

Policy Committee

Date: **Wednesday, 12 September 2012**
Time: **10:30**
Venue: **County Hall**
Address: **County Hall, West Bridgford, Nottingham NG2 7QP**

AGENDA

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

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

Customer Services Centre 08449 80 80 80

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

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

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

Meeting POLICY COMMITTEE

Date Wednesday, 18th July 2012 at 10:30am

membership

Persons absent are marked with 'A'

COUNCILLORS

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

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

ALSO IN ATTENDANCE

Councillor Mel Shepherd MBE

OFFICERS IN ATTENDANCE

Mick Burrows	(Chief Executive)
Rachel Coombs	(Children, Families & Community Safety)
Beth Cundy	(Adult Social Care, Health & Public Protection)
Claire Dixon	(Policy Planning & Corporate Services)
Martin Done	(Policy Planning & Corporate Services)
Jayne Francis-Ward	(Policy Planning & Corporate Services)
Matt Garrard	(Policy Planning & Corporate Services)
Sarah Hampton	(Adult Social Care, Health & Public Protection)
Derek Higton	(Children, Families & Community Safety)
Chris Holmes	(Democratic Services)
Chris Kenny	(Public Health)
Celia Morris	(Policy Planning & Corporate Services)
Lisa Swift	(Adult Social Care, Health & Public Protection)
Michelle Welsh	(Policy Planning & Corporate Services)
Clare Yau	(Policy Planning & Corporate Services)

MINUTES

The Minutes of the last meeting held on 20th June 2012 having been previously circulated were confirmed and signed by the Chairman.

APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Jason Zadrozny.

DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS

None

URGENT ITEM

The Chairman reported that the proposed urgent item on Collection of Service Charges for Telecare had been withdrawn to allow for further consideration.

APPROVAL OF THE JOINT STRATEGIC NEEDS ASSESSMENT AND NOTTINGHAMSHIRE HEALTH AND WELLBEING STRATEGY 2012/13

RESOLVED 2012/017

That the Nottinghamshire Joint Strategic Needs Assessment and Health and Wellbeing Strategy for 2012/13 be approved.

ADVERTISING AND SPONSORSHIP

RESOLVED 2012/018

- 1) That the introduction of a policy for advertising and sponsorship be supported.
- 2) That a further report be brought to Policy Committee for any new advertising opportunities beyond platforms already being used.
- 3) That a report be brought to Policy Committee on advertising and sponsorship results not less than on an annual basis.

LOOKED AFTER CHILDREN STRATEGY

RESOLVED 2012/019

That the Looked After Children Strategy be approved.

YOUTH HOMELESSNESS STRATEGY

RESOLVED 2012/020

- 1) That the revised Youth Homelessness Strategy and supporting commissioning proposals be approved.

- 2) That a progress report be brought back to Policy Committee in six months

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

BUDGET CONSULTATION 2013/14

RESOLVED 2012/021

- 1) That the timetable for the 2013/14 budget consultation be noted.
- 2) That the consultation methodologies put forward in the report be approved.

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

NOTTINGHAMSHIRE LOCAL INVOLVEMENT NETWORK ANNUAL REPORT 2011/12

Shirley Inskip, the Vice-Chair of the Nottinghamshire Local Involvement Network (LINK) presented the annual report for 2011/12.

RESOLVED 2012/022

That the annual report for 2011/12 be received.

ANNUAL PERFORMANCE REPORT 2011/2

RESOLVED 2012/023

That the Annual Performance Report 2011/2 be agreed.

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

POLICY LIBRARY

A demonstration of the trial version of the County Council's policy library was given to the Committee.

RESOLVED 2012/024

That the progress in developing the policy library be noted.

WORK PROGRAMME

RESOLVED 2012/025

That the work programme be noted.

The meeting closed at 12.17pm.

CHAIRMAN
M_18July2012

REPORT OF THE LEADER OF THE COUNCIL**FEEDBACK FROM THE CORPORATE PEER CHALLENGE****Purpose of the Report**

1. To consider of the outcome of the Local Government Association Peer Challenge Review of the Council and to agree an action plan

Information and Advice

2. In November 2011 the Council invited the Local Government Association to undertake a corporate peer challenge as part of the new sector-led approach to self regulation and improvement. Peer challenge is not an inspection and does not result in an overall judgement or score; instead it provides feedback informed by peers experience and knowledge of local government.
3. The corporate peer challenge took place between the 17th and 20th of July 2012. Unlike an inspection, the focus of each peer challenge is determined locally. The areas we asked the LGA to review were our:
 - § Strategic planning process
 - § Performance management arrangements
 - § Transformation and improvement programme
4. The peer challenge was managed and delivered by experienced elected member and officer peers. The peers involved in delivering the Nottinghamshire peer challenge were:
 - § Councillor Martin Hill – Leader of Lincolnshire County Council
 - § Carolyn Downs – Chief Executive of the LGA
 - § Sarah Bryant – Assistant Director of Business Efficiency, London Borough of Havering
 - § Pete Rentell – LGA Peer Manager and sector specialist
 - § Vanessa Chagas – LGA Political Assistant (Independent Political Group Office)
5. During their onsite visit the peer team held a number of interviews and focus groups with Members and officers at all levels of the organisation. A feedback letter on the findings of the Peer Challenge has been received and a copy is attached in appendix 1. The feedback letter recognises we are making good progress but that there is still much more for us to do.

6. The feedback highlights that the council enjoys strong political direction; there is an inclusive management style and there is a respectful and constructive relationship between members and officers. The council also has a committed, experienced and capable workforce and that its members are equally committed to both Nottinghamshire and the council.
7. The feedback is also clear that whilst we have made a good start to a significant change programme there is more work to be done at pace, to meet future service efficiencies. Moving forward the improvement programme must focus on what is truly transformational and have significant focus on areas of increasing demand and high spending, such as Children's and Adults Services.
8. The peer team also found that although the council has a strategy; monitors its performance and has a sound budget these processes are not sufficiently integrated. The council needs to integrate its approach to strategic prioritisation and allocate resources based on these priorities. The peer team state that this work should be undertaken with urgency to support the council's political leadership in making the correct strategic choices regarding the future of the County and the council.
9. The feedback letter has identified a number of suggestions for consideration. In response to these a high level action plan has been developed which is attached at appendix 2. This action plan highlights the challenges we face and the activities that are being, and will be undertaken to address these.

Other Options Considered

10. None.

Reason/s for Recommendation/s

11. The peer challenge action plan has been developed to address weaknesses identified in the peer challenge feedback letter. Delivery of the action plan will help to achieve better outcomes and secure future service efficiencies.

Statutory and Policy Implications

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

RECOMMENDATION/S

It is recommended that

1. Policy Committee note the peer challenge feedback letter and agree the action plan to respond to the suggestions made in the letter.
2. A progress report on the implementation of the action plan is considered by Policy Committee in six months time.

Councillor Kay Cutts
Leader of the Council

For any enquiries about this report please contact: Celia Morris, Group Manager Corporate Strategy, Tel (0115) 9772043

Constitutional Comments (SLB 29/08/2012)

13. Policy Committee is responsible for monitoring and reviewing the overall performance of the Council and is the appropriate body to consider the content of the report.

Financial Comments (MA 29/08/12)

14. The contents of this report are duly noted. There are no direct financial implications arising from the contents of the report, and action plan, at present. Any financial implications that may arise as the action plan is implemented will need to be contained within existing budgets, and/or, be subject to future reports as appropriate.

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.

Taking the Lead – The Local Government Association's peer challenge offer

Electoral Division(s) and Member(s) Affected

All

PEER CHALLENGE REVIEW ACTION PLAN

	ACTION	ACTIVITY	OUTCOMES
1.	Develop and implement an integrated approach to strategic planning, financial investment; resource planning and performance management with immediacy. Finance must be fully integrated into all managerial decision-making with a review of base budgets undertaken on an urgent basis to address significant reductions post 2014 and ensure resourcing of corporate priorities can be sustained. A stronger driver from the corporate centre is also required to implement a cohesive organisational performance management culture to facilitate more constructive challenge across departments in order to support the political leadership in making informed strategic choices regarding the future of the county and the council.	<ul style="list-style-type: none"> • Develop and adopt a strategic planning framework which incorporates our approach to priority and resource planning • Develop a new Performance Management Framework and an associated action plan that brings together financial, customer, process and outcome perspectives. • Rationalise the number of performance systems used across the council • Review and improve the quality of information – cost, performance, customer feedback and benchmarking data - that Committees, CLT and managers receive. • Undertake a review of base budgets • Evaluate ways in which activity based costing could be used across service areas. 	<ul style="list-style-type: none"> • All strategic, tactical and operational decisions made by the organisation relating to service provision, resource allocation and prioritisation are informed by accurate and timely information and intelligence to maximise outcome potential. • Activity based costing is used to inform strategic and operational decision making.
2.	Encourage leadership at all levels in the organisation so that middle managers are accountable for managing their own	<ul style="list-style-type: none"> • Clarify expectations of middle managers and provide tools to enable them to effectively manage 	<ul style="list-style-type: none"> • Managers across the council are clear about the expectations of their service areas and are equipped with

	ACTION	ACTIVITY	OUTCOMES
	service areas, including the ability to constructively challenge outside their service and professional expertise, in a joint approach to transformational change.	<p>their service areas.</p> <ul style="list-style-type: none"> • Implement an effective Leadership development programme for all managers • Use competency framework to identify areas for Continuous Professional Development (CPD). 	<p>the right information to allow them to effective decisions about their service areas.</p> <ul style="list-style-type: none"> • Transformation is collectively owned by the whole management structure and all improvement opportunities are identified, evaluated and actioned where appropriate.
3.	Establish and resource a transformation programme, alongside change and improvement and clearly define the future operating model for the council underpinned by a robust communication strategy and stakeholder management plan.	<ul style="list-style-type: none"> • Review and agree the scope for Phase 2 of the Improvement Programme to establish a transformation approach. And ensure it is suitably resourced. • Mainstream existing established projects from Phase 1 of the Improvement Programme. • Consider the future operating model of the council, exploring and evaluating options. • Develop a communication strategy to ensure employees and stakeholders are clear about the scale of future challenges and how these will be addressed. • Develop Lean Process Improvement (Lean+) across the council to improve efficiencies and reduce waste. 	<ul style="list-style-type: none"> • The organisation will have both the capability and capacity to deliver improvements at pace. • There is political agreement on what 'good' and/or 'good enough' look like. • Benefits realisation will be maximised to provide maximum return on investment.
4.	Customer engagement needs to be	<ul style="list-style-type: none"> • Agree and deliver a Customer 	<ul style="list-style-type: none"> • The whole change agenda will be

	ACTION	ACTIVITY	OUTCOMES
	further improved to ensure the improvements being made are fully understood by customers and communities and that their views are being taken into account in shaping future service delivery. Integrate customer insight, customer feedback, costs, quality, resources and performance in order to manage outcomes rather than monitoring data. The customer to be placed at the heart of everything the council does.	<p>Strategy for Nottinghamshire.</p> <ul style="list-style-type: none"> • Understand who our customers are and what services they want from the council. • Customer preference and outcome requirements are being used to shape both the overall transformation programme as well as specific change projects. • Needs analysis as part of a new approach to commissioning will initiate service design and delivery. 	driven around achieving the best outcomes for the end user within the confines of budgetary constraint.
5.	Ensure sufficient focus and capacity in order to deliver the stated priority of 'economic development and growth' and take advantage of all opportunities to promote economic development.	<ul style="list-style-type: none"> • Produce and implement a growth plan for Nottinghamshire • Increase capacity at senior leader and operational levels. • Define and secure appropriate resource and expertise to deliver economic development and growth plan objectives 	<ul style="list-style-type: none"> • The economic development and growth priorities for Nottinghamshire are clearly articulated. • The council is able to clearly articulate the impact its interventions have had promoting economic development. • Economic growth and development is promoted and delivered within the region.
6.	Invest in more dedicated resource for BMS support on an urgent basis to realise the benefits of an integrated system earlier.	<ul style="list-style-type: none"> • Ensure BMS support arrangements are in place to deal with known implementation issues. • Review business process already integrated with BMS ensuring that they are lean and efficient. • Review the scope of BMS to fully maximise its potential 	<ul style="list-style-type: none"> • All potential benefits of the business system realised in full to generate long term efficiency savings.

	ACTION	ACTIVITY	OUTCOMES
7.	Forge closer working relationships across the public sector (district councils, police, health, etc) in order to build capacity and source innovative solutions to deliver future transformational change. This will require a more outward facing approach in order to learn from the experiences of others.	<ul style="list-style-type: none"> Encourage the Nottinghamshire Chief Officers Forum (chaired by the Chief Executive of NCC) to explore and deliver transformational change. 	<ul style="list-style-type: none"> All collective opportunities will be maximised including the potential for shared service and support provision as well as joint ventures.
8.	Ensure a robust and funded programme and project management approach and capacity to monitor and challenge progress of change. Performance management must be SMART and outcome focused around strategic priorities.	<ul style="list-style-type: none"> Agree governance arrangements for Phase 2 of the Improvement Programme. Review structure and operating practices within the improvement Programme to ensure that there is capability and capacity to realise the benefits of Phase 2 of the Programme. 	<ul style="list-style-type: none"> The organisation has both the capability and capacity to deliver transformation at pace. Benefits realisation provides maximum return on investment.
9.	Invest in talent development through workforce and organisational development strategies to develop change managers for the future, including a formal succession plan, and ensure you continue to celebrate success.	<ul style="list-style-type: none"> Agree and deliver the council's Workforce Strategy. Use our Competency Framework to identify and develop the performance capabilities of existing talent Implement an effective Leadership Development programme. Develop capability and capacity across the workforce to deliver Lean process improvement 	<ul style="list-style-type: none"> The organisation is resourced to deal and deliver change as the norm, rather than as isolated initiatives.

	ACTION	ACTIVITY	OUTCOMES
10	Clearly articulate a commissioning and procurement strategy and enhance the skills and competences within these functions to ensure the right calibre of commercial acumen in developing robust business cases and management of large projects (particularly contract management skills).	<ul style="list-style-type: none"> • CLT to review the Council's approach to procurement and commissioning. The outcomes arising from this will be translated into an action plan • Consider the development of a joint commissioning strategy with our strategic partners • Move to a cost and demand management procurement approach • Review HR policies, procedures and processes ensuring they support a modern organisation during the next phase of transformation 	<ul style="list-style-type: none"> • Commissioning and procurement strategies are aligned to the council's (future) operating model • All selected service delivery channels will be business informed and business lead to deliver the optimum balance between outcomes, cost and risk.

Mick Burrows
Chief Executive
Nottinghamshire County Council
County Hall
West Bridgford
Nottingham
NG2 7QP

3rd September 2012

Dear Mick

Nottinghamshire County Council – Corporate Peer Challenge

On behalf of the peer team, I would like to say what a pleasure and privilege it was to be invited into Nottinghamshire County Council to deliver the recent peer challenge. We were made to feel very welcome and the openness with which both politicians and all staff approached the challenge is to be commended.

You asked the peer team to look at strategic planning and performance management and assess whether the impact of changes are understood and managed effectively and how the 'one council' vision can be made a reality. You also requested the team to look at transformation and change management, including the improvement programme and project management, and assess the achievements made to date and offer insight on the future improvement. In addition the peer team considered the ability and capacity of the council to deliver its future ambitions by briefly looking at:

- Understanding the local context and priority setting
- Financial planning and viability
- Leadership and governance
- Capacity to deliver

It should be noted that the scope of the peer challenge was internally focused so we did not meet with any strategic partners. However, the suggestions we offer for your consideration do have an impact on partnerships as they will be critical to you in achieving your aspirations for the future in terms of building capacity, innovation and sharing of risk.

At the initial meeting with yourself and the Leader you also asked us to look at Adult Services. We did therefore meet with a considerable number of their staff and attend working meetings and we are grateful for their patience and co-operation.

This letter provides a summary of the peer team's feedback. The feedback has been informed by peers experience and knowledge of local government. They have drawn on this to reflect on the information and views shared by the people they met, the things they saw and the material they read. In presenting feedback to you, they have done so as fellow local government professionals and practitioners.

We hope the feedback provided will help stimulate further debate and thinking about cultural change and the improvement programme and how these should develop and evolve.

Overall message

The County Council has made a very good start to a significant change programme and has put the right building blocks in place that will facilitate that change. However there is much more to do and it needs to be done at pace.

The council enjoys strong political direction and an inclusive management style and relationships between members and officers is respectful and constructive. In proceeding the political and managerial leadership of the council will need to strike the right balance between decisiveness and inclusivity.

The council enjoys committed, experienced and capable staff. Equally members are committed to both Nottinghamshire and the council. The council needs in future to be more outward facing in order to ensure that is learning from the experiences of other councils and other public service providers.

The council has a strategy, it monitors performance and it has a sound budget. These processes are not sufficiently integrated. In future it needs to integrate its approach to strategic prioritisation and allocate resources based on those priorities alongside robust performance management. A strong customer focus is required as a part of all of these processes.

The 'one council' message has been well communicated with good ownership from politicians, senior and middle management but more work is needed to embed this throughout the organisation.

You are making good progress – celebrate your successes and be proud of your achievements to date.

Leadership

Nottinghamshire County Council (NCC) has set out an ambitious programme of ongoing change and transformation underpinned by strategic plan priorities aimed at delivering high quality, affordable services for residents. Additionally the Council seeks to be an effective and efficient organisation. The current administration, when elected in 2009, generated an ambitious manifesto for change, including plans to deliver better value for money and a radical overhaul of the council's governance process. An improvement programme was put in place and has delivered savings of £186m over four years. The

council has made a good start and the right building blocks have been put in place to deliver further change. There is still much to do, and at pace, to deliver transformational change and to meet the ongoing financial constraints that the council will undoubtedly face.

The political and managerial leadership of the Council works well together. The Leader is seen as a strong and determined individual who is respected and acknowledged for being a key instigator and driver of change in the organisation. Other executive members are respected by officers for their knowledge of and interest in their respective service areas. Members and officers throughout the organisation refer to the mutual respect that defines the quality of member and officer relations. The Chief Executive is inclusive, open and highly respected by staff and politicians for his focus on supporting the change determined by politicians and for his management of the staff of the council. The Corporate Leadership Team (CLT) is viewed as a team and is seen to enthusiastically promote change. CLT is now starting to work with the wider managerial leadership of the organisation to embed a culture of leadership, accountability, performance management and customer focus throughout the council.

Leadership is a shared endeavour within the political cadre and is shared with the officers of a council. It will be important that politicians ensure that the momentum for change continues beyond the local elections in May 2013, given the scale of the financial challenges ahead. This includes working to ensure that the new committee system creates a corporate awareness amongst members as well as topic and area specialisms. Some members have reservations with regard to the transparency of the decision-making process and in particular the opportunity to debate strategic policy issues prior to committee meetings. These issues will need to be fully considered when the review of the operation of the new committee system takes place.

The managerial leadership of the council need to retain the inclusivity they have fostered, and alongside that, ensure that decisions are made speedily in order that the pace of change is not just maintained but increased. Challenge from the corporate centre to directorates should be encouraged and management need to feel able to constructively challenge outside their service and professional expertise and this needs to be embraced by all..

The messaging by the CLT and the Chief Executive to staff needs to ensure that colleagues are aware of the comparative benchmark data around cost, performance and customer feedback. This will help to ensure that the organisation and its staff are realistic about its position in relation to other councils. Additionally wider management needs to be more pro-active, shape change, be creative and innovative in seeking improvements, that is, doing things differently and doing different things. We know you are ready and willing to make this change.

Strategic and financial planning

The council has a good strategic plan though it is not embedded in customer feedback nor performance management. The strategic plan identifies priorities and the council is currently sufficiently resourced to deliver these priorities. However, the priority of economic development and growth whilst being well articulated would benefit from the demonstration of clearer evidence and transparency regarding the allocation of the councils resources to the priority and the performance and outcomes delivered as a direct result of the County Council's intervention. In doing this the Council will need ensure that it has the necessary expertise to harness its financial muscle and unique position to instigate and take advantage of opportunities to promote economic development.

In determining corporate priorities from May 2013 – May 2017 the council, and politicians in particular, need to lead discussions based on customer feedback, customer insight, performance benchmarking and cost information, demographic and demand information, the economy of Nottinghamshire and the East Midlands, and the council's future resource envelope. This will enable the council and its partners to deliver real changes and transformation. Matching resources to the ambitions articulated in the strategic plan will be a challenge for the council. There needs to be political agreement on what 'good' and/or 'good enough' looks like.

Sustaining the resourcing of priorities will be an important test for the council's budget planning for 2013/14 and beyond. This will require the development of an understanding of which services are run cost effectively in terms of level of spend and their priorities against those where there are opportunities to obtain further efficiencies.

Once priorities have been determined, resources need to be aligned to them and delivery plans put in place with clear officer and political accountabilities. It will be important to strike the right balance between strategic and operational priorities, with investment being used effectively to deliver change. . Additionally the CLT should focus corporately on priorities and allow directorates to manage operational improvements as a part of the usual business of the council.

As part of its strategic planning the council will need to determine what the future operating model for the organisation looks like in terms of the optimal mix of delivery models, for example shared services, social enterprises, outsourced services and co-operatives. Once agreed this will need a robust communication strategy to be developed ensuring that all partners understand their roles and accountabilities. The council has just started the discussion around what type of council Nottinghamshire wants to be in the future which will presumably determine the future operating model. This dialogue needs to be continued. Flowing from this a commissioning strategy and action plan will be required. Indeed a joint commissioning strategy with strategic partners, such as health and the voluntary and community sector should be considered.

Once the strategy is determined the council will need to determine how procurement is to be undertaken. Procurement is at present a transactional function and needs to move quickly from category management purchasing to a strategic procurement role with a

focus on supplier development. The function needs to move away from traditional price management to a cost and demand management approach looking at the added value from the supply chain and ambitious targets for savings should be set and should also be attainable.

The council is sound financially with the foundations for modernised financial management currently being established. There is a good example in Children's Services of how the council clearly articulates priorities and allocates resources for improvement which resulted in the lifting of the safeguarding intervention notice. There is also a clear elected member overview of the budget process ensuring flexibility and re-prioritisation of resources as evidenced by the additional funding of £2m to highways service. However, a greater focus is needed on activity based costing to inform prioritisation and outcomes. Currently finance does not appear to be fully integrated into all managerial decision-making. A review of base budgets needs to be undertaken with urgency to address the significant reductions post 2014. The CLT needs to ensure that this matter is addressed and that financial planning and management is fully integrated into their discussions and decisions.

As a part of the modernisation of financial management middle managers are empowered to manage their own budgets in terms of financial reporting and forecasting. However, this is not yet happening on a consistent basis and leadership with accountability needs to be further embedded across all levels. This will be particularly important in Children's and Adults Services going forward. Benchmarking needs a greater level of sophistication across the council to drive efficiencies and a more outward looking perspective will greatly assist. So the council should continue with recent visits to authorities like Staffordshire and Essex County Councils to compare and contrast work practices.

Performance management

The council is keen to foster a strong performance management culture across the organisation. It is also very self aware with regard to its capability around performance management. In moving this agenda forward it will be essential to ensure that Members and CLT are able to challenge the organisation to determine the service levels and costs that are required. In order to do this members need to be provided with performance information which enables the council to manage performance rather than just monitoring it. This is important as there does not currently appear to be consistency with regard to performance management across the council and data is not being used to inform or shape outcomes nor is it aligned to priorities. The council should integrate customer insight, customer feedback, costs, quality, resources and performance. This will enable it to manage outcomes rather than monitor data and will also facilitate the allocation of resources required. The Adult Social Care Directorate is considering introducing a much fuller performance management system. The council as a whole should consider such a system in order to be able to properly compare and contrast performance and cost across the council.

To enable this a stronger drive from the corporate centre of the council is needed and a rationalisation of the numerous performance systems across the council. There is an

opportunity to better integrate corporate services with directorates in regard to performance management. Constructive challenge across departments and between the centre and departments would also enable greater innovation and more collaborative working. This piece of work needs to be undertaken with real urgency in order to support the council's political leadership in making the correct strategic choices regarding the future of the County and the council.

Transformational change

As a part of the change agenda the council has developed a vision of One Council in order to promote corporate working and reduce the possibilities for silo working. This vision has been well communicated. It is owned by both members and managers across the council. But more work is needed to embed the vision throughout the organisation, including work on staff and stakeholder engagement, so that at the frontline and team manager levels they are able to articulate what it means for them in their role. In doing this the council will need to raise awareness with regards to innovations and the transformational changes that have been made in other councils and across the public sector more widely. To date NCC has made significant changes and needs to build on these to deliver transformation. An ambitious transformation programme now needs to be established to meet future service efficiencies. It must be delivered at a fast pace, and effectively communicated so that everyone understands the scale of the future challenges.

It is clear that the Improvement Programme Board has helped to drive change and performance management. The focus to date has been on change, improvement and business as usual. The council now needs to determine what is truly transformational and to establish a programme board with relevant governance around it. This needs to include a significant focus on the high spending areas such as Children's and Adults Services and the consultancy reports and recommendations (eg. KPMG) should be considered and implemented where appropriate to achieve transformational change in these areas.

The creation of a programme office with project streams to support and deliver change is very positive, though established projects now need to be mainstreamed. The council should be ambitious whilst being realistic in identifying areas for improvement and delivering change. A sharper focus is needed in achieving and delivering efficiencies and benefits. Customer engagement (e.g. "You asked for, we delivered") also needs to be built on to ensure the improvements that the council are making are understood by customers, communities as well as the council. Ensure the customer is at the heart of the Improvement Programme.

Capacity

As the scale of change increases, programme, project and performance management will need to become more robust to utilise organisational capacity as effectively as possible. In doing this robust project planning, including benefits management, needs to be undertaken. An investment in the development of programme management skills will

yield a positive return, ensuring sharp outcomes are secured and costs controlled through the improvement programme.

Likewise, the scheduling, sequencing and inter-dependencies between projects will need to be effectively managed and communicated to staff, partners and local communities. The council will need to assign specific responsibilities and tasks and introduce clear targets for savings and outcomes and to ensure there is a means by which to regularly monitor and challenge progress. Effective benefits management will be required linked to all projects and programmes to ensure agreed efficiencies are delivered. At this stage there will be scope to do more to demonstrate how success is measured.

IT infrastructure is not sufficiently robust to support this change. The peer team heard many stories of old and outdated laptops and software programmes, poor connectivity and delays in responding to IT support. This needs to be addressed in parallel with the increased pace around flexible working.

The council has rightly invested in modernising business systems and the new Business Management System (BMS) has started to deliver an integrated service offer across the authority with a self-service focus across finance, human resources and procurement. Frontline staff and middle managers reported problems with the BMS support. Delays in response times from support team and the lack of appropriate training were a common theme and it may be that further investment in the BMS support function is required to facilitate the benefits from the system. Additionally the system was introduced quickly and without business process streamlining exercise to cut out waste and speed up transactions. This is now urgently required across all directorates to optimise business processes and build capacity across the current staff resource.

The staff we engaged with during the peer challenge came across as capable, experienced and competent. They were also loyal, committed and dedicated to the changing organisation. We heard about and saw evidence that the de-layering of management has enabled more agile decision-making and effective communication.

The council needs to invest in its pool of talent and develop succession planning for the future. The newly introduced competency based framework is well regarded by staff and this should be used going forward to inform performance. We suggest that using this tool and identifying and developing the performance capabilities of existing talent should be a priority for the council.

As this work progresses it is likely that increasingly the council will need to secure more commercial skills if opportunities for joint ventures and commercial arrangements with new partners are a part of the delivery chain that the council wishes to establish. Additionally there is potential to further explore and develop income generation and commercial trading. There may be an opportunity for the council to commercialise a number of its internal services to drive new externally based income streams. In parallel an asset rationalisation plan, under the governance of the improvement programme, could ensure most effective use of existing assets and reduce revenue costs for

ongoing maintenance aligned to developments in new ways of working (flexible working).

This will require Human Resource policies, procedures and processes that are capable of supporting a modern organisation as you move to the next phase of your transformation. Some staff commented specifically on the delay in recruitment for certain agreed posts and wanted a quicker, more efficient process to avoid backlogs. Sickness absence, capability and performance management are examples of HR policies that need to be reviewed.

The Council has developed some effective partnership working in pursuit of its policy priorities and aims, and now needs to develop its work around collaboration across the public sector, to further strengthen its capacity.

Suggestions for consideration

Based on the peer team's findings it is suggested that the council considers the following actions. These should help the council to improve the effectiveness and capacity to deliver its future ambitions and objectives through the strategic plan and the improvement programme:

1. Develop and implement an integrated approach to strategic planning, financial investment, resource planning and performance management with immediacy. Finance must be fully integrated into all managerial decision-making with a review of base budgets undertaken on an urgent basis to address significant reductions post 2014 and ensure resourcing of corporate priorities can be sustained. A stronger drive from the corporate centre is also required to implement a cohesive organisational performance management culture to facilitate more constructive challenge across departments in order to support the political leadership in making strategic choices regarding the future of the county and the council.
2. Encourage leadership at all levels in the organisation so that middle managers are accountable for managing their own service areas, including the ability to constructively challenge outside of their service and professional expertise, in a joint approach to transformational change.
3. Establish and resource a transformation programme, alongside change and improvement and clearly define the future operating model for the council underpinned by a robust communication strategy and stakeholder management plan.
4. Customer engagement needs to be further improved to ensure the improvements being made are fully understood by customers and communities and that their views are being taken into account in shaping future service delivery. The council should integrate customer insight, customer feedback, costs, quality assurance and performance in order to manage outcomes rather than monitoring data as it

does at present. The customer must be placed at the heart of everything the council does.

5. Ensure sufficient focus and capacity in order to deliver your stated priority of 'economic development and growth' and take advantage of all opportunities to promote economic development.
6. Invest in more dedicated resource for BMS support on an urgent basis to realise the benefits of an integrated system earlier.
7. There is an immediate priority to forge much closer working relationships across the public sector (district councils, police, health, third sector etc) in order to build capacity and source innovative solutions in delivering future transformational change. In some cases this will require mature conversations with partners for future joint benefit and a requirement to forget any historical legacy. This will require the council to be more outward facing in order to learn from the experiences of others.
8. Ensure you continue to invest in programme and project management skills as the scale of change increases. Effective benefits management will be essential in linking projects and programmes to ensure agreed efficiencies are delivered with sharp outcomes secured.
9. Invest in talent development through workforce and organisational development strategies to develop change managers for the future, including a formal succession plan, and ensure you continue to celebrate success.
10. Clearly articulate a commissioning and procurement strategy and enhance the skills and competences within these functions to ensure the right calibre of commercial acumen in developing robust business cases and management of large projects (particularly contract management skills).

We have attached a set of slides that summarise the above feedback. The slides are those used by the peer team to present its feedback at the end of the onsite visit.

Next steps

The council will undoubtedly wish to reflect on these findings and suggestions made before determining how it wishes to take things forward. As part of the peer challenge process, there is an offer of continued activity to support this. If the council wishes to discuss in greater detail how this might be utilised please contact me to arrange the detail of such activity.

In the meantime we are keen to continue the relationship we have formed with you and colleagues through the peer challenge to date. Mark Edgell, Principal Adviser (East Midlands) is the main contact between your authority and the Local Government Association. Mark can be contacted via email at mark.edgell@local.gov.uk (Telephone

07747 636910) and can provide access to our resources and any further support. For instance you might wish to consider an Adults Social Care peer challenge and Mark can talk to you about this.

The LGA would like to wish you every success going forward. Once again, many thanks to you and your colleagues for inviting the peer challenge and to everyone involved for their participation. In particular, please pass on our thanks to Colin Shepherd and Matthew Garrard for the sterling support and assistance in organising the challenge and the onsite visit.

Yours sincerely

Peter Rentell

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On behalf of the peer challenge team:

Carolyn Downs – LGA Chief Executive
Cllr Martin Hill – Leader, Lincolnshire County Council
Sarah Bryant – Assistant Director, London Borough of Havering
Vanessa Chagas – Political Assistant, LGA Independent Group Office

Appendix 1 – feedback slides from presentation

Appendix 2 – signposting note

REPORT OF THE DEPUTY LEADER, NOTTINGHAMSHIRE COUNTY COUNCIL**PROCURING HEALTHWATCH NOTTINGHAMSHIRE****Purpose of the Report**

1. This report seeks approval to procure a Healthwatch Nottinghamshire provider; a separate NHS complaints advocacy service and seeks delegated decision making authority to enable a procurement exercise to commence and the contract(s) to be awarded within the timetable available to fulfil statutory requirements.

Information and AdviceBackground

2. The Government's health and social care reforms are centred on the fundamental principle that patients and the public must be at the heart of everything health and social care services do. As part of this, the Health and Social Care Act 2012 establishes Healthwatch England (HWE) at the national level and requires local authorities, with social care responsibilities, to establish Local Healthwatch (LHW) in their areas.
3. Healthwatch England (HWE) will be set up from 1 October 2012 and will be a committee of the Care Quality Commission (CQC). It will:
 - provide leadership, guidance and support to LHW organisations.
 - be able to escalate concerns about health and social care services raised by local Healthwatch to the CQC (to which the CQC will be required to respond)
 - provide advice to the Secretary of State, NHS Commissioning Board, Monitor (the Independent Regulator of NHS Foundation Trusts) and English local authorities
4. Best practice guidance from HWE to LHW is expected to focus on areas such as leadership and governance as well as quality standards and performance outcomes. A document 'Your Visual Brand Guidelines for Local Healthwatch' has been published and contains a national logo for all Healthwatch organisations. In line with the guidance, Nottinghamshire's LHW will be known as 'Healthwatch Nottinghamshire.'

5. Owing to delays in the passage of the Act, the timetable for Healthwatch implementation has slipped on a number of occasions and the overall timetable is now very tight and not without uncertainty. In order to have a LHW organisation in place by 1 April 2013, in line with its statutory duty, the County Council must commence a procurement exercise by early October 2012. However, secondary legislation is not expected until October 2012; guidance from HWE will not be issued until late Autumn at the earliest; and provisional funding allocations for 2013/14 will not be confirmed until late 2012 / early 2013. This will mean that the service specification for Healthwatch Nottinghamshire will need to refer to these anticipated developments and necessitate flexibility from potential providers in order that any future requirements can be accommodated.

Local Healthwatch Function

6. At the local level, current arrangements for Local Involvement Networks (LINKs) will cease on 31st March 2013. LINKs were established in 2008 as an independent network representing the views of users of local health and social care services to commissioners. The LINK is supported by a host organisation which, in Nottinghamshire, is the Carers' Federation.
7. Healthwatch Nottinghamshire will continue to have the same powers and obligations as LINKs, which are:
 - A consumer voice and influence role – engaging with and representing the views of people with health and social care commissioners and providers.
 - A quality monitoring role - including powers to 'enter and view' places of service provision and make recommendations accordingly
8. The Act makes provision for LHW to have some additional responsibilities which include:
 - The provision of, or signposting to, an independent complaints advocacy service for individuals who require some support progressing a complaint about NHS services.
 - The ability to feed up local views on health and social care to HWE in order that a national viewpoint about issues can be presented.
 - A seat on the local Health and Wellbeing Board (HWPB), in order to influence local decisions regarding health and social care.
 - The provision of an independent information and signposting service, on health and social care locally.
9. Under the requirements of the Act, Healthwatch Nottinghamshire will need to be set up as an independent entity that will decide its own priorities and work programme.

Local Healthwatch Organisational Form

10. In terms of organisational form, the Act requires that LHW is a 'body corporate' and a social enterprise. It will be able to employ staff and sub-contract statutory functions. According to the Department of Health (DH) for the purposes of LHW a

body is a social enterprise if 'if a person might reasonably consider that it acts for the benefit of the community in England.' Each LHW organisation will need to demonstrate how it is accountable to the community it serves and have a strong involvement of laypeople and volunteers.

11. It is intended that the procurement exercise for Healthwatch Nottinghamshire will require the provider to establish a social enterprise for that purpose. In this way, the organisation will be able to have its own discrete governance arrangements which accord with the spirit of the Act. In line with stakeholder feedback and the requirement for LHW to be an independent organisation, it is intended that the County Council, in procuring an organisation to establish Healthwatch Nottinghamshire, will not prescribe the legal form of the organisation (which could be a Charity, Provident Society, Community Interest Company etc) or the governance arrangements beyond that set out in the legislation.
12. Rather it is proposed that the procurement documents set out the key characteristics and/or attributes that it requires the organisation and its governance arrangements to adhere to. These would include a requirement for the provider to demonstrate how Healthwatch Nottinghamshire governance arrangements will be designed to promote local democracy and accountability.

The Development of Healthwatch Nottinghamshire

13. A Working Group has been established to advise the Council in respect of the development of the LHW service specification and to collaborate to ensure a smooth transition to the new arrangements. The Working Group comprises representatives from the County Council; Primary Care Trust (PCT); Clinical Commissioning Groups (CCGs); the LINK; the LINK host; and the voluntary and community sector (through the Nottinghamshire Association for Voluntary Organisations).
14. Seven 'Shaping Local HealthWatch' stakeholder events were held across the districts and boroughs of Nottinghamshire in July. The findings of these events have been captured in a report which has been posted on the Healthwatch Nottinghamshire web page on the County Council's web-site. From these events a vision for Nottinghamshire Healthwatch has emerged which is that:
15. *Healthwatch Nottinghamshire will reach out to the people and communities of Nottinghamshire and will use the knowledge and experiences of its service users and the voice of communities to bring about integrated improvements in health and social care services for all. It will ensure individuals understand their choices regarding health and social care services and feel empowered when using those services.*
16. *It will be:*
 - *Well led, professionally managed and organised;*
 - *Built on existing knowledge and expertise, using partnerships and collaborations to provide high quality services that reach out across the whole of the County;*
 - *Well known, independent and accessible to everyone; and*

- *Influential, respected and trusted by local people, decision-makers and service providers*

17. At the time of writing and as follow-up to the stakeholder events, the County Council is running a survey to gather further views on the Healthwatch Nottinghamshire vision and other aspects of the service. The Nottinghamshire Citizens' Panel has been asked to complete the survey, which has also been made more widely available on-line and through libraries and customer contact centres across the County.

Procurement Approach

18. The outcomes of the stakeholder events and survey, which closes on 7 September 2012, will inform the service specification for Healthwatch Nottinghamshire which will form part of the Invitation to Tender (ITT). It is proposed the ITT be issued on 1 October 2012, in order to have a provider in place and operational from 1 April 2013. A procurement timetable has been developed the key milestones of which are set out below:

- Invitation to Tender issued – 1 October 2012
- Deadline for submission of Tenders – 29 November 2012
- Evaluation of Tenders – December 2012
- Contract Award (Contract Award Notice published) – January 2013
- Mobilisation period – January – March 2013
- Anticipated contract start date - 1 April 2013

19. A market sounding event with potential providers of Healthwatch Nottinghamshire will be held on 4 September 2012. This has been preceded by a series of generic 'Tender Ready' events held across the County in July to generate market interest in bidding for County Council contracts and provide an understanding of Council procurement processes.

20. The service specification for Healthwatch Nottinghamshire will be designed to set out clear principles, standards and outcomes whilst allowing potential bidders for the contract flexibility and scope to design the most innovative, effective and creative way to provide a service that adheres to those principles.

21. The Healthwatch Nottinghamshire tender opportunity will be open to a stand alone organisation or to a group of organisations tendering as a consortium. If a consortium is tendering for the contract(s) the County Council will require that one of the consortium members is the lead organisation that it will engage with for contract management purposes.

22. It is proposed that the duration of the contract for Healthwatch Nottinghamshire will be for 3 years to 31 March 2016, with an option to extend for a further 4 years. This is in keeping with the approach being taken by other local authorities.

NHS Complaints Advocacy

23. Clause 185 of the Health and Social Care Act transfers a duty to commission independent NHS complaints advocacy services from the Secretary of State to individual local authorities with social care responsibilities. Currently the DH directly commissions these services from the Independent Complaints Advocacy Service (ICAS), which is provided by three suppliers across England with the Carers Federation providing services in the East Midlands.
24. ICAS is a free, client-centred, flexible service that empowers anyone who wishes to resolve a complaint about healthcare commissioned and/or provided by the NHS in England. It is a specialised service and the key roles include:
- Helping safeguard the rights of clients as set out in both health policy and law;
 - Empowering clients to self-advocate as far as they are able;
 - Supporting clients to get their views heard;
 - Supporting clients in seeking resolution to issues which concern them; and
 - Using client experiences to inform service development in the NHS
25. The Act requires that local authorities have commissioned an NHS complaints advocacy service for their areas to be in place from 1 April 2013. It does not require this service to be commissioned as part of LHW but, where that is not the case, LHW has to signpost to it and receive complaints information from it.
26. Within adult social care, local authorities are currently expected to provide a range of advocacy services. The County Council, Nottingham City Council, NHS Nottingham City, NHS Nottinghamshire County and NHS Bassetlaw have jointly commissioned advocacy services for both City and County areas. These advocacy services are delivered by POHWER (a registered charity formed in 1996 to provide advocacy services) under a 3 year contract to 31 March 2015 with an option to extend for a period of a further 4 years. POHWER are also one of the three national providers of the current ICAS service under contract to the DH.
27. Subject to the satisfactory conclusion of negotiations with POHWER, it is proposed that independent NHS complaints advocacy service is delivered as part of a suite of advocacy services via a variation to the existing advocacy contract. Legal advice has been sought and it is considered that because of the localised nature of the service and the flexibility built into the original advocacy contract, this proposed approach is legitimate.
28. By delivering the service through these arrangements, rather than as part of Healthwatch Nottinghamshire it is considered that risk will be minimised and the following benefits will be derived:
- Improved customer access through a single point of access for all advocacy services.
 - Improved customer journey through the provision of an effective assessment of an individual's needs at the point of contact and effective referral for people who may require the support of more than one advocacy service.
 - Integrated information and advice around making an NHS / social care complaint, including access to a range of web based support such as self help information, template letters and 'how to' guides and factsheets.

Other Options Considered

29. Under the Health and Social Care Act (2012) the County Council is required to commission an independent Local Healthwatch organisation to be in place by 1 April 2013. The Council is prohibited under the Act from delivering Healthwatch itself.
30. Whilst it would be possible for the Council to prescribe the legal form of Healthwatch Nottinghamshire and its governance arrangements (for example tightly defining the Board make-up) it is considered that this would be likely to constrain the market and would not be in keeping with the views of stakeholders.
31. Tendering for a Healthwatch Nottinghamshire contractor is considered to be the most viable option to comply with the County Council's Financial Regulations and European Public Procurement Regulations and, at the same time, secure 'best value'.
32. There is an option to include NHS complaints advocacy in the tender for Healthwatch Nottinghamshire or, as a short term measure, to commission it via a East Midlands regional consortium approach being led by Derby City Council. However, this is a specialist service and it is considered that the preferred option, cited in the report, will provide better outcomes in terms of the quality of service to the public and risk minimisation.

Reason/s for Recommendation/s

33. The County Council has a duty and commitment to obtain 'Best Value' in services delivered.
34. Stakeholders have indicated that Healthwatch needs to provide innovative ways to gather and include their views. Tendering will maximise opportunities for creativity and innovation in the delivery of Healthwatch Nottinghamshire.
35. Procuring the NHS complaints advocacy service separately from Healthwatch Nottinghamshire is considered to give the best possibility of minimising risk and providing a strong, integrated professional advocacy service for citizens that complements the overall Healthwatch vision.
36. The timetable for procuring and establishing Healthwatch Nottinghamshire is tight. It is for this reason that Policy Committee is asked to approve delegations to enable the service specification to be signed off and the contract awarded as well as to allow action to be taken which is considered necessary to achieve the required outcomes set out in this report.

Statutory and Policy Implications

37. 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.

Financial Implications

The allocation of funding for Healthwatch Nottinghamshire will consist of the existing LINK budget (which will in future come from the Department of Communities and Local Government (Business Rates Retention Scheme)) plus funding to cover the additional Healthwatch duties set out in paragraph 8. The source of the additional funding element is not yet known. Funding will not be ring-fenced.

Although the actual allocations will not be known until late 2012 / early 2013, indicative allocations have been set out in a Healthwatch factsheet issued by DH in June 2012. This indicates that the County Council will receive the following amounts:

Healthwatch Function	Indicative Allocation (as at June 2012)
Existing funding allocation for the LINK	£312,000
Funding that has to date supported the Patient and Liaison Service (PALS) operated by each Primary Care Trust (PCT)	£170,434
Total	£482,434

It is proposed that 90% of this indicative funding is used as the basis for tendering the Healthwatch Nottinghamshire contract with an ongoing percentage (10%) being retained by Nottinghamshire County Council for contract management costs and for contingencies. This would mean an available budget for Healthwatch Nottinghamshire of £434,419 per annum, based on current indicative allocations.

The procurement exercise will be designed to ensure that the County Council will not be exposed to risk should the final grant level be less than the current indicative allocations given that there will not be an agreed final budget for Healthwatch Nottinghamshire until after the contract has been tendered. Prospective bidders will be made aware of this and will be expected to demonstrate the ability to scale up / down their service delivery according to available resources.

One-off transition funding of circa £48,000 is being provided by the DH in 2012/13 to facilitate set-up costs of Healthwatch Nottinghamshire and it is proposed that this amount is made available as part of the procurement exercise where it is demonstrated the resources are needed.

According to the DH's funding factsheet on NHS complaints advocacy (published June 2012), actual funding for the provision of that service is still to be confirmed but, based on the provisional summary of funding to transfer to local authorities, Nottinghamshire County Council would receive £211,440 for 2013/14. As with Healthwatch funding, funding for NHS complaints advocacy will not be ring-fenced and will not be confirmed until late 2012 / early 2013.

It is proposed that the indicative allocation of £211,440 be used as the maximum budget for commissioning an NHS complaints advocacy service in line with the approach set out in paragraphs 23 – 28. It is anticipated that scale economies may be realisable, and proposed that any savings arising are held in contingency for the

NHS complaints advocacy service or for Healthwatch Nottinghamshire in order to mitigate against potential reduced funding allocations / increased demand for services over time.

Equalities Implications

The new Healthwatch Nottinghamshire organisation will be a body corporate and will have public sector duties and responsibilities including compliance with the Equality Act (2000). Specific outcomes, with performance measures, will be set out in the service specification requiring Healthwatch Nottinghamshire to undertake and publish an equalities impact assessment on an annual basis.

The specification and tender process are being informed by stakeholder contributions. A equality impact assessment is underway and will be completed to coincide with the release of the tender documentation.

The model for Healthwatch Nottinghamshire will maximise the opportunity for every Nottinghamshire citizen to take part and have their voice heard and will actively engage and involve individuals, community groups, the seldom heard and disadvantaged groups.

RECOMMENDATION/S

- 1) It is recommended that Policy Committee
 - a. Agrees to the procurement of a Healthwatch Nottinghamshire in line with the approach and timetable set out in this report
 - b. Agrees to the procurement of an NHS complaints advocacy service in line with the approach and timetable set out in this report.
 - c. Delegates to the Corporate Director for Policy, Performance and Corporate Services, in consultation with the Deputy Leader of the County Council, the decision to sign-off the service specification for Healthwatch Nottinghamshire, the decision to award the contract and to determine the terms and conditions upon which the contract will be awarded, in view of the tight timelines described in the report,
 - d. Delegates to the Corporate Director for Policy, Performance and Corporate Services, in consultation with the Deputy Leader of the County Council, the ability to take action which is considered necessary to achieve the outcomes outlined in this report.

County Councillor Martin Suthers
Deputy Leader
Nottinghamshire County Council

For any enquiries about this report please contact:

Caroline Agnew
Programme Manager
Tel: 0115 9773760

Constitutional Comments (SG 22/08/2012)

38. The Committee is the appropriate body to decide the issues set out in this Report.

Financial Comments (MA 28/08/12)

39. Subject to final allocations, the financial implications are as detailed in the report, and will need to be included in the 2013/14 budget to be approved by Full Council in February 2013.

Background Papers

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

The Health and Social Care Bill (2012) – HM Government

Healthwatch Factsheet – Funding (June 2012) – LGA & DH

Healthwatch Factsheet – Independent Complaints Advocacy Service (June 2012) – LGA & DH

Your Visual Brand Guidelines for Local Healthwatch (July 2012) – DH

Electoral Division(s) and Member(s) Affected

All

REPORT OF THE LEADER**REVIEW OF THE TRANSLATION AND INTERPRETATION
SERVICE****Purpose of the Report**

1. To seek approval for a change to how the County Council's translation and interpretation services are provided.

Information and Advice

2. The Translation and Interpretation (T&I) service was reviewed in July and August 2012 to establish how this service could be provided more efficiently in future.
3. The review included some face to face meetings with the Group Manager Marketing and Engagement and a Survey Monkey questionnaire. Consultation took place with the following groups:
 - Two council employees who run the service
 - Council employees who use the service
 - Translators and interpreters employed by the County Council
 - External organisations currently using the service
 - The Council's BME staff group (which gave feedback on an Equality Impact Assessment)
4. The review report ([background paper A](#)) concluded that whilst service users are satisfied with the quality of service they receive, it is not good value for money for the service to continue to be provided directly by the Council. This is because of the investment needed to make the back office running of the service more efficient. The only viable alternatives are to enter into a shared services arrangement with a public sector provider or to outsource all translation and interpretation services to a private provider.
5. The different options for outsourcing translation and interpretation services have been considered. Whilst there are some potential benefits of private sector provision (e.g. online ordering portal with real time management information), there are also real risks. These include the potential for increasing costs and a drop in quality (e.g. of translation/interpretation or not being able to the same interpreter if they are based out of the county). A

robust procurement exercise with intensive and ongoing contract management would also be needed.

6. Setting up a shared service with another public sector provider has also been considered. Shared services are about removing inefficiency by encouraging public bodies to identify common functions within their own organisation (or with other public bodies) and having those functions delivered as a single shared service platform across organisational boundaries. A number of councils (including Nottingham City and Leicester City) offer translation and interpretation services and the County Council already accesses some such services through partners (e.g. the police). Local authorities are allowed under the Local Government Act 1972, The Local Authorities (Goods and Services) Act 1970 and the Local Government Act 2000 to make joint arrangements and to supply services to other local authorities.
7. Outsourcing T&I services will impact on the following stakeholders:
 - Two Council employees – the staff currently running the service would potentially be put at risk; they will be supported through existing HR processes.
 - 150 translators and interpreters – they are employed on a zero hours relief contract; some are used more regularly than others; many work for several organisations
 - County Council staff who use the service – staff working in social care request the majority of translation and interpretation (some by using T&I services accessed through partners such as the police)
 - External organisations – there are a number of partner organisations which pay to use the service
 - People of Nottinghamshire – these are the end users of the service and are often vulnerable people. An Equality Impact Assessment ([background paper B](#)) has been undertaken as part of the review.
8. The recommended option is to set up a shared services arrangement for all translation and interpretation with Nottingham City Council (Language Solutions service). This is considered the best option for the following reasons:
 - The City Council is already providing the same service a mile down the road (at its Loxley House building) and has invested £16k into an electronic system.
 - It supports the ongoing employment of local translators and interpreters (the majority of translators and interpreters being used by the Council are already working for the City Council's service).
 - Continuing to use local translators and interpreters makes it more likely the same person can be used throughout the life of a case or court hearing – something that social care staff have highlighted as important for a good quality service.
 - The City Council has comparable charges so would not cost more money.
 - Using the City Council's service provides ongoing quality assurance for the Council.

- Establishing a formal agreement with the City Council will take less time than a procurement exercise with a private provider and is unlikely to require intensive contract management.

Recommendation

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

Councillor Kay Cutts Leader of the Council

For any enquiries about this report please contact: Clare Yau, Marketing and Engagement Group Manager, telephone: 0115 9773851. E: clare.yau@nottsgov.uk

Constitutional Comments [NAB 23/08/12]

1. Policy Committee has authority to approve the recommendation set out in this report, subject to careful consideration being given to the commercial arrangement between the County and the City Councils to be in a form agreed by the Group Manager, Legal Services.

Financial Comments [MB 23/08/12]

2. The cost of the service in 2011/12 was £87,000. This cost was fully met by recharges to departments and outside bodies.

HR Comments [AB 28/08/12]

3. Two Council employees will potentially be put at risk. There are very few translators/interpreters who receive work on a monthly basis – most work is more ad hoc. The translators/interpreters are employed on a zero hours relief contract basis. A number of them already undertake assignments for the City Council, and those registered with the County Council will transfer to the City Council's register.

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.

A) Review of the Translation and Interpretation Service (August 2012 report)

B) Equality Impact Assessment (July 2012)

Electoral Division(s) and Member(s) Affected

All

REPORT OF THE LEADER OF THE COUNCIL**COMMUNICATIONS AND MARKETING STRATEGY 2012-14****Purpose of the Report**

1. To seek approval for the draft Communications and Marketing Strategy 2012-14 (Appendix A) and associated media protocol.
2. To seek approval for a revision to the Communications and Marketing staffing structure (Appendix B) that has been revised to deliver the strategy.

Information and Advice

3. Communications and Marketing became a centralised, strategic service in April 2011. A number of benefits were realised in the first year, including:
 - **A high quality, One Council approach** to communications and marketing – through consistent advice, standardisation of practices and implementation of control measures.
 - **Better value for money** – marketing spend has reduced from £1.3m to £385k; efficiencies have been realised through an audience-focused approach; savings have been made through expert advice on most effective methods.
 - **Improved outcomes** – Gold award for media relations and a Highly Commended award for place branding at the LG Communications Reputation Awards in May 2012. These awards are viewed as the benchmark of local government communications excellence.
 - Some of the **key results** achieved in 2011-12 are:
 - Annual media coverage doubled to 4,161 items with the percentage of positive or neutral stories increasing from 78% to 85%
 - Improvements to the Council website resulted in a 60% year-on-year increase in visitor numbers
 - Public satisfaction with the Council increased to 47%, measured through the Citizen's Panel (previously it was 40% in the 2008 Place Survey)
 - Successful marketing campaigns achieving specific business objectives (e.g. visitor numbers, behaviour change, service take-up, awareness)
 - An updated corporate identity which is increasing recognition of council services and events (e.g. 86% of visitors to the Diamond Jubilee Beacon event knew it was organised by the County Council)

- Improved engagement with residents through social media – there are now over 6,000 followers of the Council Twitter compared to 1,700 just over a year ago
 - The Corporate Print Strategy has reduced back office expenditure by £383,000 with total savings of £1.5m targeted by 2014/15
4. One year on, Communications and Marketing has been reviewed by the Director of Communications and Marketing with his Group Managers. This has identified opportunities for further development that will allow the service to respond to environmental changes and public sector challenges.
 5. The Communications and Marketing strategy 2012-14 builds on what has already been accomplished, sets clear objectives of what will be achieved in the period to March 2014. This will be underpinned by a revised service offer that offers greater clarity to the organisation along with a series of delivery plans.
 6. The overall aim is to: ***“Develop consistently excellent, innovative and effective communications and marketing, to improve satisfaction with services and the quality of life of people in Nottinghamshire and the reputation of the Council.”***
 7. The key features of the strategy include the need to:
 - Improve satisfaction with the Council through improved information provision and higher value for money perceptions
 - Make savings and generate income (whether directly or by supporting services)
 - Continue to develop communications channels (in particular the use of social media)
 - Encourage channel shift to more cost-effective and efficient online transactions
 8. The strategy is supported by a number of key documents, including the Corporate Identity Policy and the Advertising & Sponsorship Policy which was approved by Members at Policy Committee on 18 July 2012.
 9. The Media Relations Protocol (an appendix to the strategy) has been developed to clarify the roles and responsibilities of the media team.

Staffing structure

10. The staffing structure of communications and marketing has been reviewed to see if it is best placed to deliver the strategy. As a result of this review, a number of changes have been proposed to the structure (Appendix B).
11. In addition, it is proposed to establish an additional permanent Senior Media officer Post (Hay Grade C). This resource is currently partly funded as a dedicated resource to provide communications support for the Local Improvement Scheme. This would deliver an additional saving of approximately £10,760 per year for the authority as the resource is currently provided through an agency

which is not cost effective in the longer term. The post would be managed by the Group Manager, Media Relations and would be subject to normal vacancy protocols.

12. A review of the Translation and Interpretation Service has taken place that has recommended that the service is delivered by Nottingham City Council. This recommendation is in a separate paper also on the agenda for approval.
13. The overall number of staff in the proposed Communications and Marketing structure would see a reduction of 2 FTEs with a consequent reduction in the cost of the structure. This makes the assumption that Policy Committee approves the change to the Translation and Interpretation Service.

Reason/s for Recommendation/s

14. To achieve a strategic approach to Communications and Marketing activity to meet organisational needs in the period to March 2014.

Other Options Considered

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

Statutory and Policy Implications

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

RECOMMENDATION/S

It is recommended that Policy Committee:

- 1) Approves the Communications and Marketing Strategy 2012-2014 and the associated Media Protocol.
- 2) Approves the revised Communications and Marketing team structure

Councillor Kay Cutts
The Leader of Nottinghamshire County Council

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

Financial Comments (MB 23/08/12)

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

Constitutional Comments (SLB 28/08/2012)

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

Human Resources Implications (GME 28/08/12)

The proposed changes to the structure of the Communications and Marketing team are linked to the review of the Translation and Interpretation Service. Dependent on the decision taken on that review, the possibility exists for some posts to be deleted, with some new posts to be established. The revised structure for Communications and Marketing complies with the county council's organisation design principles. Consultation with the Communications and Marketing team has been ongoing since June and various tools including face to face discussion and the use of the Communications Loop have been used to ensure the fullest engagement with the process. A meeting with the recognised trade unions took place as part of the PPCS JCNP on 13th June 2012 and further updates have been provided on a regular basis since then.

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.

- Corporate Identity Policy (January 2012)
- Advertising and Sponsorship Policy (July 2012)

Electoral Division(s) and Member(s) Affected

All

Appendix 1 – Communications and Marketing Strategy

COMMUNICATIONS & MARKETING STRATEGY 2012-14

1. Context

In April 2011, communications and marketing at Nottinghamshire County Council was centralised and a new approach was taken that meant decisions on how resources were allocated were based on strategic priorities set by elected members rather than available budget.

This has delivered significant benefits in a relatively short space of time, including the standardisation of marketing and communications, a consistently professional-level delivery, demonstrably improved outcomes along with substantial savings.

This has been reflected in the team winning a gold award for media relations and a Highly Commended award for place branding at the LGcommunications Reputation Awards in May 2012. These annual awards are the benchmark of local government communications excellence.

This two-year strategy sets clear objectives of what will be achieved in the period to September 2014. It identifies opportunities for further development and acknowledges the challenges that need to be addressed in a changing public sector environment.

The intention is to develop a communications and marketing function which operates strategically, is a trusted source of expertise, uses supportive challenge and insight to enable the wider organisation to improve, and is clear about its role and purpose.

In compiling this strategy, a full analysis of the strengths and weaknesses of the Communications and Marketing function was undertaken that identified ways to mitigate against any risks.

2. Aim and Principles

The overall aim of this strategy is to:

“Develop consistently excellent, innovative and effective communications and marketing, to improve satisfaction with services, the quality of life of people in Nottinghamshire and the reputation of the Council.”

It underlines the Council's commitment to providing high quality, planned and consistent communications.

This emphasises the contribution of good communications to the wider success and development of the entire organisation.

All work to achieve it will be under-pinned by the following core principles:

- Activity centred on audiences

- An emphasis on quality, high performance and best practice
- Delivering best value through the achievement of savings, income generation and return on investment
- Continuous improvement
- Evidenced-based approach with activity based on research, objective setting and clear evaluation measures
- A “One Team” approach to make best use of available expertise
- Reducing carbon output and protecting the environment
- Working with partners whenever appropriate

3. Priorities and Objectives

All communications and marketing activity is aligned to the Council's five corporate objectives as outlined in the Strategic Plan 2010-14 which was approved by elected Members.

The strategy recognises the fact that good communication is the responsibility of everyone employed by the Council. This is reflected in the measurable objectives below which have been based on trend analysis from national and local data, as well as benchmarking against other comparable local authorities:

- **Increase the number of people who feel informed** – target of 59% set for 2012-13. The figure in the Place Survey (2008) was 43%
- **Improve satisfaction with the way the Council runs things** - achieve 47% during 2012-13. The Place Survey (2008) measure was 40%
- **Increase the number of people who feel the Council provides value for money** – target of 32% set for 2012-13. The Place Survey (2008) measure was 29% and a recent Citizens' Panel survey (November 2011) was 25%

These objectives form the cornerstones against which the whole Council communication strategy will be evaluated and these sit alongside some service specific evaluation measures (see section 5).

The key service priorities identified in this strategy are:

- Continue to **manage the Council's reputation**
- Deliver **audience-focused communications**
- **Generate income** where appropriate (and support services to do this)
- Maximise the effectiveness of **digital and social media**, including increasing the emphasis on channel shift
- Improve **public engagement and involvement**
- **Consolidate consultation and engagement** so council activity is driven by meaningful customer insight
- Further develop and increase visibility of the **Council's brand**
- Continue to deliver **effective communications channels** (new and existing)
- Improve **employee information and engagement**
- Help reduce the Council's **carbon footprint**
- Continue to develop communications and marketing **skills and expertise**

4. How the strategy will be delivered

4.1 Audiences

Audience insight is critical to improving the effectiveness of communications and marketing. An audience-based approach will increase the relevance of information. The Council's **core audiences** are drawn from seven groupings:

- Older people
- Adults
- Parents and children
- Young people
- Businesses
- Internal (staff, councillors and partner organisations)
- Visitors to the county

All activity will be tailored to ensure it is appropriate and targeted. In particular, opportunities will be sought to reach individual audiences on multiple issues simultaneously (the Council's What's On guide is an example of this).

While it is possible for individuals to be in several audiences at once, their relevance to a particular campaign will be dictated by their personal interest for that issue (for example, as a council employee, a parent or someone active in business).

The Council also has a number of internal and external **key stakeholders**: Elected members, managers, council employees, trade unions, service users, Nottinghamshire residents, visitors to the county, the media, Business community, Partners, key influencers – MPs, district leaders and CEOs, Chief Constable etc.

4.2 Key messages

The corporate key messages support the Council's values (see Diagram 1). The messages are supported by the themes in the Strategic Plan 2012-14 and can be distilled into focused communications with our different audiences.

Diagram 1: Corporate Key Messages



4.3 Future development

4.3.1 Digital and channel shift

As well as enhancing existing communication channels, there is the opportunity to develop new ones that will enable the public to engage with the council in a variety of new ways. This will be needed to deliver the objectives of this strategy.

In particular, digital technology offers many new opportunities, including the movement of transactions and payments online and the ability to engage with communities through a variety of social media channels. Digital methods have a number of advantages, including: lower cost, more efficient, environmentally-friendly, 24-hour access, ability for feedback and greater reach potential.

Communications and Marketing intends to lead the way in the digital field. Facebook and Twitter have already been used to good effect with a rapidly growing user base. However, social networks also bring challenges. They can be time-intensive and offer a platform for unsolicited negative content. Therefore, an expansion of their use will be done carefully, supported by the correct policies to be approved by Members.

4.3.2 Marketing

Targeted marketing campaigns will continue to be delivered to directly support business objectives, which may include awareness raising, service take-up, behaviour change or achieving savings/income targets. The cross-marketing of services will be further developed through a continued audience approach and increasing integration of communications and marketing channels.

4.3.3 Income generation

There are a range of opportunities to secure better value for money for the Council and generate income through a variety of means. These include the graphics and print service, advertising and sold services to schools.

Communications and Marketing is taking a strategic approach to reviewing the potential for generating income and analysing the resources needed. Any new opportunities for income generation will be presented to Councillors for approval.

The team also leads specific projects and campaigns which directly support services to generate income and make savings.

4.3.4 Corporate identity

The Council implemented an updated corporate identity and gained control over how it was used, when members approved the Corporate Identity Policy in January 2012.

The Council's corporate identity (brand) will be further standardised and developed in the period ahead. This is about more than just our visual identity; but what our organisation (including its name and logo) are known for.

Our corporate identity/brand is synonymous with the services we deliver and customers' experiences. Therefore it has an important part to play in improving information and satisfaction levels with the Council.

4.3.5 Consultation and engagement

Communications and Marketing will continue to provide expertise and work closely with departments. The aim for the period ahead is to ensure that best practice is applied to all consultation and engagement activities undertaken by services; and for the whole Council to take a more corporate approach to planning and scheduling such activities.

A key development is the commencement of an Annual Satisfaction Survey in October, which Policy Committee approved in June 2012. This will gather public perceptions on things like value for money, quality of life, health and wellbeing, as well as measuring overall satisfaction. It will also enable the Council to effectively measure business objectives; evaluate the impact of key strategies; benchmark against other local authorities; and inform improvements to information provision and customer service.

Communications activity will also take account of the Localism Act, in order to help empower communities.

4.3.6 Corporate Print Strategy

The print service provides the management and delivery of a Corporate Print Strategy. The strategy will enable the whole council to make efficiency savings on the cost of maintaining and running its printers and its printed materials. Whilst providing an effective print provision that will be a balanced deployment of various equipment types to best suit the circumstances and needs of individual locations and personnel. There are further opportunities to work jointly with partners where we have shared premises.

The Corporate Print Strategy has already helped to save the Council close to £500,000 in its first 20 months. Savings are expected to continue and the overall £1.5m target is expected to be achieved by 2014/15.

4.3.7 Media

In order to take a more strategic approach in future the Media team will ensure that a clearer link is made between the Council's strategic direction, its policies and the services it provides to the people of Nottinghamshire in all proactive media work. The Media Team will continue to work closely with committees via the Committee Chair to ensure that policy decisions are appropriately publicised.

4.3.8 Employee engagement

There has been a more targeted and streamlined approach to engaging employees over the last 18 months. Good progress has been made in the way we provide information and engage with employees.

Further improvements to the intranet alongside encouraging more two-way communication across the organisations will be a priority going forward.

A number of teams are already piloting the use of Yammer for project working and more senior managers will be encouraged to take part in online 'surgeries' where they answer questions from employees in a live forum.

5. Evaluation

A half-term review will be undertaken in September 2013 when further targets will be set for 2013-14. The following targets are for 2012-13:

Type of measure	Target for 2012-13
Website (web analytics)	<ul style="list-style-type: none"> Raise the use of public website from 1 in 6 of the local population to 1 in 5 by the end of 2014 Raise the annual average net satisfaction with the website from 43.5% to 50% Maintain a top 10 place in the SOCITM Council website satisfaction listings
Social media (social media analytics)	<ul style="list-style-type: none"> Increase Twitter followers from 5,000 to 8,000 by April 2013 Be in the top 20 local authorities by followers/ likes as a percentage of population
Channel shift (web analytics)	<ul style="list-style-type: none"> Reduce unsuccessful visits to the website to under 14% by March 2013 Increase % of visits to the website that undertake a transaction (other than finding information) to 24% by March 2013
News media (Vuelio reports)	<ul style="list-style-type: none"> 5,000 pieces of news coverage 87% of media coverage is positive/neutral
Income and savings (financial reports)	<ul style="list-style-type: none"> Corporate Print Strategy to have saved an additional £400k by March 2013 £215k income from graphics £640k income from print £100k income from translation and interpretation
Campaigns (campaign evaluation reports)	<ul style="list-style-type: none"> 90% of campaigns achieve all of their objectives 80% recognition of County Council as the organiser of key events
Employee engagement (Staff Survey)	<ul style="list-style-type: none"> 70% of employees who receive Frontline read some/all of it 57% (increase of 5%) of employees feel that the Council keeps them informed
Carbon footprint	<p>The Corporate Print Strategy will deliver:</p> <ul style="list-style-type: none"> 33% reduction of CO2 emissions 33% reduction of energy usage

These measures are stretching but realistic targets, which have been established from baseline data, trend analysis from national and local data, as well as benchmarking against other local authorities.

6. Supporting documents

This strategy is supported by a range of other key documents that have been approved by elected members, which include:

- Corporate Identity Policy (approved by Full Council, January 26, 2012)
- Advertising and Sponsorship Policy (approved by Policy Committee, July 18, 2012)
- Media Relations Protocol (Appendix A1)

The strategy will also be supported by an operating procedure that will be agreed with departments and a range of delivery plans.

Appendix A1 - Media Relations Protocol

1.0 Introduction

The importance of public communications is made clear in the Explanatory Memorandum published by CLG alongside the Local Government Code of Recommended Practice on Local Authority Publicity (2011):

“For a community to be a healthy local democracy, local understanding of the operation of the democratic process is important, and effective communication is key to developing that understanding. Local authority publicity is important to transparency and to localism, as the public need to know what their local authority is doing if they are to hold it to account. In order to hold their local authority to account, the public need to have information about what their council is doing and why it is doing it.”

This protocol outlines the way that the media relations team operates at Nottinghamshire County Council. It has been written with consideration to the guidelines and practices outlined in the DCLG code.

2.0 Purpose of the team

The purpose of the media relations team is to keep residents informed of the full range of activity and services provided by Nottinghamshire County Council.

The team work with the media to promote the work and policies and services of the Council in order to enhance its reputation at a local, regional and national level. The team also promotes the ways that residents can engage with the Council in order to influence decision-making.

The media plays a significant role in informing residents about what the council does and how it spends their money. It is therefore vital that the team works effectively with the media.

3.0 Working with Elected members

The Department of Communities and Local Government Code of Recommended Practice on Local Authority Publicity prohibits the use public money to promote political parties. However, councils have a duty to be open, honest and transparent about their policies.

The Media Team works to promote the policies of the Council, in doing so they work with Committees, represented by their Committee Chairman (and in their absence Vice Chairmen), who are often the face of a particular policy. The media team also work closely with service areas to provide case studies to help illustrate the policies and work of the Council. The code makes it clear that it is important for Councils to communicate what action they are taking but also why they are taking that action.

Communications functions therefore should prioritise not who to publicise but how to best inform, explain and justify the actions and decisions of the local authority to residents and stakeholders. They are not about promoting individual councillors and their views.

Due to a limited resource it would not be possible to provide media support to all 67 elected members as well as effectively promoting the work of the Council. The Council receives approximately 2,000 media enquiries and generates 4,000 pieces of media coverage each year.

However, in terms of all elected members, the media team can provide the following level of support:

- provide information, advice and guidance about working with the media to all elected members and officers
- provide media contacts upon request
- ensure that all members divisional funds allocation is promoted via the Council's newspaper and website
- work with all members to promote LIS schemes

In addition the team also offers a single point of contact for all media related activity that is not party political in nature.

4.0 Handling media enquiries

Media officers will arrange appropriate responses to all media enquiries that come into the team.

Officers who are directly approached by a member of the media should refer the journalist to the media team in the first instance.

The media often work to very tight deadlines and the media team has no control over the timing of media enquiries, although every effort is made to encourage media outlets to submit enquiries in a timely fashion.

In order that the Council is open and transparent it is imperative that all media enquiries are given appropriate priority by all Members and officers of the Council.

5.0 Photocalls

Where appropriate, the media team will arrange suitable publicity opportunities for events or openings on behalf of service departments that will include photo opportunities. Occasionally, services may also choose to arrange their own photographer if this is considered appropriate.

Services are responsible for all other aspects surrounding the organisation of the event that will include deciding who is on the guest list and managing the event on the day.

In terms of the official publicity that is directly managed by the media team, there is a clear protocol on who leads publicity from the Council. This ensures that the media get a suitable image or interview on the day with the appropriate elected member or officer.

5.1 Custom and practice

Many of the photo opportunities are connected with the delivery of capital projects. The custom and practice for these is as follows:

- ☐ Turf cutting/starts of works – Committee Chairman for Finance and Property
- ☐ Topping off ceremony/work in progress – Committee Chairman for relevant service area
- ☐ Opening/service launch – Chairman/Vice-Chairman (Leader or Committee Chairman if civic representatives are unavailable)

The media team also arranges publicity on a daily basis for a variety of events, service developments, committee decisions, announcements, etc. These will usually feature the relevant Committee Chairman or the Chairman or Leader of the Council depending upon the issue and availability.

Ward members should make their own publicity arrangements with media.

5.2 LIS Schemes

The exception to the above is for LIS schemes when photocalls arranged by the media team will feature the ward member who has signed off the scheme.

6.0 Exceptions – pre-election

During a pre-election period, the Council continues to conduct business and provide services. The Council can still continue to publicise the decisions and work of the Council, but elected members would not be promoted in any publicity.

The Code on Recommended Practice for Local Government Publicity (2011) places restrictions on Council publicity during the run-in to elections. The code makes sure that any publicly-funded publicity is balanced and does not appear to advantage a particular candidate or political party.

A good test is to ask the question: “Could a reasonable person conclude that public money is being spent to influence the outcome of an election?”

During this period proactive council publicity should not seek to deal with politically controversial issues or report views, proposals or recommendations in a way that identifies them with individual Members or groups of Members. This is to make sure that no individual councillor or political party gains an unfair advantage by appearing in corporate publicity.

Events, such as opening ceremonies or community celebrations arranged by the Council in this period should not involve members likely to be standing for election.

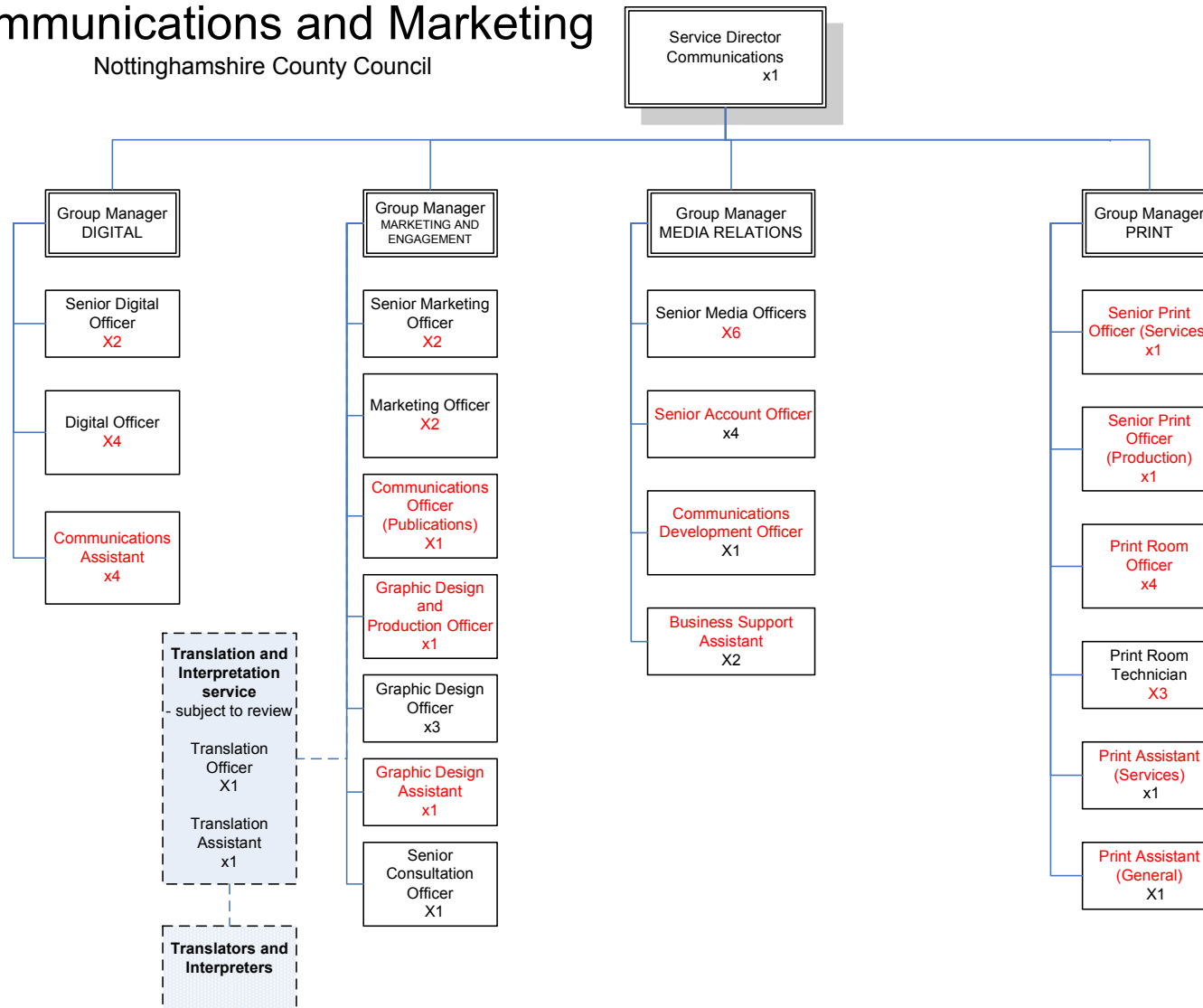
Elected members’ web pages hosted on the Council’s website will be suspended during this period.

Further advice on publicity during election periods is available from the Monitoring Officer.

APPENDIX 2 Proposed Structure

Communications and Marketing

Nottinghamshire County Council



REPORT OF THE LEADER**UPDATE ON THE NOTTINGHAMSHIRE ANNUAL SATISFACTION
SURVEY****Purpose of the Report**

1. To provide a progress report on the outcome of the procurement process for the procurement of a provider to conduct a Nottinghamshire annual satisfaction survey.

Information and Advice

2. Customer satisfaction is a key element of assessing the performance of public bodies. Research by Ipsos MORI shows that the top performing councils undertake annual citizens' surveys of one form or another as a way of measuring and understanding perceptions, behaviours and priorities amongst residents. Furthermore, understanding resident satisfaction and being able to make informed comparisons can strengthen local accountability and be a key part of the Authority's approach to managing its own performance.
3. At its meeting on 20 June 2012, Policy Committee provisionally agreed to conduct an annual satisfaction survey for the County Council, subject to approval of the contract price by the Leader, Deputy Leader, Chairman of Finance and Property and the Corporate Director Policy, Planning and Corporate Services.
4. During the competitive tendering exercise, 34 expressions of interest were received from a range of market research companies across the country resulting in 14 formal tender submissions. The tenders were evaluated using a 40:30:30 cost, time and quality ratio, as detailed in the tender documentation.
5. The most advantageous tender in terms of quality and price was assessed and a preferred bidder determined. Following approval by the Leader, Deputy Leader, Chairman of Finance and Property and the Corporate Director Policy, Planning and Corporate Services, the contract to provide a Nottinghamshire Annual Satisfaction Survey has been awarded to Enventure Consultancy Ltd at a cost of £14,223. This cost is significantly lower than the originally anticipated cost of £35,000 suggesting the economic climate has resulted in considerably fewer tenders being available, resulting in more competition and lower prices.

6. The County Council's contribution to this contract is £4,223, with the remainder of the costs being funded by partners – NHS Nottinghamshire, Ashfield District Council, Broxtowe Borough Council and Bassetlaw PCT; by undertaking this contract in partnership the Council has saved £10,000.
7. Enventure Consultancy Ltd (Enventure Research) has been delivering research projects since March 2003, including a wide range of projects for health organisations, local authorities, public transport agencies and government departments. Recent projects have included a region wide research project for NHS Midlands and East Strategic Health Authority Cluster and a council priorities and residents' survey for Braintree District Council in Essex. They have also just completed face-to-face on-street interviews relating to resident satisfaction on behalf of Thurrock Council. Enventure have offices in Bradford and London.
8. The Nottinghamshire annual satisfaction survey will take the form of a face-to-face survey carried out in each of the seven districts across the county. Results for Nottinghamshire County Council will be made up from an amalgamation of the seven district scores. In addition to measuring performance around resident satisfaction, council strategies, information provision, and achievement of Strategic Plan commitments, the data provided by the Council's annual resident satisfaction survey will be used to benchmark against other authorities.
9. The survey work will be completed by the end of October 2012. The results will be available in early December and will be reported to Policy Committee in January 2013.

Recommendation

It is recommended that

- i. the Committee note that by working in partnership the Council has saved £10,000.
- ii. the report be noted.

Councillor Kay Cutts Leader of the Council

For any enquiries about this report please contact: Angela Smeeton, Senior Consultation Officer telephone: 0115 9772937 E: angela.smeeton@nottsc.gov.uk

Constitutional Comments [NAB 20.08.12]

1. This report is for noting only by the Policy Committee.

Financial Comments [MB 20.08.12]

2. The cost of the survey can be met from the 2012/13 budget for Communications & Marketing.

Background Papers

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

None

Electoral Division(s) and Member(s) Affected

All

REPORT OF THE LEADER OF THE COUNTY COUNCIL**OSBERTON HORSE TRIALS****Purpose of the Report**

1. To provide information about the County Council's involvement in the Osberton Horse Trials 2012.

Information and Advice

2. The Osberton Horse Trials is an annual equestrian event held at Osberton Park, near Worksop. The event attracts many of the world's top three-day event riders and visitors from across the UK, and overseas, to the north of the county.
3. This year the event is to be held from Thursday 27 September to Sunday 30 September 2012. Over 4,000 visitors are expected over the four day programme which includes dressage, cross-country, show-jumping, pony club competitions alongside a caravan rally, trade stands and other activities.
4. Equestrian events including eventing, dressage and show-jumping have received considerable coverage at the recent London Olympics due to the success of the Great Britain teams in these sports.
5. The organisers of the Osberton Horse Trials, Bede Ltd. who are based in the Rushcliffe area, also organise the Belton Horse Trials in Lincolnshire. As part of this event Lincolnshire County Council promote the county, economic development priorities and local businesses. Bede Ltd would like Nottinghamshire County Council to consider undertaking a similar exercise at the Osberton Horse Trials and have offered Nottinghamshire County Council the free use of a small marquee for Thursday 27 September 2012 to trial this concept by promoting County Council services and or projects that have an impact on the local economy or support local residents.
6. It has been agreed to take up the offer of the use of the marquee to demonstrate how the County Council produces healthy local food for local people using, where possible, local producers and suppliers. This includes:
 - **County Enterprise Foods** (meals at home service) - Most meals are produced in Worksop. Local suppliers are used, where possible.

- **School Meals Service** -The service uses local producers, where possible, e.g. most of the meat is provided fresh from a local butcher; milk is sourced from Hockerton.
 - **Brooke Farm** – supply quality, local, seasonal produce
7. A number of the local producers, these services source products from, will be offered the opportunity to attend the event and to showcase their produce.
 8. There will also be a corporate stall with information about local visitor attractions and key County Council projects such as the Nottinghamshire Local Broadband Plan campaign. The marquee will be staffed by representatives of the above services.
 9. In addition to the Nottinghamshire County Council presence the organisers wished to showcase the event to local businesses. Via the County Council's business engagement work (Economic Development) the organisers were introduced to North Notts Business Connections (a business club / network for businesses in Bassetlaw who are members of the Nottinghamshire Business Engagement Group). As a result the network is to hold a business event on Friday 28 September for 40 business people. Via this connection the organisers were introduced to a micro brewery in the Bassetlaw area – which has resulted in the organisation of a real ale festival at the event which will showcase approx 25 locally produced beers / ales.

Other Options Considered

10. The offer of the use of the marquee presents an opportunity to showcase County Council services and to explore how the event might positively impact on the local economy.

Reason/s for Recommendation/s

11. The report is for information purposes.

Statutory and Policy Implications

12. 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.

Financial Implications

13. Costs would be limited to travel costs for NCC staff attending the event and to the hiring of some tables and chairs for display purposes.

Equalities Implications

14. The event is open to all residents of Nottinghamshire. There is no entry fee on Thursday 27 September 2012.

RECOMMENDATION/S

15. That the report be noted.

Report of the Leader of the County Council

For any enquiries about this report please contact: Sue Hetherington ext 72048

Constitutional Comments

16. Because this report is for noting only no constitutional comments are required.

Financial Comments (DJK 14.08.12)

17. The financial costs, which should be minimal, will be contained within the Economic Development revenue budget for 2012/13.

Background Papers

18. None

Electoral Division(s) and Member(s) Affected

19. All – the event is open to all residents of Nottinghamshire.

12 September 2012**Agenda Item:10****REPORT OF THE CORPORATE DIRECTOR FOR CHILDREN, FAMILIES AND
CULTURAL SERVICES AND THE CORPORATE DIRECTOR FOR ADULT
SOCIAL CARE, HEALTH AND PUBLIC PROTECTION****ESTABLISHMENT OF A MULTI-AGENCY SAFEGUARDING HUB (MASH)****Purpose of the Report**

1. The purpose of this report is to:
 - a. inform Policy Committee of the final arrangements for establishing a Multi-Agency Safeguarding Hub (MASH) in Nottinghamshire
 - b. seek approval to establish a number of staff posts
 - c. seek approval for funding from County Council contingencies.

Information and Advice

2. On 11 January 2012, Cabinet endorsed the establishment of a Multi-Agency Safeguarding Hub (MASH) as part of the new operating model for Children's Social Care. The aim of the MASH is to significantly improve the sharing of information between agencies, improve decision-making by taking a more holistic view and therefore help to protect the most vulnerable children and adults from harm, neglect and abuse.

Overview of the MASH

3. Most MASHs nationally deal with safeguarding concerns about children but not adults. Research highlighted the clear advantages of taking a broader family approach and as a result, the Nottinghamshire MASH will deal with safeguarding concerns about both vulnerable children and adults, providing a faster, more co-ordinated and more consistent response from partner agencies and services to safeguarding concerns.
4. The MASH will act as the first point of contact for Children's Social Care and for safeguarding concerns about adults. It will involve representatives from Children's Social Care, Adult Social Care, Police and Health working together, co-located in one place. Virtual links will exist to other services and agencies which are not located in the MASH, such as preventative services, the Probation Trust and District Councils.

5. The MASH will receive safeguarding concerns from professionals such as teachers and doctors as well as members of the public and family members. For those concerns that meet the threshold for Adult or Children's Social Care involvement, representatives from the different agencies in the MASH will collate information from their respective sources to build up a holistic picture of the circumstances of the case and the associated risks to the child or adult. As a result, better decisions will be made about what action to take and support will be targeted on the most urgent cases. Better co-ordination between agencies will lead to an improved service for children, adults and families.
6. The MASH will also provide advice and guidance for professionals with safeguarding concerns about a child or adult. This will help to enforce the application of need thresholds, improve the quality of information provided and ensure that the appropriate level of support is offered. For those concerns that do not meet the threshold for Adult or Children's Social Care involvement, the MASH will ensure that cases are passed to early intervention or other services as and when this is appropriate.
7. The MASH will be based at the Customer Services Centre at Mercury House and will build on the model and success of the Dedicated Adult Access Team which is already located there. It is anticipated that a significant number of contacts will be addressed at an early stage by a new team of MASH Officers; this represents a considerable change to how safeguarding concerns are currently handled. Working under the close supervision of qualified Adult and Children's social work professionals, MASH Officers will swiftly advise and signpost referrers to the most appropriate service, thereby filtering contacts and reducing the number of contacts being escalated to social work professionals inappropriately. In Adult Social Care having a single point of contact for social care enquiries staffed by a mix of Customer Service Advisors, Social Work and Occupational Therapy staff has resulted in over 60% of contacts being resolved directly by the Customer Service team with an overall reduction of 30% in referrals to dedicated Adult Social Care teams.

MASHs in Other Areas

8. The MASH model originated in Devon and this project is drawing extensively on their experience. Several other local authorities have successfully established MASHs: Staffordshire, Stoke City, Haringey, Hackney, Harrow, Norfolk, Birmingham City, Hull and York. MASHs are also being set up in every London Borough, in Northamptonshire and in Nottingham City. The design of the MASH in Nottinghamshire is actively building upon best practice elsewhere in the country.

Progress to Date

9. A Strategic Steering Group for the project has been established since December 2011, with senior representatives from the Police, Health, Probation Trust, District Councils and Fire & Rescue Service, as well as NCC services. The Group is chaired by the Corporate Director for Children, Families and Cultural Services. Robust governance arrangements are in place, with

progress reported to the Children's Social Care Transformation Programme Board and Adult Social Care Business Improvement Board and then via the Programme Director's Board to the Corporate Leadership Team. In addition, members of the Strategic Steering Group have been keeping relevant stakeholder boards updated e.g. Nottinghamshire Safeguarding Children Board, Nottinghamshire Safeguarding Adults Board, Police Command, PCT Board etc.

10. An Operational Group has also been working to design and implement the MASH, jointly chaired by a Superintendent from Nottinghamshire Police and the Service Director for Children's Social Care. Five workstreams have been working since February 2012, each focusing on a different element of the MASH: Organisation Structure, Business Process, Technology, Information-Sharing Agreement and Volume & Performance Analysis. Each has a workstream lead and a multi-agency working group that has collectively designed and refined their element, ensuring that stakeholders have been fully engaged in developing the model in Nottinghamshire.
11. Progress to date has been good, thanks to the hard work of operational staff and senior representatives involved in the project. Partner agencies and NCC services have given and maintained a very strong commitment to the project, and this has been backed up by resources.
12. Significant elements of progress are noted below:
 - best practice research has been completed, highlighting lessons learnt, useful documents and contacts from existing and emerging MASHs across the country
 - a detailed volume analysis has estimated the likely demand upon the MASH, using this to inform the number of posts within the organisation structure and the design of the business process
 - the organisation structure for the MASH has been agreed by the Strategic Steering Group for final approval by Policy Committee. This incorporate roles, job descriptions and staff funding arrangements
 - business processes, describing how the MASH will operate in detail, have been agreed
 - an Information Sharing Agreement has been developed and is being widely consulted upon, in preparation for sign-off by the Nottinghamshire Safeguarding Children Board and Nottinghamshire Safeguarding Adults Board in the Autumn
 - technology requirements have been gathered from partner agencies and services, informing the design of technical solutions and associated cost estimates
 - the office layout for the MASH at Mercury House has been agreed, with minor building work due to start in early September
 - draft performance measures for the MASH have been developed
 - existing posts have been filled through enabling and preference processes. New posts have been advertised, at the discretion of the relevant

Corporate Director, to ensure that post holders are in place in time to undertake induction training prior to go-live at the end of November

- extensive communication activity has taken place since the start of the project, with presentations, face-to-face briefings, electronic bulletins and web pages all being used to engage stakeholders. An ongoing more detailed communication plan is being developed for the run-up to go live to ensure that key parties and the public are aware of the existence of the MASH, its function and how to access it.

Timescales

13. The MASH is on track to go live in the week commencing 26 November 2012, with strong commitment from the partner agencies and services to achieve this. Support for implementation is being provided by ICT, Property, Ways of Working, HR, Communications and the Improvement Programme.

Gateway Review

14. A Gateway Review, involving an independent external consultant, was conducted in May 2012, examining project progress through interviews with a range of stakeholders, assessing confidence in project delivery and project management. The review graded the project as 'Amber/Green' overall and made a number of recommendations, which have all been addressed. The Gateway Review report is available as a background paper. A second Gateway Review is scheduled for early October 2012.

Organisation Structure

15. The proposed MASH organisation structure is shown in Appendix A. It has been developed by the Organisation Structure working group, based upon the developing business process and the analysis of contact volumes and existing workloads. This has been further validated and refined by consultation with service representatives and senior stakeholders. The organisation structure was agreed by the Strategic Steering Group on 30 May 2012 for final approval by Policy Committee.
16. The organisation structure is designed to ensure that safeguarding concerns are effectively received, to collate information from different services and partner agencies, use this combined information to decide which team outside the MASH should handle the case and then pass the case to that team with the associated information. The MASH will not hold cases but will pass them to operational teams within a matter of minutes or hours as required, based upon assessed risk. Staff from the MASH will not be carrying out any fieldwork interventions i.e. visits to children, adults or families, as these will be carried out by the relevant operational teams.
17. The organisation structure is designed to enable effective partnership working whilst maintaining the integrity of professional decision-making. Staff working in the MASH will continue to be employed by their own organisation. Many staff will maintain dual reporting lines (matrix management), reporting to one

person for oversight of professional decisions and a different person for day-to-day management and administrative purposes. In some cases the professional oversight will be provided by staff outside the MASH - a Children's Social Care Service Manager outside the MASH will provide professional oversight of the Children's Social Care Team Managers; an Adult Social Care Team Manager outside the MASH will provide professional oversight of the Adult Social Care Advanced Social Work Practitioners.

18. A temporary MASH Operational Manager has been recruited on a 12 month contract to help develop the MASH and the supporting processes, protocols and strategies; ensure effective implementation of the MASH and to manage the MASH for 9 months after go-live ensuring that any teething problems are resolved quickly as the new arrangements bed in. Once the MASH is operational the post-holder will be responsible for the initial day-to-day running of the MASH, ensuring that cases are handled swiftly and appropriately; performance management of the MASH against agreed targets and measures and ensuring that partner agencies and services work effectively together to deliver the desired outcomes. This post will be reviewed after 12 months to determine the precise nature of the role required going forward. It is clear that a permanent MASH Operational Manager will be required.
19. Given the challenging timescales set for the implementation of the MASH it has been necessary to recruit to the post of MASH Operational Manager prior to the Policy Committee meeting. This will enable the required pre-employment checks and notice period to be served by the preferred candidate so that they can take up post directly after the Policy Committee decision.
20. An experienced manager has been recruited into the post who was involved in setting up the first MASH in Devon and will therefore be able to apply lessons learnt from Devon's experience directly in Nottinghamshire and should be able to settle quickly into the role. As Multi-Agency Safeguarding Hubs are relatively new developments, there is a small pool of people with the direct experience of operating a MASH. In order to recruit a candidate with this experience it will be necessary to pay a small market factor supplement of £6,801 for the temporary period of this post. This is important to ensuring the establishment and effective implementation of a MASH in Nottinghamshire to the required timescale. The alternative would be an agency worker at significantly higher cost.

Budget and funding arrangements

21. It is proposed that with the Policy Committee's approval, recurring annual costs for the MASH of £552,000, including some staffing costs described in paragraph 23, are met from County Council contingencies.
22. The Memorandum of Understanding (MoU) between partner agencies located at the MASH will include consideration of the ongoing funding arrangements.
23. Approval is being sought to establish the following posts:

- a. 1 fte MASH Operational Manager for 12 months (Band F plus market factor supplement of £6,801) – funded from County Council contingencies. The post is then subject to review
 - b. 2 fte permanent Senior MASH Officers (Grade 5, £20,858 – £23,708) – funded from County Council contingencies
 - c. 13 fte permanent MASH Officers (Grade 4, £17,802 - £20,198) – funded from County Council contingencies
 - d. 3 fte permanent Adult Social Care Advanced Social Work Practitioners (Band C, £32,800 - £37,206) – funded by the Adult Social Care, Health and Public Protection department.
24. All other permanent County Council posts are already included in the establishment of the Children, Families and Cultural Services department – 4 fte Children’s Social Care Team Managers, 8 fte Children’s Social Care Social Workers and 5.5 fte Business Support Administrators.
25. As a new initiative, the MASH will be formally reviewed and evaluated in order to identify cashable efficiency savings, as a result of the improved effectiveness of the safeguarding arrangements. Once these efficiency savings have been identified, proposals for changes will be put to elected Members and, if approved, these proposals will be implemented to deliver the savings.

Other Committees

26. If this report is approved by Policy Committee, update reports about the MASH will be taken to the next meetings of the Adult Social Care and Health Committee (1 October) and the Children and Young People’s Committee (8 October).

Other Options Considered

27. Consideration has been given to a number of options to help improve information sharing between agencies. New operational procedures and regular review meetings have helped agencies to work more closely together, although difficulties remain. The use of new technology and revised systems and processes can help enable such information sharing but do not bring the benefits of co-locating staff from different agencies in the same room. After consideration at a strategic and operational level, and an examination of the advantages and disadvantages of MASH operations in other areas, it was agreed that a MASH would be the most effective solution for Nottinghamshire.

Reasons for Recommendations

28. The MASH will significantly improve the sharing of information between agencies, helping to protect the most vulnerable children and adults from harm, neglect and abuse.
29. It will bring the following benefits:

- a reduction in the number of children and adults inappropriately receiving costly services from social care, health, the police and others
- closer partnership working and clearer accountability, with agencies providing a faster, more co-ordinated and consistent response to safeguarding concerns, ensuring that vulnerable children and adults are kept safe
- an improved 'journey' for the child, adult and family with more preventative support and better informed services provided at the right time
- a reduction in the number of inappropriate referrals and re-referrals
- a more straightforward and responsive process for the professional or citizen raising a safeguarding concern, with clear guidance and support.

Statutory and Policy Implications

30. 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

31. Service users will receive faster, more co-ordinated assistance from operational teams as a result of the swifter, better informed decisions being taken in the MASH. In addition, a greater number of children and families will receive support from preventative services, dealing with problems before they escalate.

Financial Implications

32. It is proposed that with the Policy Committee's approval, recurring annual costs for the MASH of £552,000 including some staffing costs, as described in paragraph 23, are met from County Council contingencies.
33. The Memorandum of Understanding (MoU) between partner agencies located at the MASH will include consideration of the ongoing funding arrangements.

Crime and Disorder Implications

34. Co-locating social care professionals with Police colleagues will improve the sharing of information and hence the handling of crimes related to safeguarding and domestic violence. As more data is gathered, analysis will help identify risk factors and enable better prediction of potential vulnerability, so that support can be targeted accordingly.

Safeguarding Implications

35. The MASH will significantly improve the safeguarding of children and adults, helping partner agencies to make faster, more informed decisions that mean

children, adults and families receive appropriate, co-ordinated support more quickly.

Human Resources Implications (BC 13/8/12)

36. The relevant trade unions have been consulted on the establishment of the MASH through regular ongoing meetings with the Service Director, Children's Social Care, as part of the wider transformation programme. A number of existing posts have been provisionally allocated to existing employees through the programme's enabling process. Approval to advertise new posts in advance of this Committee was also obtained due to the need to recruit staff in advance of the implementation date for training and induction purposes. This has included recruitment to the post of MASH Operational Manager as detailed in this report.

RECOMMENDATIONS

That:

- 1) the final arrangements for establishing the Multi-Agency Safeguarding Hub (MASH) in Nottinghamshire be noted.
- 2) funding of £552,000 from County Council contingencies for the recurring annual costs of the MASH, including some staffing costs as described in paragraph 23, be approved.
- 3) the following posts be established with immediate effect:
 - a. 1 fte post of MASH Operational Manager for 12 months (Band F plus temporary market factor supplement). The post is then subject to review.
 - b. 2 fte permanent Senior MASH Officer posts (Grade 5)
 - c. 13 fte permanent MASH Officer posts (Grade 4)
 - d. 3 fte permanent Adult Social Care Advanced Social Work Practitioner posts (Band C).
- 4) Policy Committee receives a progress report on the Multi-Agency Safeguarding Hub six months after it opens.

Anthony May
Corporate Director for Children,
Families and Cultural Services

David Pearson
Corporate Director for Adult Social
Care, Health and Public Protection

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Constitutional Comments (LM 04/09/12)

37. The Policy Committee has delegated authority to approve the recommendations in the report.

Financial Comments (NDR 04/09/12)

38. The financial implications are set out in paragraphs 32 and 33 of the report.

Background Papers

MASH Gateway Review – May 2012

Vacancy protocol proforma

Business case template – Market Factor supplement

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

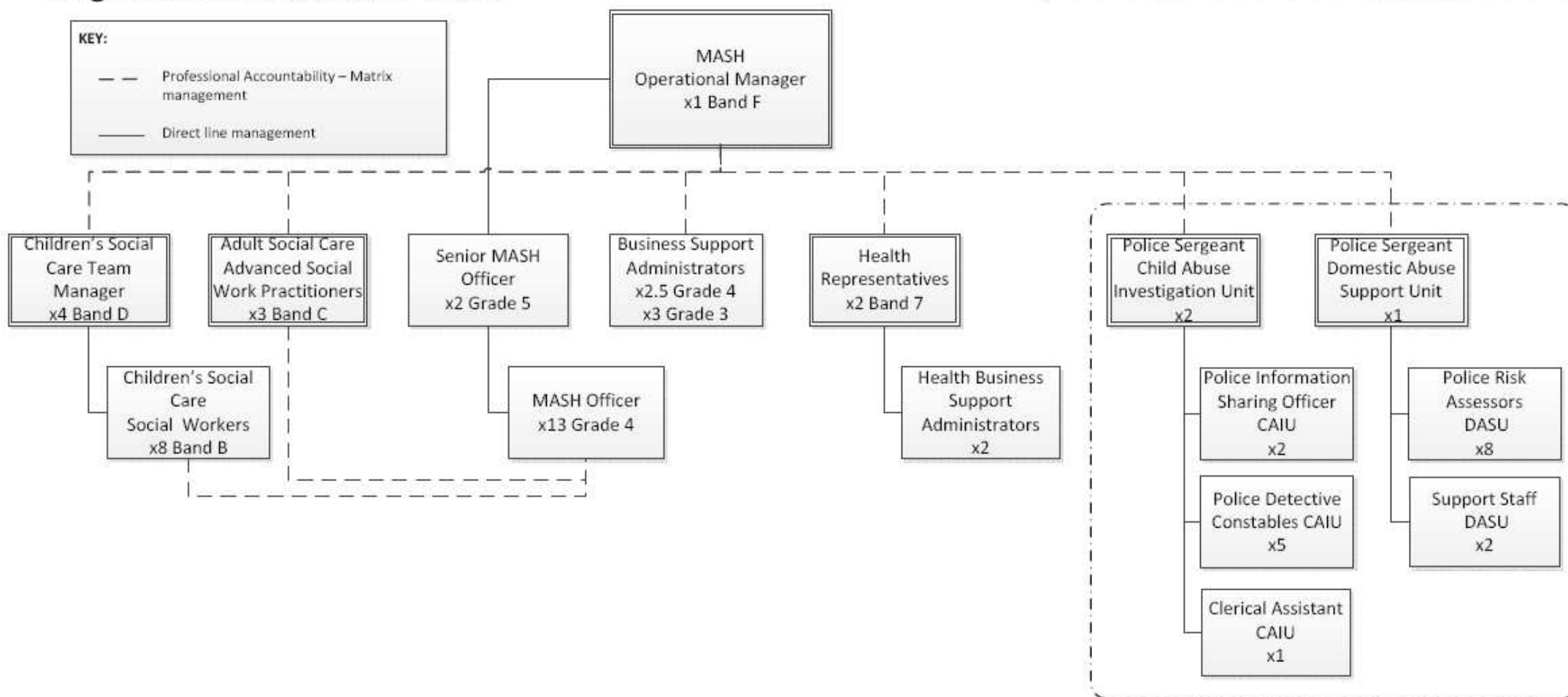
Electoral Division(s) and Member(s) Affected

All.

C0062

Appendix A – MASH organisation structure

Multi-Agency Safeguarding Hub Organisation Structure v1.06



File Name:	MASH Organisational Structure v1.06		
Created by:	Guy Edgar	Date:	08/08/2012
Approved by:	MASH Strategic Steering Group	Date:	30/05/2012

REPORT OF THE DEPUTY LEADER OF THE COUNCIL**LENGTHSMAN SCHEME****Purpose of the Report**

1. This report is to provide the Policy Committee with an overview of progress to implement a nine month pilot of the Lengthsman scheme.

Information and Advice

2. The County Council's refreshed Strategic Plan 2010-14 commits the authority to embracing Localism.
3. Council approved a Localism Policy to progress this commitment on 26th January 2012. The Policy requires that the merits of a Lengthsman scheme are evaluated which is to be based in part upon a pilot of the scheme.
4. On 18th April 2012 the Deputy Leader of the Council and Cabinet Member for Transport and Highways agreed a range of provisions to establish a pilot scheme to run from July 2012 until 31 March 2013.

Implementation of the Lengthsman Pilot

5. A Lengthsman is a person employed or contracted by a number of town and/or parish councils to carry out minor highways and environmental works locally. These works may not always be an immediate priority or cost effective for Nottinghamshire County Council to carry out on a small scale. The work of a Lengthsman will be managed locally by the town and/or parish councils to enable them to respond quickly and cost effectively to meet local needs.
6. The primary purpose of the pilot scheme is to test and evaluate the Lengthsman concept across clusters of Nottinghamshire town and parish councils. The pilot will inform any decision on whether to roll the scheme out in April 2013.
7. On 30th April 2012 the County Council extended an invitation to all 161 town and parish councils to express an interest to participate in the fully funded pilot. Around 40% of all Nottinghamshire town and parish councils responded.
8. Constructive dialogue took place between May and June 2012 with those town and parish councils interested in pursuing the scheme, either in its pilot form or

potentially in April 2013. This sought to identify and resolve any local issues which might hinder successful delivery of the pilot scheme.

9. In total 30 town and parish councils submitted a proposal to participate in the scheme. Of these 2 town councils and 15 parish councils have successfully commenced the pilot scheme. These take the form of 4 clusters which are detailed at Appendix 1.
10. Feedback from a broad range of town and parish councils engaged by the County Council indicated that they were interested in the scheme and the outcomes of the pilot. A number of these councils have already contacted the County Council for discussions regarding the April 2013 scheme.
11. A flexible approach has been taken to implementing the pilot, providing town and parish councils with a broad framework description of how it should operate, whilst encouraging participants to adapt the scheme to meet with individual local circumstances. As a result, each cluster is operating a distinct setup developed locally.
12. Training and safety equipment has been provided by the County Council as part of the scheme. On-going support and guidance is being made available throughout the duration of the pilot.
13. All town and parish councils have been informed of the commencement of the pilot scheme. It is proposed that this engagement continues with the County Council maintaining communication with all town and parish councils during the course of the pilot.
14. The pilot scheme has attracted sufficient interest to ensure an effective and robust evaluation. It is expected that that expenditure for the pilot is likely to materialise within the set budget at around £26,000.

Initial feedback and Media Interest

15. The scheme, which has been running from July 2012, has received positive reviews in its first two months; from both participating town and parish councils and the Lengthsman themselves.
16. The pilot scheme has also received a significant level of local, national and international media interest, This has included the Deputy Leader featuring in a short film segment for a Russian television news station. The story also made the front page of the Daily Telegraph and the Irish Times newspapers.
17. A follow up story about a 'father and son Nottinghamshire Lengthsman' has also been featured in The Nottingham Evening Post, BCC Nottingham, The Retford Times and The Worksop Guardian.

Evaluation

18. It is proposed that an initial evaluation of the pilot will take place in early November. Evaluation will support elected Members in determining both the merits and a suitable model for any potential roll out. This will report on the following features:

- Increased frequency and improved standard of service delivery to participating town and parish councils
- Improved customer perception of the County Council and satisfaction levels amongst residents
- Parishes able to prioritise local activity to meet local need
- Promoting positive relations in the local community
- Reduction in the number of Highways complaints (with the exception of those reported by the Lengthsman as part of his role)
- Reduction in the amount of Nottinghamshire County Council time spend addressing complaints: both through the Customer Services Centre and Highways staff time
- Recurring minor issues dealt with more efficiently
- Reduction in the number of Highways call outs to deal with minor issues enabling Highways Managers to focus on more strategic maintenance issues
- Potential savings achieved through the pilot, as compared to other methods of delivering an enhanced service

19. To support the evaluation, it is proposed that an event is held in November 2012 for all town and parish councils. This will provide an opportunity to demonstrate the progress of the pilot as well gauge interest on the potential roll out of the scheme in April 2013.

20. A further report will be brought to elected Members in December outlining the results of this initial evaluation as well as proposals for a future scheme. Further work will need to be undertaken to refine the detail of the proposed scheme prior to its prospective commencement from April 2013.

Other Options Considered

21. None.

Reason/s for Recommendation/s

22. The Council's refreshed Strategic Plan for 2010-14 has a specific action to embrace Localism. The County Council's Localism Policy provides a coherent approach for the Council to meet the principles, commitments and actions set out in the Strategic Plan.

23. As a key action arising from implementation of the Council's Localism Policy, reporting of progress on delivering these requirements falls within the responsibility of the Policy Committee.

Statutory and Policy Implications

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

RECOMMENDATION/S

It is recommended that

1. the Committee note progress in developing the Lengthsman scheme pilot

Councillor Martin Suthers
Deputy Leader of the Council

For any enquiries about this report please contact: Paula McManus, Policy Officer T: (0115) 977 3753 E: paula.mcmanus@nottsc.gov.uk

Constitutional Comments (SLB 22/08/2012)

This report is for noting only.

Financial Comments (IC 24/08/2012)

The financial implications are as contained in paragraph 14 of this report and will be funded from the 2012-13 Highways Revenue budget.

Background Papers

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

Nottinghamshire County Council Localism Policy
Decision ER/2012/00078

Electoral Division(s) and Member(s) Affected

All

Appendix 1

Overview of town and parish councils participating in the Lengthsman scheme pilot

Cluster 1

Harworth and Bircotes Town Council

Scrooby Parish Council

Ranskill Parish Council

Blyth Parish Council

Hodsock Parish Council

Babworth Parish Council

Cluster 2

North Wheatley Parish Council

North Leverton and Habbleshthorpe Parish Council

South Leverton Parish Council

South Wheatley Parish Council

Sturton Le Steeple Parish Council

Cluster 3

Ollerton and Boughton Town Council

Rufford Parish Council

Cluster 4

Dunham-on-Trent Parish Council

Darlton Parish Council

Fledborough Parish Council

Ragnall Parish Council

**REPORT OF THE CORPORATE DIRECTOR POLICY, PERFORMANCE AND
CORPORATE SERVICES****FINANCIAL CONTRIBUTION TO EXPERIENCE NOTTINGHAMSHIRE****Purpose of the Report**

1. To propose an increased County Council contribution to Experience Nottinghamshire (EN) for the 3 year period 2012/13 – 2014/15 in order to ensure on-going support for tourism marketing, promotion and destination development activity for the County.

Information and AdviceTourism and its importance to the Nottinghamshire Economy

2. The County Council's Strategic Plan (2010 – 2014) recognises tourism as a key contributor to the Nottinghamshire economy and gives a commitment that, at the end of 2014, the Council will have *'sought out opportunities to contribute to enhancing Nottinghamshire as a tourism destination and increased the number of visitors to the County'*.
3. In addition, the D2N2 (Derbyshire & Derby City and Nottinghamshire & Nottingham City) Local Enterprise Partnership has identified tourism as one its key priority sectors.
4. The importance of tourism and the visitor economy to Nottinghamshire is demonstrated by the following facts;
 - Tourism and the visitor economy is worth an estimated £1.38 billion per annum to Nottingham and Nottinghamshire of which £0.91 billion (64%) is attributable to the County (source: Nottinghamshire STEAM Report 2010)
 - Over 16,000 jobs in Nottingham and Nottinghamshire are directly linked to the visitor economy, with a further 4,000 indirectly linked
 - National targets set by Visit England suggest that the visitor economy has the potential to grow by 5% year-on-year to 2020
 - Nottingham and Nottinghamshire is the 15th most popular destination in the UK in terms of inbound international visitors
 - There are 30.18 million day visitors to the area annually and 1.63 million commercial visitors staying overnight in serviced and non serviced accommodation.

5. It is recognised however, that there remains unexploited tourism potential within Nottinghamshire. In its Tourism and Economic Development Review (April 2012) the Communities and Environment Standing Committee made a series of recommendations, including the development of a tourism 'offer' around the Pilgrim Fathers and other heritage-based tourism assets. Economic Development Committee will be considering the Standing Committee's recommendations in Autumn 2012.

Experience Nottinghamshire (EN)

6. EN is the recognised 'Destination Management Organisation' (DMO) for Nottingham and Nottinghamshire and was established in 2004 as a not for profit partnership between the public and private sectors. The City and County Councils are founding partners, financial contributors and elected members from both Councils sit on the Company's Board.
7. When EN was formed both City and County Councils transferred responsibility for their tourism marketing and promotions work to it. Both have Service Level Agreements (SLAs) which govern the funding allocated to the Company.

8. The Government recognises the value of DMO's such as EN and is committed to their future as the main delivery organisation for strategic tourism investment. Visit England, the national tourism board, cites the following rationale for the existence of DMOs:

'To create a successful and sustainable visitor economy in an area, all the components that make a successful destination need to be managed in an integrated and long-term way, with a clear focus on the needs of both residents and visitors. This is pivotal to the Strategic Framework for Tourism in England objective "to offer compelling destinations of distinction".'

9. EN has been recognised by Visit England as one of only 14 'attract brands' which it is supporting via its successful round 2 Regional Growth Fund (RGF) bid. The successful project, called '*Growing Tourism Locally*' is intended to stimulate economic growth and jobs locally by providing additional monies to the successful local destination partners. This will be accompanied by a national campaign aimed at inspiring Britons to take more short breaks and holidays at home.
10. The Visit England/RGF award will mean that EN has access to up to £400,000 from 2012/13 to 2014/15 to deliver enhanced promotional and marketing campaigns. To access the full Visit England/RGF award, EN has to secure additional cash match-funding of £200,000 per annum over the 3 years and a total of £280,000 in-kind.
11. The funds will be used to support four new marketing campaigns under the following headings:
 - Love local – food, drink, traditions and crafts
 - What legends are made of – heroes, villains, famous Nottinghamshire authors / artists

- Do it outdoors – exploring the County’s green estate, country parks and hidden gems. Walks, cycling, horse-riding and sport in Nottinghamshire’s quiet countryside
- Cultural inspiration – art, heritage, history and events

The campaigns form an integrated 3 year marketing campaign designed to attract more visitors to Nottinghamshire and Nottingham. It is anticipated that this will be launched later in the year with the main campaign activity aligned to the 2013 season and the key events in Nottinghamshire during that period (e.g. the Ashes test match in July 2013).

12. It is anticipated that those destinations that make a success of their Visit England/RGF awards will be in a strong position to secure additional funding from future government schemes to promote tourism. If the full tourism growth potential arising from the Visit England/RGF award is to be realised, it is important that EN secures the additional match funding.

Funding

13. EN receives funding from both the private sector as well as local authorities. Income from private businesses and corporate partners accounts for approximately 39% of the organisation’s annual income and is raised through a membership scheme, sponsorship, earned income from commissions and donations. 56% of Experience Nottinghamshire’s business members are from Nottinghamshire and 44% from the City area.

14. The demise of East Midlands Development Agency (emda) and East Midlands Tourism has meant EN’s funding fell by 25% in 2010/2011. Excluding costs and income associated with the Nottingham Tourist Information Centre EN has the following funding streams;

Income £264,000 (41.64% of total)

Nottingham City Council contribution £248,000 (39.11%)

Nottinghamshire County Council contribution £118,000 (18.61%)

Ashfield District Council contribution £2,562 (0.4%)

Gedling Borough Council contribution £1,500 (0.24%)

Total £634,062

15. In recognition of both existing, as well as potential benefits resulting from EN activities, it is considered appropriate that the County Council increases its contribution to £218k for this and the next two financial years.

16. The recommended increase to £218,000 per annum over three years will ensure a more equitable contribution from both main funding partners of the organisation and ensure that the Visit England/RGF award can be match-funded to more fully exploit the benefits accruing to the County over the 3 years of the project.

Measuring Impact

17. Should Policy Committee agree to the contribution to EN outlined in this report, it is recommended that an SLA is developed which better measures the performance of the Company. Key performance indicators and targets have traditionally focussed upon outcomes such as increased visitor numbers, overnight stays and value of tourism to the visitor economy. Whilst these are the outcomes which are ultimately being sought, there are many variables which influence their achievement which the Company cannot influence, not least the overall state of the economy.

18. For this reason it is recommended that more direct, output and impact based indicators and targets are developed for inclusion in the SLA such as:

- ratio of return on investment (ROI) in as a result of marketing campaigns (using Visit England definition of ROI)
- external funding leverage as a result of additional County Council financial contribution to EN
- Increased visitor awareness of marketed destination 'offers'
- increased business membership
- increased website hits and enquiries
- performance feedback from key stakeholders

19. In addition to this, it is proposed that the SLA require dedicated support from the Company to work with the Council in scoping and developing an enhanced visitor offer around key potential growth areas such as heritage-based tourism.

Other Options Considered

20. Other options considered were to keep the financial contribution to EN at the current level or to increase it by a lesser amount than the increase recommended in the report.

21. However, if funding levels are not increased by the amount set out in this report, the following adverse impacts are likely to be felt:

- An inability to maximise the immediate and longer-term benefits of the Visit England/RGF grant award
- A reduction in marketing and promotional activity within the County area
- An inability to access the required EN support to develop the tourism/visitor offer in Nottinghamshire in order to maintain and grow the visitor economy over the medium to long term (e.g. development of a Pilgrim Fathers and other heritage-based tourism offers).

Reason/s for Recommendation/s

When EN had more funding partners, including significant contributions from emda and East Midlands Tourism, it was able to ensure a strong and equitable approach to tourism marketing and promotion across both County and City. However, this cannot continue due to ongoing funding pressures. The proposed increase to £218,000 per annum over three years will ensure a more equitable contribution from both main funding partners of the organisation.

Statutory and Policy Implications

22. 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.
23. There are no material 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.

RECOMMENDATION/S

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

Jayne Francis-Ward
Corporate Director Policy Planning and Corporate Services

For any enquiries about this report please contact:

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Tel: 0115 9772043

Constitutional Comments (SLB 28/08/2012)

24. Policy Committee is the appropriate body to consider the content of this report; it has responsibility for the discharge of all functions and the exercise of all powers not expressly reserved to Full Council or any other part of the County Council.

Financial Comments (MA 28/09/12)

25. The financial implications are as detailed in the report. Finance & Property Committee have been requested to approve a contingency allocation of £100,000 for 2012/13, with subsequent requirements included in the budget proposals for the years in question.

Background Papers

NCC Strategic Plan 2010-2014
Communities and Environment Standing Committee Report Tourism and Economic
Development Review (April 2012)

Electoral Division(s) and Member(s) Affected

All

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

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

Information and Advice

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

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

RECOMMENDATION/S

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

Jayne Francis-Ward

Corporate Director, Policy, Planning and Corporate Services

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

Constitutional Comments (SLB 30/04/2012)

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

Financial Comments (PS 2/5/12)

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

Background Papers

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

Electoral Division(s) and Member(s) Affected

All

POLICY COMMITTEE - WORK PROGRAMME

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>For Decision or Information</u>	<u>Lead Officer</u>	<u>Report Author</u>
October 2012 17th				
Nottinghamshire Growth Plan	To consider proposals from the Economic Development Committee on 3 July for a Nottinghamshire Growth Plan	Decision	Celia Morris	Matt Lockley
Performance Management Framework	To consider a framework for performance management of the Council.	Decision	Celia Morris	Matthew Garr
Community Covenant Pledge	To agree an armed forces community covenant pledge for Nottinghamshire	Decision	Tim Gregory	Matthew Garr
Legal Settlements	Bi-annual overview of legal settlements reached in the preceding 6 months	Information	Heather Dickinson	
Risk Management Strategy	To review the Risk Management Strategy	Information	Paul McKay	Rob Fisher
Review of Complaints	Bi-annual overview of complaints received by the County Council.	Information	Celia Morris	Jo Kirkby
Sherwood Forest Visitor Centre	Report on outcome of Work Concession tender process	Decision	Derek Higton	Patrick Candle
November 2012 14th				
Initial Committee Budget and Capital Proposals for 2013-14	To consider initial budget proposals for services within the terms of reference of the Policy Committee	Decision	Mick Burrows	Paul Simpson
National Water Sports Centre – future management	To agree future management arrangements for the National Water Sports Centre	Decision	Derek Higton	Steve Bradley
December 2012 12th				
Strategic Performance Report – Q2	Report on the overall progress of the County Council towards its strategic priorities over the second quarter of the year.	Information	Celia Morris	Matthew Garr
Improvement Programme – Performance	Quarterly report on the progress of the Council's Improvement Programme.	Information	Deborah Hinde	

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>For Decision or Information</u>	<u>Lead Officer</u>	<u>Report Author</u>
Framework for devolving services to parish/town councils	To consider the development of the framework as part of the implementation of the Council's Localism Policy	Decision	Celia Morris	Matthew Garr
Communications & Marketing Development	Report on the Development of Communications & Marketing Services	Information	Martin Done	
Economic Development Strategy	To consider proposals from the Economic Development Committee on 3 July for an economic development strategy for Nottinghamshire	Decision	Celia Morris	Matt Lockley
January 2013 16th				
Communications & Marketing Campaigns	Report on the reach of communication and marketing campaigns 2012-13.	Information	Martin Done	Clare Yau
February 2013 13th				
Budget 2013-14 - Proposals	To receive the budget recommendations of the Finance and Property Committee.	Refer to Council	Paul Simpson	
Pay Policy Statement	To receive the recommendations of the Personnel Committee on the Pay Policy Statement.	Refer to Council	Marje Toward	
March 2013 13th				
Strategic Performance Report – Q3	Report on the overall progress of the County Council towards its strategic priorities over the third quarter of the year.	Information	Celia Morris	Matthew Garr
Improvement Programme – Performance	Quarterly report on the progress of the Council's Improvement Programme.	Information	Deborah Hinde	
Review of Complaints	Bi-annual overview of complaints received by the County Council.	Information	Celia Morris	Jo Kirkby
Equalities Plan	To consider the annual equalities plan in accordance with statutory duties arising from equalities legislation.	Decision	Celia Morris	Matthew Garr

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>For Decision or Information</u>	<u>Lead Officer</u>	<u>Report Author</u>
April 2013 17th				
Legal Settlements	Bi-annual overview of legal settlements reached in the preceding 6 months	Information	Heather Dickinson	
Freedom of Information and Data Protection	Annual report and review of freedom of information and data protection performance and processes	Information	Celia Morris	Jo Kirkby
May 2013 22nd				
Community Safety Agreement	To consider proposals from the Community Safety Committee on 23 April for the new community safety agreement	Decision	Jayne Francis-Ward	Chris Walker
Strategic Vision for Nottinghamshire	To consider the outline process for the Strategic Plan 2014-18	Decision	Celia Morris	Matthew Garr
June 2013 13th				
Annual Performance Report 2012/13	Report on the overall progress of the County Council on its strategic priorities over the final quarter of the year and across the whole year.	Information	Celia Morris	Matthew Garr
Improvement Programme – Annual Report	Annual report of achievements for 2012-13.	Information	Deborah Hinde	

Policies under Development or Scheduled for Review

Policy	Committee/Body	Scheduled Dates for			Draft Plan	Progress Review
		Review / development	Completion	Draft Policy for approval*		
Localism Policy	Council/Policy Committee	Sept 11	Jan 12	26 Jan 12 <i>Council</i>	23 May 12	tbc
Communications and Marketing Strategy	Policy Committee		Jul 12	12 Sept 12		
Looked After Children Strategy	Children and Young People's Committee		18 Jun 12	18 Jul 12		
Youth Homeless Strategy	Early Years and Young People's Sub Committee		3 Jul 12	18 Jul 12		
Nottinghamshire Health and Wellbeing Strategy 2012-13	Health and Wellbeing Board	Jul 11	2 May 12	18 Jul 12		
Economic Development Strategy	Economic Development Committee	3 Jul 12	4 Sept 12	17 Oct 12		
Nottinghamshire Growth Plan	Economic Development Committee	3 Jul 12	4 Sept 12	17 Oct 12 Council Nov 12		
Volunteering Strategy	Policy Committee	Council 26 Jan 12	Oct 12			
Early Intervention and Prevention Strategy Refresh	Early Years and Young People's Sub Committee	Autumn 2012	17 Oct 12	14 Nov 12 tbc		
Customer Strategy	Policy Committee					
Pay Policy Statement	Personnel Committee	23 Jan 13	23 Jan 13	13 Feb 13 <i>Council</i> 28 Feb 13		
Cultural Strategy (monitoring)	Culture Committee	2 Oct 12	2 Oct 12			6 months
Libraries Strategy(monitoring)	Culture Committee	2 Oct 12	2 Oct 12			6 months
Archive Acquisition Policy	Culture Committee	30 Oct 12				
Review of Child Poverty Strategy	Children and Young People's Committee	8 Oct 12				
School Strategy	Children and Young People's Committee		5 Nov 12			
Review of Closing Gap	Children and Young	5 Nov 12				

Strategy	People's Committee					
Review of Grant Aid Strategy	Grant Aid Sub Committee	12 Nov 12				
Home to School / SEND Transport Policy	Children and Young People's Committee		May 2013			
Post 16 Transport Policy	Children and Young People's Committee		May 2013			
<i>* unless otherwise indicated approval will be by the Policy Committee</i>						

