

Policy Committee

Wednesday, 15 June 2016 at 10:30

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

AGENDA

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|---|--|---------|
| 1 | To note the appointment by the County Council on 12 May 2016 of Councillor Alan Rhodes as Chair of this Committee and Councillor Joyce Bosnjak as Vice-Chair | |
| 2 | Minutes of last meeting held on 18 May 2016 | 3 - 6 |
| 3 | Apologies for Absence | |
| 4 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 5 | Staffing Resources for The Goddard Inquiry - Independent Inquiry into Child Sexual Abuse | 7 - 10 |
| 6 | Public Engagement Campaign | 11 - 14 |
| 7 | Quarterly Performance Report on Progress Against the Strategic Plan and Redefining Your Council | 15 - 48 |
| 8 | Work Programme | 49 - 56 |

Notes

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

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

Customer Services Centre 0300 500 80 80

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

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

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

- (5) This agenda and its associated reports are available to view online via an online calendar - <http://www.nottinghamshire.gov.uk/dms/Meetings.aspx>



Meeting **POLICY COMMITTEE**

Date **Wednesday 18 May 2016 at 10.30 am**

membership

Persons absent are marked with 'A'

COUNCILLORS

Alan Rhodes (Chairman)

Alan Bell
Chris Barnfather
John Cottee
Mrs Kay Cutts MBE
Stephen Garner
Glynn Gilfoyle
Kevin Greaves
Stan Heptinstall MBE
Richard Jackson

David Kirkham
John Knight
David Martin
Diana Meale
Philip Owen
John Peck
Sheila Place
Stuart Wallace
Muriel Weisz

ALSO IN ATTENDANCE

Councillor Pauline Allan
Councillor Roy Allan
Councillor Nicki Brooks
Councillor Steve Calvert
Councillor Steve Carroll
Councillor Kate Foale

Councillor Alice Grice
Councillor Mike Pringle
Councillor John Wilkinson
Councillor John Wilmott
Councillor Yvonne Woodhead

OFFICERS IN ATTENDANCE

Anthony May

Chief Executive

Colin Pettigrew

Children, Families & Culture

Carl Bilbey
Martin Done

Keith Ford

Jayne Francis-Ward

Catherine Munro

Michelle Welsh

Resources

OTHERS IN ATTENDANCE

Stuart Young

-

East Midlands Councils

MINUTES

The Minutes of the last meeting held on 20 April 2016, having been previously circulated, were confirmed and signed by the Chairman.

APOLOGIES FOR ABSENCE

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

- Councillor Sheila Place had replaced Councillor Jim Creamer
- Councillor Chris Barnfather had replaced Councillor Martin Suthers OBE
- Councillor John Cottee had replaced Councillor Reg Adair
- Councillor Alan Bell had replaced Councillor Joyce Bosnjak.

Councillor David Martin had replaced Councillor Jason Zadrozny for both this meeting and the June meeting.

DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS

None.

CHILDREN, YOUNG PEOPLE AND FAMILIES PLAN 2016-18

RESOLVED: 2016/034

That the proposed Children, Young People and Families Plan for 2016-18 be approved.

UNDER 16 HOME TO SCHOOL TRANSPORT POLICY 2016 AND POST-16 TRANSPORT POLICY 2016/17

RESOLVED: 2016/035

That the proposed Under-16 Home to School Transport Policy and the Post-16 Transport Policy for the 2016/17 academic year be approved.

THE WORK OF EAST MIDLANDS COUNCILS

The Chair welcomed Stuart Young, Executive Director of East Midlands Councils to the meeting.

RESOLVED: 2016/036

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

UPDATE ON FULFILLING OUR COMMITMENT TO THE ARMED FORCES

During discussions, Members underlined the need for a commemoration event to mark the centenary of the Chilwell Munitions Tragedy of 1st July 1918 and a way of ensuring ongoing public access to any monument to the tragedy on the Chilwell Barracks site.

RESOLVED: 2016/037

- 1) That the work undertaken by the Armed Forces Champion and the Community and Voluntary Sector Team be noted.
- 2) That future updates on this area of work be made to Community Safety Committee.

UPDATE ON SOCIAL MEDIA STRATEGY AND POLICY

RESOLVED: 2016/038

That the progress made in the implementation of the Council's Social Media Policy and related guidance be noted.

SMARTER WORKING PROGRAMME

RESOLVED: 2016/039

- 1) That the progress of the Smarter Working Programme be noted.
- 2) That the revised vision for the programme, as detailed in Appendix A to the report, be agreed.
- 3) That Policy Committee be provided with an update on One Public Estate as part of future reports.

WORK PROGRAMME

RESOLVED: 2016/040

That the work programme be noted.

The meeting closed at 11.44 am

CHAIRMAN

REPORT OF THE LEADER OF THE COUNCIL

STAFFING RESOURCES FOR THE GODDARD INQUIRY - INDEPENDENT INQUIRY INTO CHILD SEXUAL ABUSE

Purpose of the Report

1. The purpose of this report is to seek approval for staffing resource to manage the Council's response to the Independent Inquiry into Child Sexual Abuse (IICSA), sometimes referred to as the Goddard Inquiry.

Background

2. The Independent Inquiry into Child Sexual Abuse will investigate whether public bodies and other non-state institutions have taken seriously their duty of care to protect children from sexual abuse in England and Wales. The Inquiry will identify: *"institutional failings where they are found to exist; will demand accountability for past institutional failings; will support victims and survivors to share their experience of sexual abuse; and will make practical recommendations to ensure that children are given the care and protection they need"* (source: IICSA.org.uk).
3. The Inquiry has launched thirteen investigations into a broad range of institutions. The investigations will give a voice to victims and survivors of child sexual abuse, enable the Inquiry to understand how institutions have failed to protect children from sexual abuse and make practical recommendations to ensure better institutional protection for children in the future. These investigations constitute the first phase of the Inquiry's work and further investigations will be announced as the Inquiry progresses.
4. The investigation of children in the care of Nottinghamshire Councils (Nottingham City and Nottinghamshire County Council) is focussed on children living in care in residential homes and foster families. The investigation will consider the experience of victims and survivors and examine the scale and nature of the abuse that may have taken place under the care of the relevant authorities. It will critically consider how both Councils responded to allegations that children were being sexually abused and will seek to identify any common themes and failings. The two Councils are also working with Nottinghamshire Police, to ensure an effective and efficient response to the Inquiry because this is in the best interests of those affected and the wider public.

Resources

5. To date, a small internal team of people have been involved in the preparation of responses to the Inquiry team. This has included colleagues from Children's Social Care, Legal Services, Risk and Insurance, HR, Communications and Programmes & Projects. Where possible, this has been managed within existing capacity, but it has become apparent that this is not sustainable due to the significant amount of resource required to respond to requests for information from the Inquiry team, which cannot be contained within "business as usual". This is because this work is in addition to the ongoing historic abuse work; many of the records are not readily available; and it takes time to collate, review and submit the information. The Council is also undertaking proactive pieces of work to better understand the historic position and how the Council responded at the relevant points in time.
6. At this stage the need for the following posts has been identified:
 - (A) Programme Manager to ensure the effective leadership and coordination of the Council's response to the IICSA. This will be required until 31 March 2018 initially but may go beyond this depending on the Inquiry timetable and progress.
 - (B) Social Care Group Manager 0.5FTE to provide the lead on social work practice. This post will be required until 31 March 2018 initially.
 - (C) Programme Officer to provide high level project support and undertake data analysis. This post will be required until 31 March 2018 initially.
 - (D) Business Support Assistant to provide project / administrative support. This post will be required until 31 March 2018 initially.
 - (E) Risk and Insurance Claims Handler to backfill an existing member of staff who will be required to assist the Senior Claims Handler allocated to IICSA work. This will be required for six months initially.
 - (F) 2 x HR Business Partner to release colleagues to assist with the high volume of requests relating to employment records. These will be required for three months initially. The requirement will be kept under review subject to further requests for information from the Inquiry.
7. Additional resource is also required to provide archivist support, as many of the historic records in relation to the Inquiry are held within the Records Management Service and Archives. Since April 2016 these functions have been operated by Inspire and it is proposed that an additional Archivist post (Band B) is provided through the contract arrangements with Inspire for one year. The cost of this to the County Council is £40,000.
8. There will also be a requirement for significant legal resource. This is expected to include additional internal legal capacity and external legal advisers, including experienced barristers to prepare and present the case in the public hearings. There are currently no timescales for the public hearings for the Nottinghamshire Councils investigation and it is not possible to assess the likely legal costs for Nottinghamshire without knowing the full scope and duration of the Inquiry. However, the cost will be significant and over the coming months the Council will seek to engage with other local authorities who are in the first tranche of public hearings (i.e. Lambeth, Leicestershire and Rochdale) to better understand the likely scale of the resource required.
9. Communications will also be a key role within the project as the Council moves into the Public Hearing process. The requirement for additional communications resource will also be kept under review.

Other Options Considered

10. The Council could allocate this work within existing staffing resources, but the high levels of demand from this activity have meant that this is not workable going forward and is impacting on other areas of work and service delivery.

Reason/s for Recommendation/s

11. The Council is committed to fully supporting the principles and aims of the Inquiry; and wishes to provide the Inquiry with requested data and information in a timely and coordinated manner. These resources will help facilitate a thorough and robust response to the Inquiry.

Statutory and Policy Implications

12. 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

13. The annual cost of the additional posts requested to support the Council's response are summarised in Table 1. The Council's budget, approved in February 2016, included a strategy to fund costs associated with Council's response to the Independent Inquiry into Child Sexual Abuse through reserves. The total cost currently identified from this request is £400,000 (including the £40,000 cost to the County Council for the additional Archivist post within the Inspire contractual arrangements).

Table 1: Additional Posts	Department	Pay Scale	Cost per annum including on-costs & Vacancy Level Turnover	Duration	Total Cost
Programme Manager	Resources	Band F	£66,686	31 st March 2018	£133,372
Social Care Group Manager 0.5FTE	Children Families & Cultural Services	Band F	£33,343	31 st March 2018	£66,686
Programme Officer	Resources	Band B	£40,491	31 st March 2018	£80,982
Business Support Assistant	Resources	Grade 4	£24,602	31 st March 2018	£49,204
Claims Handler	Resources	Grade 5	£14,514	Six months	£14,514
HR Business Partner x2	Resources	Grade 5	£14,514	Three months	£14,514
TOTAL			£194,150		£359,272

14. There will also be other resource requirements, including significant legal resource, which will also need to be met from Reserves. It is intended that Committee will be kept updated on the Inquiry and the associated financial implications.

Human Resources Implications

15. These posts will not be subject to Job Evaluation as they comprise additional numbers of existing jobs, which have already been evaluated. The posts will be recruited to in accordance with the vacancy control process.

RECOMMENDATION/S

It is recommended that Policy Committee:

- 1) Approves the establishment of the posts identified in Table 1.
- 2) Approves the funding for an additional Archivist post as outlined in paragraph 7.
- 3) Notes the additional potential resource implications identified within the report.

Councillor Alan Rhodes
Leader of the Council

For any enquiries about this report please contact:

Jayne Francis-Ward, Corporate Director, Resources, Ext 73478

Constitutional Comments (HD – 02/06/16)

1. The recommendations within the report fall within the Committee's terms of reference,

Financial Comments (NS 01/06/16)

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

HR Comments (GME 01/06/16)

3. The HR implications are contained in the body of the report and resourcing arrangements for all impacted services will be kept under constant review dependent on capacity issues created by further lines of enquiry generated from the IICSA.

Background Papers and Published Documents

None

Electoral Division(s) and Member(s) Affected

All

REPORT OF THE LEADER OF THE COUNCIL**PUBLIC ENGAGEMENT CAMPAIGN****Purpose of the Report**

1. To seek approval for a campaign to improve public engagement with the Council.

Information and Advice

2. The Local Government Association (LGA) has identified that a key indicator of success of a local authority is how engaged residents feel and whether they feel that they can have an influence on the actions of a Council.
3. This is measured as part of the Annual Residents' Survey and the results in recent years have been disappointing. On average fewer than a third of residents have agreed with the statement that they can 'influence decisions affecting their local area'. (2013: 27%; 2014: 36%; 2015: 27%)
4. The LGA also highlights this measure as one of the key drivers of overall satisfaction rates with a Council. The other two measures are how well informed people feel and value for money perceptions.
5. In order to mitigate this lack of perceived influence and increase public engagement, it is proposed that a campaign is run to encourage greater public participation. There would initially be three main strands but if it were proved to be successful there is the potential to extend the campaign further.

1: Citizens' Panel

6. The Citizens' Panel was created in 2007 to provide a network of engaged residents who were representative of the county's population. The panel currently has 4,793 members.
7. The Panel is used to consult on all aspects of service delivery and design. There are groups where the panel is underrepresented: there are only 53 people aged between 18 and 24 (1.1% of the total panel).
8. There would be a drive to recruit new members. It would be primarily targeted at younger people with the majority of promotion carried out through digital channels in order to keep costs to a minimum. It would start immediately and would run for a period of two months.

2: Residents' Survey

9. The Annual Residents' Satisfaction Survey, which began in 2012, is based on questions from the Local Government Association (LGA) to enable national benchmarking. The LGA-approved methodology uses face-to-face street interviews with 150 residents from each district, which provides a 95% confidence level.
10. The Council is currently undergoing a tender exercise for a specialist company to run the survey as the current contract has expired. It is proposed that as well as the face-to-face questions that this year's survey would include the option for online participation by all residents who are interested in responding.
11. Additional questions would also be added to the survey to find out where residents think the Council should prioritise its spending. This would provide members with timely and valuable information on which they can base decision-making when considering savings options. This approach to the first-stage of the budget consultation would not only provide good value for money as it would use an existing survey but it also would be in line with best-practice guidance.
12. The survey would be carried out a month earlier than in previous years in order to provide results at a time when they could be used to meaningfully inform the budget consultation process and allow further time to analyse and consider responses.

Stage 3: Budget Consultation

13. Each year the Council runs a consultation on the budget proposals so that members can listen to the views of residents before making decisions at the February Council meeting.
14. The consultation exercise will support the public participation message and encourage residents to participate.

Evaluation

15. Results from the 2017 survey will provide part of the evaluation of the campaign by comparing against previous years the extent to which people agree or disagree that they can 'influence decisions affecting their local area'.

Reason/s for Recommendation/s

16. To encourage as many people as possible to have their say in local decision making.

Statutory and Policy Implications

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

Financial Implications

18. All costs associated with this campaign will be met through existing budgets.

Equalities Implications

19. Equalities implications have been considered as part of compiling this report. As there are no negative impacts on any protected group, an Equality Impact Assessment has not been deemed necessary.

RECOMMENDATION/S

It is recommended that members:

- 1) Approve the delivery of a campaign to improve public engagement with the Council.

Councillor Alan Rhodes
Leader of the Council

For any enquiries about this report please contact:

Martin Done, Service Director Communications and Marketing
Contact: email: martin.done@nottsc.gov.uk telephone: 0115 977 3851

Constitutional Comments (SMG 24/5/2016)

1. The proposals set out in this report fall within the remit of this Committee.

Financial Comments (RWK 26/05/2016)

2. The financial implications are set out in paragraph 18 of the report.

Background Papers and Published Documents

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

Electoral Division(s) and Member(s) Affected

All.

REPORT OF THE LEADER OF THE COUNCIL

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

Purpose of the Report

1. This report updates Policy Committee on the progress made towards the outcomes and actions set out in the second year of the Strategic Plan 2014-18 and against the programmes and projects within Redefining Your Council up to the end of March 2016.

Background

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

Strategic Plan – Report on Progress

4. **Appendix A** provides Members with a summary of the 2015-16 year end position, where available. The appendix shows progress against the key indicators for each strategic priority, showing current and previous achievement against target. Where comparisons can be made with other local authorities an appropriate national benchmark figure is included for comparison. Further detailed service performance information is also reported to each Service Committee on a quarterly basis.
5. A brief explanation of progress against each action is also included. This has been prepared in agreement with the appropriate manager with lead responsibility for its achievement. Achievement of the stated actions can involve a number of different services leading on individual tasks and also working in co-operation with each other.
6. Overall in 2015/16 good progress has been made against the actions to deliver on the Strategic Plan and a summary of key highlights and areas for development for each priority are outlined below:

Priority 1 – Supporting safe and thriving communities

7. Following Ofsted's judgement of our children's services as 'good' in June 2015, the performance of our children's services has remained stable whilst demand for services has increased. In the last year we have also been working with our partners to make Nottinghamshire safer - overall recorded crime is low with fewer burglaries and significant reductions in anti-social behaviour. We have implemented a number of successful road safety campaigns leading to a reduction in the number of people killed or seriously injured on our roads. In 2015 there was a 38% reduction in the number of people killed or seriously injured in road traffic accidents compared with the 2005-9 average.
8. Key areas for development include the need for Children's Social Care to reduce the number of agency staff being used; to manage the demand on resources arising from historic abuse cases and to ensure that a focus is maintained on improving outcomes for Looked after Children and Care Leavers.

Priority 2 – Protecting the environment

9. Work has continued to protect our environment through improved utilisation of energy recovery facilities at Eastcroft and Sheffield. Good progress has been made on delivering a new operating model for Sherwood Forest Visitor Centre with the contract awarded to build, manage and operate a new visitor centre to a consortium led by the Royal Society for the Protection of Birds (RSPB).
10. Areas for development include addressing how changes in funding for local bus services and public transport infrastructure may impact on commercial services and on the Quality Bus Partnership commitment and supporting the Local Nature Partnership Scheme in developing its proposals for programmes and projects to benefit biodiversity, heritage, local people and the economy.

Priority 3 – Supporting economic growth and employment

11. The Council's work on economic development in 2015-16 has delivered significant benefits to the local economy. We have supported over 170 small and medium sized enterprises either through our apprenticeship scheme or through the Capital Fund. The Council has met its objectives for the number of young people taking up apprenticeships through the Council's investment in youth employment with a total of 86 apprenticeships in 2015/16 against a target of 82. In addition linked to its overall workforce planning strategy during 2015/16 a total of 58 apprenticeships have been provided through the County Council's own apprenticeship scheme against a target of 60 placements over each 12 month period.
12. We have developed a new approach to delivering inward investment and tourism through Marketing Nottingham and Nottinghamshire that will see significant benefits for our economy. On infrastructure, we are working with partners on schemes in Worksop, Newark and Hucknall that will unlock priority economic growth sites in these areas and we have seen take-up of broadband services through the Better Broadband for Nottinghamshire programme in excess of 28%.
13. Challenges remain in terms of ensuring that development opportunities in Nottinghamshire are prioritised in future Growth Deals and through EU funded programmes. There is significant competition for these resources. We are, however, investing in additional capacity to support business growth in Nottinghamshire and working with our partners in

the Economic Prosperity Committee on developing stronger business cases for our major schemes.

Priority 4- Providing care and promoting health

14. Good progress has been made during the last year on our provision of care with the number of older and younger adults supported in long term care continuing to reduce. This is being achieved by managing admissions and by providing alternatives which promote independence such as Extra Care places for older adults and Supported Living for younger adults. Additional intermediate care facilities have also been developed which facilitate timely discharge from hospital. An increasing proportion of service users have found it easy to find information about support that is available rising from 70% to 76%.
15. We need to build on ongoing work to help more carers to access information about support for them and to continue working with partners to develop and implement tobacco declaration plans.

Priority 5 – Investing in our future

16. A priority for Nottinghamshire is the reduction in the educational attainment gap for vulnerable children. The attainment gap for pupils eligible for free school meals at any point in the past 6 years (FSM6) and the rest continues to close at the end of primary education and work is ongoing to reduce the gap at Key Stage 4. Over the last year Children's Centres have also seen a higher proportion of children from low income areas.
17. To ensure that weaker secondary academies are supported and partnered with successful sponsors we will continue to develop a professional relationship with the Regional Schools Commissioner. We will also be working to ensure there are sufficient child care placements to meet the government's commitment to increase child care provision especially for 3 and 4 year olds.

Redefining Your Council – Report on Progress

18. **Appendix B** provides a summary of progress in delivering the programmes and projects that comprise the Redefining Your Council portfolios for the three months to March 2016. It also provides an overview of key delivery milestones for the three months to the end of June 2016, along with key risks to delivery.
19. **Appendix C** complements Appendix B and provides a full status report as at March 2016, for all savings projects and some other strategically significant projects by portfolio. This status report is produced on a monthly basis from individual project highlight reports.
20. The overall financial position set out in the status report, including savings at risk and amendments to the profile of savings approved through formal change control is contained within the body of the financial monitoring report that is regularly considered by Finance and Property Committee.
21. 27 projects have formally been closed during 2015/16, this includes projects with future year's savings where all project actions have been undertaken.
22. All of the new Options for Change that were approved by County Council in February 2016 commenced highlight reporting in April 2016. These will feature in the next quarterly performance report on the Strategic Plan and Redefining Your Council which will be considered by Policy Committee in September 2016.

23. As has been previously reported, the delivery risk for projects and programmes is predicted to increase as the County Council progresses with its transformational journey and change continues to be overlaid upon change.

Other Options Considered

24. None.

Reason/s for Recommendation/s

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

Statutory and Policy Implications

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

RECOMMENDATION/S

It is recommended that:

- i. Policy Committee consider and note the progress against the Strategic Plan and Redefining Your Council.

Councillor Alan Rhodes
Leader of the Council

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

Constitutional Comments

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

Financial Comments (CSB 2/6/2016)

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

Background Papers

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

Nottinghamshire County Council Strategic Plan 2014 – 2018

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

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STRATEGIC PLAN Priority 1 - Supporting safe and thriving communities

Key Indicators

Outcome	Indicator	National	Target	Latest	Previous	Good is
1.1	Percentage of assessments leading to an on-going children's social care involvement (Q4)	63.2%	Higher than 14/15 (56%)	54.8%	55.3%	High
1.1	Percentage of those children remaining in long-term placements (Q4)	68%	Better than national	73.8%	74.6%	High
1.1	Proportion of adult service users who were satisfied that their outcomes were achieved (Annual 2015/16)	N/A	New Measure*	88%	N/A	High
1.2	All recorded crime (M Mar 2016)	N/A	40,873	42,216	42,234	Low
1.3	People killed or seriously injured in road traffic collisions (Annual 2015/16)	N/A	414	320	343	Low
1.4	Number of tailored interventions to protect vulnerable residents based on the risk, threat and harm to the individual (Q4)	N/A	300	183	142	High

Summary

Following Ofsted's judgement of children's services in June 2015, performance for 2015/16 has remained stable whilst demand for services has increased. The implementation of the Children's Social Care Retention and Recruitment Plan aims to provide a more consistent workforce alongside a reduced agency spend.

There have been less tailored interventions for vulnerable people than expected. To address this a social worker (Community Safety) and a second Police Community Support Officer have been appointed on a temporary basis to help people who are at risk and develop more effective partnership working.

Key Actions and Milestones

Outcome	Milestone
1.1	Improve interfaces between children's social care, early help and universal services bringing together the MASH and the Early Help Unit.
Progress	Plans are in place for the MASH and Early Help Unit to be co-located in June 2016 at the MASH's current base at Annesley.
1.1	Review & Update the Looked After Children and Care Leavers Strategy to develop services for our looked after children, including improved placement provision and health/education outcomes.
Progress	Year 1 of the Looked after Children and Care Leavers Strategy's action plan is being implemented successfully.
1.2	Develop effective partnerships between Public Health, Trading Standards, Community Safety and Social Care to continue to develop new ways to address issues threatening the safety of vulnerable people.
Progress	The 12 months secondment of a social worker (Community Safety) commenced in February 16. The overall vision for this problem solving role is to look at a variety of community interventions that may help people who are at risk and improve their circumstances. By putting community support in place this will reduce the work of the panels and divert the future need for social care. A scoping role, the worker will carry a small caseload and will analyse what works and doesn't work with regards to supporting people at risk.
1.3	Implement and monitor the Annual Road Safety Plan for 2015/16.
Progress	The 55 actions in the Road Safety Plan which were reviewed in January 2016: 52 actions are on target or completed with 2 actions cancelled and 1 action postponed which is listed below: - Drivers - In Car Safety - Mobile Phones - Campaign postponed due to budget restraints (2014) This action is currently under Review and we are considering running an appropriate campaign, timescale Summer/Autumn 2016. - Drivers - Training Scheme for additional Road Safety Education (RSE) to be included in driving lessons in Bassetlaw area cancelled due to Local Sustainable Transport Fund (LSTF) funding withdrawal (2015). Adults Pedestrians - Campaign postponed
1.4	Increase and improve work with agencies and organisations to protect residents from frauds, scams and other crimes by building on partnerships with police and social care.
Progress	In March 16 a second six months secondment of a Police Community Support Officer commenced to support Trading Standards Officers to protect vulnerable repeat scam victims (Funded by NCC Community Safety Initiatives funding). Good progress was made this quarter in developing more effective partnership working between Trading Standards, Social Care and a number of national banks/building societies to encourage them to proactively intervene to protect the savings of vulnerable repeat scams victims from suspected further scams.

Pressures / Challenges

Key challenges

Key challenges for Children's Social Care are to reduce the number of agency staff being used , to meet increasing demand on services at a time of reductions in resources for early help services, to manage the demand on resources arising from historic abuse cases to ensure priority is given to today's children and young people and to maintain a focus on improving outcomes for Looked after Children and Care Leavers.

The all crime figure is showing further increase due to the proportion of crimes being reported. A change in the definition has led to an increase in violence against a person and Nottinghamshire police are actively trying to increase the number of domestic violence and hate crimes being reported, as these are currently under-reported in Nottinghamshire. The way forward is to drive existing Boards and Partnerships to tackle crime and disorder more effectively.

STRATEGIC PLAN Priority 2 - Protecting the environment

Key Indicators

Outcome	Indicator	National	Target	Latest	Previous	Good is
2.1	Number of visitors to Country Parks (Rufford and Sherwood) (Q4)	N/A	820,000	765,819	612,816	High
2.2	Percentage of household waste reused, recycled or composted (Q3)	N/A	44.0%	43.40%	43.00%	High
2.2	Percentage of Local Authority Municipal Waste Land filled (Q3)	N/A	15.00%	11.00%	15.00%	Low
2.2	Number of volunteer hours for natural and historic environment projects (Annual)	N/A	2,605	5,608	2,364	High
2.3	Change in weather corrected carbon emissions from energy use in Council buildings (Annual 2015/16)	N/A	67,457	Data available July	64,195	Low

Summary

Work has continued to protect our environment through improved utilisation of energy recovery facilities and the promotion of bus quality partnerships. Public engagement events have been held by the RSPB to show local people initial designs and sketch plans for the new Sherwood Forest Visitor Centre.

Key Actions and Milestones

Outcome	Milestone
2.1	Deliver the agreed operating model for Sherwood Forest Visitor Centre.
Progress	A series of public engagement events has been held by the RSPB to show their initial architect designs and sketch plans to local people and these events were held on the 19th March and 22nd March 2016. The RSPB will soon begin formal consultation as part of the planning application that they plan to submit in May.
2.1	Develop proposals for programmes and projects at a landscape scale to benefit biodiversity, heritage, local people and the economy, working closely with the Local Nature Partnership and colleagues in Derbyshire County Council (DCC)
Progress	Development of the Stage 2 application for Miner2Major, the Sherwood Landscape Partnership Scheme is now well underway, with a view to submission in February 2017 and project start in early 2018. The scheme will deliver benefits for biodiversity, heritage and people. The Local Nature Partnership (LNP) has made significant progress in establishing its natural capital baseline and developing its strategy, including a green infrastructure strategy. Once complete, this work will help to inform future landscape scale project development across the LNP area. Work is also underway with colleagues in DCC to develop a project that will further enhance the baseline data for both counties and ensure consistency of approach.
2.2	Utilise Eastcroft Energy and Sheffield Energy Recovery Facility to reduce reliance on landfill
Progress	The Council has made significant progress on the utilisation of the Eastcroft Energy site as a result of the improved availability and there has also been an increase in deliveries to the Sheffield Energy Recovery facility. The strategic performance indicators related to the landfill diversion are on course to be comfortably met in 2015/16 despite recycling levels being static. Actions are now agreed to improve recycling performance at District Council level in 2016/17.
2.5	Support bus quality partnerships including the Mansfield and Beeston Statutory Quality Bus Partnership, and introduce Voluntary Quality Bus Partnerships (VQBP) for Worksop.
Progress	We continue to promote public transport through the Greater Nottingham Bus Quality Partnership (GNBQP), North Notts Bus Quality Partnership (NNBQP) and the Public Transport Integration Board. The developed schemes (Mansfield and Beeston Statutory Quality Partnerships and Worksop Voluntary Quality Partnership) continue to be monitored and reviewed. The GNBQP and NNBQP are the over arching partnerships within which these specific schemes sit.

Pressures / Challenges

Key challenges

The greatest identified risk to the Local Nature Partnership Scheme remains the ability to secure match funding when the resources of traditional match funding partners are increasingly constrained. This includes landfill tax and local authority funding.

The Bus Services Bill, announced in the Queen's speech, will provide elected mayors and local transport authorities with new powers to set required standards of service with bus providers, including branding ticketing, information and the frequencies of services. Changes in funding for local bus services and public transport infrastructure may impact on commercial services and in turn on the Quality Bus Partnership commitments.

STRATEGIC PLAN Priority 3 - Supporting economic growth and employment

Key Indicators

Outcome	Indicator	National	Target	Latest	Previous	Good is
3.1	Number of development schemes brought forward by the County Council and partners that are prioritised in future Growth Plans (Annual 2015-16)	N/A	4	4	4	High
3.3	Total number of premises passed by a fibre-based broadband infrastructure (Q)	N/A	23,268	23,153	21,916	High
3.5	Percentage of young people aged 16-17 not in education, employment or training (NEET) (Q3)	N/A	2.6%	1.4%*	1.2% (Q3 2014)	Low
3.5	Number of young people taking up apprenticeships through the Council's investment in youth employment (Q4)	N/A	82	86	74	High

Summary

The Council has continued to support four employment sites and a number of proposals are awaiting the anticipated Local Growth Fund Round 3 as detailed in key action 3.1 below.

Better Broadband is proceeding as scheduled and is currently in Phase 6 of delivery.

Construction of the new road as part of the Hucknall town centre improvement scheme commenced in January and it is anticipated to be open to traffic in the Autumn.

Key Actions and Milestones

Outcome	Milestone
3.1	Support Nottinghamshire projects to access capital investment through the D2N2 Strategic Economic Plan, Growing Places Fund, Regional Growth Fund and the Nottinghamshire Investment Fund
Progress	Four employment sites at Rolls-Royce Hucknall, Berry Hill and the two Nottingham Employment Zone (EZ) sites at Botts and Beeston Business Park continue to be directly supported by the Council to secure support through D2N2 Local Enterprise Partnership (LEP) related routes, be it via their status as EZ sites and/or via Growing Places Fund/Growth Deal funding. A number of Nottinghamshire based proposals are the subject of an anticipated Local Growth Fund Round 3 (LGF3) call. While final details are awaited from the Government and thence the D2N2 LEP, the Sherwood Forest Visitor Centre, extensions to the Creative Village in Worksop and to Retford Enterprise Centre have been submitted. Businesses have been encouraged to explore direct applications to the funding opportunities referenced above.
3.3	Deliver phases 4-6 of the Better Broadband for Nottinghamshire programme and secure additional investment through contract 2
Progress	The Better Broadband for Nottinghamshire (BBFN) programme is currently in Phase 6 of delivery. The roll-out is proceeding as scheduled. The figure above relates to total homes (premises) passed in 2015-16. The figure is below the target as the indicator has been over delivered in previous quarters. BBFN programme has met the contractual targets for contract 1.
3.3	Invest in Hucknall town centre improvement scheme to regenerate the town centre
Progress	Work on the scheme started in October 2015 and the demolition phase was completed just before Christmas. The main contractor has taken ownership of the site and has started construction of the new road on 11th January 2016. The new road will open to traffic in late October 2016 with the pedestrianisation completed for Spring 2017.
3.4	Continue to pay all central employed staff the Living Wage Foundation rate as a minimum.
Progress	As part of its commitment to fair pay and modelling this as good practice to other employers in Nottinghamshire, the Council adopted the Living Wage Foundation Living Wage rate and implemented this for its lowest paid frontline employees from 1st April 2014. The current Living Wage Foundation rate is £8.25p an hour, inclusive of the annual increases in the rate from November 2015.
3.5	Work with Futures as part of the Economic Development Strategy to promote the benefits of apprenticeships, encouraging take-up across small and medium sized enterprises (SMEs). Support young people to be 'employment ready' through the provision of pre-apprenticeship training
Progress	The number of SMEs supported to take on their first apprentice through the scheme during Quarter 4 is 10 taking the year end total to 57. Since the project started in April 2014, a total of 142 SMEs have taken on an apprentice with 25 of these SMEs having taken on further apprentices as a result of the scheme. The pre-apprenticeship training provision was originally proposed by Futures before the introduction of Traineeships, the Government programme designed to help young people who want to get an apprenticeship or job but do not yet have appropriate skills or experience.

Pressures / Challenges

Key challenges

The early part of 2016/17 will see further refinement of bids by the Council and partners to the D2N2 Local Enterprise Partnership's Local Growth Fund (LGF3) resources and anticipated approval of projects seeking support via the European Structural and Investment Funds (ESIF).

The 3rd round of the Council's Economic Development Capital Fund will be launched, seeking applications for investment in Nottinghamshire businesses.

* Quarter 4 data is not available at the time the appendix was compiled

STRATEGIC PLAN Priority 4 - Providing care and promoting health

Key Indicators

Outcome	Indicator	National	Target	Latest	Previous	Good is
4.2	The number of older adults currently in long term care (M Mar provisional)	1016	2,441	2451	2495	Low
4.2	The number of younger adults currently supported in long term care (M Mar provisional)	266	675	659	661	Low
4.3	Proportion of service users who found it easy to find information about support (Annual 2015/16)	75%	77%	76%	70%	High
4.3	Proportion of carers who found it easy to find information about support (Annual 2015/16)	66%	66%	61%	66%	High
4.5	Percentage of identified Health and Wellbeing Board partners that have signed the tobacco declaration (Q4)	N/A	100%	93%	93%	High
4.5	Percentage of identified Health and Wellbeing Board partners that have tobacco declaration action plans agreed and in place (Q4)	N/A	100%	63%	40%	High

Summary

The number of older and younger adults supported in long term care is continuing to reduce gradually. This is being achieved by managing admissions and by providing alternatives which promote independence such as Extra Care for older adults and Supported Living for younger adults to keep these adults in the community. The Council has invested in new extra care facilities to enable this to be achieved. Additional intermediate care facilities have also been developed which facilitate timely discharge from hospital and offer better long term outcomes and a reduction in admissions to long term residential care direct from hospital.

Key Actions and Milestones

Outcome	Milestone
4.1	We will support the development of new Extra Care Housing and Supported Living Services for older and disabled adults
Progress	To date in 2015/16, 32 new Extra Care places have been created as follows: St Andrews (15 units), Bilsthorpe (9 units), Poppy Fields (so far 8 of the 48 units have been realised by Mansfield District Council). A further 10 new units will be created by the end of March on the Darlison Court Extra Care scheme, taking the overall total number of new units created in 15/16 to 42.
4.2	Through our 'Living at Home Programme' and the expanded use of Assistive Technology we will support people to remain independent in their own homes and avoid or delay the need for residential care
Progress	Use of assistive technology continues to expand with the number of recorded service users on Frameworki increasing from 182 at the end of 2014/15 to 366 at the end of 2015/16 which is supporting people to remain independent in their own homes.
4.4	We will develop Leivers Court in the South, Bishops Court in Mid Notts and James Hince Court in Bassetlaw to facilitate faster discharge from hospital and to provide intermediate care in a setting for a more comprehensive assessment, reducing the likelihood of people being admitted to residential care direct from hospital
Progress	Facilities have now been developed and are in use. There are 15 assessment beds at Leivers Court being used to facilitate discharges from QMC, City Hospital and Lings Bar. James Hince Court in Bassetlaw has 10 Intermediate Care beds and 10 Assessment Beds. There are 15 Assessment Beds in Newark & Sherwood, 10 at Woods Court and 5 at Bishops Court.
4.5	We will ensure that all partners have signed the Tobacco Declaration for Nottinghamshire
Progress	The Declaration is being rolled out in 3 phases: Phase 1 (Health Wellbeing Board (HWB) members) 93% of members have signed the Declaration. Phase 2 (Other NHS and significant public bodies) 5 NHS Trusts have signed along with Notts Fire and Rescue Service and Children's Centres. Phase 3 (Private sector employers) 4 have signed through the Wellbeing@Work Scheme along with a further 2; Notts Womens Aid and Notts Women's Aid Integrated Services.
4.5	We will ensure that all partners have action plans to achieve their organisational and Health & Wellbeing Board aspirations with regards to Tobacco Control
Progress	Phase 1 (HWB members) 63% of members have a finalised action plan and 31% have a draft plan. Phase 2 (Other NHS and significant public bodies) 2 NHS Trusts have an action plan along with Notts Fire and Rescue Service and Children's Centres.

Pressures / Challenges

Key challenges

A key challenge is to ensure that Extra Care places are utilised effectively; and particularly to ensure that each admission into Extra Care is in line with the new eligibility criteria and represents a genuine diversion from long term residential care.

While the County Council is championing the tobacco declaration through the Health and Wellbeing Board, each organisation will have it's own processes and priorities for committing to and implementing plans to support this.

STRATEGIC PLAN Priority 5 - Investing in our future

Key Indicators

Outcome	Indicator	National	Target	Latest	Previous	Good is
	Percentage of pupils at the end of the key stage achieving:					
5.1	5+ A*-C at GCSE or equivalent inc. English & maths - KS4 (annual 2015)	53.8%	5% above Nat.	57.0%	58.0%	High
5.1	The average point score per entry - KS5 (annual 2015 results inc. colleges)	215.9	N/A	208.5	208.7	High
	Percentage of pupils attending good or outstanding:					
5.1	Primary schools (Q4)	85.7%	82.0%	86.1%	84.2%	High
5.1	Secondary schools (Q4)	78.7%	82.0%	80.6%	80.6%	High
	Attainment gap for pupils eligible for free school meals at any point in the past 6 years (FSM6)					
5.2	FSM6 gap for 5+ A*-C inc. English & maths - KS4 (annual 2015)	27.4%	26.0%	30.2%	28.9%	Low
	Nottinghamshire families receiving their first preference on offer day for:					
5.3	Eligible two year olds taking up early education places (Spring Term 2016)	N/A	70.0%	66.0%	72.8%	High
5.4	Children aged 0-4 from low income areas seen at children's centres (Q3)	N/A	65.0%	67.0%	58% (Q3 14/15)	High
5.4	First time entrants to the Youth Justice System aged 10-17 per 100k (Q3)	N/A	306	247	201 (Q3 14/15)	Low

Summary

Educational success provides pupils with a greater range of opportunities for employment, further or higher education. It enables them to participate more fully in society, maximising their life chances and securing their future economic wellbeing.

A priority for Nottinghamshire is the reduction in the educational gaps for vulnerable children. The County Council is working with schools and other partners to close the educational gaps.

The educational gap at Key Stage 2 has narrowed for the fourth year running, though the gap at Key Stage 4 has increased. Overall attainment at both key stages 4 and 5 remain of high concern.

Key Actions and Milestones

Outcome	Milestone
5.1	Revise and strengthen School Improvement Strategy by: Holding Teaching School Alliances (TSA's) and other partnerships to account for the outcomes of their schools, ensuring partnerships are focussed on improving leadership and quality of provision in their schools and Improving KS5 outcomes through school networks
Progress	Schools are able to view outcomes within their partnerships groups through the roll out of Fischer Family Trust (FFT) Collaborate. This is an addition to the FFT schools data system which allows partner groups or academy trusts to more easily view outcomes across their group of schools.
5.2	Continue to implement the Closing the Educational Gap (CtG) Strategy by: Expanding the CtG Strategy across the county especially in the localities of Worksop, Gedling and Mansfield and Improving the effectiveness of the Virtual School
Progress	Following analysis of exam results, focus was shifted to Newark and the Newark Skills Summit was held in March with local schools, colleges and employers to discuss strategy for working together for improving outcomes for young people in the Newark area. The morning was well attended with all key stakeholders represented. Follow-up work on the/event is being led by the Newark Together Partnership.
5.3	Reviewing the School Place Planning Strategy and development of an early years strategy
5.4	Review children's centres outcomes framework and establish a county wide cluster delivery model
Progress	A new outcomes framework for Children's Centres has been developed with representatives from various services (including Nottinghamshire Children and Families Partnership) for implementation from April 2016 onwards.
5.4	Implement the expanded Troubled Families programme to identify those in need of early support
Progress	New Family Service went live in November and systems are now in place to identify families in need of early support. Work is ongoing as to identify how families are prioritised effectively in order to maximise the available resources.

Pressures / Challenges

Key challenges

Responding to the White Paper, 'Educational Excellence Everywhere' and its proposals that more schools will be expected to become academies by 2020. This is a particular challenge given that the academisation of secondary schools in Nottinghamshire has not secured higher attainment over the last 3 years in particular.

Continuing to work with schools and other partners to close the educational gaps in Nottinghamshire. A key area of work will be improving the attainment levels of free school meals pupils especially boys and Looked After Children. .

Continuing to develop a professional relationship with the Regional Schools Commissioner to ensure that failing secondary academies are supported and robustly challenged with successful sponsors being partnered with weak academies.

Ensuring sufficient child care placements to meet the government's commitment to increase child care provision especially for 3 and 4 year olds.

Redefining Your Council – Adult and Health Portfolio as at March 2016

Progs.	<ul style="list-style-type: none">• Adult Social Care Strategy & market development – preventing & reducing care needs by promoting independence• Integration with health – implementing joined-up working practices and initiatives with health• Public Health Outcomes – working with key stakeholders to establish how to allocate the current budget• Care Act Implementation – implementing the changes needed for the next stage of the Care Act• Direct Services Provision – developing different ways of delivering services
Benefits to be delivered	<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
<div>Key achievements in last 3 months</div> <div>Expected delivery over next 3 months</div>	
<div><ul style="list-style-type: none">• Positive feedback from a recent peer review that reported the vision for the future of adult social care is widely understood and being delivered in practice.• A Development Programme for Team Managers has been coproduced with managers across the department to support the management of the Adult Social Care Strategy and new ways of working.• A new and improved 'Nottinghamshire Help Yourself' website, an online directory of support available in Nottinghamshire has recently been re-launched with better searching facility to help resolve queries as early as possible using local resources.• District plans have been completed in each area to respond to the challenges of increased demands and pressures in front line teams. These plans include the roll out of social care clinics and scheduling.• A range of tools to support staff in new ways of working has been developed including a practical toolkit on setting up social care clinics and a draft profile to guide staff to choose the most appropriate and proportionate method of assessment.• The online carer's assessment has gone live for public use at the front end and offers a more convenient, flexible and efficient way of accessing services.• April Adult Social Care and Health (ASCH) Committee has approved the Council to sign the Mid-Nottinghamshire "Better Together" Alliance Agreement and to become a Full Member of the</div> <div><ul style="list-style-type: none">• Team Manager training launched in September and to roll out over the next 6 months.• New performance dashboards for team managers to measure the outcomes of their teams.• Clinics will be rolled out to all district teams for assessments and reviews and the criteria for clinics will be extended further. Other partners including the voluntary and community sector to be invited to take part in the clinics to find a wider range of support.• The scheduling of appointments pilot is being rolled out to all older adults occupational and social work teams and will be completed by the Autumn of 2016.• Review of support plan and practice of support planning to improve outcomes, promote independence and manage demand through offering a wider range of support.• Project launched to improve the resolution of queries from existing customers using social care. Currently queries get sent out from the customer services centre to the district teams for their attention. The project will aim to resolve 20% of these queries at the front end, which will reduce the work load of district social care teams and provide a speedier resolution to the customer's query.• On-line carer's assessment will be rolled out to all teams and the online review of carer's needs will also go live.• Agreed plan for joined up teams with health and social care in South Nottinghamshire, following from an evaluation suggesting that the remit of the teams should be expanded across all GP practices.</div>	

<p>Alliance. A few late changes to the Agreement mean that a Deed of Variation is required before NCC can sign it. Discussions have continued to develop the models of integration with Health partners in Bassetlaw and South Nottinghamshire.</p> <ul style="list-style-type: none"> • More co-located hospital discharge team arrangements have maintained minimal delayed transfers of care, which has kept those delays attributable to social care below the national average. • “Reduction in residential admissions” has been chosen as one of the seven outcome targets for 2016/17, for all Mid-Notts “Better Together” partners to achieve together. The County Council will lead this work. • The Department was successful in achieving a research bid worth £20k from the Local Government Association, to evaluate the benefits and impact of having a social care worker within integrated care teams. • Initial work has commenced to develop the Sustainable Transformation Plan across Health and Social Care partners in Nottinghamshire (Mid and South Nottinghamshire) and South Yorkshire (Bassetlaw with four other metropolitan areas from South Yorkshire). • A campaign has been launched with health partners, to raise the profile of the new social care offer based on the shared principle of keeping people independent and promoting self-care. • A full analysis of the revised statutory guidance to the Care Act 2014 found that majority of the changes within the revised guidance are not of major significance, but where there are more significant changes (e.g. the principal social worker role) action has been taken. • Public Health completed soft market testing and extensive stakeholder consultation for provision of 0-19 integrated Healthy Child Programme and Public Health Nursing Service. • A stakeholder engagement group including CCGs and Public Health England has been set up. • A multi-partner Steering Group (including young people) worked to develop an implementation and commissioning plan for the Young People’s Health Strategy. 	<ul style="list-style-type: none"> • An evaluation of the benefits and impact of closer alignment across Occupational Therapy services, Intermediate Care / Reablement and referral management across health and social care. • There will be further development of the integration partnerships with health being discussed in Bassetlaw and Rushcliffe. • Work will have commenced with Mid-Nottinghamshire partners to develop the plan to meet the outcomes target for “reducing residential care admissions”. • Completion of policy review and staff guidance in relation to Delayed Transfers of Care. • Further roll-out of the campaign with key health partners to enable them to understand what the Adult Social Care strategy means for them in practice and the role that partners can play. This will include targeted letters to health professionals who recommend a care home before a social care assessment. • Completion of the Sustainable Transformation Plans with partners for Nottinghamshire and South Yorkshire (Bassetlaw element) – due 30.6.16 with NHS England. • Commence the procurement process for the 0-19 Healthy Child Programme and Public Health Nursing Service. • Agree with partners a prioritisation framework for future allocation of public health budget.
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**Key risks
to
delivery**

- Managing demand for services when there are increasing pressures from rising demographics and increased responsibilities from legislation.
- Maintaining service quality as much as possible in the face of falling budgets and the continued need to find savings.
- Maintaining care provision in the face of increased costs and problems with staff recruitment and retention.
- Enabling alternatives to paid support through the development of community based support in order to reduce demand.

Redefining Your Council – Children's & Culture Portfolio as at March 2016

Progs.	<ul style="list-style-type: none">• 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 across social care, education and health• 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
Benefits to be delivered	<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
<div><div>Key achievements in last 3 months</div><div><ul style="list-style-type: none">• Extensive consultation on the proposed design of the new Sherwood Forest Visitor Centre• Members approved the start of the procurement process for a partner to run the commercial offer at Rufford Abbey Country Park• Official start of Inspire, the new culture, learning and libraries company• Decision taken to extend Social Work Support Officer model pilot across frontline social work teams, for a further 12 months to March 2017.• New forms for Single Assessment implemented to reduce duplication and simplify assessment processes and project closed.• New Fostering Services structure consulted upon and agreed by Children and Young People’s (CYP) Committee.• New Fostering payments structure consulted upon and agreed by CYP Committee.• Staff consultation for the Integrated Children’s Disability Service structure complete• Integrated Children’s Disability Service structure agreed at CYP Committee.• enabling for the Integrated Children’s Disability Service structure complete</div></div> <div><div>Expected delivery over next 3 months</div><div><ul style="list-style-type: none">• Planning permission submitted by the Royal Society for the Protection of Birds (RSPB) for the new Sherwood Forest Visitor Centre• Information event for potential partners to run the commercial offer at Rufford Abbey Country Park• New Fostering Service structure implemented along with new payments structure for foster carers.• Review of Term & Conditions for all Fostering fee-paid schemes to ensure equality across all contracts and that the service offer meets demand.• Completion of LEAN+ reviews of business processes in Adoption and Fostering, with an associated issues and recommendations report.• Review of commissioned provision within Provider Services, including options for further residential block contract opportunities.• Transitions strategy for young people with disabilities as they move from Children’s to Adults Services endorsed by relevant boards across Education, Health and Social Care including parent forums and young people’s groups• Review of in house Integrated Children’s Disability Services including</div></div>	

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<ul style="list-style-type: none"> • 'Ask Us', the new Information, Advice & Support service for Children and Young People with disabilities launched in line with the SEND Reforms. 	<p>Occupational Therapy commences.</p> <ul style="list-style-type: none"> • Education, Health & Care Plans built electronically (Phase 1 of the ICT work to enable colleagues within the Integrated Children's Disability Service to case record and report on the same system).
<p>Key risks to delivery</p>	<ul style="list-style-type: none"> • The higher thresholds for the new Family Service impacts on demand for Children's Social Care. • The phased build to MOSAIC to enable colleagues within the new ICDS staff structure will not be fully complete until September 2017 and this will impact on the team's ability to have full case recording and reporting functionality. • The announcement that G4S are selling off their Children's Services may impact on the Council's ability to extend the residential block contract. • Foster carers are under pressure as much activity has been focussed on the services they provide and how they are compensated.

Progs.	<ul style="list-style-type: none">• Highways Transformation – changing the way the highways service is delivered to maximise quality and cost efficiencies• Transport – changing how transport services are delivered, focusing on partnership working and reviewing policies• Energy and waste – reducing energy use, increasing power generation from the Council's estate and improving recycling• Alternative Service Delivery Model for Catering and Facilities Management – establishing the best delivery model• Economic Development & Combined Authority - shaping and responding to changes to the operating context for economic development (including proposals for a Combined Authority and a potential Devolution Deal)• Community Empowerment & Resilience - enabling Nottinghamshire communities to be more empowered and resilient in order to delay or prevent the need for public services intervention
Benefits to be delivered	<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• Delaying and preventing the need for services and providing services at lower costs by working more closely with partners• Increasing economic growth and improving economic prosperity in Nottinghamshire• Reducing the Council's carbon footprint and becoming more energy efficient
Key achievements in last 3 months	
<ul style="list-style-type: none">• Conclusion of local negotiations on the proposed North Midlands Devolution Deal.• Prioritisation of capital schemes for inclusion in the Local Growth Deal, round 3 process.• Property Joint Venture legal documents developed; positive outcome from Local Partnership health check; TUPE measures letters issued to transferring staff; SCAPE Board approval obtained• Redesign work undertaken on new Corporate Transport Solutions service and new Transport Solutions Service in Place.• Progress in strengthening and building capacity in the voluntary and community sector – six work streams have been defined and developed, including addressing the volunteering gap, creating active participation and co-ordinated community development.• Highways Company name agreed (Via) and Cornwall Council final approval confirmed.	
Expected delivery over next 3 months	
<ul style="list-style-type: none">• Agreement with Nottinghamshire partners on the way forward given the failure to secure a devolution deal and combined authority with Derbyshire partners.• Further consideration / negotiation of devolution options with Nottinghamshire partners and the D2N2 LEP.• Agreement and publication of a Nottingham and Nottinghamshire Economic Growth Strategy.• Property Joint Venture – All legal documentation, including service contract and shareholder agreement completed; Arc Partnership commences operation; staff move to new accommodation. Interim Managing Director appointed.• Implementation of the Total Transport Feasibility and Pilot Fund projects, integrating NCC services with that of other non-emergency transport providers (e.g. Health)• Corporate Transport Solutions Service in operation and new operating model in place.• Development of a model of facilitation which encourages action in local communities for example to reduce loneliness and isolation.• Via Terms and Conditions agreed and finalised. Contracts finalised and signed.• Final mobilisation preparation undertaken prior to Via go live, including communications with key stakeholders.	

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**Key risks
to
delivery**

- 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 a collaborative approach across key stakeholders to effect economic and community development
- Protecting service quality as much as possible in the face of reduced budgets
- Property JV- Timescales remain a challenge due to complexity of project
- Change of service delivery model causes diversion of resources and focus away from other priority work areas as identified above

Appendix B

Progs.	<ul style="list-style-type: none">• Smarter Working – changing attitudes towards the workplace and supporting staff to be more efficient and flexible• Customer access and digital development – designing digital tools that better meet the needs of customers• Workforce development – developing employee skills to help them respond to the new working environment• Performance management and benchmarking – better management information to feed decision-making• Integrated commissioning and procurement – aligning the approach to these areas plus contract management• Reform of corporate services and functions – reviewing corporate support functions and determining the best model
Benefits to be delivered	<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
Key achievements in last 3 months	
<ul style="list-style-type: none">• Lync telephony system rolled out for Lawn View House, Sherwood Energy Village, Prospect House, Sir John Robinson House, Chancery Lane and Chadburn House.• Phase 1 of the Asset Management Plan project completed. Engagement with services to determine property need for the development of a long terms asset management plan.• Business Reporting and Management Information (BRMI) technology partner on site, project team set-up and equipped, work completed on discovery phase of project, work started on overall data warehouse design.• Launch of a number of online customer journeys• Alpha version of the intranet built to test the new Information Architecture and refreshed design• Workforce Strategy Developed for approval by Personnel Committee and then Policy Committee. Consultation involved Corporate Leadership team, Director's Business Forum and recognised trades unions.• Working group established to agree a framework for commissioning to be used as a standard for all commissioning decisions.• Corporate Services review underway.	
Expected delivery over next 3 months	
<ul style="list-style-type: none">• Introduction of a clear desk protocol at Lawn View house• 1,000 Blackberry phones to be replaced by Smartphones• Technical pilot for Audio Visual equipment completed• ICT move to Trent Bridge House (TBH) and HR to County Hall.• Rushcliffe Day Centre cleared and staff moved to TBH.• Asset Management Plan: refine proposals from services and assess whether they meet the objectives of achieving a sustainable property estate• Commencement of the development phase of the BRMI project. Data warehouse design completed and agreed, development work started on the warehouse and associated reports, planning begun for testing phases.• New, streamlined Intranet to go live after full testing. This will include an improved structure and search facility and an ability to be used on any mobile device.• Highways fault reporting customer journey to launch with enhanced functionality• Social media training delivered for key services• Savings plan established for the next phase of digital delivery with agreed approach to delivery of customer journeys• Workforce Strategy approved by Personnel and Policy Committees.• Detailed plans for implementation of the strategy being developed with Group and Team Managers as part of the Leadership Development programme. Events with staff being planned for the autumn.• Roll out of Social Work Support Pilot as part of a potential model for business support across the Council	

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Appendix B

	<ul style="list-style-type: none">• Consultation on the commissioning framework commenced.• Commencement of the 'discover and design' phase of the Corporate Services review, including fact finding, detailed data collection and initial gateway review to map the current position. In parallel, best practice case studies and initial desk based research to be undertaken to provide an evidence base to assess against future model option/s identified to reform Corporate Services
Key risks to delivery	<ul style="list-style-type: none">• Staff embracing new ways of working and be more flexible in how and where they work• Resistance to the introduction of new digital tools• Complex partnership arrangements across Nottinghamshire.• The local property market will affect the ability to reduce the Council's property estate• Insufficient business engagement leading to delayed and / or weak business requirements definition in respect of performance reports.• Unwillingness of staff and/or customers to provide key datasets and/or engage in the mapping of Corporate Services provision will delay project timescales and impact upon the design of the most cost effective and commercially viable model/s for future delivery

Project Status Report as at March 2016

Status Key

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

Portfolio	Project Name	Project Status (Last Month) February 2016	Project Status (This Month) March 2016	Cashable Benefits						Projected At Risk / Slippage & Over Achievement						Savings delivered in an	Net at risk amount
				2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s		
Adult Social Care & Health	Care and Support Centres (OfC C03)	At Risk	On Target		492	292	3,268	294	4,346						0		0
Adult Social Care & Health	Savings from the Supporting People budget	On Target	On Target	1,250	1,950				3,200						0		0
Adult Social Care & Health	Reducing the average community care personal budget - Younger Adults (C02)	On Target	On Target	1,369	925	173			2,467						0		0
Adult Social Care & Health	Reducing Community Care spend - Older Adults (C01)	At Risk	On Target	1,953	224	173			2,350						0		0
Adult Social Care & Health	Various options to reduce the cost of the intermediate care service	On Target	On Target	540	800	800			2,140						0		0
Adult Social Care & Health	Direct Payments (OfC C01)	On Target	On Target	98	1,671				1,769	-1,402					-1,402		-1,402
Adult Social Care & Health	Development of a single integrated meals production and delivery service	On Target	On Target		293				293						0		0
Adult Social Care & Health	Partnership Homes	On Target	On Target	-84		292			208						0		0
Adult Social Care & Health	Ensuring cost-effective day services	On Target	On Target	50	150				200						0		0
Adult Social Care & Health	Short Term Prevention Services	On Target	On Target		200				200						0		0
Adult Social Care & Health	Reduction in staff posts in the Joint Commissioning Unit	On Target	On Target		149				149						0		0
Adult Social Care & Health	Strategic Commissioning - Review of Contracts	On Target	On Target	86	43				129						0		0
Adult Social Care & Health	Gain alternative paid employment for remaining Sherwood Industries staff	On Target	On Target		35	35			70						0		0
Adult Social Care & Health	Care Act	On Target	On Target						0						0		0
Adult Social Care & Health	New ASC ASDMs	On Target	On Target						0						0		0
Adult Social Care & Health	Reducing the Costs of residential Placements - Younger Adults (OfC C06)	Experiencing Obstacles	Experiencing Obstacles	500	1,000	1,000			2,500	317	-317				0		0
Adult Social Care & Health	Living at Home Phase II (A01)	Experiencing Obstacles	Experiencing Obstacles	631	555	158			1,344						0		0
Adult Social Care & Health	Various contract changes by the Joint Commissioning Unit	Experiencing Obstacles	Experiencing Obstacles	179	190				369		150				150		150

Portfolio	Project Name	Project Status (Last Month) February 2016	Project Status (This Month) March 2016	Cashable Benefits						Projected At Risk / Slippage & Over Achievement						Savings delivered in an	Net at risk amount
				2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s		
Adult Social Care & Health	Handy Persons Preventative Adaptation Service	Experiencing Obstacles	Experiencing Obstacles	100					100						0		0
Adult Social Care & Health	Older Adults Residential Care Banding (OfC C02)	Experiencing Obstacles	Experiencing Obstacles		100				100						0		0
Adult Social Care & Health	Reduction in long-term care placements (C03)	At Risk	At Risk	550	423				973	212	-27	-185			0		0
Adult Social Care & Health	Managing Demand in Younger Adults	At Risk	At Risk	200					200	200					200	200	0
Adult Social Care & Health	Expansion of community-based care and support options	Compromised	Compromised	50					50	50					50		50
Adult Social Care & Health	Redesign of Assessment and Care Management Functions & Organisational Re-design (B07/08)	Closed or Completed	Closed or Completed	1,194	250				1,444						0		0
Adult Social Care & Health	Targeting Reablement Support (C13)	Closed or Completed	Closed or Completed	755					755						0		0
Adult Social Care & Health	Day Services (C07)	On Target	Closed or Completed	220	490				710						0		0
Adult Social Care & Health	Residential Short Breaks Services (C06)	On Target	Closed or Completed	250	250				500						0		0
Adult Social Care & Health	Cease NHS short breaks service (Newlands)	On Target	Closed or Completed	460					460						0		0
Adult Social Care & Health	Increasing income for Short Breaks	Experiencing Obstacles	Closed or Completed	212					212						0		0
Adult Social Care & Health	Group Manager Restructure	Closed or Completed	Closed or Completed	200					200						0		0
Adult Social Care & Health	Reduction in Trading Standards staffing and increased income generation	On Target	Closed or Completed	195					195						0		0
Adult Social Care & Health	Development of reablement in Physical Disability services	At Risk	Closed or Completed	150					150	150					150	150	0
Adult Social Care & Health	Reduce no. of social care staff in hospital settings by 15%	On Target	Closed or Completed	147					147						0		0
Adult Social Care & Health	Restructure of Adult Care Financial Services (ACFS) and a reduction in posts	Closed or Completed	Closed or Completed	121					121						0		0
Adult Social Care & Health	Reduction in supplier costs - Younger Adults	Closed or Completed	Closed or Completed	100					100						0		0
Adult Social Care & Health	Quality Assurance and Mentoring Package	Closed or Completed	Closed or Completed		75				75		75				75	75	0
Adult Social Care & Health	To create a single integrated safeguarding support service for the council	Closed or Completed	Closed or Completed		70				70		70				70	70	0
Adult Social Care & Health	Community Safety - Reductions to Net Budget	Closed or Completed	Closed or Completed	66					66						0		0

Portfolio	Project Name	Project Status (Last Month) February 2016	Project Status (This Month) March 2016	Cashable Benefits						Projected At Risk / Slippage & Over Achievement						Savings delivered in an	Net at risk amount
				2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s		
Adult Social Care & Health	Redesign of Home Based Services	Closed or Completed	Closed or Completed						0						0		0
Adult Social Care & Health	Registration Service Income Generation	On Target	Closed or Completed						0						0		0
Adult Social Care & Health	Service Restructuring	Closed or Completed	Closed or Completed						0						0		0
Adult Social Care & Health Totals				11,542	10,335	2,922	3,268	294	28,361	-473	-49	-185	0	0	-707	495	-1,202

NB: The £1.402m overachievement against the Direct Payment project in 2015/16 was a one-off, and will not be sustained for future years.

Exceptions Details by Project		
Portfolio & Status	Project Name	Mitigation Detail
Adult Social Care & Health Experiencing Obstacles	Reducing the Costs of residential Placements - Younger Adults (OfC C06)	Provider reviews taking longer to complete than anticipated & reviews targeting continued provider viability have been prioritised. Profile of savings currently being confirmed, change request being prepared.
	Living at Home Phase II (A01)	Minor delays with the final construction phase of two extra care schemes in 15/16 resulted in a shortfall against the target for number of diversions from long term care to Extra Care Units. The resultant effect on the cashable benefits for this project is anticipated to be mitigated by an over delivery against the target for number of diversion from LTC as a result of Assistive Technology. Validation of Assistive Technology savings anticipated to be complete by end of May, beginning of June.
	Various contract changes by the Joint Commissioning Unit	£150k saving marked as at risk is against the Integrated Community Equipment Loans Service (ICELS) pooled budget. Savings will be made as a result of renegotiation of ICELS contract with CCGs which reduced the Council's % share of activity costs from 35% to 25%. Experiencing Obstacles Status being maintained due to overspend in previous years which was partially addressed 15/16 with further work required 16/17.
	Handy Persons Preventative Adaptation Service	Consideration is being given as to whether funding can be covered by the Disabled Facilities Grant element of the Better Care Fund.
	Older Adults Residential Care Banding (OfC C02)	Final reviews to be undertaken over the next 8 weeks following which achievability of savings will be confirmed.
Adult Social Care & Health At Risk	Reduction in long-term care placements (C03)	Slippage from 15/16 to be delivered in future years re assessed as £197k Subsequent to March's Highlight Report. Concerns persist regarding the impact the proposed national rent cap will have on provider confidence. National lobbying regarding the rent cap is continuing and mechanisms to reassure providers are being considered in order to facilitate new developments being progressed.
	Managing Demand in Younger Adults	Project subsequently closed with savings mitigated through reductions in the wider community care budget.
Adult Social Care & Health Compromised	Expansion of community-based care and support options	Project has been unable to deliver savings as originally planned, shortfall will be mitigated from wider departmental budgets.

Portfolio	Project Name	Project Status (Last Month) February 2016	Project Status (This Month) March 2016	Cashable Benefits						Projected At Risk / Slippage & Over Achievement						Savings delivered in an	Net at risk amount
				2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s		
Childrens, Families & Culture	Integrated Family Support Model (OfCB09)	On Target	On Target			1,000			1,000						0		0
Childrens, Families & Culture	Libraries, Archives, Information and Learning (B13 & OfCA15)	On Target	On Target	125	625				750						0		0
Childrens, Families & Culture	Young People's Service	On Target	On Target	675					675						0		0
Childrens, Families & Culture	Sherwood Forest (OfC A15 & A16)	On Target	On Target	160	50	100	295		605						0		0
Childrens, Families & Culture	Support to Schools Service – Education Improvement	On Target	On Target	550					550						0		0
Childrens, Families & Culture	Targeted Support and Youth Justice Cost Reductions	On Target	On Target	500					500						0		0
Childrens, Families & Culture	Cultural and Enrichment Services	On Target	On Target	420	50				470						0		0
Childrens, Families & Culture	Support to Schools	On Target	On Target	370					370						0		0
Childrens, Families & Culture	CYP Sports & Arts - Service redesign including arm's length operation	On Target	On Target		200	150			350						0		0
Childrens, Families & Culture	Rufford Abbey Country Park - Improve customer offer and reduce revenue costs	On Target	On Target			303			303						0		0
Childrens, Families & Culture	Recharge to Schools Budget	On Target	On Target	175	125				300						0		0
Childrens, Families & Culture	CFCS Management Structure Review	On Target	On Target	110	185				295						0		0
Childrens, Families & Culture	Restructure of the Quality and Improvement Group	On Target	On Target	0	125	125			250						0		0
Childrens, Families & Culture	Targeted Support and Youth Justice	On Target	On Target	100	100				200						0		0
Childrens, Families & Culture	Outdoor Education - Income generation and efficiency savings	On Target	On Target	84	45	25			154						0		0
Childrens, Families & Culture	Planning, Performance and Quality Assurance Group	On Target	On Target	150					150						0		0
Childrens, Families & Culture	Arts Development Service - Staffing Reduction	On Target	On Target		149				149						0		0

Portfolio	Project Name	Project Status (Last Month) February 2016	Project Status (This Month) March 2016	Cashable Benefits						Projected At Risk / Slippage & Over Achievement						Savings delivered in an	Net at risk amount
				2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s		
Childrens, Families & Culture	Cultural and Enrichment Services	On Target	On Target	130					130						0		0
Childrens, Families & Culture	Sports Development - Reduction of revenue funding	On Target	On Target			108			108						0		0
Childrens, Families & Culture	School Access	On Target	On Target	50	50				100						0		0
Childrens, Families & Culture	Children's Social Care Management Review	On Target	On Target	80					80						0		0
Childrens, Families & Culture	Social Work Practices Pilot	On Target	On Target						0						0		0
Childrens, Families & Culture	CDS/SEND/Health Integration	On Target	On Target						0						0		0
Childrens, Families & Culture	Early Years and Early Intervention (B12) & (OfC B05)	On Target	Experiencing Obstacles	200	3,300				3,500						0		0
Childrens, Families & Culture	Looked After Children placements (B16) & (OfCA09)	Compromised	Compromised	909	2,210	583	334		4,036	38	460		334		832		832
Childrens, Families & Culture	SEND Home to School Transport (OfC B06)	Compromised	Compromised		300	500			800		300	500			800		800
Childrens, Families & Culture	Independent Travel Training	Compromised	Compromised		300				300		300				300		300
Childrens, Families & Culture	Children's Disability Service (C16) & (OfCC08)	Closed or Completed	Closed or Completed	407					407						0		0
Childrens, Families & Culture	Country Parks and Green Estates	N/A	N/A						0						0		0
Childrens, Families & Culture	Accelerated delivery of Green Estates Strategy	N/A	N/A						0						0		0
Childrens, Families & Culture Totals				5,195	7,814	2,894	629	0	16,532	38	1,060	500	334	0	1,932	0	1,932

Exceptions Details by Project		
Portfolio & Status	Project Name	Mitigation Detail
Childrens, Families & Culture Experiencing Obstacles	Early Years and Early Intervention (B12) & (OfC B05)	15/16 savings to be delivered through contract savings, £395K had been reported as non-recurrent, however, this issue has now been resolved with the provider, £3,300k now confirmed as achieved and project closed.
Childrens, Families & Culture Compromised	Looked After Children placements (B16) & (OfCA09)	Detailed assessment of overall savings position being undertaken, results expected imminently.
	SEND Home to School Transport (OfC B06)	Projects not deliverable as originally planned, Discover and Design project underway to identify the savings that can be delivered. Deliverability & profile of savings to be confirmed 30th September 2016.
	Independent Travel Training	

Portfolio	Project Name	Project Status (Last Month) February 2016	Project Status (This Month) March 2016	Cashable Benefits						Projected At Risk / Slippage & Over Achievement						Savings delivered in an	Net at risk amount
				2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s		
Place	Veolia Revised Project Plan (RPP) Contract Negotiations	On Target	On Target	1,000					1,000						0		0
Place	Reducing Local Bus Service Costs (OfC C09)	On Target	On Target	250	350	220			820						0		0
Place	Reduction in Planned Maintenance Budget	On Target	On Target		519				519						0		0
Place	Introduce a range of measures associated with HWRC's	On Target	On Target	505					505						0		0
Place	Establishment of fund for replacing worn out integrated transport measures	On Target	On Target	200	200				400						0		0
Place	Restructuring - staff reductions	On Target	On Target	311					311						0		0
Place	Reduction in County Offices Maintenance	On Target	On Target	200	100				300						0		0
Place	Concessionary Travel Scheme	On Target	On Target	100	100	100			300						0		0
Place	Restructuring - staff reductions	On Target	On Target	284					284						0		0
Place	Rationalisation and staffing reductions	On Target	On Target	50	200				250						0		0
Place	Restructuring - staff reductions	On Target	On Target	217					217						0		0
Place	Renegotiation of Waste Management Contracts	On Target	On Target	200					200						0		0
Place	Provide financial support to Waste Collection Authorities to introduce kerbside Green Waste Collections	On Target	On Target	200					200						0		0
Place	Efficiencies through more effective pothole repair & patching service	On Target	On Target	100	100				200						0		0
Place	Reduce contribution to Highways Safety Shared Service	On Target	On Target	100	100				200						0		0
Place	Reduction of discretionary spend	On Target	On Target	100	100				200						0		0
Place	Staffing Reductions in Transport & Travel Services	On Target	On Target	150					150						0		0
Place	Introduction of charges for the acceptance of non-Household Waste at recycling centres.	On Target	On Target	150					150						0		0
Place	Reduction in Property Staffing	On Target	On Target	100					100						0		0
Place	Increased efficiency by Highways Operations Group	On Target	On Target		100				100						0		0
Place	Increase charges for Blue Badges	On Target	On Target	40	56				96						0		0
Place	Removal of Robin Hood Line subsidy	On Target	On Target	80					80						0		0
Place	Deliver Road Safety Education as part of public health commissioning for Nottinghamshire	On Target	On Target	79					79						0		0
Place	Passenger Transport Facilities Charge	On Target	On Target	15	23	25			63						0		0
Place	Increased income from various service areas	On Target	On Target	30	30				60						0		0
Place	Reduction in Rights of Way Service	On Target	On Target	50					50						0		0
Place	Publicity & Transport Infrastructure	On Target	On Target	10	20	20			50						0		0
Place	Shared Service for Central Processing Unit	On Target	On Target	25					25						0		0

Portfolio	Project Name	Project Status (Last Month) February 2016	Project Status (This Month) March 2016	Cashable Benefits						Projected At Risk / Slippage & Over Achievement						Savings delivered in an	Net at risk amount
				2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s		
Place	Increased Highways Income from additional housing development activity	On Target	On Target	10	13				23						0		0
Place	Integrated Transport Programme	On Target	On Target						0						0		0
Place	Broadband	On Target	On Target						0						0		0
Place	Highways Contract savings	On Target	On Target						0						0		0
Place	Joint Venture for Property Services	On Target	On Target						0						0		0
Place	Highways JV (OfC B13)	Experiencing Obstacles	Experiencing Obstacles		100	550	400		1,050						0		0
Place	Devt Mgmt restructuring - staff reductions. Income generation.	Experiencing Obstacles	Experiencing Obstacles		3				3						0		0
Place	Reduce street lighting energy costs (A41)	Closed or Completed	Closed or Completed	500	700				1,200						0		0
Place	Efficiencies & Local Bus Service reductions	Closed or Completed	Closed or Completed	1,000					1,000						0		0
Place	Reduce the financial contribution to HealthWatch Nottinghamshire	Closed or Completed	Closed or Completed	50					50						0		0
Place Totals				6,106	2,814	915	400	0	10,235	0	0	0	0	0	0	0	0

Exceptions Details by Project		
Portfolio & Status	Project Name	Mitigation Detail
Place Experiencing Obstacles	Highways JV	Good progress made towards Company "go live" 1st July 2016, status experiencing obstacles due to the delayed contract signature which is now anticipated imminently.
	Devt Mgmt restructuring - staff reductions. Income generation	Budget monitoring continuing due to previous years (14/15) over spend.

Portfolio	Project Name	Project Status (Last Month) February 2016	Project Status (This Month) March 2016	Cashable Benefits						Projected At Risk / Slippage & Over Achievement						Savings delivered in an	Net at risk amount
				2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s		
Resources	Business Support Services Review (ASCH&PP and CFCs) (A07/A15)	On Target	On Target	895	508	400	400		2,203						0		0
Resources	Ongoing development of digital improvements to legal services procedures	On Target	On Target	500	200	150			850						0		0
Resources	Restructure, efficiencies and cost reductions in the Business Support Centre	On Target	On Target	500	200				700						0		0
Resources	Finance & Procurement Staffing Reductions	On Target	On Target	250	250				500						0		0
Resources	Review of the in-house Document Services team	On Target	On Target	98	193	140			431						0		0
Resources	Contract Savings	On Target	On Target		350				350						0		0
Resources	Customer Service Centre - efficiencies and shift to more cost effective access channels	On Target	On Target	200	120				320						0		0
Resources	Business Support Centre- Maintain an in-house service and explore the opportunities to sell services to other organisations	On Target	On Target			300			300						0		0
Resources	Reductions in Communications and Marketing	On Target	On Target	174	25	25			224						0		0
Resources	Staffing reductions to reflect streamlined financial procedures	On Target	On Target	110	90				200						0		0
Resources	To retain the Customer Service Centre in-house and identify new opportunities to develop the services on offer	On Target	On Target			200			200						0		0
Resources	Redesigned Human Resources service offer	On Target	On Target		184				184						0		0
Resources	Reduction in provision of ICT equipment replacement	On Target	On Target	100					100						0		0
Resources	ICT Licences	On Target	On Target	80					80						0		0
Resources	ICT Services Telephone Network	On Target	On Target	70					70						0		0
Resources	Changing the Council's banking partner to save money	On Target	On Target	62					62						0		0
Resources	Customer Service Centre - generation of additional income and sharing of services with other public sector providers	On Target	On Target	50					50						0		0

Portfolio	Project Name	Project Status (Last Month) February 2016	Project Status (This Month) March 2016	Cashable Benefits						Projected At Risk / Slippage & Over Achievement						Savings delivered in an	Net at risk amount
				2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s		
Resources	Income generation	On Target	On Target	24	24				48						0		0
Resources	Democratic Services	On Target	On Target	17					17						0		0
Resources	Digital First	Experiencing Obstacles	Experiencing Obstacles						0						0		0
Resources	BRMI	At Risk	At Risk						0						0		0
Resources	Legal services - redesign staffing structure	Closed or Completed	Closed or Completed	408	12				420						0		0
Resources	Shared service for Internal Audit	Closed or Completed	Closed or Completed		75				75						0		0
Resources	Review Human Resources activity & support - increased self service	Closed or Completed	Closed or Completed		47				47						0		0
Resources	Ways of Working	Closed or Completed	Closed or Completed						0						0		0
Resources	Centralising information management, performance and data functions	Closed or Completed	Closed or Completed						0						0		0
Resources Totals				3,538	2,278	1,215	400	0	7,431	0	0	0	0	0	0	0	0

Exceptions Details by Project		
Portfolio & Status	Project Name	Mitigation Detail
Resources Experiencing Obstacles	Digital First	Technical difficulties with build of internet site, key customer journeys in user acceptance testing & go live anticipated for May 2016.
Resources At Risk	BRMI	Technology Partner on site and discover and design project phase complete. Project Scope confirmed subsequent to March Highlight Reporting and PID signed off by Project Board in May 2016. Project Status to remains At Risk as a result of tight timeframes, complexity of processes & interdependencies with other technology projects.

All Portfolios Totals 26,381 23,241 7,946 4,697 294 62,559 -435 1,011 315 334 0 1,225 495 730

REPORT OF THE CORPORATE DIRECTOR OF RESOURCES

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. The Policy Committee will be asked to determine policies, strategies and statutory plans developed or reviewed by other Committees of the Council. Committee Chairmen are invited to advise the Policy Committee of any additional policy reviews that are being considered.
5. The following changes have been made since the work programme was published in the agenda for the last meeting:-
 - a. The following item was added to the agenda for the 15 June Policy Committee meeting to enable consideration by Members at the earliest opportunity:-
 - i) Public Engagement Campaign
 - b. The following item was withdrawn from the agenda of the 15 June Policy Committee meeting:-
 - i) Update on use of Urgency Procedures – the Council's urgency procedures have not been used during the latest 6 month monitoring period (November 2015 – April 2016) and therefore a report has not been prepared on this occasion.
 - c. The following item has been rescheduled:-
 - i) Community Empowerment and Resilience Programme update - deferred from June to July 2016 to enable further work to be undertaken.

d. The following new items have been added to the Work Programme:-

- i) Nottinghamshire Multi-Agency Transitions Protocol for Children and Young People with Disabilities – September 2016
- ii) Update on the work of East Midlands Councils – quarterly updates added to September 2016, December 2016 and March 2017
- iii) Update on City of Nottingham and Nottinghamshire Economic Prosperity Committee and the Local Enterprise Partnership – update added to September 2016 and March 2017
- iv) Performance Reporting on the Strategic Plan 2014-18 and Redefining Your Council – quarterly updates added to October 2016, January 2017 and April 2017

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

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

Jayne Francis-Ward
Corporate Director - Resources

For any enquiries about this report please contact:

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

E-mail: keith.ford@nottscc.gov.uk

Constitutional Comments (SLB)

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

Financial Comments (NS)

There are no financial implications arising directly from this report.

Background Papers

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

None

Electoral Division(s) and Member(s) Affected

All

POLICY COMMITTEE - WORK PROGRAMME (AS AT 25 MAY 2016)

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>Lead Officer</u>	<u>Report Author</u>
13 July 2016			
Community Empowerment and Resilience Programme update	Update on the Community Empowerment and Resilience Programme contained within Redefining Your Council.	Tim Gregory	Cathy Harvey
County Council Network Conference	To seek approval for the attendance of Members and the CEX at the annual conference on 6 th -8 th November in Guildford, Surrey	Jayne Francis-Ward	Keith Ford
Mid-Nottinghamshire Alliance Development Leadership Board Progress Report	Quarterly progress report on the work of the Board (as agreed at Policy Committee on 11 November 2015)	David Pearson	Wendy Lippmann / Sue Batty
Review of Senior Management Structure	Review following interim structure agreed by Policy Committee on 15 July 2015.	Anthony May	Anthony May
Rural Services Network – Review of Membership	Following the initial review by Policy Committee on 15 July 2016.	Sally Gill	Heather Stokes
The State of Nottinghamshire	To assess the County's current social, economic and environmental issues in order to inform the development of the Council's Strategic Plan 2018 – 2022 and provide an evidence base for future service commissioning.	Anthony May	Paula Mullin
County Life – Evaluation Report	Annual evaluation report – as agreed by Policy Committee on 15 July 2015.	Martin Done	Martin Done
21 September 2016			
Nottinghamshire Multi-Agency Transitions Protocol for Children and Young People with Disabilities	Approval of new Protocol.	Colin Pettigrew	Jill Norman / Paul Johnson
Update on the work of East Midlands Councils	Quarterly Update from Stuart Young, Executive Director.	Jayne Francis-Ward	Stuart Young

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>Lead Officer</u>	<u>Report Author</u>
Update on City of Nottingham and Nottinghamshire Economic Prosperity Committee and the Local Enterprise Partnership	Update report as requested by Policy Committee on 11 November 2015.	Tim Gregory	Matt Lockley
19 October 2016			
Performance Reporting on the Strategic Plan 2014-18 and Redefining Your Council	To consider progress and performance against each of the Strategic Plan priorities and the programmes within Redefining Your Council.	Nigel Stevenson	Celia Morris
16 November 2016			
Update on use of Urgency Procedure	To update Policy Committee about the number of occasions the Urgency provisions have been used and the reasons for their use.	Jayne Francis-Ward	Keith Ford
14 December 2016			
Update on the work of East Midlands Councils	Quarterly Update from Stuart Young, Executive Director.	Jayne Francis-Ward	Stuart Young
18 January 2017			
Performance Reporting on the Strategic Plan 2014-18 and Redefining Your Council	To consider progress and performance against each of the Strategic Plan priorities and the programmes within Redefining Your Council.	Nigel Stevenson	Celia Morris
8 February 2017			
15 March 2017			
Update on the work of East Midlands Councils	Quarterly Update from Stuart Young, Executive Director.	Jayne Francis-Ward	Stuart Young

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>Lead Officer</u>	<u>Report Author</u>
Update on City of Nottingham and Nottinghamshire Economic Prosperity Committee and the Local Enterprise Partnership	Update report as requested by Policy Committee on 11 November 2015.	Tim Gregory	Matt Lockley
19 April 2017			
Performance Reporting on the Strategic Plan 2014-18 and Redefining Your Council	To consider progress and performance against each of the Strategic Plan priorities and the programmes within Redefining Your Council.	Nigel Stevenson	Celia Morris

