report**

1. To inform members of the work of East Midlands Councils

### **Information and Advice**

2. Members have requested a regular update report on the work and activities of East Midlands Councils. The Executive Director of East Midlands Councils has agreed to produce a quarterly report for Members. The latest report on the work of East Midlands Councils is attached at Appendix 1.

### **Other Options Considered**

3. None

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

4. Members have requested regular updates on the work of East Midlands Councils.

### **Statutory and Policy Implications**

5. 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**

6. There are no direct financial implications arising from this report.

### **RECOMMENDATION/S**

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

**Councillor Alan Rhodes**

## **Leader of the Council**

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

Jayne Francis-Ward, Corporate Director – Resources

## **Constitutional Comments**

7. As this report is for noting only, no Constitutional Comments are required.

## **Financial Comments (SES)**

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

- None

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

- All

**Policy Committee Report (July 2017)****East Midlands Councils****1. Background**

- 1.1 East Midlands Councils is the membership organisation for the region's local authorities. It is a voluntary membership body that focuses on issues of significance and common priorities for councils in the East Midlands and where a collective approach is likely to be effective.
- 1.2 It also provides training and development programmes for councillors and staff of councils in EMC membership (at no additional or marginal cost), access to low-cost services and consultancy, e.g. recruitment and HR, and governance and organisational change support.
- 1.4 EMC hosts lead members networks for 'portfolio holders' of Children's Services, Adult Social Care and Health and Wellbeing Board.
- 1.5 The following policy report includes detail on:
  - a) Economic Growth and Infrastructure
  - b) Asylum and Refugee Resettlement Programmes
- 1.6 Nottinghamshire County Council is a key partner in this work, and EMC welcomes the advice on these and any other matters of policy development and delivery.

**2. Economic Growth and Infrastructure****a) Midlands Engine Strategy and Action Plan**

- 2.1 On 9<sup>th</sup> March 2017 the Government set out the strategic framework for the Midlands Engine, with a focus on addressing key productivity barriers through improving connectivity, strengthening skills, supporting enterprise and innovation, promoting trade and enhancing quality of life across the Midlands.
- 2.2 The publication of both the UK's Industrial Strategy and the subsequent launch of Government's Midlands Engine Strategy represents a significant step forward in confirming a role for the Midlands Engine in driving productivity and economic growth. With this comes a clear expectation that

the Midlands Engine is seen as a key partner in the delivery of the Industrial Strategy and will develop a credible, focused and achievable Action Plan.

- 2.3 This drafting process has not been one without its challenges. Firstly, it has demonstrated where the Midlands Engine still does not have a fully developed 'offer'. Secondly, while there are plans to better resource and recruit to a Midlands Engine secretariat, the current lack of capacity has challenged the drafting process. And thirdly, the partnership has lacked the time to benefit from a more methodical and iterative process.
- 2.4 Following the General Election, it is clear that the Action Plan needs the right policy context and strategic narrative required to establish a clear vision and approach – and to secure the buy-in and support from Government and the wider partnership.
- 2.5 In the coming weeks, the governance review and the Action Plan will be brought into a single Midlands Engine 'Prospectus', which it is expected to better support engagement with Ministers and civil servants.
- 2.6 Over the summer, it is proposed to consult with public and private sector partners to enable the Prospectus to be brought back to the Supervisory Board for agreement at its early-September meeting prior to any formal submission to Government, with subsequent launch at stakeholder events and ultimately at the party conferences ahead of the Autumn Budget.

**b) Midlands Connect**

- 2.7 The Midlands Connect Strategy was published on the 9<sup>th</sup> March 2017 and is available at: <https://www.midlandsconnect.uk/publications/>
- 2.8 The publication of the strategy is a major technical and political achievement and completes the core requirement of the Government's original £5m investment in Midlands Connect. It is worth noting that Transport for North has yet to produce a similar document, which will be a key requirement of becoming a statutory Sub-national Transport Body.
- 2.9 In addition to the £5 million for Midlands Connect up to March 2017, the previous Government announced a further £17 million up to March 2020, including £5 million for the Midlands Rail Hub project. This gives the partnership greater certainty over the medium term and the ability to progress early priorities identified in the March 2017 Strategy.



- 2.10 The Midlands Connect Three Year Plan sets out how the partnership will use the DfT funding to take forward the early priorities identified in the Strategy. Given that preparation costs for major transport schemes are typically equivalent to 10% of total capital costs, £12million will be nowhere near enough to develop the identified schemes to the point of implementation. Rather, the money will be used to define schemes to a point at which they can be taken forward by Highways England, Network Rail and HS2 Ltd through the established national processes towards implementation.
- 2.11 The previous Government made a commitment to establish Midlands Connect as a Sub-National Transport Body by the end of 2018, similar to the status recently agreed for Transport for the North. Statutory status would give Midlands Connect greater traction over funding decisions taken by the Department for Transport and its delivery bodies than the current voluntary arrangements. The initial proposition has been developed with the following functions (which are also consistent with the Transport for the North proposition):
- To establish a statutory regional transport strategy for the Midlands.
  - To establish recommended priorities for major road and rail investment in the Midlands.
  - To identify a 'Major Road Network' (MRN) for the Midlands.
  - To work with Local Transport Authorities, Combined Authorities and other bodies (such as West Midlands Rail and EMC) to specify the development and delivery of rail franchises.
  - To act jointly with the Local Transport Authorities and Combined Authorities to create multi-modal ticketing schemes.
- 2.12 This is work in progress - it will be necessary to secure an affirmative decision from all member local transport authorities within the Midlands (and to consult relevant bodies in adjoining areas) before making any formal submission to Ministers – probably in early 2018.

**c) HS2 in the East Midlands**

- 2.13 The East Midlands HS2 Emerging Growth Strategy was submitted to Government in September 2016. It sets out initial plans to use HS2 connectivity to boost economic growth from just below to above the projected UK trend - equivalent to an additional 74,000 local jobs and an extra £4 billion to the UK economy.

- 2.14 The November 2016 Command Paper confirmed Government's intention to build an HS2 Hub Station serving the East Midlands at Toton and an Infrastructure Maintenance Depot at Staveley. It also proposed that instead of a new HS2 station at Meadowhall, South Yorkshire should be served by two 'classic compatible' HS2 trains per hour stopping at the existing Sheffield Midland Station, at least one of which would also stop at Chesterfield.
- 2.15 The Command Paper went on to confirm the release of an additional £625,000 to complete the East Midlands HS2 Growth Strategy by July 2017. The objective of the final HS2 Growth Strategy will be to define a development and infrastructure proposition for Toton, Chesterfield and Staveley that can realise the identified economic growth potential, and which is clear, costed and deliverable. The East Midlands HS2 Strategic Board continues to meet to drive progress on these matters.
- 2.16 A final HS2 Growth Strategy will be submitted in July 2017. Key to this will be establishing a credible and coherent plan for strategic transport connectivity to the Hub Station covering a range of modes. The HS2 Strategic Board has commissioned a series of 'concept studies' to develop initial proposals for key transport infrastructure to form a 'working proposition' of what will be required, which will cover:

<b>Mode</b>	<b>Primary Market</b>
<b>Mainline Rail Services</b>	<b>Regional</b> - including rail access to main city interchanges (Derby, Leicester & Nottingham) and regional network.
<b>Mass Transit Strategy</b>	<b>Sub-Regional &amp; Local</b> - including city centres, district centres, key development locations (including EMA) and enterprise zones, urban and suburban residential locations.
<b>Bus Connectivity</b>	<b>Sub-Regional &amp; Local</b> - including local district centres, urban and suburban residential locations and city centres
<b>Taxi Connectivity</b>	<b>Sub-Regional &amp; Local</b> - including urban, suburban and rural residential, and business locations.
<b>Walking &amp; Cycling</b>	<b>Local &amp; Ultra Local</b> – local district centres and residential locations. Also includes behavioural change interventions
<b>Park &amp; Ride HS2 Connectivity</b>	<b>Sub-Regional &amp; Local</b> - including urban, suburban and rural locations
<b>Highway Access</b>	<b>Sub-Regional &amp; Local</b> - including urban, suburban and rural residential locations.

2.17 Although the level of detail provided by the concept studies will be sufficient for the purposes of a Growth Strategy submission in July 2017, further detailed design work will be required to develop business cases for key projects capable of securing public and private investment.

**d) East Midlands Rail Franchise Competition**

2.18 EMC is working as a partner with the Department for Transport on the East Midlands Rail Franchise Competition, with the objective of ensuring that future rail services better meet the needs of businesses and communities across the East Midlands and help deliver the Midlands Engine agenda.

2.19 To provide a clear mandate for engagement by EMC with the Department for Transport and bidders over the coming months, the EMC Executive agreed the following documents, available on the EMC website at:

<http://www.emcouncils.gov.uk/East-Midlands-Rail-Franchise>

- EMC Strategic Statement which sets out regional objectives for new franchise.
- EMC Social Value Statement which sets out social, economic and environmental objectives for the delivery of the franchise under powers contained in the Public Services (Social Value) Act 2012.

2.20 Before the General Election was called, the Department for Transport indicated that an eight week consultation on the East Midlands Franchise would start the week commencing the 8<sup>th</sup> May 2017 – already five months later than originally planned.

2.21 To prepare for this, EMC held a seminar for councils and other local stakeholders on the 21<sup>st</sup> March 2017 at Leicester City Hall to discuss issues likely to feature in the consultation.

2.22 The General Election ‘purdah’ period further delayed the process and could also lead to conflicts with the timetables of a number of other franchise competitions. Consequently, it is possible that the new East Midlands franchise may not be able to start in early 2019. If this is the case, the Government may need to consider making a further direct award to the current franchise holder. The Government will need set out a fully revised timetable when the consultation document is finally published

2.23 The last Government’s public position on MML upgrade and electrification is set out below:

- MML upgrade measures (including the Market Harborough scheme) to be completed by 2019;
- Electrification to Corby to be completed by 2019; and
- Preparation works on electrification works from Corby to Sheffield are continuing - but the implementation date yet to be formally confirmed.

2.24 The business case for the full electrification of the Midland Main Line remains strong as it will significantly reduce the running costs of the railway, reduce CO2 emissions, improve air quality and enable the faster acceleration and deceleration of trains. It will also promote the future integration of the HS2 and classic rail networks by enabling classic compatible running.

2.25 In the light of the recent Public Accounts Committee Report on the electrification the Great Western Main Line, there must be significant doubt about the commitment to the MML scheme. However, the new Government has yet to come to a formal position.

2.26 The new Government will also need to confirm a position on future rolling stock. The current franchise holder recently made the case for the direct procurement of bi-mode (electric/diesel) trains to provide flexibility.

#### **e) Transport for the East Midlands (TfEM)**

2.27 Given the scale of current and future regional transport activity, EMC established a separate East Midlands Strategic Transport Board, to be known as Transport for the East Midlands (TfEM), to provide additional political governance and oversight.

2.28 'Transport for the East Midlands' comprises members nominated by the upper-tier authorities. Senior representatives of the Department for Transport, Highways England and Network Rail are invited to attend as ex-officio members.

#### **f) Governance and Representation**

2.29 As a result of the county council elections in May, there is clearly a new political context that EMC needs to reflect and respond to. In particular, with a renewed emphasis on the opportunities for collective political leadership, council leaders have been invited to consider representation and membership of the main boards and partnerships that EMC supports.

### **3. Asylum and Refugee Resettlement**

- 3.1 East Midlands Councils represents the region on asylum and refugee priorities. Alongside this, it has the responsibility for the delivery of national programmes including working with local authorities to become asylum dispersal areas, coordination of the Syrian Vulnerable Persons Resettlement Scheme and Vulnerable Children's Resettlement Scheme and facilitation of the National Transfer Scheme for Unaccompanied Children. EMC has also been funded to undertake a review of ESOL provision in the region.
- 3.2 The following update provides a summary of the key elements of national migration policy where EMC has a co-ordinating and leadership role on behalf of councils in the region.
- Asylum Dispersal: The need for councils to engage in discussions about the potential to become a new dispersal area.
  - Syrian resettlement: Delivery of the regional coordination model and establishing the regional capacity for 2017/18.
  - The Vulnerable Children's' Resettlement Scheme: To ascertain the capacity of councils in the region in being able to participate in this scheme and to coordinate arrivals.
  - UASC: Delivery of the National Transfer Scheme of Unaccompanied Asylum Seeking Children, support for the resettlement of unaccompanied children from Europe (the 'Dubs children') and those who are reunited with family members in the UK via 'Dublin iii' arrangements.
- 3.3 EMC remains concerned regarding the impact of multiple requests to local authorities of the various asylum and refugee resettlement schemes and is working to ensure that this is better understood by Government.

#### **a) Dispersal of Asylum Seekers**

- 3.4 The East Midlands has been an asylum dispersal area since 2001. Recent increases in the flow of asylum seekers nationally, pressure on housing markets and changes in Government policy has increased the need to more equitably disperse asylum seekers both nationally and within the East Midlands.
- 3.5 The East Midlands has put the case for a fairer distribution of asylum seekers across the UK for some time and the most recent figures still suggest that the East Midlands population of asylum seekers remains disproportionately high in relation to the share of the population.

- 3.6 A further round of meetings with local authority chief executives has taken place to determine potential new asylum dispersal areas. No new areas have been identified to date but a limited number of councils have indicated they are willing to give the request further consideration. The position remains that unless sufficient numbers of local authorities consent to becoming an asylum dispersal area, the power to impose asylum dispersal on a local authority area could be invoked by the Secretary of State.
- 3.7 Asylum seekers are located in 6 dispersal areas across the East Midlands; with approximately 800 in Derby City, 10570 in Leicester City, 1050 in Nottingham City, 15 in Broxtowe and 55 in Oadby & Wigston. Gedling Borough Council has also agreed to become an asylum dispersal area but no placements have yet taken place. The latest information on the dispersal on asylum seekers supported under Section 95 of the Immigration and Asylum Act 1999 can be found [here](#)
- 3.8 These figures coupled with reported numbers from the accommodation provider G4S suggest that the normal seasonal upwards trend is less marked this year than previously. The figures will be kept under review. The Regional Migration Board made a request for more a more detailed breakdown of nationality of asylum seekers to be made available in future.
- 3.9 The current COMPASS accommodation contract comes to an end in 2019 and the Home Office are consulting with local government, via EMC's Regional Migration Board, on future asylum dispersal arrangements. However, there remains a lack of clarity of the outcomes the Home Office expects from revised arrangements and until this is confirmed it is difficult to advise on potential delivery models.

#### **b) Syrian Refugee Resettlement**

- 3.10 The Syrian Vulnerable Persons Resettlement Scheme (SVPRS) has now been in operation for nearly 18 months. The purpose of the scheme is to resettle 20,000 Syrians in need of protection up to 2020.
- 3.11 Since March 2017, there have been 112 additional arrivals as part of the Syrian Vulnerable Persons Resettlement Scheme bringing the regional total to 331 refugees. This includes just under 40 arrivals in June. Local Authorities that have participated in the resettlement of refugees through the programme are Derbyshire (Chesterfield, Derbyshire Dales, High Peak, South

Derbyshire), Leicester City, Leicestershire (Blaby, Charnwood, Melton, Rutland, North West Leicestershire), Nottingham City, Nottinghamshire (Ashfield, Broxtowe, Gedling, Mansfield, Newark and Sherwood, Rushcliffe) and Northamptonshire (Northampton).

- 3.12 The next charter flight of arrivals is due in September 2017. The number of complex and mobility cases which are being referred to the region has increased to around 50% of the total number of cases. Councils have responded well to the change in allocations but with increased complexity will come increased demand on services. Additional funding is available through the exceptional cases fund and there is an additional £30k for property adaptations. There is also additional funding for health.
- 3.13 EMC is working with East Midlands Further Education Councils (emfec) on analysing ESOL provision and identifying best practice to support the roll-out of additional English language training and integration services. The results of this project will be published in September 2017.
- 3.14 The Home Office are continuing to seek offers of pledges for the Vulnerable Children's Resettlement Scheme (VCRS). The scheme applies to children and their families outside of Europe in refugee camps in the Middle East and North Africa, with the same funding levels as the current Syrian resettlement scheme.
- 3.15 Of the 3,000 national places, it is expected that only a small number of this cohort will be unaccompanied children and these would be dealt with under the National Transfer Scheme. Based on population, the number of refugees the East Midlands might be expected to support under the scheme would be just over 200. Two local authorities have indicated willingness to accept VCRS cases going forward.

**c) Unaccompanied Asylum Seeking Children (UASC)**

- 3.16 The UASC National Transfer Scheme (NTS) is based on regions taking a proportion of UASC in relation to their current looked after child population, with no region expected to exceed 0.07% UASC of refugee children as a proportion of the total child population in their area by the end of March 2017.
- 3.17 While all local authorities in the region continue to be engaged in the ongoing discussions and planning; funding provision and local placements/capacity



constraints have prevented some local authorities in the region from participating in the scheme itself, specifically:

- Derby City has indicated that due to funding and capacity it is not able to participate at this time.
- Leicestershire County Council have disengaged from the scheme until such time as the Government meets the full costs of placements and service provision; makes adjustments to the operation of the scheme to make it practical to deliver; or makes participation in the Scheme mandatory.
- Lincolnshire County Council's Executive has agreed to participate in the scheme subject to the participation of all East Midlands authorities.
- Nottinghamshire County Council has indicated that they are not in a position to further take part in the voluntary schemes.

3.18 As of 31<sup>st</sup> May 2017, the total number of UASC in the region stood at 301. Less than 20% of total UASC numbers are a result of participation in the National Transfer Scheme; and to date, 53 UASC have been transferred to the region directly from France, from Kent/London Boroughs, or in-region from Northamptonshire (note, these figures include 10 Dubs arrivals and 1 VCRS arrival).

3.19 Participation in the National Transfer Scheme across English regions has continued to increase which has meant that the East Midlands has seen less frequent requests for national transfers. However, since the above data was collated, numbers in Northamptonshire have again risen above 0.07%. Councils' in the East Midlands have previously agreed to prioritise transfers from Northamptonshire.

### **Funding and Costs**

3.20 Sufficient funding for the NTS remains a challenge. EMC has undertaken research to fully understand the costs incurred by councils in the East Midlands in caring for UASC.

3.21 The full report will be publicly available at EMC's AGM on 14<sup>th</sup> July 2017. While still subject to clarification on a limited number of issues, e.g. health costs; the following summary is provided to Members of Nottinghamshire County Council's Policy Committee.

#### Regional Average Local Authority Costs incurred through UASC support



Service provided	Nature of costs	Average Cost (per UASC, per annum)
1. <b>Social Work</b> (including assessment, care planning and case management)	Staff salaries (Team Manager, Social Workers, Independent Reviewing Officers, administrators, agency staff etc.), Referral process, Age Assessment processes (including cases that do not lead to LA Care), Travel	£8,454
2. <b>Placements</b> (foster care, residential, and semi-independent living)	Placement finding services, placement costs (staffing, payments to foster carers, fostering panels, training), Miscellaneous payments (personal allowance, birthday and religious festival payments etc.)	£40,850
3. <b>Education</b> (costs incurred by LAs directly in support of UASC education, not including mainstream school provision)	Virtual school support and staff costs, school integration support, educational equipment, ESOL provision	£3,396
4. <b>Health</b> (costs incurred by LAs directly in support of UASC health, not including costs incurred by CCGs, NHS England or Public Health England)	Initial Health Assessments and Review Health Assessments. Mental health support identified but costs difficult to quantify (see comments below).	£660
5. <b>Legal costs</b>	Age assessment challenges, Judicial Reviews, Care proceedings	£896
6. <b>Miscellaneous costs</b>	Interpreters, advocacy and children's rights, funding for VCS services and support	£897
<b>Total local authority costs</b>	Regional average cost incurred by local authorities in support and care of one UASC per annum	<b>£55,153</b>

- 3.22 Based on the current age demographics of UASC in the region and the distribution across 'legacy' and 'national rate' cases according to the Home Office's funding categories, the weighted average Home Office grant per UASC per annum equates to £30,231.
- 3.23 Therefore, by comparison with the above figure for the average total cost to authorities per UASC per annum of £55,153, the present average Home Office funding level covers just over half (55%) of the actual costs incurred by local authorities. This is in line with the findings of an ADCS report in November 2016, which found a gap of similar magnitude between Home Office funding and local authority costs.
- 3.24 The shortfall in funding between the regional average cost to local authorities and the current average Home Office funding level is calculated to be £24,922 per UASC per annum.
- 3.25 The analysis was based on a regional UASC population totalling 299 unaccompanied migrant children, which therefore equates to a funding shortfall to the East Midlands of £7.45 million per year. Within this overall funding shortfall, £6.35 million (85%) is incurred through local authorities' statutory duty of care to 'spontaneous' (or 'clandestine') UASC arrivals. National Transfer Scheme cases represent £0.82 million (11%) of the overall regional funding shortfall, with the remaining £0.28 million (4%) shortfall accruing through regional support for 'Dubs' arrivals (under s.67 of the Immigration Act 2016).
- 3.26 Local authorities have adopted a conservative approach to identifying costs. Some cost lines were inaccessible to individual local authorities even where costs were known to occur. This was due to the structuring of budgets, particularly where recorded in other (non-social care) departmental budgets, and the limited resources available to access costs within the scope of the research. On the recommendation of the Regional Migration Board further information on health costs is being obtained but early indications suggest that these amounts will not affect greatly the overall conclusions.
- 3.27 It is important to note that the data from local authorities indicate that the cost per UASC is not uniform across all authorities. There is a significant range of overall costs across the different authorities (ranging from £33,850 - £65,002). Therefore, the funding gap is likely to be larger for some local authorities than for others.

- 3.28 Nevertheless, this is the most recent update of UASC costs and the first time that it has been undertaken with a focus on the actual costs incurred at the regional level since the implementation of the NTS, thereby allowing for greater analysis of costs and capacity. This is a necessary step to enable a robust case to be presented to the Home Office on the inadequacy of central government UASC funding.
- 3.29 It is clear that the costs and capacity constraints, and the withdrawal of a number of councils, now challenge the on-going sustainability of the NTS in this region and places greater urgency on the Home Office to implement changes to the funding model.
- 3.30 The Regional Migration Board and Lead Members for Children's Services recommended to EMC Executive Board that this matter be raised directly with the new Immigration Minister (Home Office) and Minister of State for Vulnerable Children and Families (DfE), in the first instance by letter signed by all unitary and county council leaders, and to also share these findings with the Local Government Association, County Councils Network and the Association of Directors of Children's Services.

**d) Dubs and Dublin**

- 3.31 As reported to the Board in March, as part of the commitment to the National Transfer Scheme, the East Midlands has received a small number of children under the 'Dubs scheme'. It has been announced that the scheme to resettle children from Europe under the Lord Dubs amendment (Section 67 of the Immigration Act) will be closed after the current cohort of 150 is resettled. An additional 130 places were identified in April by the Home Office. There have been no arrivals under this scheme since the last Board meeting although an announcement is expected imminently and a verbal update will be given to the Board.

**Stuart Young**  
**Executive**  
**Director**  
**East Midlands**  
**Councils**



**REPORT OF THE CHAIRMAN OF THE COMMUNITIES AND PLACE  
COMMITTEE****TOUR OF BRITAIN 2017 – NOTTINGHAMSHIRE STAGE****Purpose of the Report**

1. To update Committee on the arrangements for Nottinghamshire to host a stage of the 2017 cycling Tour of Britain on 6 September 2017.

**Information and Advice**

2. The County Council has agreed with the organisers of the Tour of Britain cycling event that Nottinghamshire will host a stage of the Tour in its 2017 edition. The Tour of Britain has been the major cycling event in the UK each year since its inauguration in 2004. The Tour is now a major international event and a cornerstone of the UK's sporting calendar, as it is Britain's biggest and most prestigious professional bike race. Each year it enjoys the biggest live attendance of any sporting event in the UK, and it is the UK's biggest free to attend sporting event. In 2016, 1.6 million spectators saw the Tour over the course of the event.
3. The Tour attracts major international cycling teams and riders. In consequence, the event enjoys extensive coverage across the national media each year, including:
  - daily national and local press coverage
  - 1,000,000 viewers per day on ITV4 (live coverage and highlights)
  - millions of viewers across the world through international broadcasts
  - 500,000+ unique visitors to [tourofbritain.co.uk](http://tourofbritain.co.uk) during race week
  - extensive social media following
  - widespread coverage across the cycling press.
4. As such, the Tour provides extensive benefits to host locations through media coverage and the promotion of host locations as a visitor destination on a global scale. Media equivalency values (calculated independently by Repucom) show an average targeted media equivalency (i.e. the overall monetary value of media coverage) of £2,886,000 for each stage of the 2016 race.
5. The hosting of a Tour of Britain stage will also create significant direct economic benefit through organiser and spectator spend. County based stages for the 2016 Tour were able to demonstrate £4million+ of direct economic impact for each stage.
6. The hosting of a stage also provides extensive community benefits. For Nottinghamshire, this will help to:

- identify Nottinghamshire as a county that hosts major, international sporting events
  - support the creation of community pride and provide a free to attend sporting spectacle that will bring some of the best athletes in the world to Nottinghamshire
  - allow support events to be held on the day that would promote greater engagement in sport and physical activity.
7. The date for the Nottinghamshire stage is Wednesday 6 September. The stage will cover approximately 170km, and will start in Mansfield and finish in Newark. **Appendix 1** to this report provides further detail about the route.

## Promotion

8. A communications group for Stage 4 of the Tour has been set up and is being chaired by colleagues from the County Council's Communication and Marketing Team. Members of the group include communication officers from the Council, along with all of the agencies involved in the Tour.
9. The communications group will work together to deliver a shared communications plan for the Tour of Britain activities to maximise on PR opportunities, community engagement and sponsorship opportunities. Key activities include:
- communicating with residents about planned events;
  - school, community and business engagement;
  - working alongside Via and the Tour of Britain to ensure that residents along the route are properly informed of road closures and traffic management arrangements;
  - securing commercial sponsorship for the event (through Marketing NG).
10. The County Council's communication team has already started work on promoting the Tour:
- the team will develop an overarching identity for Stage 4 to be used across all marketing material, create a register of activities and events across the County, develop promotional material and information for use across all partners and schools, organise three competitions and develop a social media campaign to promote the Tour and support the work of all the partners.
  - posters, postcards and bookmarks have been printed. These have been distributed to district councils and partners to hand out at their summer events. Bookmarks are being delivered to all Nottinghamshire libraries.
  - a fully integrated web page has been developed on the County Council's site which links activity from each district and partners: [www.nottinghamshire.gov.uk/tourofbritain](http://www.nottinghamshire.gov.uk/tourofbritain) and hash tag #nottstob will be used across social media channels.
  - a resource pack for schools has been produced and placed on the Nottinghamshire County Council Schools Portal. A copy is available as a background paper.
  - two countywide competitions have been created for children aged 4-11 years to design the starting flag to start the race in Mansfield and to design the winner's trophy which will be awarded to the Stage 4 winner in Newark.

- plans are in place to launch a land art competition to celebrate all things Nottinghamshire. The Council will be looking for colourful, quirky, imaginative land art displayed along the race route.
- a successful media launch of the Stage 4 Tour of Britain recently took place at Southwell Minister, where national and local organisers, local school children and one of the race competitors gathered to help encourage local people to get involved. The launch was covered by The Nottingham Post, Worksop Guardian, Newark Advertiser, Southwell Advertiser, BBC Radio Nottingham, Mansfield103.co.uk, Westbridgfordwire.com and nottstv.
- Nottinghamshire will also be recognised on the gantry at the start and finish of the race, the presentation podium, press backdrop and feature in the national Tour of Britain official programme.

### **Other Options Considered**

11. None.

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

12. Hosting a stage of the Tour of Britain in September 2017 will deliver significant and measurable economic, tourism and reputational benefits to Nottinghamshire.

### **Statutory and Policy Implications**

13. 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.

### **Financial Implications**

14. The direct cost of hosting the stage will be £160,000. There will be some additional costs associated with managing stage logistics, and publicity, communication and engagement. These costs will be shared between the County Council and District Council partners. It is also intended to generate additional funding from commercial sponsorship. It is anticipated at this stage that the County Council's contribution will be approximately £100,000.
15. The County Council's contribution will be met by a request from contingency and will increase from the current anticipated cost of £50,000 to up to £100,000 as per this report.

### **RECOMMENDATION/S**

- 1) That Policy Committee notes the arrangements for the hosting of a Nottinghamshire stage of the Tour of Britain cycling event on 6 September 2017.

**Councillor John Cottee**

## **Chairman of the Communities and Place Committee**

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

Derek Higton  
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### **Constitutional Comments**

16. As this report is for noting only, no Constitutional Comments are required.

### **Financial Comments (SAS 26/06/17)**

17. The financial implications of the report are contained within paragraphs 14 and 15 above.

### **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.

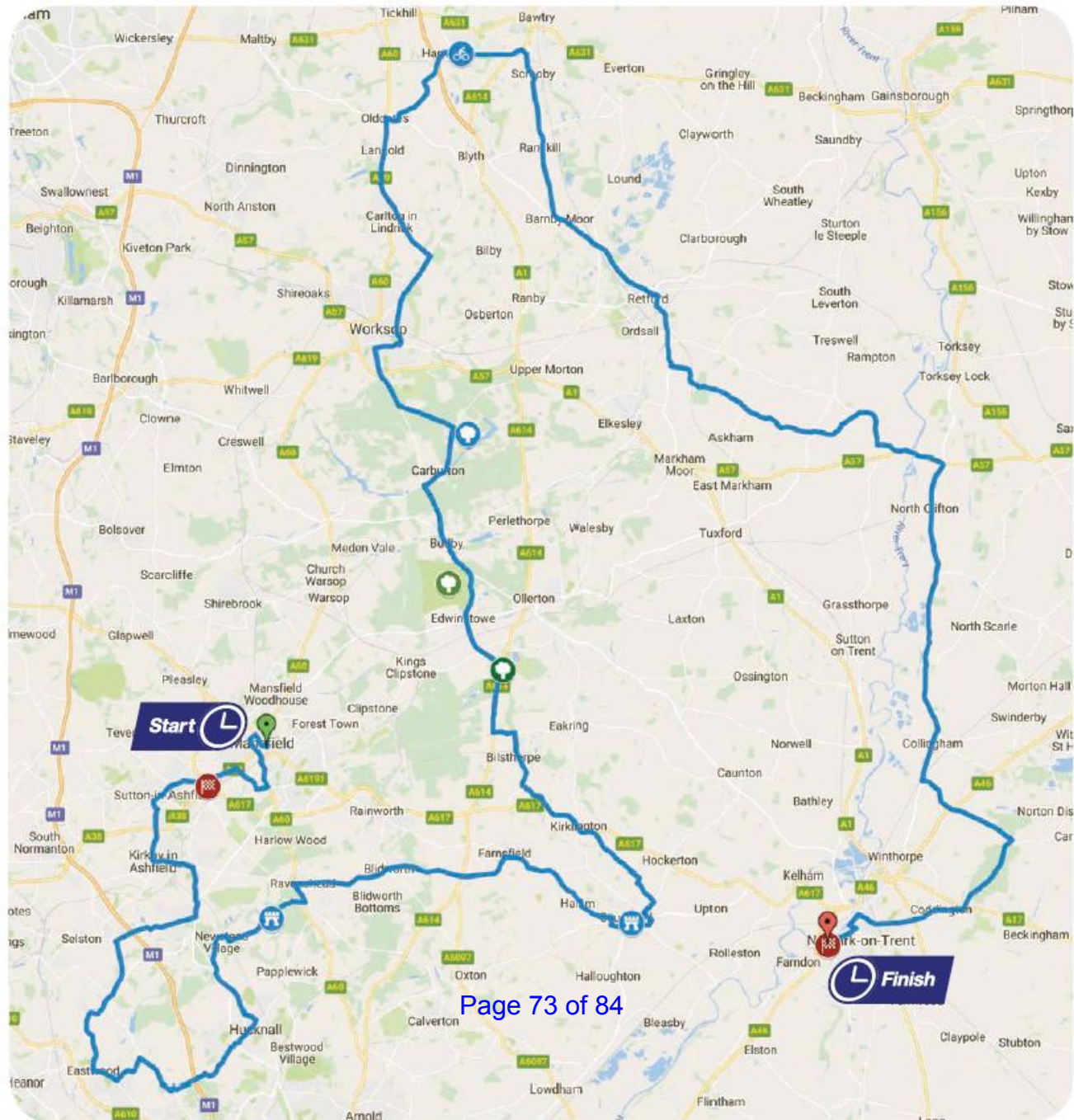
OVO Energy Tour of Britain 2017 School Resource Pack

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

All.

C1002







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

### **USE OF URGENCY PROCEDURES**

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

1. To update Policy Committee on the use of the Council's Urgency Procedures in the last monitoring period (October 2016 – June 2017).

#### **Information and Advice**

2. The Constitution sets out procedures to deal with events which require a decision outside of a committee's normal cycle of meetings. The use of these procedures should periodically be reported to Policy Committee. The procedures enable urgent decisions by committee, calling an additional meeting of a committee or an urgent decision by the Chief Executive (the latter decisions are reported to the next meeting of the relevant committee).
3. The following decisions were taken using the urgency procedures in the period October 2016 – June 2017:-

#### **URGENT DECISIONS BY COMMITTEE**

<b><u>Date</u></b>	<b><u>Committee</u></b>	<b><u>Decision taken</u></b>	<b><u>Reason for Urgency</u></b>
16/3/17	Children and Young People's Committee	The establishment of two temporary co-production posts within the integrated children's disability service.	The report was intended to be put before the April meeting of the Children and Young People's Committee. That meeting was cancelled and therefore the report was brought forward for consideration. The report needed to be considered as it required two posts to be established with time limited external funding.

#### **URGENT DECISION BY CHIEF EXECUTIVE**

<b><u>Date</u></b>	<b><u>Decision taken</u></b>	<b><u>Reason for Urgency</u></b>
23/12/16	The temporary appointment of an interim Commercial Manager for Sherwood Forest Country Park to cover the period from January 2017 to April 2018 (or until such time that the RSPB assumed responsibility for the operation of the new Sherwood Forest Visitor Centre - expected in April 2018).	The decision was to be taken at the meeting of Culture Committee on 13/12/16. That meeting was cancelled and the appointment needed to be made before the next meeting of the Committee on 24/1/17. In line with the Urgency Procedures, a report explaining the need for the decision to be taken urgently and the wider context was submitted to the next meeting.

4. Use of the Urgency Procedures has been limited and appropriate and these procedures have only been utilised when it was in the public interest to do so.

### **Other Options Considered**

5. None – Members are asked to note the update.

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

6. To enable the Committee to be updated on the use of the urgency procedures, in line with the Council's Constitution.

### **Statutory and Policy Implications**

7. 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**

That the use of the Council's urgency procedures in the last monitoring period, to enable urgent decisions to be taken where appropriate, be noted.

**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**

As the report is for noting only, no Constitutional Comments are required.

### **Financial Comments (SES )**

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.

- Record of Urgent Decision by Chief Executive
- Report to Culture Committee – 24 January 2017 (published)

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

All

**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 19 July Policy Committee meeting to enable consideration by Members at the earliest opportunity:-
    - i) Outside Bodies
    - ii) Tour of Britain 2017 – Nottinghamshire Stage
    - iii) ICT Strategy 2017-20.
  - b. The following changes were made to the work programme:-
    - i) INEOS Seismic Surveys – this item has been deferred from July to October 2017 to enable further work and briefings to be undertaken.

- ii) Latest Estimated Costs Basic Need 2017 Projects – added to September 2017
- iii) Anti-Money Laundering Policy – added to September 2017
- iv) Fire Safety and Response to Grenfell Tower update – added to September 2017
- v) Place Department Structure – added to September 2017
- vi) Property Operational Decisions Quarterly Reports – added to September 2017, January 2018 and May 2018
- vii) Supporting Local Communities Strategy – added to September 2017
- viii) Sale of the Big House, Edwinstowe – added to September 2017
- ix) Corporate Services review – added to October 2017
- x) N2 Town Centre / LGF3 update – added to October 2017
- xi) HS2 Growth Plan Update – added to October 2017
- xii) Futures, Advice, Skills and Employment – added to October 2017
- xiii) Statement of Community Involvement – added to November 2017
- xiv) Approval of Departmental Strategies – added to November 2017
- xv) Report back from CCN Conference – added to December 2017
- xvi) Performance report from Improvement and Change Sub-Committee – added to December 2017
- xvii) Revised Councillor Code of Conduct – added to January 2018
- xviii) Developer Contributions Strategy – added to January 2018

### **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 11 JULY 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>13 September 2017</b>			
Latest Estimated Costs Basic Need 2017 Projects	To agree the latest estimates costs for these projects.	Adrian Smith	Sara Williams
Place Department Structure	To approve the revised structure for the Place Department.	Adrian Smith	Adrian Smith
Anti-Money Laundering Policy	To approve the updated Anti-Money Laundering Policy.	Jayne Francis-Ward	Rob Disney
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
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
Fire Safety and Response to Grenfell Tower	Update report following initial report to Full Council on 13 July 2017.	Adrian Smith	Adrian Smith
Property Operational Decisions Quarterly Report	Update report on operational decisions taken by officers in the quarter April – June 2017	Adrian Smith	Andrew Stevens
Supporting Local Communities Strategy	Approval support for new Strategy.	Adrian Smith	Sally Gill
Sale of the Big House, Edwinstowe	Approval sought for the sale of the Big House property.	Adrian Smith	Andrew Stevens
<b>18 October 2017</b>			
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
Update on the work of East Midlands Councils	Quarterly Update from Stuart Young, Executive Director.	Jayne Francis-Ward	Stuart Young
Corporate Services Review	To approve the findings of the review of the Council's corporate services offer.	Jayne Francis-Ward	Jayne Francis-Ward
N2 Town Centre / LGF3 Update	Update report on N2Town Centre / LGF3.	Adrian Smith	Nicola McCoy-Brown

HS2 Growth Plan Update	Update report on Employment & Skills and supply chain opportunities.	Adrian Smith	Nicola McCoy-Brown
Future approach to the skills agenda	To consider a revised approach to the Council's involvement in the skills agenda.	Adrian Smith	Nicola McCoy-Brown
<b>15 November 2017</b>			
Statement of Community Involvement	Approval sought for revised Statement.	Adrian Smith	Sally Gill
Approval of departmental strategies	Departmental strategies which support the Council Plan and are part of the Planning and Performance Framework	Anthony May	Jayne Francis-Ward
<b>20 December 2017</b>			
Report back from CCN conference	Report on the issues raised at the conference	Anthony May	Paula Mullin
Report from Improvement and Change Sub Committee on performance	Six monthly feedback report	Jayne Francis-Ward	Celia Morris
<b>24 January 2018</b>			
Developer Contributions Strategy	Approval sought for Strategy.	Adrian Smith	Sally Gill
Property Operational Decisions Quarterly Report	Update report on operational decisions taken by officers in the quarter July – September 2017	Adrian Smith	Andrew Stevens
Update on the work of East Midlands Councils	Quarterly Update from Stuart Young, Executive Director.	Jayne Francis-Ward	Stuart Young
Councillor Code of Conduct	To consider revised Councillor Code of Conduct.	Jayne Francis-Ward	Keith Ford
<b>14 February 2018</b>			
<b>28 March 2018</b>			
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>16 May 2018</b>			
Update on the work of East Midlands Councils	Quarterly Update from Stuart Young, Executive Director.	Jayne Francis-Ward	Stuart Young
Property Operational Decisions Quarterly Report	Update report on operational decisions taken by officers in the quarter October – December 2017	Adrian Smith	Andrew Stevens



