

Policy Committee

Wednesday, 15 July 2015 at 10:30

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

AGENDA

- | | | |
|----|--|---------|
| 1 | Minutes of last meeting held on 17 June 2015 | 3 - 6 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | Redefining Your Council - A Review | 7 - 20 |
| 5 | Review of Senior Management Structure | 21 - 36 |
| 6 | Business Broadband Connection Voucher Scheme Extended Countywide | 37 - 40 |
| 7 | Procurement Strategy 2015-18 | 41 - 66 |
| 8 | Rural Services Network June 2015 | 67 - 70 |
| 9 | County Life Evaluation Report | 71 - 76 |
| 10 | Appointments to Outside Bodies | 77 - 80 |
| 11 | Work Programme | 81 - 84 |

Notes

- (1) Councillors are advised to contact their Research Officer for details of any Group Meetings which are planned for this meeting.
- (2) Members of the public wishing to inspect "Background Papers" referred to in the reports on the agenda or Schedule 12A of the Local Government Act should contact:-

Customer Services Centre 0300 500 80 80

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

Councillors or Officers requiring clarification on whether to make a declaration of interest are invited to contact Paul Davies (Tel. 0115 977 3299) or a colleague in Democratic Services prior to the meeting.

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



Meeting **POLICY COMMITTEE**

Date **Wednesday 17 June 2015 at 10:30am**

membership

Persons absent are marked with 'A'

COUNCILLORS

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

Reg Adair
Richard Butler
John Cottey
Mrs Kay Cutts MBE
Kevin Greaves
Stan Heptinstall MBE
David Kirkham
John Knight
Diana Meale

Phillip Owen
John Peck JP
Liz Plant
Ken Rigby
Martin Suthers OBE
Pam Skelding
Gail Turner
Muriel Weisz

ALSO IN ATTENDANCE

Councillor Roy Allan
Councillor Alan Bell
Councillor Nikki Brooks
Councillor Steve Calvert
Councillor Steve Carroll

Councillor Kate Foale
Councillor Alice Grice
Councillor Sheila Place
Councillor John Wilkinson
Councillor Yvonne Woodhead

OFFICERS IN ATTENDANCE

Anthony May Chief Executive

David Pearson Adult Social Care, Health and Public Protection

<p>Sara Allmond Martin Done Carl Bembridge Catherine Munro Michelle Welsh</p>	}	<p>Policy, Planning & Corporate Services</p>
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MINUTES

The Minutes of the last meeting held on 20 May 2015, having been previously circulated, were confirmed and signed by the Chairman.

APOLOGIES FOR ABSENCE

[Page 3 of 84](#)

An Apology for Absence had been received from Cllr Gail Turner.

The following temporary changes in membership, for this meeting only, were reported to the Committee:-

- Cllr Pam Skelding had replaced Cllr Jim Creamer;
- Cllr Liz Plant had replaced Cllr Glynn Gilfoyle;
- Cllr John Cottee had replaced Cllr Richard Jackson;
- Cllr Richard Butler had replaced Cllr Stuart Wallace.

DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS

Anthony May, Chief Executive, declared a pecuniary interest in agenda item 8 – Visit to China and Malaysia, and left the meeting for the duration of that item.

REVISED COUNTER-FRAUD AND COUNTER-CORRUPTION POLICY AND STRATEGY, AND FRAUD RESPONSE PLAN

RESOLVED: 2015/029

That the revised counter-fraud and counter-corruption policy and strategy, and the fraud response plan, be adopted.

LOOKED AFTER CHILDREN AND CARE LEAVERS STRATEGY 2015-18

RESOLVED: 2015/030

That the proposed Looked after Children and Care Leavers Strategy 2015-18, attached as an appendix to the report, be approved.

CHANGES TO DEFERRED PAYMENT SCHEME POLICY INCLUDING INTRODUCTION OF CHARGES, TO BECOME THE UNIVERSAL DEFERRED PAYMENT SCHEME POLICY

RESOLVED: 2015/031

That the Universal Deferred Payment Scheme policy, attached as an appendix to the report, be approved.

DIGITAL FIRST UPDATE: SOCIAL MEDIA STRATEGY & NEW WEBSITE TESTING

Carl Bembridge, Digital Design Officer, gave a presentation to the Committee outlining the aims and process of developing the Council's website.

Following Members' discussions about the proposed relaxation of social media access for Council employees, the Leader, in moving the recommendations, proposed an amendment to recommendations 4 & 5, replacing them with a single recommendation as per Resolution 4 below.

RESOLVED: 2015/032

- 1) That the progress made and approach to delivering a new customer-centric website be noted. [Page 4 of 84](#)
- 2) That the strategic approach outlined regarding Social Media be approved.

- 3) That a social media plan be developed and put into action with regular progress reports on the Digital First blog.
- 4) That the social media policy be updated to reflect the new strategy and be brought back to Policy Committee for approval in October 2015, and for this new policy to include a section detailing how social media access for employees would be relaxed and how this approach would be implemented (including monitoring and management arrangements to mitigate against the potential for abuse).

VISIT TO CHINA AND MALAYSIA

Anthony May, Chief Executive, declared a pecuniary interest and left the meeting for the duration of this item.

RESOLVED: 2015/033

- 1) That the Chief Executive accept the invitation to represent the County Council on the visit to China and Malaysia.
- 2) That details of contacts and opportunities be reported to Economic Development Committee for follow up action.
- 3) That a report be brought back to Policy Committee within 12 months of the visit return date to consider the benefits from the visit and the merits of any future visits.

NATIONAL CHILDREN AND ADULT SERVICES CONFERENCE 2015

RESOLVED: 2015/034

- 1) That approval is given for the Chair of the Adult Social Care and Health Committee and the Vice-Chair of the Children and Young People's Committee to attend the National Children and Adult Services Conference in Bournemouth from 14-16 October 2015, together with any necessary travel and accommodation arrangements.
- 2) That the outcomes of the conference be reported to the Adult Social Care & Health Committee by the Corporate Director of Adult Social care, Health and Public Protection and to the Children & Young People's Committee by the Corporate Director of Children, Families and Cultural Services in due course.

APPOINTMENT TO OUTSIDE BODIES

RESOLVED: 2015/035

- 1) That the D2N2 Infrastructure and Investment Board and the Municipal General Charity be added to the Outside body appointment list.

- 2) That the Team manager, Democratic Services (after consultation with the Business Manager of the Labour Group), nominate a Trustee for the Charity for a period of four years.
- 3) That Marketing Nottingham and Nottinghamshire be added to the Outside Body appointment list in place of Experience Nottinghamshire Ltd, and the Chair of the Economic Development Committee be appointed as the County Council's Director on the company's Board.
- 4) That the Chairman of Transport and Highways Committee and Chair of Economic Development Committee be appointed to serve on the D2N2 Infrastructure and Investment Board on behalf of the Council for the period up to the County Council elections in May 2017.
- 5) That the Service Director, Transport, Property and Environment be appointed to serve on the Board of Scape System Build Limited as second deputy when required.

WORK PROGRAMME

RESOLVED: 2015/036

That the work programme be noted.

The meeting closed at 11.38am.

CHAIRMAN

REPORT OF THE LEADER OF THE COUNCIL**REDEFINING YOUR COUNCIL – A REVIEW****Purpose of Report**

1. To update members on the outcome of a review of the transformation framework, **Redefining Your Council**, and seek approval for revisions to the approach that include revised governance and performance management arrangements along with changes to the portfolio structure and programmes.

Information and Advice**Background**

2. On 2 July 2014, Policy Committee approved a new, strategic approach to the transformation of the Council in response to an unprecedented series of factors, including ongoing reductions to Government grant funding, rising demand for services and the impact of policy and regulatory changes.
3. Social factors, such as the rapid adoption of technology, have changed the way that people live their lives, offering the chance for the Council to ***Do Things Differently*** by transforming the way that services are delivered.
4. The review of Redefining Your Council, which is intended to inform the next phase of transformation, focuses on the following areas:
 - The impact of changes in the financial and policy landscape
 - Progress to date with programmes and projects
 - Barriers to progress and opportunities for further transformation

The financial and policy landscape

5. Since the General Election in May 2015, the new Government has set a target of eradicating the deficit by 2019 and proposed legislation to bind future Governments to setting surplus budgets during 'normal' economic circumstances.
6. Forecasts by the Office for Budget Responsibility (OBR) suggest that, to meet deficit reduction targets, Government spending will fall at an accelerated rate over the next five years. Some areas, such as health and schools, are expected to be protected and so the impact of public spending cuts will likely fall more heavily on the remaining areas such as

local government, which has already seen substantial budget reductions since 2010. Since 2010/11, local government has seen a 37% reduction in its grant from Government.

7. The Government has already identified savings of £3bn during 2015/16 from unprotected areas, including £230m from public health. At the time of this announcement, the Department for Communities and Local Government indicated that this would not result in further cuts for revenue support grant to local authorities in this year. However, these department savings plans will obviously feed into the Comprehensive Spending Review (CSR) later in the year.
8. This year's Comprehensive Spending Review (CSR) is widely expected to set out far reaching austerity plans for the three years to 2019. At the same time it is anticipated that the Government will continue its attempts to limit council tax increases.
9. The Council's Medium Term Financial Strategy (MTFS), which currently assumes the Government grant will fall from £122m in 2014/15 to £45m by 2018/19, will need to be adjusted to reflect this emerging financial position.
10. Alongside the declining Government grant, there are other significant external impacts on the authority's financial position, including:
 - Legislative changes, such as the Care Act, where it remains unclear if the impact will be fully funded by the Government
 - A supreme court ruling in terms of Deprivation of Liberty Safeguarding (DoLS) which increases the need for assessments to be in place
 - Higher than expected demand for our services particularly for those that protect the most vulnerable in society
 - The emerging devolution agenda

The Review

Portfolios, programmes and projects

11. Redefining Your Council established a **portfolio approach** to managing transformation programmes and projects. These portfolios have since been reviewed and a number of changes made to the configuration and names of the portfolios.
12. At the same time, a review of **programmes** has been undertaken and it is proposed that the following programmes are added:
 - **Economic Development and Combined Authority** – this reflects the importance of economic growth for Nottinghamshire and the significant opportunities afforded by devolved powers;
 - **Community Empowerment and Resilience** – the role and reach of the voluntary and community sector in supporting and enabling communities to do more to help each other.
13. The four new portfolios – Adult and Health, Children's and Culture, Place, and Resources – have been remodelled to reflect the evolving landscape of local government and the emerging financial and policy backdrop. The portfolio and programmes (existing and new) can be seen in Appendix 1.

Place Portfolio: New programmes

14. Two new programmes have been added to the Place portfolio, which are outlined in Table 1.

Description	The Programme will focus on....
Economic Development and Combined Authority	
The programme shaping and responding to changes to the operating context for economic development with proposals for a Combined Authority across Nottinghamshire now submitted to the Government, and a potential devolution deal	<ul style="list-style-type: none"> • Developing a single Growth Strategy for Nottingham and Nottinghamshire • Developing a process for the preparation of pipeline projects and a commissioning process for the Combined Authority • Determining the resource base for the Combined Authority and determining governance arrangements • Negotiating a Devolution Deal with the Government in order to acquire greater powers to drive the County's economic growth. • Considering a shared service for economic development and related policy and research capacity across Nottingham and Nottinghamshire.
Community Empowerment and Resilience	
The programme will aim to delay or prevent the need for intervention from the Council and other public services by enabling Nottinghamshire communities to be more empowered and resilient	<ul style="list-style-type: none"> • Understanding and analysis of the voluntary & community sector (VCS) via a State of Sector Report • Supporting the VCS to build capacity in communities by, for example, sharing good practice • Working with partners to make better use of resources to support community development • Identifying target areas and pilot projects to tackle loneliness and isolation

New senior management structure

15. In response to the new and remodelled Redefining Your Council portfolios and programmes, it is proposed that the senior management structure should be adjusted to reflect the changes. This is subject to a separate report to Policy Committee.

Progress to date

16. There has been considerable progress in transforming the Council under Redefining Your Council. This is detailed in Appendix 2 which provides a headline summary of progress to date within each of the four portfolios alongside expected delivery in the next 12 months.

17. The Redefining Your Council framework developed options to generate savings to address the financial gap identified at the time of £77m by 2017/18. Every service was reviewed, with a focus on those services which accounted for the highest proportion of the Council's budget and/or were higher than average cost services when benchmarked against similar local authorities. Proposals to deliver savings of £30m were brought forward and consulted upon as part of the 2015/16 budget process.

18. These **projects**, along with options for change that pre-dated Redefining Your Council, are focused on delivering a combined savings total of £71m over the three years to 2018/19.
19. Redefining Your Council has delivered a number of transformation projects, which seek to improve services and, at the same time, save money. Some examples of this are:
- An investment of £12.65m in Extra Care housing means increasing numbers of older people can live independently for longer within their communities, which is better for them and saves money on residential care placements.
 - Increased use of technology to help people to stay in their own homes. A further 100 people will be helped stay independent, which will save the taxpayer about £1.5m a year.
 - Social care staff are being supported to work more efficiently by using mobile devices to enable them to update case notes securely in the field. So far 550 devices have been rolled out, resulting in increased staff productivity and reduced travel costs.
 - LED street lights are being installed to help cut £1.5m from the cost and help the environment. LED lights consume significantly less energy and have lower on-going maintenance costs.
 - More streamlined processes and targeted communications have helped to increase the number of foster carers and those willing to adopt a child. This improves the lives of vulnerable children and also saves money as it avoids the need to pay agency foster carers.
 - A better value and more sustainable highways service is being created by joining forces with another council
 - A new improved website that is designed to better meet the needs of our users will support the shift from more expensive channels such as the telephone and face to face. The new site will be optimised for mobile devices which account for more than half of the Council's 100,000 visitors each month.
 - Securing the long-term future of libraries, archives, arts and adult learning services by delivering the service in a new way through a community benefit society.
 - Seeking a partner to design, build and run a new, modern visitor centre for Sherwood Forest Country Park to consolidate its international importance as a key historical, economic and environmental asset for Nottinghamshire.
 - Legal Services has used new technology to move away from a paper-based system and revolutionise the way papers are prepared and presented at legal hearings. This e-court bundle approach has resulted in significant cost savings and attracted recognition from across the public sector.
20. A further project will be developed as part of the Resources Portfolio to look at the potential to generate additional income by adopting a more commercial approach to the selling of our services with an increased focus on business development. A business case is being developed to look at the scope, costs, benefits and risks of various income generation models. This project will be brought back to Members for approval as part of the new governance arrangements detailed later in this report.

Improving performance

21. The main purpose of Redefining Your Council was to ensure there was a clear and unified vision about the future of the Council and to manage transformation in a way that protected the core values set out in the Strategic Plan. It was acknowledged that this was the most

effective way to plan for the future, manage change and protect frontline services, particularly for the most vulnerable

22. Since the Council initiated Redefining Your Council, there has been considerable progress in the delivery of savings with many examples of transformation. It is important to note that the further the authority goes in transformation, the more difficult and complex it becomes to mitigate against the impact of Government reductions. In addition, this task becomes increasingly difficult as change is overlaid upon change across complex services and inter-related budgets.
23. As a result of this increasing complexity and risk of non-delivery, programmes will need to be more closely monitored with improved reporting that provides members with earlier visibility of performance against savings targets. Any slippage on savings delivery would be reported earlier with any mitigating factors highlighted.
24. One of the current issues with the reporting of savings delivered by the programmes is that this has been done according to the committee structure rather than in line with the portfolio structure. In future it is proposed that the savings in business cases are more clearly aligned with the portfolios.
25. It is also recommended that the project management approach is further strengthened to support a more robust set-up, delivery management and close-out process. This is shown in greater detail in Appendix 3.
26. Informed decisions should always be made on a full understanding of cost, benefits and risk, with the acceptance that not all programmes and projects will deliver as planned. Risk and confidence levels should also be taken into account when allocating savings against projects.
27. In order to maximise the chance of successful delivery, all projects and programmes will need a clearly defined scope and ambition, strong business cases, defined financial and non-financial benefits, identified milestones, indicators and resources identified before they are approved. The project and programme design needs to be underpinned by a robust but proportionate assurance regime with regular checkpoints and reviews.
28. The new management structure proposes a finance, improvement and performance directorate. The integration of these functions will strengthen performance management and assurance on the delivery of transformation, change and efficiency set within the wider context of quality service delivery and disciplined budget management. Within this new service grouping, there will be a clearer focus on the development of business cases, performance management and benefits realisation.

Higher spend services

29. A central strand of Redefining Your Council were intensive, targeted reviews that examined those Council services which spent the most money and/or those that were identified by data collected by the Chartered Institute of Public Finance and Accountancy (CIPFA) as being above average cost.

30. This can inform a benchmarking approach, which uses specific 'indicators' to measure how organisations are performing. This in turn can prompt shared learning with other statistically similar local authority areas to take a whole-service view of whether there are better and/or less costly ways of delivering services.
31. Whilst some progress has been made in moving higher cost services towards the average, there is more that can be learned from others to understand the feasibility of moving further in that direction at the pace and scale necessary and this approach will form part of the long-term strategy for transformation moving forward. These higher spend areas will therefore be revisited as part of the next phase in Redefining Your Council.

Governance

32. As part of revised governance arrangements, it is proposed that quarterly progress reports on the programmes and projects within the Redefining Your Council portfolios are taken to Policy Committee. Regular reports, detailing progress would also be taken to the relevant service committees.
33. Under the constitution, cross-party project steering groups can be established to report back to the relevant committee. It is therefore proposed that a cross party project steering group is established to guide and advise the Chief Executive and the Corporate Leadership Team on the implementation of Redefining Your Council with regular reports back to Policy Committee.

Conclusion

34. The framework for change, Redefining Your Council, was established with a portfolio and programme approach to help transform the Council and help mitigate against the impact of ongoing reductions in the grant from central Government.
35. The financial outlook and impact of policy changes has increased the challenges considerably in the last 12 months.
36. While considerable progress has been made in delivering programmes and projects, most of the more readily attainable savings have already been realised. As a result, programmes are becoming increasingly difficult to deliver. This calls for a more skilled and robust approach to programme and project management to ensure that savings proposals are both realistic and deliverable with a more robust reporting process.
37. The recommendations in this report will help to deliver an improved approach to governance and programme management. This will provide a stronger platform to transform and innovate so that frontline services can be protected as much as possible. It will also provide Members with much greater visibility on progress in delivering savings and change.

Other Options Considered

38. The recommendations made are based on a review of Redefining Your Council and are intended to strengthen the delivery of transformation and change moving forward.

Reason/s for Recommendation/s

39. Redefining Your Council provides a strategic framework and mechanism for tackling some extremely challenging financial circumstances. The recommendations of this report are based on a review of the implementation of Redefining Your Council and are intended to strengthen the approach in order to maximise the chance of delivery.

Statutory and Policy Implications

40. This report and appendices have been compiled after consideration of implications in respect of finance, the public sector equality duty, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described in the body of the report..

RECOMMENDATION

It is recommended that Policy Committee:

1. Endorses the approach set out in this report in light of the emerging financial and policy environment
2. Approves the addition of two new programmes Economic Development and Combined Authority, and Community empowerment and Resilience
3. Approves the new governance and performance management arrangements as detailed in the report
4. Agrees to receive a series of further reports as and when the situation becomes clearer about the Comprehensive Spending Review, the Care Act and/or other significant external drivers of change. This will enable an ongoing dialogue in respect of the future shape and service offer of the Council and inform the next Strategic Plan in 2017

Councillor Alan Rhodes
Leader of the Council

For any enquiries about this report please contact:

Anthony May, Chief Executive
T: 0115 97 73639

Constitutional Comments [HD – 1/7/2015]

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

Financial Comments [NS 29/6/2015]

When the Council's Budget was approved last February the Medium Term Financial Strategy (MTFS) indicated a funding gap of £25.7m over the 4 years to 2018/19 and included a savings plan of £71.9m as part of the solution to addressing this shortfall. As indicated in the report the MTFS will need to be adjusted in light of the pending CSR, progress on transformation projects and the strategy to address the continuing financial challenge faced by the Council.

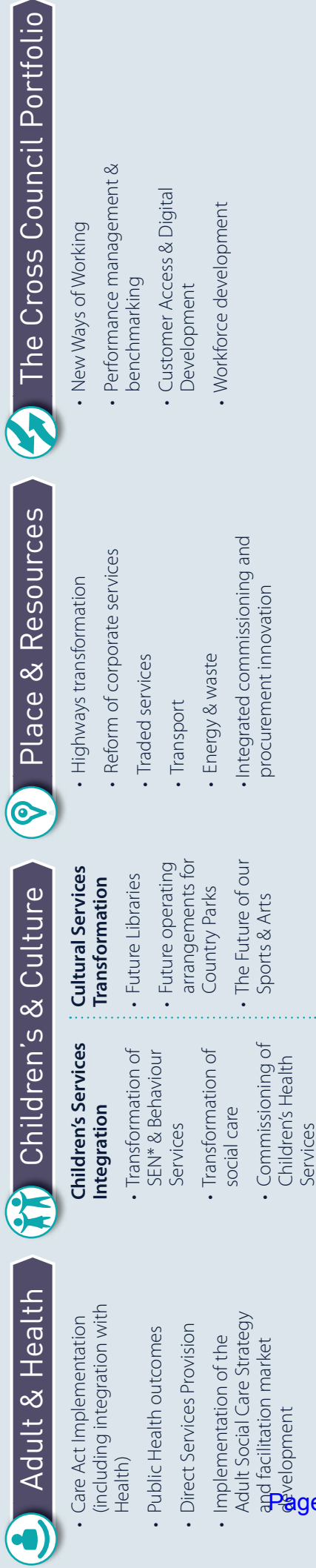
Background Papers

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

Existing portfolios and programmes



New portfolios and programmes (from July 15)



What benefits will this deliver?	<ul style="list-style-type: none"> • Promoting independence and preventing, reducing and delaying the need for care and support (including providing information and advice to encourage people to look after themselves and each other) • Better and more joined-up working with partners (e.g. health) to improve outcomes for service users • More efficient, flexible and mobile staff by using technology to maximise staff time and help manage demand • Providing services that are creative, sustainable, value for money and legally compliant
What are the key risks?	<ul style="list-style-type: none"> • Uncertainty about future demand for services, aging population, reducing budgets • Protecting service quality as much as possible in the face of falling budgets • The financial costs and demands of the Care Act, which cannot be fully understood until guidance is published • Working with external service delivery providers to ensure there is a sustainable model of delivery • Lack of funding to commission / maintain preventative services

How are we delivering this?

1. **Adult Social Care Strategy and facilitation of market development** – preventing and reducing the need for care by promoting independence
2. **Integration with health** – implementing joined-up working practices and initiatives with health
3. **Public Health Outcomes** – working with key stakeholders to establish how to allocate the current budget
4. **Care Act Implementation** – implementing the changes needed for the next stage of the Care Act
5. **Direct Services Provision** – developing different ways of delivering services

Key achievements in last 12 months	Expected delivery over next 12 months
<ul style="list-style-type: none"> • Changes made for Care Act (e.g. training, forms, processes), including workforce and financial and financial modelling • Improved information and advice system launched (Notts Help Yourself) to support the move to a self-serve model • Integrated care teams established with health in Mid-Notts • New hospital discharge arrangements prepared • Joined-up buying process with health and social care planned • Adult Social Care strategy agreed and implemented • More efficient working for frontline social care staff introduced (e.g. mobile devices, social work clinic pilots) • Options for delivering direct services differently explored • Public health services tendered 	<ul style="list-style-type: none"> • Full financial implications of Care Act (Dilnott reforms) modelled • Implementation of early assessments for self-funders • Improved hospital discharge process to start • Start of some integrated health and care delivery teams • Launch of online tools to help people self-serve • Mapping of the social care market to help signpost people to the best providers to help meet their needs • Commissioning completed for tobacco control, sexual health, domestic violence and oral health services • Further roll out of the Adult Social Care strategy

Redefining Your Council – Children’s and Culture Portfolio

What benefits will this deliver?	<ul style="list-style-type: none"> Easier access to services in the right place, at the right time, with seamless transitions between services Maintaining good quality services, maximising resources, reducing unit costs and being legally compliant Working better with partners – reducing the need for families to continually repeat the same information Supporting children and young people to live at home, with their families, wherever safe and possible to do so, or moving to alternative permanent placements (e.g. adoption) as quickly as possible, minimising time spent in care Delivering services in different ways to make them more sustainable
What are the key risks	<ul style="list-style-type: none"> Increase demand for services Protecting service quality as much as possible in the face of reduced budgets Availability of good quality service providers Public response to change in complex and sensitive service areas

How are we delivering this?

- Integration of Family Support Services** – delivering locality focussed support to children and families
- Improving Outcomes for Children and Young People with Disabilities** – establishing an integrated service
- Integrated Commissioning of Children’s Health Services** – an integrated approach to community health services
- Transformation of Children’s Social Care** – ensuring support for vulnerable children is outcome-focused and provided by a suitably skilled workforce. Placements for Looked After Children will achieve the required outcomes at lower cost
- Cultural Services Transformation** – redesigning services and using alternative service delivery models

Page 17 of 84

Key achievements in last 12 months	Expected delivery over next 12 months
<ul style="list-style-type: none"> Multi-disciplinary locality-based family support service Changes in social worker practices piloted to increase support for the most vulnerable Increase in local provision for looked after children Drive to enable pupils to be educated in mainstream schools rather than alternative provision wherever possible Creation of a charitable organisation to run libraries, culture and learning services Partner sought to invest in and design, build and run a Sherwood Forest visitor centre Options for reducing running costs of Rufford Country Park 	<ul style="list-style-type: none"> Hub and spoke model starts to ensure children and families have the right information and support they need where they live Integrate commissioning approaches Integrate delivery across social care, education and health Implement changes to increase provision and support available for care leavers and 16+ at risk of homelessness. More support to reduce family and placement breakdowns New charitable organisation starts to run libraries, culture and learning services Contract signed for Sherwood Forest visitor centre Decision taken on Rufford Country Park

Redefining Your Council – Place Portfolio

What benefits will this deliver?	<ul style="list-style-type: none"> • Better value for money and more sustainable services by moving services into different delivery models • Improved customer satisfaction and quality of services • Reduced duplication, improved processes and maximising opportunities of new technology – more efficient services • Providing services at lower costs by working more closely with partners • Reducing the Council's carbon footprint and becoming more energy efficient
What are the key risks?	<ul style="list-style-type: none"> • Using new operating models which are previously untested by the Council • Ensuring integrated services meet the different needs and strategies of all organisations involved • Ensuring there is return on investment into new energy saving measures • Protecting service quality as much as possible in the face of reduced budgets

How are we delivering this?

1. **Highways Transformation** – changing the way the highways service is delivered to maximise quality and cost efficiencies
2. **Transport** – changing how transport services are delivered, focusing on partnership working and reviewing policies
3. **Energy and waste** – reducing energy use, increasing power generation from the Council's estate and improving recycling
4. **Alternative Service Delivery Model for Catering and Facilities Management** – establishing the best delivery model

Key achievements since July 2014	Expected progress by July 2016
<ul style="list-style-type: none"> • Approval for a new model for highways • Approval to create a 'travel hub' combining departmental transport services in a single place • Securing £300k from the Department for Transport to assess options to integrate transport services with other organisations e.g. NHS, city council, schools • Exploring options for shared transport with the City • Revised waste contract with Veolia signed, releasing significant savings • Options explored for a new model of delivery for catering and facilities management 	<ul style="list-style-type: none"> • Highways public joint venture to start • Completion of the organisation-wide 'travel hub' • Feasibility study on integrating transport with other organisations • Charges for non-household waste introduced • Investigating options on new renewable energy technologies (e.g. photovoltaic panels, heat recovery, biomass gasification) • Revised energy strategy • Continued roll-out of low-energy LEDs to 7,000 street lights and dimming of 4,500 to cut energy costs by 50% • Decision on new model for catering and facilities management • Waste strategy agreed

Redefining Your Council – Resources Portfolio

What benefits will this deliver?	<ul style="list-style-type: none"> • Quicker and easier access to services and information by delivering a significantly improved website • Costs savings arising from fewer Council-owned buildings • More agile, flexible and productive staff – better outcomes for customers and value for money • Better partnership working with other organisations – improving outcomes for customers and value for money • Reliable and timely data available to inform decisions and improve performance of services
What are the key risks?	<ul style="list-style-type: none"> • Staff will need to embrace new ways of working and be more flexible in how and where they work • Adequate training will need to be available to help make the best use of new tools and technology • It will take time to implement new technology and for staff and customers to get used to using it • Complex partnership arrangements across Nottinghamshire • The local property market will affect the ability to reduce the Council's property estate

How are we delivering this?

1. **Smarter Working** – changing attitudes towards the workplace and supporting staff to be more efficient and flexible
2. **Customer access and digital development** – designing digital tools that better meet the needs of customers
3. **Workforce development** – developing employee skills to help them respond to the new working environment
4. **Performance management and benchmarking** – better management information to feed decision-making
5. **Integrated commissioning and procurement** – aligning the approach to these areas plus contract management
6. **Reform of corporate services and functions** – reviewing corporate support functions and determining the best model

Key achievements in last 12 months	Expected delivery over next 12 months
<ul style="list-style-type: none"> • Roll-out of tablet devices to frontline staff • Centralisation of performance, data and analysis • Initial work on improving business reporting and management information processes • First stages of new website developed by testing initial concepts and design with service users (beta site) • Review of all microsites, extranets and social media sites • First stage of analysis to feed property portfolio changes • Pilot 'touchdown zones' established 	<ul style="list-style-type: none"> • Smarter Working to deliver 'proof of concept' • Further modelling to inform future property strategy • Roll-out of new technologies (e.g. video conferencing) • New approach to appointment scheduling to start • New website launched with improved customer 'journeys' (e.g. applying for bus passes, reporting potholes) • Agreed common approach to standard corporate reporting and development of data warehouse • New intranet for employees to support more efficient working

Project Performance Monitoring Approach

Set up

Identifying, defining and initiating the project

What is the project, is it worth doing, how will we do it?



Managing & delivering

Managing the day-to-day delivery of the project once initiated

Close-out

Have we achieved what we set out to achieve?

Business Case (Outline & Full)

Provides the basis for continued justification and viability throughout the project.

Includes outline of benefits and how they will be recorded to ensure success can be monitored.

Project Initiation Document (PID)

Details the delivery phase of the project and the quantifiable and measurable benefits that will be delivered.

Benefits Profile

Required for all projects with high risk, cost, savings and or complexity.

Describes benefits in more detail, outlines how their realisation will be measured, provides baselines to monitor success against, targets achievement and allocates ownership.

Highlight Report

Ensures the routine monitoring of progress on the delivery of both cashable and other benefits.

Provides visibility of any areas "off target", the mitigating actions being taken and the impact on specified savings.

Checkpoint Review

Health Checks & Gateway Reviews are undertaken at key points in the project to assure delivery is progressing as set out in the Business Case and is ready to move to the next stage.

Change Control

Ensures visibility of any changes to the scope, timeline and specified cashable benefits of a project.

Closure Report

Assesses the extent to which a project has achieved its specified aims and benefits and ensures that robust arrangements are in place for handover to business as usual.

Also included are arrangements for the ongoing management of benefits and lessons learned that are likely to be of value for the delivery of other projects.

Risk Management: Identifying risks and carrying out mitigating actions to minimise impact.
Lessons Learned: Valuable lessons which can be used to inform future projects.

REPORT OF THE CHIEF EXECUTIVE**REVIEW OF SENIOR MANAGEMENT STRUCTURE****Purpose of the Report**

1. To seek approval for an interim senior management structure with effect from 1st September 2015.

Information and Advice**Background**

2. Redefining Your Council sets out the potential impact on the Council's financial position as the Government seeks to eradicate the financial deficit; with funding to unprotected areas such as local government likely to be reduced significantly further. The key impacts on the Council include:
 - Further reductions in Government funding
 - Legislative changes such as the Care Act where it is unclear whether the impact will be fully funded by Central Government
 - The Supreme Court ruling in relation to Deprivation of Liberty Safeguarding which significantly increases demand for assessments
 - Higher than expected demand for our services particularly those protecting the most vulnerable in society
 - The unknown impact of the emerging devolution agenda
3. The main purpose of Redefining Your Council is to ensure that there is a clear and unified vision about which services will continue to be provided and to provide a strategic framework and mechanisms for transformation to ensure that this takes place in a way that protects and promotes the core values within the Council's Strategic Plan.
4. Redefining Your Council also committed the Council to a review of its senior management structure to realign it with the Council's core values and transformation portfolios as set out in the Redefining Your Council document.
5. Therefore, a review of the senior management structure has been undertaken to ensure that a structure is put in place which is fit for purpose in the short term; enables the Council to meet its key aims and objectives and assists with securing better outcomes for local people. The structure also needs to reflect where the Council is currently on its transformation journey and our assumptions about the future of the Council.

6. The previous organisational redesign exercise resulted in senior management posts being reduced by 220 fte and generated savings of around £12m. The current round of options for change which are being delivered identified approximately a further 70 fte management post reductions. The impact of these reductions is restricted capacity in some key areas, such as Adult Social Care and Health, to manage both day to day activity; transformation and re-shaping of services and to meet new responsibilities such as the Care Act. In order to continue to maintain momentum, the Council will need to retain the capacity to deliver significant potential change in the short to medium term as we move through an era of unprecedented financial challenge and change.
7. Given the degree of uncertainty and challenge facing local government it is proposed that this is an interim structure with a further review taking place in twelve months' time. This will form part of a new business case which will be developed identifying further senior management savings across the Council. This will include future potential reductions in posts to reflect alternative service delivery models, the changing shape and size of the Council and unifying management terms and conditions. For example in Public Health and those on Soulbury grades.

Proposals

8. Our assumptions about the future of the Council which have shaped the proposals for the interim structure include:
 - Provision of front line services on a locality basis so that they are closer to the communities we serve
 - Place and resource based services organised on a functional basis to maximise economies of scale; ensure greater efficiency and make best use of the interdependencies
 - A greater focus on commissioning of services where others can provide the service more effectively
 - The need to work more closely with key partners and stakeholders including other Councils and Health
 - Recognition of the potential impact of devolution of powers from central to local government; although the impact of this is not yet fully understood
 - Recognition of the potential impacts of key legislation and government policy such as the Care Act and integration with Health
 - Recognition of the increased regulation of children's and adults services
9. A set of guiding principles have been used to undertake the review to ensure that the proposed interim structure:
 - Reflects Redefining Your Council
 - Provides value for money
 - Demonstrates a consistent approach to job roles, levels and reporting arrangements
 - Logically groups functions and/or services together to ensure jobs are coherent
 - Helps secure better outcomes for local people
 - Works towards one set of terms and conditions

- Exceptions to the above principles may be considered but the case for exception must be clear, logical and evidence based
10. The scope of the review is Chief Executive to Group Manager level.
11. The revised structure charts are set out in Appendix A. There are four departments in the proposed new structure each headed by a Corporate Director:
- Adult Social Care, Health and Public Protection
 - Children's, Families and Cultural Services
 - Place
 - Resources

Adult Social Care, Health and Public Protection Department (ASCH&PP)

12. The proposed structure reflects the current Adult Social Care, Health and Public Protection Department with the significant addition of Public Health functions to ensure more effective alignment and integration of activity. The Director of Public Health will be managed by the Corporate Director with a dotted line responsibility to the Chief Executive to reflect the terms of transfer of this post to the Council and will remain a member of the Corporate Leadership Team.
13. The Public Health function transferred to the Council in April 2013 and was initially a stand-alone unit with posts and responsibilities remaining broadly the same as at the point of transfer. In the proposed interim structure this function will become part of the Adult Social Care, Health and Public Protection Department. A new more streamlined management structure will be developed for the Public Health function to reflect significant further reductions in government funding in year; ensure effective delivery of the Public Health Vision; support further integration of health and social care activities and to align the structure with the rest of the Council. This will include unifying management terms and conditions of employment. This work will be undertaken and a new structure agreed by autumn 2015.
14. It is proposed that Community Safety and Trading Standards functions remain part of this department to reflect the wider synergies with Adult Social Care and Public Health and the preventative agenda.
15. There are three proposed Service Director posts more closely aligned to local health service planning areas (Mid Notts, South Notts and Bassetlaw) to support closer working and integration with health and ensure sufficient capacity at a senior level. In the future these posts will be directly aligned with the health planning areas but following representation by managers in the service, as an interim arrangement, the Newark and Bassetlaw teams will remain together as one area with Mansfield and Ashfield forming the second area. The third Service Director will be responsible for the South Nottinghamshire area and public protection activities.
16. The proposed fourth Service Director post will focus on the increasingly important areas of strategic commissioning and market management. In order to maintain sufficient focus on transformation; a temporary post of Transformation Director will have oversight and manage transformation activity within the new department.

Children's, Families and Cultural Services Department

17. This department will include services for children and their families and cultural services. It is proposed that Cultural Services remain within this department in the interim structure to continue to reflect the synergies with other outward facing and customer focussed services and to help mitigate the impact of significant change and transformation already underway for these services.
18. The proposed interim structure broadly reflects the current structure; once the impact of existing business cases is taken into account.
19. In the interim structure the integrated commissioning hub for children's services, where posts are currently formally part of the public health structure, will continue to have a dotted line responsibility to the Director of Children's, Families and Cultural Services.
20. Following the Cultural Services Trust becoming effective from 1st April 2016 it is envisaged that the post of Group Manager Libraries, Archives and Information will transfer to the new organisation. There will be a small client management function retained within the Council within the existing structure.
21. The business support function for the current adults and children's departments is currently managed by the Service Director Education, Standards and Inclusion. It is proposed that this function widens its remit to become a council-wide business support service and transfers to the new Resources Department where it will form part of an integrated approach with other business support and transactional activity.

Place Department

22. A new Place Department is proposed including areas of service previously in the Environment and Resources Department and some areas of activity which were previously part of Policy, Planning and Corporate Services.
23. The proposed new department will provide a focus on services such as Highways as work continues to transfer them to new arrangements. The structure for the Highways Division reflects the interim position pending the establishment of the new joint venture with Cormac in April 2016. The existing Service Director post has been appointed to on a temporary basis with this in mind and will be reviewed April 2016. At the point of the new entity being created it is envisaged that some of the Group Manager posts will be transferred to the new organisation under TUPE arrangements. A retained client function, led by a group manager level post, will need to be created within the Council to closely manage and monitor contract performance by the new organisation.
24. The Fleet Management and Fleet Maintenance teams are currently managed at team manager level and sit within the responsibility of the Group Manager Transport. Fleet management and maintenance activities will also transfer to the new joint venture.
25. A new temporary post of Programme Director Economic Development and Devolution is proposed within this department to provide more capacity at a senior level to drive the agenda around Combined Authorities; joint working with other Councils and devolution of

powers from central to local government. Given that it is unlikely that the impact of this will be fully realised until 2016/17; it is proposed to establish this post on a temporary basis.

- 26. It is proposed that Planning, Voluntary and Community Services functions will become part of the new Place Department.
- 27. In the proposed structure, responsibility for the County Supplies function will transfer from the Service Director ICT to the Service Director Environment, Transport and Property to sit alongside a range of other traded services.

Resources Department

- 28. A new Resources Department is proposed which brings together the Council's support and enabling functions in one place by combining elements of the former Environment and Resources and Policy, Planning and Corporate Services Departments. The Corporate Director for this department will be tasked with creating a vision for the future of support and enabling services in the light of the changing landscape of local government and the changing nature of the Council.
- 29. In the proposed interim structure; finance, performance and improvement are brought together within the remit of the Section 151 Officer's post. This will ensure closer working between inter-dependent activities; stronger performance management and provide greater visibility and assurance in the delivery of change and transformation.
- 30. All corporate business support and transactional activities, processes and systems across the Council will be brought together under the Service Director Customers and Human Resources to ensure greater efficiency and consistency of approach across the Council.
- 31. Where changes are required to departmental structures during the period of the duration of the interim structure; these will be considered by specific Service Committees.
- 32. Managers may wish to review structures below group manager level to align them with the senior management structure and ensure efficiency and effectiveness of future service delivery whilst maintaining capacity to continue to deliver change and respond to the challenges facing the Council. Any proposed changes will be considered by Service Committees.
- 33. Job descriptions and role descriptors are currently under development for new posts and where posts have significantly changed and will be used to evaluate the grades for these posts using the Hay methodology. Job descriptions will also be required for the enabling process. Consultation on specific job descriptions will take place at departmental level.

Consultation

- 34. Consultation on the proposed interim structure has taken place with managers affected by the proposals. The proposals were shared with managers by the Chief Executive at an Extended Leadership Team meeting on 17th June 2015 and staff were offered the opportunity to ask questions and raise any issues. Managers were also able to raise issues or make comments via their line management structures and in writing via email.

35. A consultation meeting took place with the Chief Executive and the recognised trades unions on 15th June when trades union colleagues were invited to comment on the proposed structure. Trades union colleagues were also able to submit comments via email and were asked to comment on the draft Policy Committee report. Trades union colleagues indicated that they understood the rationale for the structure and asked to be kept informed at an early stage of any further planned restructuring and as any alternative methods of service delivery are considered.
36. The proposals have also been made available to the wider staff group for comment via the intranet.
37. Individual responses have been provided to the feedback and comments received from the Chief Executive. Feedback and comments made as part of the consultation process have been reflected in the proposed interim structure where appropriate.
38. At a high level there appears to be general support for the proposed approach which people who responded generally felt was clear, logical and pragmatic. However, a number commented on the levels of uncertainty and continued change which staff are facing and the need to ensure that this is effectively managed both operationally and at a corporate level.
39. The area which received the highest level of feedback and comment were the proposals for Adult Social Care Health and Public Protection. There was broad support for retaining capacity at Service Director level and for the broad direction of travel in terms of greater alignment with health. Colleagues working in these areas provided detailed feedback on the proposals at group manager level, and potential impact at Team Manager level, in relation to the Bassetlaw and Newark teams specifically and the capacity and proposed arrangements in relation to older and younger adults services. It has been agreed that the current arrangements will continue in the interim in these specific areas as a transition arrangement between the previous and proposed new structure for the future. The structure chart has been revised to reflect these changes.
40. The second highest level of comments related to the Place department. A small number of colleagues commented that they felt an opportunity was potentially being missed to brigade a wider range of services together. Whilst this may well ultimately be the direction of travel in the medium to longer term; on balance it was not felt that this is the best course of action at this point in time. This is due to the level of change and the fundamental nature of some of the changes which are currently underway in some of these areas. For example, new operating models are under development in both the Highways and Cultural Services areas for implementation in the next couple of months. These new models need to be operational before the best structure for the retained commissioning and client management functions and how these might fit within a wider range of place based services and the overall structure of the Council are considered.
41. There was broad support from people who responded to the consultation in relation to additional capacity in the economic development arena. Colleagues working in this area also felt that more detail was required on the role of Programme Director, Economic Development and Devolution and how this would fit with existing resources working in this area. Work is currently underway to develop the role descriptor and job description for this post which will be the subject of further discussion with colleagues.

42. There were a number of comments in relation to job titles which have been reflected in the structure charts which are attached as Appendix A for approval.

Implementation

43. It is proposed that the new structure will be effective from 1st September 2015. However, if it is possible to implement some changes before this date the opportunity will be taken.
44. The structure will be populated using the Council's existing enabling process and in line with the Council's constitution for more senior posts.
45. The Council will minimise the potential for uncertainty for staff and ensure effective service continuity by undertaking this process as quickly as possible.

Other Options Considered

46. A range of different options have been considered; including more radical options with reduced numbers of management posts. However, on balance, it is necessary to retain sufficient capacity in the short term to drive through the change and transformation necessary to enable delivery of greater levels of savings and change in the future. The levels of uncertainty following the election of a new government and the continued reduction in levels of government funding mean that it is inevitable that further savings will be required but at this point it is difficult to predict exactly what these will be. An interim structure will allow for the implementation of a number of key transformation programmes and for us to model and predict future demand and funding levels.

Reason for Recommendations

47. To ensure sufficient leadership capacity to deliver change; meet key aims and objectives and secure better outcomes for local people in the short term. The interim nature of the structure reflects the Council's position on its journey of transformation and will allow some key programmes of activity to come to fruition before making further decisions on the size and shape of the Council. It also reflects a high degree of uncertainty; reducing government funding; legislative changes and increasing demand for services and will give the Council the opportunity to assess the potential impact of these for future service delivery.

Statutory and Policy Implications

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

Financial Implications

49. Costing of the interim structure compared to the previous structure indicates that the proposed interim arrangements, whilst providing some additional capacity in key areas, are broadly cost neutral.

Human Resources Implications

50. The implications for employees are set out in the main body of the report and the Appendix. Employees affected by the proposals and the recognised trades unions have been consulted on the proposed structure and comments reflected in the interim structure as appropriate. The new structure will be implemented using the Council's agreed policies and procedures.

Public Sector Equality Duty implications

51. All processes will be undertaken in accordance with Council policies and procedures which reflect the Council's statutory duties in respect of employees with protected characteristics.

Implications for Service Users

52. The proposed interim structure seeks to better align key service areas within the Council and across key partners and ensure delivery of front line services closer to communities to ensure improved outcomes for local people whilst demand for services is increasing and funding from central government is reducing.

Ways of Working Implications

53. The Corporate Leadership team will be modelling new and smarter ways of working in terms of use of accommodation and technology when the new structure is implemented. This will be cascaded through the management tiers.

RECOMMENDATIONS

1. That the proposed interim senior management structure for the Council as set out in Appendix A is agreed with effect from 1st September 2015.
2. That a further report is brought back to Policy Committee in 12 months' time.

Anthony May
Chief Executive

For any enquiries about this report please contact:
Marjorie Toward, Service Director HR and Customer Services
Marjorie.toward@nottsgov.uk

Constitutional Comments (SLB 01/07/2015)

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

Financial Comments (NDR 01/07/15)

55. The financial implications are set out in paragraph 42 of the report.

Human Resources Comments (CLG 1.7.15)

56. These are set out within the body of the report.

Background Papers and Published Documents

- Response to consultation
- Trades union comments

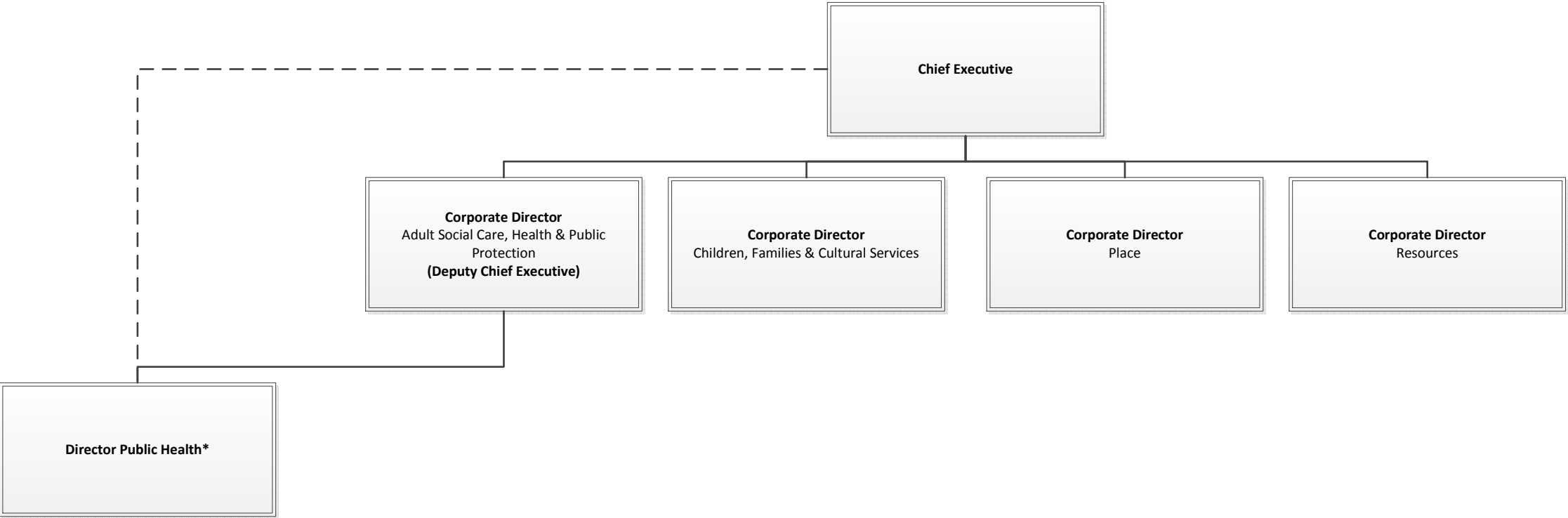
Electoral Division(s) and Member(s) Affected

- All

Corporate Leadership Team

Interim Structure

Nottinghamshire County Council

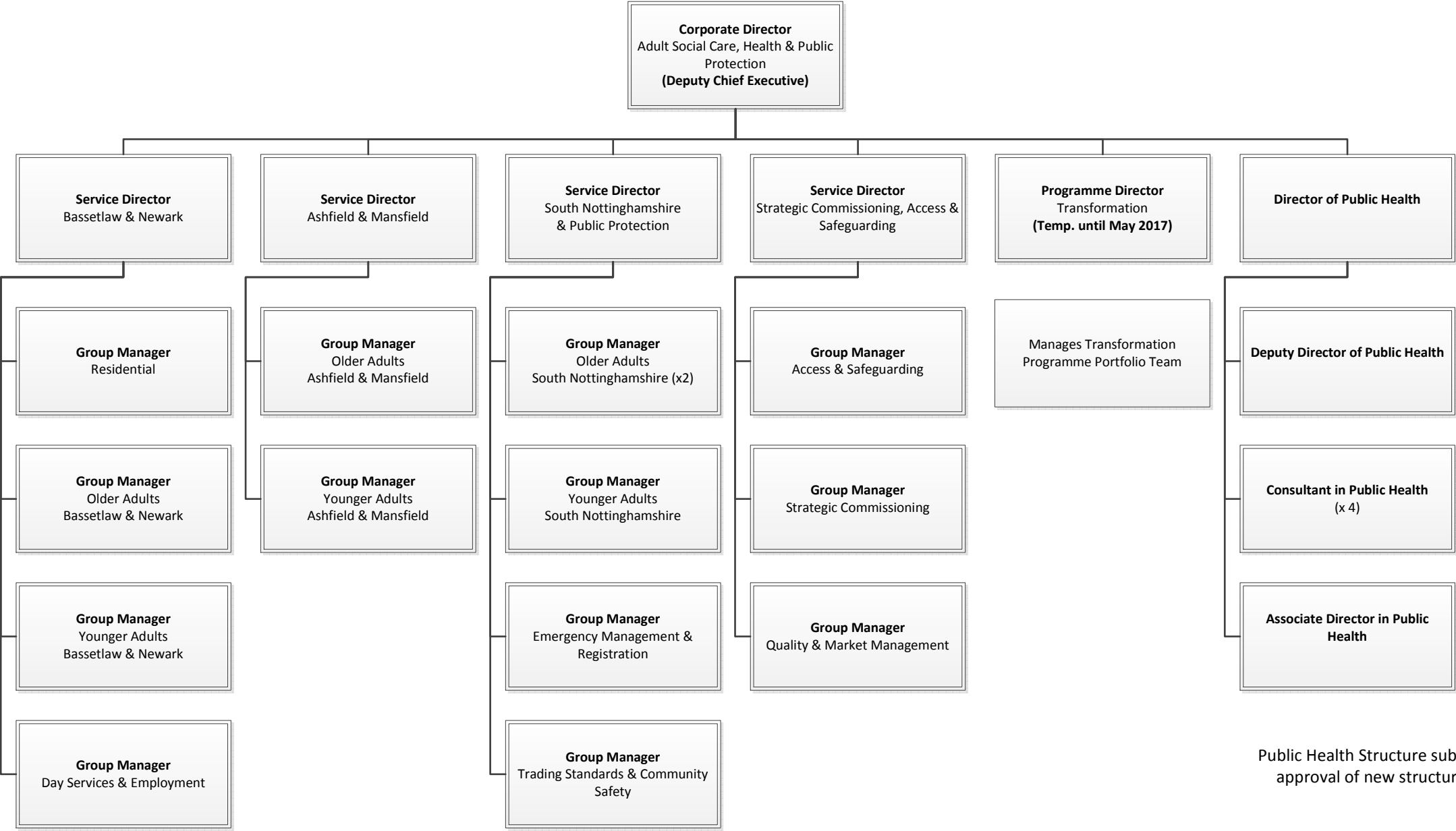


* Line Management with Corporate Director
Adult Social Care, Health & Public Protection

Adult Social Care, Health & Public Protection

Interim Structure – Group Manager Level

Nottinghamshire County Council

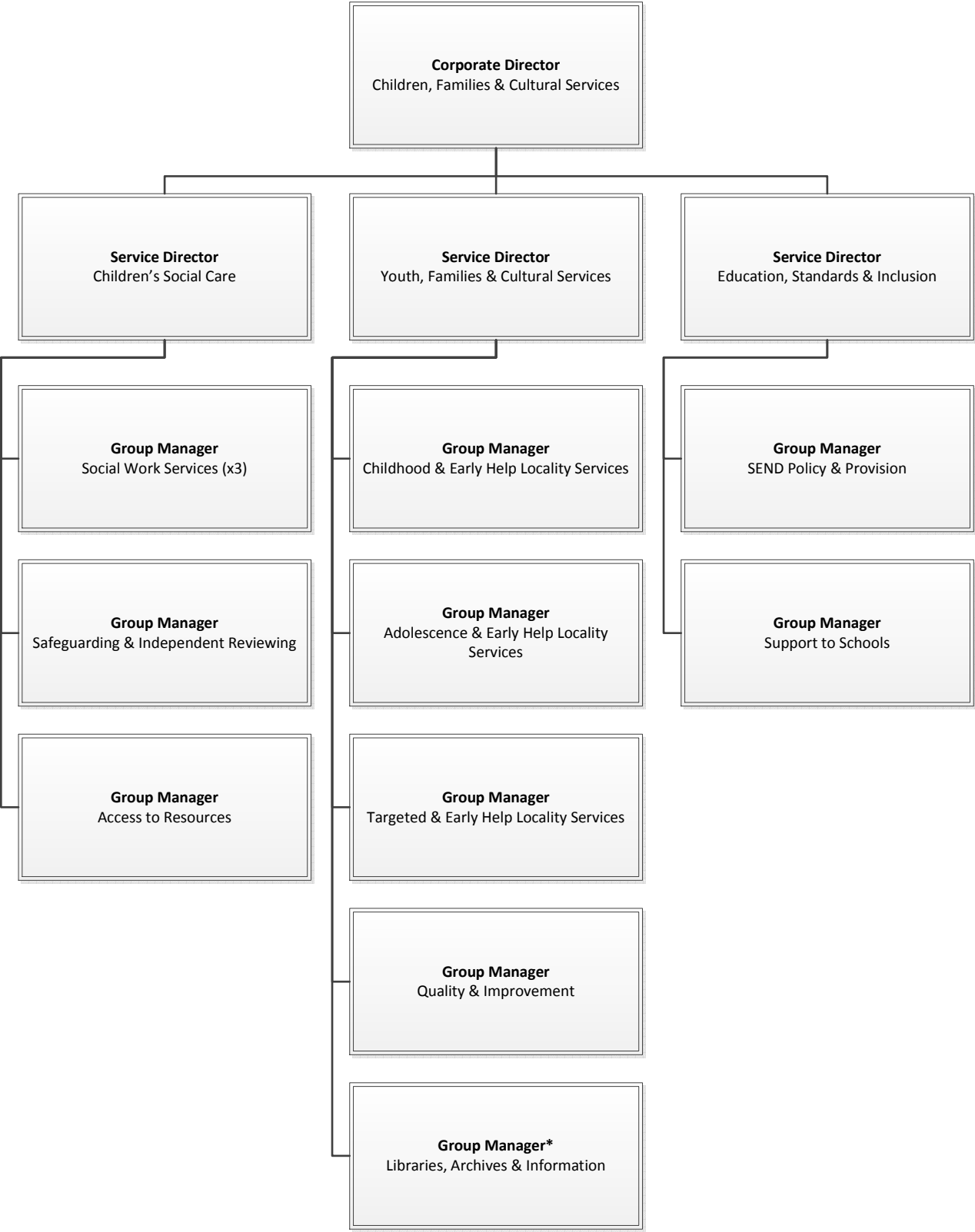


Public Health Structure subject to review and approval of new structure Autumn 2015

Children, Families & Cultural Services

Interim Structure – Group Manager Level

Nottinghamshire County Council

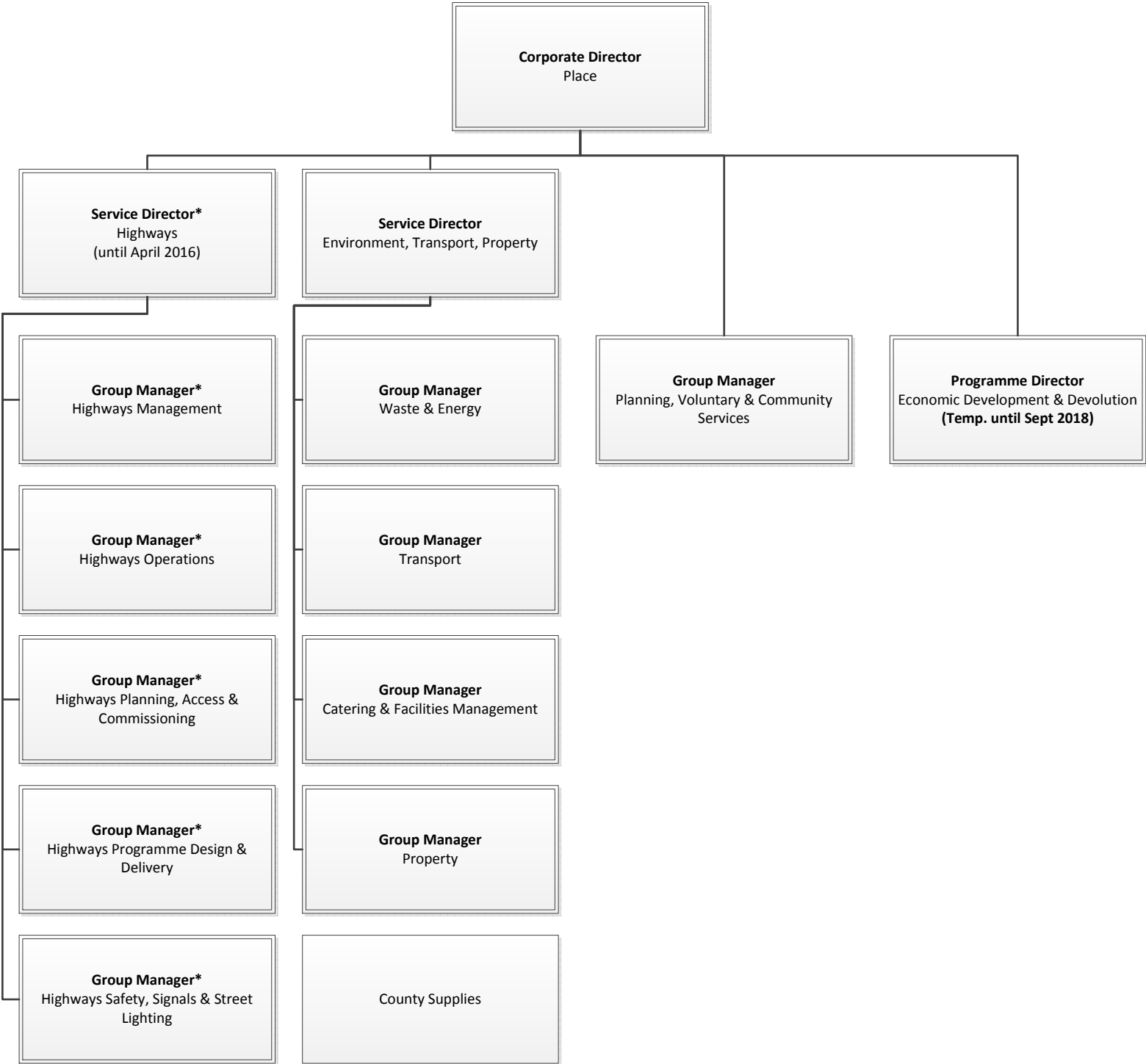


* Until April 2016 subject to the development of Cultural Services Trust when post will transfer

Place

Interim Structure – Group Manager Level

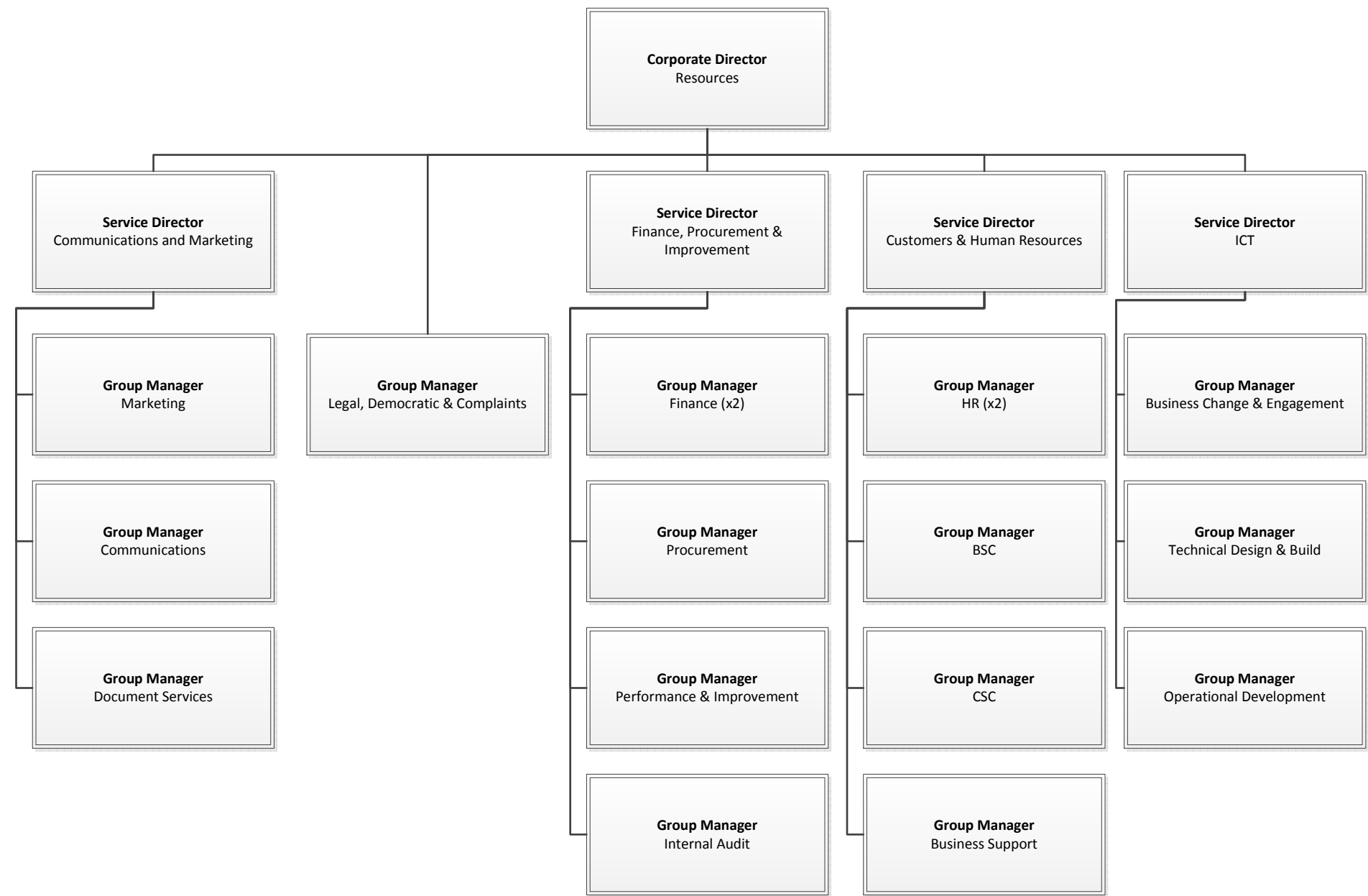
Nottinghamshire County Council



Resources

Interim Structure – Group Manager Level

Nottinghamshire County Council



REPORT OF THE CHAIR, ECONOMIC DEVELOPMENT COMMITTEE**BUSINESS BROADBAND CONNECTION VOUCHER SCHEME EXTENDED
COUNTYWIDE****Purpose of the Report**

1. The purpose of this report is to update Policy Committee that following an approach by Nottinghamshire County Council to the Department for Media Culture and Sport (DCMS), the broadband Connection Voucher scheme which was previously only available in the City of Nottingham, Broxtowe, Gedling, Rushcliffe and Hucknall, has now been extended to include businesses in the districts of Mansfield, Newark and Sherwood, Bassetlaw and the whole of Ashfield.

Background information

2. The Connection Voucher Scheme is a government-funded initiative, administered through Nottingham City Council and gives businesses money off the cost of installing superfast broadband and access speeds of over 30Mbps.
3. The scheme was only previously available in the City of Nottingham, Broxtowe, Gedling, Rushcliffe and Hucknall. However, following an approach by Nottinghamshire County Council to the Department for Media Culture and Sport (DCMS), the scheme has now been extended to include businesses in the districts of Mansfield, Newark and Sherwood, Bassetlaw and the whole of Ashfield.
4. Any small to medium sized business in Nottinghamshire and the City of Nottingham – including home workers, social enterprises, sole traders and landlords - can apply to the scheme to fund the capital costs of upgrading broadband connections. Businesses can choose a provider from more than 600 registered suppliers in the UK.
5. At the time of writing this report, over 95 local businesses in Nottingham and Nottinghamshire have received money off connecting to superfast broadband through the scheme.
6. The news that the whole of Nottinghamshire can now benefit has already been well received amongst the business community. An alert was sent by the team to the Nottinghamshire Business Engagement Group (NBEG), to District/Borough Economic Development Officers and to Nottinghamshire Parish and Town

Councils notifying them of the schemes extended coverage. A press release was also issued on 16th June 2015 to the local media.

7. Elected members are being urged to inform local businesses to access this scheme and make sure Nottinghamshire business people are claiming their fair share, as the scheme operates on a first come first served basis.
8. Applying for the grant is very easy. Interested parties can visit www.connectionvouchers.co.uk/city/nottingham to check their business postcode and get started and to find out more information about the voucher scheme in general.
9. In accessing the scheme, businesses pay the VAT charge and the monthly line rental to their service provider. While monthly costs vary by provider and package, a recent straw poll found that a quarter of businesses pay £40 per month or less.

Reason for Recommendation

10. To inform members of the success of the team in persuading Government to extend the Connected Broadband Scheme to the whole county enabling thousands more businesses in Ashfield, Bassetlaw, Mansfield and Newark & Sherwood to access the benefits superfast broadband can provide, creating jobs and growth across the county.

Statutory and Policy Implications

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

Financial Implications

12. None.

RECOMMENDATIONS

It is recommended that

- a) Policy Committee notes the content of this report and supports and encourages elected members to inform their local businesses about the countywide Business Broadband Connection Voucher Scheme.

Report of the Chair, Economic Development Committee

For any enquiries about this report please contact: Jayne Francis-Ward, 73478

Constitutional Comments [SLB 07/07/15]

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

Financial Comments [SES 07/07/15]

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

Background Papers

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

- *Better Broadband for Nottinghamshire – quarterly update on the rollout* – report to Economic Development Committee, 18-11-2014, published
- *Better Broadband for Nottinghamshire Contract 2* – report to Policy Committee, 07-01-2015, published
- Digital Communications Infrastructure Strategy - 18-03-2015
<https://www.gov.uk/government/publications/the-digital-communications-infrastructure-strategy>
- *Better Broadband for Nottinghamshire: authorisation for contract 2* – report to Economic Development Committee, 31-03-2015, published
- *Nottinghamshire Digital Champions Network* – report to Economic Development Committee, 31-03-2015, published
- *Broadband Petition* – report to Economic Development Committee, 31-03-2015, published
- Connection Voucher press release – 16-6-2015
<http://www.nottinghamshire.gov.uk/pressreleases/show/businesses-get-broadband-boost-as-voucher-scheme-is-extended-countywide>
- *Broadband Petition* – report to Economic Development Committee, 07-07-2015, published
- *Better Broadband for Nottinghamshire – Quarterly update on the rollout* - report to Economic Development Committee, 07-07-2015, published

Electoral Division(s) and Member(s) Affected

All

REPORT OF CORPORATE DIRECTOR – ENVIRONMENT AND RESOURCES

PROCUREMENT STRATEGY 2015-18

Purpose of the Report

1. The purpose of this report is to seek approval of the proposed Procurement Strategy 2015-2018, attached as an **Appendix 1**,

Information and Advice

2. The proposed Procurement Strategy 2015-2018 sets out the future framework approach to strategic procurement in ensuring that this area of activity meets the requirements of the Council aligning with the corporate aims and objectives of the authority.
3. The Procurement Strategy 2015-2018, builds on the work already undertaken in the first strategy that was implemented in 2010, which primarily focussed on the operational activities, processes and metrics that were needed to implement the Business Management System (BMS) and to gain better visibility and control over what was being spent across the Council
4. The new strategy has been developed to provide focus on a number of key drivers:
 - Future strategic procurement development and activity.
 - stronger integration between Procurement and Commissioning
 - the role that the procurement centre has to play on the commercial challenges facing the council
 - the continual development of our contractual processes
 - working at the building of multi-organisation working groups
 - Supporting our local economy and encouraging local engagement in procurement activity where possible
5. The strategy has been developed through widespread consultation across the council, including representatives from all service directorates, legal services, and equalities team, Cllr Kirkham, Cllr Langton and Cllr Adair
6. The strategy provides a framework to build on how we buy services to deliver procurement related savings through our category management work, enabling our commissioners to deliver their savings targets whilst ensuring that we still deliver quality goods and services to our citizens.

6. Progress is expected across all our key drivers within the next three years. Monitoring of this will take place through the Commissioning and Procurement Board

Other Options Considered

7. No other options have been considered

Reason/s for Recommendation/s

8. To ensure the effective delivery of procurement to develop imaginative Procurement solutions that bring quality, value for money goods and services for the people of Nottinghamshire and which also aim to deliver broader economic social and environmental outcomes

Statutory and Policy Implications

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

Public Sector Equality Duty implications

10. An equalities impact assessment has been undertaken for this strategy

RECOMMENDATION/S

- 1) That the proposed Procurement Strategy 2015-18 , attached as an Appendix, be approved.

Tim Gregory
Corporate Director – Environment and Resources

For any enquiries about this report please contact:
Clare Winter – Group Manager Procurement

Constitutional Comments

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

Financial Comments (NS 24/06/2015)

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

Background Papers and Published Documents

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

- 'None' or start list here

Electoral Division(s) and Member(s) Affected

- All



Procurement Strategy

2015 – 2018

Procurement Strategy 2015 - 2018

	Contents	Page Number
	Forward	3
1	Introduction	4
2	Context and Purpose 2.1 Defining Commissioning and Procurement 2.2 Commissioning and Procurement - the relationship	4
3	Commercial Challenges	5
4	The Council's Core Values	6
5	Setting the Direction for Procurement 5.1 Procurement Vision 5.2 Integrated Procurement, Commissioning & Contracting 5.2.1 Category Management – The Business Partner 5.2.2 Commissioning 5.2.3 Contract Management	7 8 10
6	Partnering and Collaboration	11
7	Social Value – Public Services (Social Value) Act 2012	11
8	Health and Safety	13
9	Addressing Innovation	13
10	e-Procurement	13
11	Effective People & Leadership	13
12	Embedding the Strategy – Working Together	14
13	Measuring & Monitoring our Performance	15
14	Procurement Action Plan	16
	Appendices 1. Glossary of Terms	19

Forward

Procurement in Local Government has never been more important than it is today. The current economic climate brings new challenges to both the public and private sectors. This means as a council we need to use our spending power wisely and strategically to ensure that we support the economic, social and environmental wellbeing of our citizens and communities.

Procurement has a key role to play in ensuring that the Council continues to deliver high quality services to our residents, working in partnership and collaboration with commissioners and our key partners to realise joint benefits, supporting the local economy and providing opportunities for businesses to engage with the Council.

The aim of our strategy is to ensure procurement activities are undertaken efficiently and economically whilst contributing to the realisation of the economic, social and environmental benefits for the County, aligning with the strategic aims and objectives of the Council's Strategic plan and with other corporate and service strategies, plans and procedures to drive a "One Council" approach.

1. Introduction

This Strategy builds on the work already undertaken in the first strategy that was implemented in 2010. It sets out the future framework approach to strategic procurement in ensuring that this area of activity meets the requirements of Nottinghamshire County Council (the council) and aligns with the corporate aims and objectives of the Council.

The 2010 strategy focussed primarily on the operational activities, processes and metrics that were needed to implement the Business Management System (BMS) and to gain better visibility and control over what was being spent across the Council.

This Procurement Strategy (2015-18) aims to set the way forward over the next three years for the Council's Procurement Centre, aligning with the strategic plan for the council, "Redefining Your Council", Economic Development Strategy 2014-18, Equality Act 2010 and other Council policies. The Strategy will keep in step with changes in legislation such as the, "Local Government Transparency Code", "Public Services (Social Value) Act 2012", and the "New EU Procurement Directives 2015".

The Strategy includes an action plan for the future, monitoring against which will be periodically reported through the Council's Joint Commissioning and Procurement Board and on to members as appropriate.

2. Context & Purpose

The Council is facing exceptional financial challenges and it needs to think differently as to how it provides services to its local communities. Procurement has a critical role in helping to deliver these services in a manner that secures the appropriate balance between cost effectiveness, quality and sustainability.

Taking an integrated approach to working alongside commissioners in supporting the identification of service needs, the procurement centre can help shape markets to deliver requirements and maximise the benefits from the Council's buying power, whilst ensuring that we get what we pay for, through effective contract management.

2.1 Defining Commissioning & Procurement

Commissioning is the strategic activity of assessing needs, resources and current services, to develop a strategy to make best use of available resources to meet the assessed needs and desired outcomes. It is the informed design of what we want to deliver as our core business in meeting our priority outcomes for our citizens.

Procurement is the process of acquiring goods, works and services, covering acquisition from both third parties and in-house providers. The process spans the whole life cycle from identification of needs, through to the end of a works or services contract or the end of the useful life of an asset. It is supply market facing with its internal customer in the council. It involves options appraisal and the critical 'make or buy' decision. Procurement seeks value for money in how we deliver commissioning plans.

2.2 Commissioning and Procurement – the relationship

Commissioning & Procurement are not mutually exclusive. The procurement function is designed to support and deliver the commissioners intentions in a legal and compliant

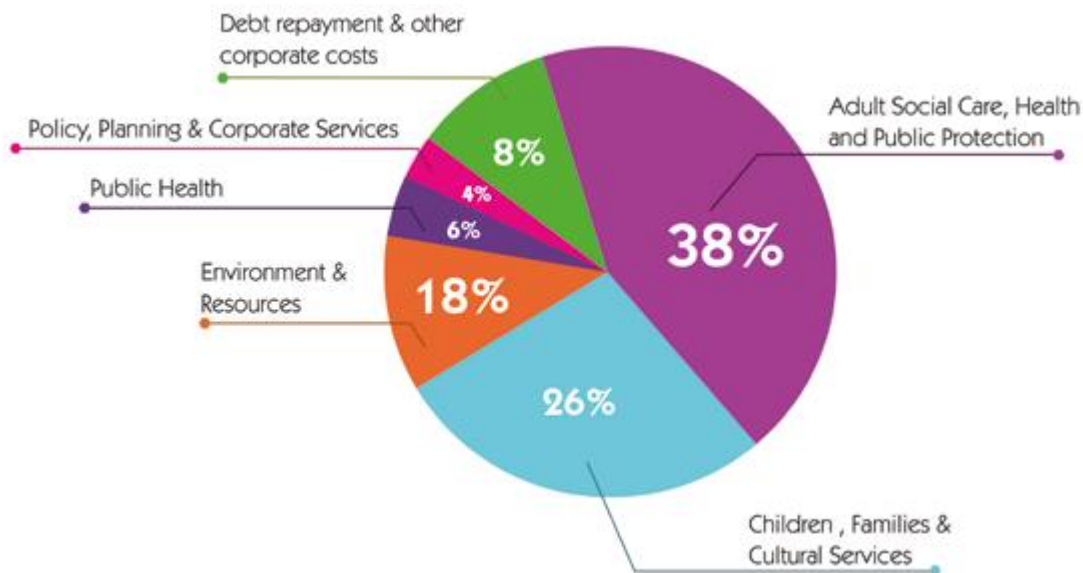
Procurement Strategy 2015 - 2018

manner. Whilst the procurement function sits centrally within the council, and commissioning sits within departments it is key that we develop and maintain strategic links to commissioners to ensure procurement activities are undertaken efficiently and economically. The Council's Category Management approach to procurement brings together the expertise from commissioning and procurement across the Council to identify the most appropriate and effective approach to deliver required outcomes.

3. Commercial Challenges

As a Council we are accountable for demonstrating compliance with all relevant legislation and ensuring value for money. Given the reductions in Government funding and increasing demand for Council services, we are facing an unprecedented financial challenge.

Where our money is spent:



Against this backdrop the Procurement Centre will be required to:-

- Seek to adopt a strengthened commercial approach to better analyse market intelligence and data to strengthen our position with suppliers, understand their cost base and maximise income streams;
- leverage the knowledge and capability of providers to co-design services in such a way that cost objectives, target levels of customer experience and innovation can be met, increasing the availability of mature markets for if and when we procure;
- Work with suppliers in finding ways to eliminate cost so that prices can be reduced, to support the bridge in our spending gap;
- Work to implement payment by results contracts without disadvantaging the third sector and small organisations who don't have the balance sheet strength

Procurement Strategy 2015 - 2018

to finance long gaps between delivering interventions and being paid for successful outcomes;

- work to shape and stimulate markets to encourage and support innovation in services, quality, processes and cost, and identify and manage commercial risk;
- Provide support, guidance and engagement to our commissioners with managing the contracts that we let

4. The Council's Core Values

Procurement has an important role in the delivery of value for money services and in doing so we need to ensure that we align to the Council's, priorities and values.

Values:

The Council plans are built on three core values which will guide our decision making through the years ahead. In working to deliver the plans thinking in an innovative and creative way will be essential. Procurement has a key role in supporting the delivery of these values.



Procurement: will work with the council's commissioning colleagues in departments to procure services that are targeted to meet the needs of the most vulnerable and disadvantaged. Engaging our communities in the planning and delivery of services



Procurement: will work with suppliers to foster creativity and innovation whilst delivering value for money. Providing good quality affordable value for money services



Procurement: Will work in partnership with our commissioning colleagues to drive service delivery and change. We will seek to work in partnership and collaboration with other agencies and our supply markets

5. Setting the Direction for Procurement

5.1 Procurement Vision

“To work together with colleagues, partners and suppliers to develop imaginative Procurement and Commissioning solutions that bring quality, value for money goods and services for the people of Nottinghamshire and which also aim to deliver broader economic social and environmental outcomes”

5.2 Integrated Procurement, Commissioning and Contract Management

The overall direction for Procurement is to become more integrated with Commissioning and for the resulting management of contracts to be part of this integration.

5.2.1 Category Management – The Business Partner

Category Management’s close working relationship with commissioning colleagues is critical. They will need to develop a new flexible operating model based on better engagement with their customers and more effective planning of procurement activity that leads to corporate frameworks within which each department that maps their future procurement activity and develops one to three year plans against which resources can be allocated and performance measured

Providing the commercial challenge to commissioning intentions, helping in their design and managing continuous improvement programmes with key suppliers all aim to deliver on-going cost reductions, service enhancements and innovation.

In order to deliver an integrated Procurement and Commissioning model we will take a Business Partner approach through Category Management to reach a point where all or a very high percentage of the Council’s spend within a category is being channelled through approved arrangements, aligned with strategic priorities.

The desired outcome is to buy more strategically, be more innovative and enable commissioners to get the most out of the market and suppliers.

To achieve this will require strong working relationships with our commissioning colleagues and a high degree of effectiveness in order to increase the delivery of sustainable value, an increase in compliance to procurement contracts and processes. Category Managers will need to develop a new flexible operating model based on better engagement and more effective planning of procurement activity.

5.2.2 Commissioning

The diagram below shows the relationship between commissioning and procurement. The commissioning cycle (the outer circle in the diagram) should drive the procurement and contracting activities (the inner circle). However, the purchasing and contracting experience must also inform the ongoing development of commissioning.

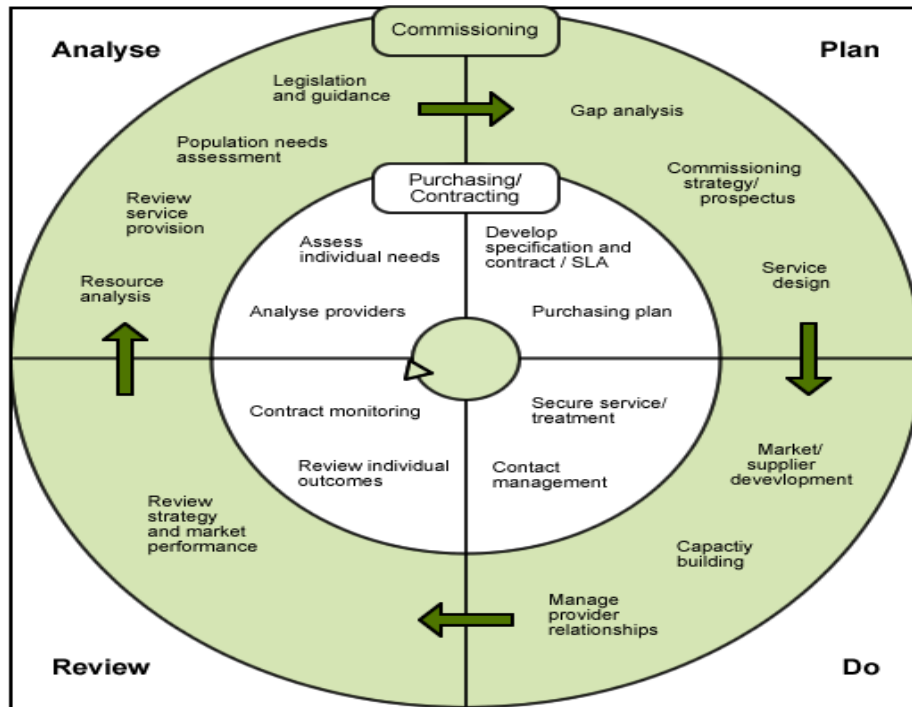


Fig 2. The commissioning Cycle

Effective commissioning forms a continuous cycle of action and improvement, from the identification of needs through to the review of delivery and achievements of outcomes through commissioning, procurement and contract management activities. Each stage is interdependent and builds on the previous one.

Creating joined up and clear approaches to Procurement and Commissioning is essential to achieve the optimum balance between service delivery and cost to support the delivery of the Commissioning Cycle

Analyse: Good quality baseline information is essential for supporting strategic commissioning. Understanding our resources, how they are allocated and how they offer value for money is imperative

Plan: By working with Commissioners Category Managers can develop strategic procurement plans that identify;

- Areas where performance needs to improve, providing a good understanding of requirements to achieve this;
- Initiatives and plans to optimise the outcomes for the service user whilst ensuring the most effective use of our resources and demonstrating value for money (VFM);

- Possible gaps in future service provision using demand forecasting to understand where we need to build capacity and capabilities to meet needs;

Do: Implementing effective procurement will help us to realise the commissioning ambitions. Through;

- Developing and implementing work programmes in collaboration with our commissioning partners that have clear milestones and timescales for activities which we can measure ourselves against;
- Clearly understanding what the commissioners need and working collaboratively to develop outcome focused specifications;
- good stakeholder engagement in all projects;
- the exploration of sharing information, benchmarking and joining up procurement activities with our local partners;
- working with existing and potential suppliers to ensure there is market capacity to deliver our requirements. Effectively identifying where market capacity may be weak and where new markets may need to be developed in order to deliver against our requirements. This will encourage new, innovative supplier and delivery models;
- building strong, long term, positive relationships with our suppliers across all sectors,
- ensuring that Contract Procedure Regulations reflect developments in procurement legislation and EU guidance, and provide a robust framework to support the spending of Council money;
- the structuring of contracts in a manner that where possible provides added protection for the Council from risk and adverse movements in inflation,
- maximising value from our key suppliers through Supplier Relationship Management (SRM) the discipline of strategically planning for, and managing, all interactions with third party organizations that supply goods and/or services to an organisation in order to maximise the value of those interactions. In practice, it will entails creating closer, more collaborative relationships with key suppliers in order to uncover and realise new value and reduce risk.

Review: undertaking contract reviews in collaboration with our commissioning colleagues will enable good continued service delivery through:

- We will work with our supplier chain to ensure that both parties are delivering against the commitments within contracts and also build upon mutual experience and knowledge to embed continuous improvement practices throughout the contracted period;
- the development of effective Key Performance Indicators for all contracts which support performance management ensuring continually measurement and monitoring the performance, reliability and viability of contracts

5.2.3 Contract Management

There is a growing recognition of the need to automate and improve contractual processes. The need to satisfy increasing compliance and analytical requirements has also led to an increase in the adoption of more formal and structured contract management procedures and an increase in the availability of software applications designed to address these issues.

Service delivery management ensures that the service is being delivered as agreed, to the required level of performance and quality

Relationship management – keeps the relationship between the two parties open and constructive, aiming to resolve or ease tensions and identify problems early and to deliver continuous improvement;

Contract administration – handles the formal governance of the contract and changes to the contract documentation.

Procurement, Commissioning and contracting activities should be coordinated in both the planning and execution stages to ensure that customer needs are met at lowest cost and highest quality and that supply markets are managed, formed and shaped to meet both current and future needs.

Contract management can be successful if:

- arrangements for service delivery continue to be satisfactory to both parties
- the expected Council benefits and value for money are being achieved;
- the supplier is co-operative and responsive;
- the Council understands its obligations under the contract;
- there are no disputes;
- there are no surprises;
- a professional and objective debate over changes and issues arising can be had;

The management of contracts, requires flexibility on both sides and a willingness to work together Key Performance Indicators drive the monitoring of contracts and their delivery, and should be the focus for regular contract management meetings with suppliers.

Good contract management also builds and manages a relationship with the supplier so that problems can be resolved effectively and a process of continuous improvement started. All of this means that the best way to manage a contract is to have someone who has the role of the “intelligent client”.

The purpose of the intelligent client role is to avoid problems in contract delivery that result from a misunderstanding between the customer and the service provider as to what was expected or from unrealistic expectations. In order to achieve this, whoever has the role of the intelligent client needs both an in-depth knowledge of the client organisation and its needs as well as an understanding of what the service provider is and is not capable of doing.

Procurement Strategy 2015 - 2018

The development of sound contract management processes and support from the Procurement Centre will enable a consistent approach to contract management to be embedded into the Council through;

- using clear and robust evaluation criteria;
- actively contract management;
- monitoring and reviewing contract management performance within the Council;
- identifying risks which exist in the performance of contracts;
- monitoring expenditure on individual contracts on an annual basis

6. Partnering and Collaboration

The strategic objective of partnering is the delivery of better services to Citizens through the creation of sustainable partnerships between councils and other public bodies they can drive better value through combined purchasing power, avoidance of multiple procurements and the use of wider experience.

We will seek to achieve this through the building of multi-organisation working groups and aligning strategies to go to the market together through joint framework agreements these economies of scale can be achieved.

These partnerships are a key component of achieving clarity about the ambitions and priorities of stakeholders. They can deliver savings through aggregating spend through effective collaboration, avoiding multiple procurements. They add benefit through the use of wider experience and combined expertise, encouraging the sharing of ideas and best practice, whilst driving the development of innovative ideas in the supply market.

7. Social Value – Public Services (Social Value) Act 2012

The Council has a responsibility to consider ways of taking account of social considerations in public procurement subject to compliance with the Regulations and the fundamental principles of the Treaty for the European Union.

The Social Value Act places a requirement on the Council to consider how what is being procured may improve the economic, environmental and social well-being of Nottinghamshire. It is essential to manage the risks of procurement, balancing compliance and control to deliver the potential to innovate and achieve more significant savings and social outcomes.

Economic considerations are about the contribution to the local economy, retaining, recirculating and leveraging funds in the neighbourhood. Nottinghamshire County Council recognises that delivering economic growth and supporting the creation of new jobs is a fundamental objective of the County Council. Our Economic Development Strategy 2014-18 (<http://www.nottinghamshire.gov.uk/thecouncil/plans/councilplansandpolicies/policy-library/?entryid100=400934&char=E>) details how the Council will use its own resources and role to facilitate and drive this growth.

As a Council we want to grow this local economy and encourage local engagement in procurement activity where possible. It is recognised that the private and voluntary sector are important to our local economy and we need them to see Council contracts in a positive way and want to do business with us.

Procurement Strategy 2015 - 2018

By advertising contracting opportunities on Source Nottinghamshire, we bring buyers and suppliers together, making it easier for businesses to find out about new sources of potential revenue and to grow and develop to the benefit of the local economy

Running “Meet the Buyer” events to encourage companies to engage with the Procurement Team to understand “how to do business” with the Council, and to ask questions about what the Council is trying to achieve with its procurement approaches will build relationships with our potential providers.

Conducting Soft Market Testing events on large value tenders working with suppliers to undertake the appraisal of both project and procurement options will help drive innovation and support commissioning plans.

All this will be made easier by the changes in EU Directives which allow and encourage the splitting of large contracts into smaller lots are more appropriate to smaller suppliers (SMEs).

Social considerations are about the contribution to vibrant community based actions, equalities, diversity, inclusion and cohesion.

In accordance with Equality Act 2010, and Public Sector Equality Duty. We will encourage our suppliers to support our commitment to equality, fairness and transparency and, to be responsive to the needs of our communities, and to meet the diverse needs of all users to ensure no one group is disadvantaged, to commit to developing a diverse and inclusive workforce.

All providers with whom we contract for services are required to have sound equality policies and procedures in place, train their staff and review and revise their policies regularly. Monitoring compliance to this requirement will be managed through our review meetings.

We will seek to promote social value through initiatives such as apprenticeships and inviting suppliers (particularly those involved in major capital projects) to consider the use of local apprentices in their workforce or utilising local Small Medium Enterprises (SME's) and the Voluntary Sector Services (VCS) in subcontracting arrangements and supply chains to encourage growth in the local economy. Such provisions should be considered on a case by case basis and ensure that all suppliers will be treated fairly and in a non-discriminatory way.

Environmental Considerations are about the contribution and extent to which we are reducing the Council and the community's negative impact on the environment.

At Nottinghamshire County Council we are committed to protecting and enhancing the environment for present and future generations reducing the environmental impact of purchasing goods, works and services. Including environmental considerations in our procurement evaluations is through environmental considerations in our procurement processes and contracts, and by raising staff awareness will help embed this into all procurements that we undertake.

Environmental considerations are consistent with our need to demonstrate best value, by seeking to achieve the optimum combination of 'wholelife' costs and benefits to meet the County Council's needs.

Using environmental selection criteria appropriate to the nature of the contract will further our environmental objectives. To seek to reduce the risk of noncompliance with environmental legislation and to ensure bidders have the technical capacity and capability to perform the contract as specified.

8. Health and Safety

There is a need to ensure that we have much more robust H&S clauses in contracts, that we evaluate H&S during the evaluation stage and that there is better supply chain management especially around major incidents. We will aim to ensure that contractors appointed by us have adequate health and safety policies and procedures in place through our tendering processors

9. Addressing Innovation

The identification and procurement of innovative solutions for the Council needs is one potential way of delivering improvements in the quality and delivery of services, as well as assisting the Council achieve better long-term value for money. Stimulating innovation within the economy will enable the market to respond to current and future Council service needs.

Through the use of open innovation forums and early supplier engagement to explore the innovative ideas of potential suppliers to solve our problems, we will capture opportunities for innovation

10. eProcurement

e-Procurement is integral to the overall development of procurement processes and involves the use of an electronic system/s to acquire and pay for supplies, services and works. The Council has recently invested in the e-procurement tool which offers e-Sourcing, e-Auction, Contract Management and Spend Analysis solutions to assist in alleviating the pressures faced by procurement professionals when purchasing and managing supplier relationships

The deployment of the Business Management Systems (BMS) has enabled many operational tasks in the Procure-to-Pay cycle to become self-service. The role of the Procurement Centre is to provide advice and oversight of the effectiveness of this process, as well as authorise certain aspects such as the addition of new vendors and (in conjunction with Finance) and advice on the approval of contract waivers from Financial Regulations.

By further utilising e-procurement we aim to: reduce transaction costs; make processes more efficient; improve management information and visibility of spend; increase control and consistency of processes and improve spend compliance.

11. Effective People and Leadership

The Council aims to attract, retain and motivate high-quality, skilled procurement and commercial professionals and create ongoing opportunities for development; investing in training and coaching so that our staff become a source of capability and capacity to meet the council's current and future needs

Our Category Managers will need to have good skills in strategic thinking with commercial acumen, and procurement expertise. They will need to be good relationship managers with the ability to influence, have good communication skills, and be credible with stakeholders and suppliers. They will know their supply markets, cost drivers and understand the regulatory environment in which they work.

Investing in training and development programs for our staff will bring growth and succession planning to the team.

12. Embedding the strategy – Working Together

The traditional approach to commissioning is that of specifying a service and then engaging with procurement to run a tender for those requirements within the context of a price management approach. However, this this will not be sufficient to achieve the significant level of savings required now and in the future.

The Category Management approach needs to align with the Council's on five core functions

- Children's Families and Culture Services
- Public Health Functions
- Corporate Functions
- Place Functions
- Adult Social Care and Public Protection Functions

A key output from this alignment will be to have good open working relationships with our commissioning colleagues, a procurement plan for each category/sub-category which describes the options for procuring from supply markets and the benefits and risks of each. This is a key input to co-working with Commissioners by matching supply market capability and capacity to commissioning intentions in such a way that the desired outcomes are met at least cost.

Ensuring the development and implementation of effective commercial contract management practice and procedures will ensure that best practice becomes the norm.

Managing all suppliers as an extension to the Council's own organisation will require a strong supplier relationship management programme that requires us to work closely with our contractors to deliver continuous improvement and innovation.

Continuing the early engagement of the market to test their reaction to our ideas and requirements for improved commercial performance and service delivery; supporting the development of sufficient capable and willing suppliers to meet the Council's future needs
Asking our customers what they think of our services, how they think we meet their needs and what we can do to improve is key to shaping our strategies going forward and adapting our ways of working to meet the needs of the business.

Delivering increased opportunities for SMEs to access and participate in Council procurement and commissioning activities and developing clauses in our contracts to ensure that primary contractors are responsible for passing on prompt payments made to them

A clear approach to achieving our goals needs to be embedded through a clear understanding of what actions are required, by when, by who and their outcomes. It is crucial that our action plan is monitored and challenged through the Council's Commissioning and Procurement Board.

The role of the Board includes oversight of:

- Higher value or complex procurement and commissioning activity
- The objectives commissioning and procurement strategies which underpin that activity and monitoring progress and performance
- Clear business needs having been identified prior to making commitments to undertake procurement

Procurement Strategy 2015 - 2018

- Supplier Relationship and Market Engagement strategies
- Progress with the action plan for the Procurement Strategy
- An overall understanding of commercial procurement and commissioning activity across the Council
- Securing best value for money from procurement and Commissioning within available Council resources

13. Measuring & Monitoring our Performance

We will need to measure our performance using the balanced scorecard shown below, reporting progress against the scorecard. Measures will be monitored on a quarterly basis against pre-agreed targets and reported to the Commissioning and Procurement Board

Social Value	Partnership
% of contracts where SME's submitted bids	Number of collaborative contracts in place
% of Council 3rd party spend with local suppliers.	% of non-pay spend channelled through collaborative procurement arrangements
Number of new local jobs created linked to Council contracts	
Number of contracts including social clauses	
Value for Money	Organisation and People
Value of savings delivered to directorates from tendering activity	% of compliant procurement carried out in line with best practice
	% of contracts held on the corporate contracts register
	Number of contracts terminated or failed prior to expected end date
	% of accredited procurement professionals

14. Procurement Action Plan

No.	Action	Target Date	Responsible Person	Target Outcomes	Review
1	Develop a Procurement communication and engagement plan for commissioners	December 2015	Group Manager – Procurement, Category Managers	Clear management of our communication and engagement activities, ensuring consistency from the Procurement Function	Quarterly
2	Review our procurement Structure to ensure it aligns with the needs of the business and delivery of the strategy	September 2015	Group Manager – Procurement	Efficient and effective team that works alongside the commissioners, providing a consistent approach in the delivery of the business needs	Annually
3	Engagement with the Heads of Procurement Forums to understand other public sector organisations, their commissioning and procurement plans	Ongoing	Group Manager – Procurement, Team Manager	Identification of opportunities for collaboration to reduce costs of procurement and release savings through aggregation of spend	Monthly
4	Develop a collaborative work plan with colleagues from across the public sector	Ongoing	Group Manager – Procurement, Category Managers	Clear plan of action for working together, identifiable projects with the potential to improve service deliver and reduce cost	Annually
5	Review our approach to social value with Legal Services and develop a template for the team to follow	Complete	Group Manager – Procurement	Social Value policy and tool kit to embed across all procurement activity	Annually

Procurement Strategy 2015 - 2018

6	Implement a Balanced score card to measure our progress	September 2015	Group Manager – Procurement	Allow the measurement progress of agreed projects with commissioners	Quarterly
7	Collate all the contractual information from around the Council and centralise on e-procurement system	Complete	Group Manager – Procurement	Support effective contract management and understand spend in the organisation	Monthly
8	Explore company risk profiles to establish an effective form to manage and mitigate supplier risks	In progress	Group Manager – Procurement, Category Managers	Better management and mitigation of supply chain risk	Quarterly
9	Develop an engagement plan for working with suppliers and Supplier Relationship Management (SRM)	October 2015	Group Manager – Procurement, Category Managers	A consistent approach to market engagement seeking to secure efficiencies within supply chains, develop subcontracting opportunities for local companies as appropriate, encourage innovation and new ideas of service delivery	Annually
11	Establish the Commissioning and Procurement Board	Complete	Group Manager – Procurement	Assurance that commissioning and commercial outcomes are balanced to meet corporate objectives. Provide a forum for peer challenge to key projects, Provides a forum for discussing emerging issues,	Monthly

Procurement Strategy 2015 - 2018

				complement to the governance by the transformation team, and identifies cross-departmental synergies	
12	Following a skills analysis exercise Develop a staff training and development plan	October 2015	Group Manager – Procurement	Clear succession planning, a team with improved skills to deliver the business needs, industrial updating for the staff, improved staff retention	Quarterly
13	Develop a procurement customer satisfaction survey	October 2015	Group Manager – Procurement	Gain a better understanding of our customers' requirements and concerns so that we can improve the services that we delivery	Annually
14	Develop a procurement handbook & easy “how to” guides	On going	Group Manager – Procurement	Set out the fundamental rules, behaviours and standards applicable to public procurement, and provides an information guide for commissioners.	Annually

Appendix 1: Glossary of Terms

Business Management System (BMS)	A centralised computer system that holds information about the Finance, Human Resources
Category Management	A 'Category' is an area of spend determined by known market boundaries separating different products, services or industries. Category management recognises that suppliers within a certain market are likely to have similarities which enable a tailored approach to procurement.
Category Manager	The Officer authorised by the Council's Director of Corporate Resources to manage the procurement of a category or categories of goods, services and/or works. Category Managers work with commissioners on strategic plans for future procurement needs
Contract Management	Is the management of contracts made with customers, vendors, partners, or employees. The personnel involved in Contract Administration required to negotiate, support and manage effective contracts are expensive to train and retain. Contract management includes negotiating the terms and conditions in contracts and ensuring compliance with the terms and conditions, as well as documenting and agreeing on any changes or amendments that may arise during its implementation or execution. It can be summarised as the process of systematically and efficiently managing contract creation, execution, and analysis for the purpose of maximising financial and operational performance and minimising risk.
Council Policies	Council policies, procedures, guidance and strategies designed to ensure high standards are maintained at all time
Transparency	Due North is a leading provider of eSourcing and Contract Management solutions, deployed by over 200 public, private and not for profit organisations. .
Equality Act 2010	Equality Act 2010 legally protects people with protected characteristics (age, gender, disability, race, religion or belief, pregnancy and maternity, sexual orientation, gender reassignment, marriage or civil partnership) from discrimination, harassment and victimisation
European Union Public Procurement Legislation -Public Contracts Regulations 2006	Public procurement law regulates the purchasing by public sector bodies and certain utility sector bodies of contracts for goods, works or services. The law is designed to open up the EU's public procurement market to competition, to prevent "buy national" policies and to promote the free movement of goods and services.
Meet the Buyer	Open forums for the local supply market to meet the buyers of the Council and to ask questions about up and coming contracting opportunities

Procurement Strategy 2015 - 2018

Procurement Business Partner	The role of the Procurement Business Partner is to identify and develop commercial opportunities and manage the commissioner/procurement relationship Main Duties and Responsibilities: Providing procurement insight and input into the development of business strategy, including responsibility for the delivery of procurement strategy, in line with operational business needs; Supporting managers in enhancing business performance through improving the performance, capability and motivation of its people; Provide the procurement expertise to projects; Identifying and own procurement best practice on behalf of the business.
Public Sector Bodies	For the purpose of this Strategy each of the following is considered to be a Public Sector Body: a local Council, a district Council, a borough Council, a government department, a fire and rescue Council, a police Council, a health Council, an association of or formed by one or more public sector bodies
Public Sector Equality Duty	It requires all public bodies to have due regard to the need to: Eliminate unlawful discrimination , harassment, victimisation and any other conduct prohibited by the Act. Advance equality of opportunity between people who share a protected characteristic and people who do not share it, and Foster good relations between people who share a protected characteristic and people who do not share it.
Public Services (Social Value) Act 2012	An Act to require public authorities to have regard to economic, social and environmental well-being in connection with public services contracts; and for connected purposes. From 31 January 2013, local authorities have had to take into account the operative provisions of the Act when considering procurements of certain types of service contracts and framework agreements.
Purchase-to-Pay process (P2P)	Often abbreviated to P2P, refers to the business processes that cover activities of requesting (requisitioning), purchasing, receiving, paying for and accounting for goods and services.
Redefining Your Council	Redefining Your Council is a new approach to ensuring we can deliver services that the people of Nottinghamshire value in a sustainable way. It provides a framework for transformation and will ensure we can deliver our Strategic Plan priorities
Small to Medium Size Enterprises (SMEs)	Companies employing 250 employees or less.
Soft Market Testing	Invitation to the supply market to engage with the Council around service deliver and market opportunity prior to the formal procurement exercise taking place. This allows for innovation and added value to the scope of the project
Source Nottinghamshire	A site that has been created to bring buyers and suppliers together, making it easier for businesses to find out about new sources of potential revenue and to grow and develop to the benefit of the local economy

Procurement Strategy 2015 - 2018

Sustainable Procurement	Sustainable procurement is a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis, in terms of generating benefits not only to the organisation, but also to society and the economy, while minimising damage to the environment
Value for Money (VFM)	Value for money is not about achieving the lowest initial price: it is defined as the optimum combination of whole life costs and quality
Voluntary Organisations	Voluntary organisations exist for their self-defined purpose and are not set up by law. They are independent and range from large service providers and registered charities to small groups and clubs that may not be formally constituted, and which between them cover the entire range of activities and policy areas. They may or may not use volunteers.

REPORT OF THE LEADER**RURAL SERVICES NETWORK – REVIEW OF MEMBERSHIP****Purpose of the Report**

1. To seek approval for the County Council to renew its membership of the Rural Services Network.

Information and Advice

2. In the past four years, and for a variety of reasons, the Rural Commission at the Local Government Association, the Commission for Rural Communities, the National Rural (Knowledge Exchange) and Action for Market Towns have all ceased to operate. The County Council was a member of the Rural Commission of the Local Government Association (LGA).
3. The Rural Services Network was set up in 2014 to bring together rural local authorities and service providers and to share information on key rural issues, including best practice. It is officially a special interest group of the LGA and operates through two sub-groups: the Sparse Rural special interest group, and the Rural Assembly. Each sub-group meets three times per year, in London, with an annual conference each September, held in partnership with the LGA. Nottinghamshire County Council agreed last year to join the Rural Assembly, at an annual membership fee of £495.
4. Membership of the Rural Assembly provides access to services relating to general rural services, housing and economic development. These services include e-newsletters and commentary on key rural issues: information on current consultations and funding opportunities, such as the recent opportunity to feed in to an emerging national consultation on rural crime; access to a library of rural best practice; and a range of seminars for officers and Members.
5. In 2014 it was agreed that the Leader would be the County Council's representative on the Network, and that membership and representation would be reviewed again in a year's time. Membership of the network is beneficial to the authority and it is recommended that this continues. Officer support is provided through the County Council's Conservation Team. It is suggested that the representative for 2015/16 be nominated by the Team Manager, Democratic Services after consultation with the Business Manager of the Labour Group.

Other Options Considered

6. The authority could decide not to renew its membership of the Rural Services Network, but would thereby lose the opportunity to influence debate or share good practice.

Reason/s for Recommendation/s

7. To enable the County Council's continued participation in the Rural Services Network special interest group.

Statutory and Policy Implications

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

Financial Implications

9. The cost of renewing membership of the Network is £495 for 2015/16. The cost of membership can be met from the budget for membership subscriptions.

RECOMMENDATION/S

- 1) That the County Council renews its membership of the Rural Services Network special interest group.
- 2) That the Team Manager Democratic Services (after consultation with the Business Manager of the Labour Group) nominates the County Council's representative on the network for 2015/ 2016.
- 3) That membership is reviewed again after a further twelve months.

Councillor Alan Rhodes
Leader of the County Council

For any enquiries about this report please contact:

Heather Stokes, Team Manager, Conservation.

Constitutional Comments (SLB 07/07/15)

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

Financial Comments (SES 07/07/15)

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

Background Papers and Published Documents

- None.

Electoral Division(s) and Member(s) Affected

All

REPORT OF THE LEADER OF THE COUNCIL**COUNTY LIFE: EVALUATION REPORT****Purpose of the Report**

1. To update elected members on residents' feedback to the Council's new annual publication County Life.

Information and Advice

2. County Life was introduced in April 2014 as a replacement for the previous publication, County News, which was delivered quarterly. It also replaced the twice yearly What's On guide and the Council Tax leaflet that had been produced and delivered separately with the Council Tax bills each year.
3. The introduction of the Life series, which include County Life, Family Life and Your Life, was part of a Communications and Marketing initiative to ensure activity was delivered more effectively through audience targeting and achieved better value for money that saved the Council £178,000 each year.
4. County Life costs 24p per magazine to produce, print and distribute to all 349,761 homes in Nottinghamshire. The changes to a more cost-effective Council publication have seen the expenditure on publications reduce from £301,500 in previous years to an expected £138,800 in 2015/16.

Costs

5. Costs have been kept to a minimum in order to deliver the demanding savings target that has seen the publications budget reduce significantly over the past few years.
6. This year's edition cost £84,964 to design, print and distribute which is 33% higher than the launch edition, due to a forced change in supplier for the printing after the original printer stopped trading and an increase in postage costs from Royal Mail.
7. A demanding procurement exercise will to be run to try and secure the best deal for the Council for distribution for County Life that takes into account service performance as well as cost, whilst existing frameworks will continually seek the best deal for print and photography.

Income Generation

8. The magazine costs are partly offset by the sale of advertisement space. The 2015 edition generated £13,976 in income which represents a 44% increase over the 2014 edition which raised £9,711.
9. The adverts, which were all in line with the Council's Advertising and Sponsorship policy, included Nottinghamshire Fire and Rescue, The Language Shop, Nottinghamshire Police, Arden and Gem (NHS), free nursery places.
10. All of the advertising was sold by the existing team to contain any costs within the existing structure and in order not to incur any additional costs that would offset any income generated.

Evaluation

11. A variety of evaluation mechanisms were used to gather feedback on County Life, including a reader survey, focus groups, digital engagement and monitoring of service use.

Focus Groups

12. On 17 November 2014, a focus group was carried out at the MyPlace Folkhouse in Mansfield on the first edition of County Life. Nine residents who came from different areas across the county and represented a range of age groups were asked a series of questions on the product.
13. The overall response was that County Life was "useful, informative and well-presented" with 67% saying that they felt more informed about Council services with the same percentage saying that it provided good value for money.
14. The group particularly valued the "What's On" section and wanted to see more of this type of content. This point was addressed in the second edition with three times as many listings introduced.
15. Feedback from the group also recommended a less explicit link to the Council's three values (treating people fairly, value for money and working together) as outlined in the Strategic Plan, which readers perceived as self-promotion rather than helpful. This led to a change in this year's edition.

Reader Survey

16. A total of 345 surveys were completed via the online form (43%) and the paper form in the magazine (57%). The results of the survey are summarised below:
 - 89% (308) liked the look and feel of County Life
 - 56% (192) of respondents found this issue of the magazine interesting
 - The three most popular features in the magazine were: what's on (307), competitions and prize draws (273), and news (221)

- 84% of respondents knew the product was produced by Nottinghamshire County Council
- A total of 214 respondents suggested additional content that they would like to see in future publications. The top three most popular suggestions were: more localised information (29 comments), more what's on (26) and competitions (10)
- Just 12% of respondents said that they would prefer to read County Life online with 88% saying that this would not be something that they would like to see
- A total of 191 responses were completed in the "do you have any other comments" section. The top four comments were: 'good' (62), 'informative and interesting' (21), 'unnecessary cost in light of budget cuts' (18) and 'lovely size' (12).

Service take-up

17. In addition to generating income through advertising, County Life features can also generate service take-up and enquiries in areas that will increase income or lead to cost avoidance for the Council. Some examples are detailed in the tables below:

Rufford Weddings

Call to action	Date range	Result
Visit NCC website for more information, calls to Customer Service Centre	7 April - 20 May 2015	Bookings for weddings at Rufford in 2015/16 increased by 16% at the end of this date range from the total number of bookings in previous year (from 55 to 64 bookings)
ROI – On average each wedding generates £5,000 (gross) of which £1,500 is profit. Multiplied by the additional bookings in 2015/16 has generated £45,000 (gross) £13,500 (profit)		

Fostering

Call to action	No. enquiries generated by County Life	Date range	Result
Calls to the fostering phone number	5	7 April – 21 May 2015	Four enquiries from Stapleford, Newark, Worksop and Newark have been sent the information pack and service is awaiting response. One enquiry from Nottingham was cancelled out as inappropriate.
The typical saving a Nottinghamshire County Council foster carer can save the Council is in the region of £124,935* per child, per year they are fostered. *this figure is based on savings made from the child not being placed in residential care.			

I-work

Method of enquiry	Date range	Result
Calls to the Customer Service Centre	7 April – 21 May 2015	Four young people have enquired about the programme as a direct consequence of reading the article. Two of these have now

		successfully started the programme whilst the other two are going through the process.
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Broadband

Call to action	Date range	Result
Check eligibility through postcode-checker on the Internet	7 April - 20 May 2015	Residents checking their eligibility on the NCC website rose by 201% from the same period the previous year (1,145 to 3,453). This period also saw an increase in enquiries (40) from residents regarding coverage of the programme. Actual take-up of the service rose from 12.52% to 13.47% (of the current 45,000 premises that currently are eligible for connection) this contributed to the March 2016 target for 21% of eligible premises connected.

Digital engagement

18. The response to the question about whether they would prefer to read the product online was strongly in favour of the printed product at the moment. Just 12% of respondents to the survey said that they would prefer to read County Life online with 88% saying that this would not be something that they would like to see.
19. It is expected that this position will change in the coming years as people become more accustomed to reading newspapers and magazines online.
20. The County Life homepage on the website received 274 unique page views between 7 April and 15 May 2015.
21. Under the Equalities Act, the Council has a duty to consider the access needs of the public, both in terms of services and Information, so a completely digital solution will be difficult while we do not have universal access and acceptance of online publications.

Summary

22. The feedback from the survey is encouraging with the majority of respondents enjoying the look, feel and content that indicates increased satisfaction while delivering significant savings in the publications budget.
23. The magazine aims to help keep Nottinghamshire residents informed and raise awareness of the variety of services that the Council offers by telling the stories of the people who use them.
24. Recall of the magazine and association with the Council remains high with 84% of those asked recognising that the publication was produced by Nottinghamshire County Council (an increase from the 78% figure the previous year).

Recommendations

25. That feedback continues to be gathered about the reaction of residents to the publications and regular reviews take place to ensure that the Council continues to deliver value for money.

Other Options Considered

26. To stop producing or printing the magazine and put all the articles or information online. Whilst this may be the longer term goal, the survey results suggest that this would not be welcomed and is likely to lead to a proportion of residents, many of them considered some of the most vulnerable people, not being able to access the information.

Reason/s for Recommendation/s

27. To continue to keep residents informed about the range of services that the Council delivers and therefore how the Council provides value for money. How informed people feel is one of the key drivers of overall satisfaction with the Council.

Statutory and Policy Implications

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

Financial Implications

All expenditure attached with these work streams will be contained within existing budgets.

RECOMMENDATION/S

It is recommended that Policy Committee

- 1) Approves that the County Life publication continues to be evaluated with annual reports brought to Policy Committee

Alan Rhodes
The Leader of the Council

For any enquiries about this report please contact: Martin Done/Clare Yau

Constitutional Comments (SLB 01/07/2015)

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

Financial Comments (SES 01.07.15)

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

Background Papers and Published Documents

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

Electoral Division(s) and Member(s) Affected

- All

REPORT OF THE LEADER OF THE COUNTY COUNCIL**APPOINTMENT TO OUTSIDE BODIES****Purpose of the Report**

1. To seek approval to add Rushcliffe Borough Council's Strategic Growth Board and related Local Growth Boards to the Council's Outside Body appointment list and to appoint the Members as appropriate.

Information and Advice

2. Rushcliffe Borough Council is in the process of establishing a strategic growth board and three local growth boards to focus on key areas of the Borough, particularly West Bridgford, Radcliffe on Trent, Bingham and Cotgrave.
3. These boards will enable Rushcliffe Borough Council to work with the appropriate agencies and organisations in order to help shape and develop future economic development and regeneration. It is planned that the boards will meet on a quarterly basis.
4. It is therefore proposed that the following bodies be added to the Council's Outside Bodies list and that the following Member appointments be made:-
 - a. Rushcliffe Borough Council Strategic Growth Board – Vice-Chair of Economic Development Committee (Cllr Roy Allan) to be appointed.
 - b. Bingham and Radcliffe on Trent Local Growth Board – Cllr Martin Suthers OBE to be appointed.
 - c. West Bridgford Local Growth Board – Cllr Steve Calvert to be appointed.
 - d. Cotgrave Local Growth Board – this Board has already been established and Councillor Diana Meale sits on this in her role as Chair of Economic Development Committee.

Other Options Considered

5. Policy Committee could decide not to add these bodies to the Council's list of Outside Bodies.

Reason/s for Recommendation/s

6. To enable the County Council to link in to the work of these Bodies as appropriate.

Statutory and Policy Implications

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

Financial Implications

8. None arising from the report.

RECOMMENDATIONS

That the following Boards be added to the Council's Outside Bodies appointment list (with the named Members being the Council's initial appointees to these bodies):-

- a) Rushcliffe Borough Council Strategic Growth Board – Vice-Chair of Economic Development Committee (Cllr Roy Allan) to be appointed.
- b) Bingham and Radcliffe on Trent Local Growth Board – Cllr Martin Suthers OBE to be appointed.
- c) West Bridgford Local Growth Board – Cllr Steve Calvert to be appointed.
- d) Cotgrave Local Growth Board – Chair of Economic Development Committee (Cllr Diana Meale) to continue as the Council's appointee.

COUNCILLOR ALAN RHODES LEADER OF THE COUNCIL

For any enquiries about this report please contact: Keith Ford, Team Manager, Democratic Services

Constitutional Comments (SLB 25/6/15)

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

Financial Comments (SES 25/6/15)

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

Background Papers and Published Documents

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

- Letter from Rushcliffe Borough Council dated 10 June 2015

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 2015/16.

Information and Advice

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

Other Options Considered

6. None.

Reason/s for Recommendation/s

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

Statutory and Policy Implications

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

RECOMMENDATION/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: Keith Ford, Team Manager, Democratic Services T: (0115) 9772590 E: keith.ford@nottsc.gov.uk

Constitutional Comments (SLB)

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

Financial Comments (NS)

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

Background Papers

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

None

Electoral Division(s) and Member(s) Affected

All

POLICY COMMITTEE - WORK PROGRAMME (AS AT 7 JULY 2015)

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>Lead Officer</u>	<u>Report Author</u>
9 September 2015			
Rural Services Network	To review the Council's membership of this special interest group (as approved by Policy Committee in June 2014)	Jayne Francis-Ward	Heather Stokes
Direct Payments Policy	To seek approval for the new policy.	David Pearson	Gill Vasilevskis
Complaints and Information Update	Summary of complaints, FOI/EIR, and compliments received and outcomes	Celia Morris	Jo Kirkby
Annual Delivery Plan 2015-16	Consideration of key actions and measures to support delivery of the Council's strategic plan priorities in 2015-16.	Celia Morris	Matthew Garrard
Boundary Review update	Consideration of final recommendations from Boundary Commission	Jayne Francis-Ward	Keith Ford
Digital First Update	Update on the Digital First project including the launch of the new website and associated customer journeys.	Martin Done	Martin Done
7 October 2015			
Accessibility Strategy	Approval of strategy.	Derek Higon	
The Nottingham and Nottinghamshire Combined Authority and the D2N2 Devolution Prospectus	Further update report on the Combined Authority status application (as per decision of Policy Committee on 22 April 2015).	Celia Morris	Matthew Lockley
Social Media Policy	To seek approval for the revised Social Media Policy, updated to reflect the new strategy.	Martin Done	Martin Done
11 November 2015			
9 December 2015			

