

Policy Committee

Wednesday, 07 May 2014 at 10:30

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

AGENDA

- | | | |
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| 1 | Minutes of last meeting held on 2nd April 2014 | 3 - 6 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | Redefining Your Council - A Framework for Transformation | 7 - 36 |
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| 7 | Under-16 Home to School Transport Policy 2014 and Post-16 Transport Policy 2014/15 | 69 - 74 |
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| 9 | Revised Policy and Guidance on Councillors' Divisional Fund | 83 - 88 |
| 10 | Translation and Interpretation Service - Update on New Arrangements | 89 - 92 |
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Notes

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

Customer Services Centre 0300 500 80 80

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

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

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

minutes

Meeting POLICY COMMITTEE

Date Wednesday, 2nd April 2014 at 10:30am

membership

Persons absent are marked with `A`

COUNCILLORS

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

Reg Adair	Bruce Laughton
Richard Butler	Diana Meale
Jim Creamer	Philip Owen
Kevin Greaves	John Peck JP
Alice Grice	Ken Rigby
Stan Heptinstall MBE	Martin Suthers OBE
Richard Jackson	Gail Turner
David Kirkham	Muriel Weisz
John Knight	

ALSO IN ATTENDANCE

Councillor Pauline Allan	Councillor Kate Foale
Councillor Roy Allan	Councillor Darren Langton
Councillor Alan Bell	Councillor Sheila Place
Councillor Nicki Brooks	Councillor Liz Plant
Councillor Steve Calvert	Councillor John Wilkinson
Councillor Steve Carroll	

OFFICERS IN ATTENDANCE

Martin Done	(Policy, Planning & Corporate Services)
David Ebbage	(Policy, Planning & Corporate Services)
Jayne Francis-Ward	(Policy, Planning & Corporate Services)
Keith Ford	(Policy, Planning & Corporate Services)
Matthew Garrard	(Policy, Planning & Corporate Services)
Celia Morris	(Policy, Planning & Corporate Services)
Cathy Munro	(Policy, Planning & Corporate Services)
Michelle Welsh	(Policy, Planning & Corporate Services)

TEMPORARY MEMBERSHIP CHANGES

The following changes to the membership were reported:-

Councillor Ken Rigby replaced Councillor Jason Zadrozny for this meeting only.

Councillor Bruce Laughton replaced Councillor Kay Cutts MBE for this meeting only.

Councillor Richard Butler replaced Councillor Stuart Wallace for this meeting only.

Councillor Alice Grice replaced Councillor Glynn Gilfoyle for this meeting only.

MINUTES

The Minutes of the last meeting held on 5th March 2014 having been previously circulated were confirmed and signed by the Chairman.

APOLOGIES FOR ABSENCE

None

DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS

None

ANNUAL DELIVERY PLAN 2014 - 2015

RESOLVED 2014/018

That the Annual Delivery Plan 2014 – 2015 be agreed.

STREET LIGHTING ENERGY SAVING POLICY - AMENDMENT

RESOLVED 2014/019

- 1) That the amendment to the policy on part night lighting to allow for lights to be reinstated where evidence of the majority views of the local area is provided to the Council. The local Councillor will be kept informed but their approval will not be required be approved.
- 2) That the amendment to the policy on part night lighting to allow for requests to be considered on a street by street basis where majority cannot be reached for a whole community be approved.

REVISED PLANNING OBLIGATIONS STRATEGY

RESOLVED 2014/020

That the adoption of the Nottinghamshire County Council Planning Obligations Strategy be approved.

INCOME GENERATION THROUGH ADVERTISING AND SPONSORSHIP PROGRESS REPORT

RESOLVED 2014/021

- 1) That the progress to date and then next step for the whole council approach to generate income from advertising and sponsorship be noted and agreed.
- 2) That a further report on income generation be presented to Policy Committee in April 2015 be agreed.

ADULT SOCIAL CARE TRAVEL POLICY

RESOLVED 2014/022

That the Adult Social Care Travel Policy be approved.

THE EARLY YEARS PLAN

RESOLVED 2014/023

That the Early Years Plan be approved.

DISCLOSURE AND BARRING SERVICE CHECKS FOR COUNCILLORS

RESOLVED 2014/024

That the revised policy set out in Appendix be adopted.

WORK PROGRAMME

RESOLVED 2014/015

That the Committee's work programme be noted.

The meeting closed at 12.47 pm.

CHAIRMAN



REPORT OF THE LEADER OF THE COUNCIL

REDEFINING YOUR COUNCIL – A FRAMEWORK FOR TRANSFORMATION

Purpose of Report

To consider the attached report, entitled Redefining Your Council, which is the culmination of work to define a programme of transformation for the Council.

Information and Advice

1. In the annual budget report to County Council on 27 February 2014, reference was made to the development of a revised operating model, giving a commitment to bring a further report to Policy Committee on 7 May 2014 with further details on the proposals.
2. The Council faces further reductions in Government grant funding, coupled with rising demand for services, driven by an ageing population and the focus on safeguarding children. Other significant factors include changes to national policy such as the Care Bill, which comes into effect in 2015/16, changes to regulatory frameworks such as Ofsted and the Care Quality Commission. In addition, in a digital era, people have expectations that public services will be provided differently, keeping pace with advances in mobile technology and social media.
3. In the light of these changing circumstances for Local Government, work has been underway to develop a strategic approach for transforming the Council. The attached report, entitled Redefining Your Council sets out the approach to tackling the scale of challenge we face, recognising that the Council can no longer deliver services in the same way or at the same level as in the past. Redefining Your Council creates a framework that will enable decisions to be made about which services the Council provides, how they will be provided and at what level. These decisions will be underpinned by the principles and values of the Council as set out in the Strategic Plan.
4. This process will require the Council to review all of its operations – both support and frontline services. It will create a catalyst for the next wave of transformation across the Council. It will initiate and be dependent upon greater collaboration with the wider public sector, particularly with health, and a stronger dialogue and engagement with local communities across Nottinghamshire.

Development of the Operating Model

5. Preparation began in January 2014. The objective of this first phase was to analyse the whole council and take stock in order to develop a clear understanding of the range, scale of services and the cost base across the Council. The premise being that this information will

be used to challenge every aspect of how the Council functions in order to develop proposals for the future.

6. The development of the proposals has been led by the Leader of the Council, working with Committee Chairs and Vice-Chairs. A Member Reference Group has also supported and guided the work.
7. Senior management has worked closely with Members through joint workshops with the Corporate Leadership Team who have also worked closely with Service Directors and Group Managers.
8. A number of key themes have been identified, including:
 - **Current Services of the Council:** analysing the Council's current services to Nottinghamshire residents, from the perspective of changing demography, changes in the way people live and what the Council is obliged to provide by statute
 - **Customer, citizens and communities:** understanding the current customer base from a cross organisational perspective, looking at how this will change in the future through changes in the County's population profile and policy changes such as the Care Bill
 - **Partnerships:** understanding how we could work with key stakeholders in the future
 - **Workforce:** ensuring that the Council's workforce of the future is high performing, agile, flexible, responsive to our changing needs and priorities and is well led and empowered.
 - **Customer access and digital development:** considering how the Council can respond to the changing landscape around how customers access services – maximising the opportunities presented by digital media
 - **Commissioning:** comparing our approach to commissioning and procurement with best practice in other Council's
 - **Performance:** implementing the Council's Strategic Management Framework to ensure effective monitoring and evaluation of our services
 - **Cost and quality:** understanding the cost and performance of key services in Nottinghamshire against comparator Councils and considering how a consistent approach to performance management and benchmarking can be developed
 - **Infrastructure:** understanding the Council's future needs around buildings, ICT and other infrastructure in order to operate in a more flexible way
 - **The role and purpose of the corporate centre:** redefining the relationship between the corporate centre of the Council and front line services, in order to keep our overhead costs to the minimum.
9. Arising from this development work is the attached report, ***Redefining Your Council***, which covers:

- detailed analysis of the challenges faced by Local Government and the Public Sector and how this will impact on the role of the Council;
- the main functions of the Council in this new context;
- a framework for reviewing every aspect of the Council;
- a timetable for transformation.

10. ***Redefining Your Council*** recognises that the Council has recently approved proposals to save more than £80 million. The report goes beyond that and sets the framework for greater transformational change which will act as a catalyst to make further savings which are necessary to ensure the Council can balance its budget up to the end of the 2017/18 financial year.

Implementation of *Redefining Your Council*

11. ***Redefining Your Council*** will be implemented in three stages:

1. **Consultation:** it is proposed to conduct a consultation on the direction of travel set out in ***Redefining Your Council***. This will invite comment from the public, partners and employees.
2. **Review:** it is proposed to adopt the framework as set out in Section Four of ***Redefining Your Council*** to develop options for transformation and generate savings from the transformation portfolios and the targeted reviews.
3. **Annual reviews and evaluation:** it is proposed that the approach set out in ***Redefining Your Council*** will be aligned to the Strategic Management Framework, which was approved by Policy Committee in September 2013.

Other Options Considered

12. ***Redefining Your Council*** provides a framework for the review of all aspects of the Council, from which will emanate a range of options for transformation, change and savings. Each of these options will be appraised for their suitability and comparisons will be made with the alternatives.

Reason/s for Recommendation/s

13. Nottinghamshire County Council faces unprecedented challenges. ***Redefining Your Council*** provides a strategic framework and mechanism for tackling these. The recommendations of this report enable an appropriate period of consultation on the general direction of travel set out in ***Redefining Your Council***, whilst at the same time enabling important scoping of portfolios, programmes and projects to begin, in conjunction with a range of targeted reviews.

Statutory and Policy Implications

13. This report and the draft ***Redefining Your Council*** document have been compiled after consideration of implications in respect of finance, the public sector equality duty, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they

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

14. Policy Committee should have regard to any additional statutory and policy implications arising through consultation when considering the final framework for transformation in July 2014. The Council will also need to consider any specific statutory and policy considerations in the future development of the transformation portfolios and detailed planning for their implementation.

RECOMMENDATION

It is recommended that the Policy Committee:

1. Approves the draft ***Redefining Your Council*** report for consultation.
2. Reviews the draft ***Redefining Your Council*** report at its meeting on 2 July 2014, following consultation.
3. Approves the adoption of the portfolio, programme and project management approach and commencement of targeted reviews outlined in section four of ***Redefining Your Council***.
4. Requests the Chief Executive of the Council to consider how the organisational structure of the Council aligns with the approach set out ***Redefining Your Council***, and to make recommendations for change in the autumn.

Councillor Alan Rhodes
Leader of the Council

For any enquiries about this report please contact:

Anthony May, Corporate Director Children Families and Cultural Services and Deputy Chief Executive T: 0115 97 73639

Constitutional Comments (HD 25/04/2014)

15. Policy Committee has authority to approve the recommendations set out in this report by virtue of its terms of reference.

Financial Comments (PDS 28/04/2014)

16. There are no direct financial implications arising from this report. However, as set out, *Redefining Your Council* provides a framework on which future decisions will be made as to how the County Council will close the forecast budget deficit of £77m over the next 3 years.

Human Resources Comments (MT 28/04/2014)

17. The approach to ***Redefining Your Council*** has been discussed with the recognised trades unions at the Central Joint Consultative and Negotiating Panel meetings on 26th March and 24th April 2014. Further consultation is scheduled with trade union colleagues during the consultation period via Central Panel. It has been agreed that this item will be a standing item on both Central Panel and Departmental Joint Consultative and Negotiating Panels to provide the opportunity to discuss any issues arising with trades union colleagues at both a corporate and service specific level as the work on the targeted service reviews and transformation portfolios is developed. Further consideration is being given to how trades union colleagues will be involved in more detailed, specific cross-cutting strands of activity such as the development of a Workforce Strategy for the Council.

Background Papers

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

Nottinghamshire County Council Strategic Plan 2014 – 2018
Nottinghamshire County Council Strategic Management Framework

Electoral Division(s) and Member(s) Affected

All



Nottinghamshire
County Council

Draft for
Consultation

Redefining Your Council

Doing things differently today tomorrow together

Foreword	By the Leader of the Council	
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	Key drivers	page 3
	How we spend our money and the budget gap	page 4
	What this means for your Council	page 5
Section two	Redefining your Council	page 6
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Section four	A portfolio, programme and project management model	page 10
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Foreword by the Leader of the Council

Redefining Your Council represents a radical shift in our thinking. It is a platform for doing things differently while fostering a culture of creativity and innovation. Our ambition is to transform every aspect of the Council: We will redefine how we operate, make the right choices for the residents of Nottinghamshire and identify more effective and efficient ways of working.

We have a duty to rise to the challenge. While the need to make significant savings is a key driver, we must not be defined by cost savings and austerity. Instead, we must face our challenges with a new resolve. We will work in new and creative ways to secure the best possible outcomes for local people. We will support individuals and communities by offering the best possible, cost effective services. We will support economic growth so that Nottinghamshire is a good place to live, work and visit.

Above all, we will be true to our beliefs. The Strategic Plan 2014-18 details three core values which will underpin all of our decisions.

Redefining Your Council is our response to the unprecedented pressures on Local Government across the country with simultaneous reductions in Government funding and increasing demand for services, particularly in adults and children's social care.

These circumstances require us to make tough decisions about which services we provide, the level at which we provide them and how they are delivered. We believe that transforming the way we operate is the best way to protect vital services. Doing nothing is not an option - it is clear that we must change to meet rising need, deliver better value for money and address the challenges facing local government.

We are committed to protecting vital frontline services and improving the lives of local people. To do so, we must change what we do, how we do it and who we work with. Our motivation in making these changes is simple – we want the best for local people.

Our values & what this means for *Redefining Your Council*



TREATING PEOPLE
FAIRLY

- Fairness, equity and prioritising the most vulnerable
- Champion community needs and aspirations
- Engage our communities in the planning and delivery of services.



VALUE FOR
MONEY

- Foster creativity and innovation and focus on outcomes rather than who delivers services
- Provide good quality affordable services.



WORKING
TOGETHER

- Work in partnership
- Work as One Council, One Community.



Alan Rhodes

Leader of Nottinghamshire
County Council

Redefining Your Council is about the future of Nottinghamshire County Council.

Recent years have shown that the Council is able to respond in the face of challenging circumstances.

Redefining Your Council is about a fundamental and whole-Council transformation which will enable the Council to focus on its priorities at a time of unprecedented challenges. The main pressures are reducing budgets, demographic trends and legislative changes.

In order to best serve our residents and communities, the successful Council of the future will have:

- Strong political leadership
- A clear vision and planning framework
- A better understanding of and a focus on meeting local people's needs
- Maximised the potential of digital technologies
- Robust management of finances, internal costs, benefits and risks
- A range of services that are delivered through different models and suppliers
- A commitment to partnership working.

In response to the unprecedented challenges, this document covers:

- The changes made in recent years
- Further detailed analysis of the challenges and how this will impact on the role of the Council
- The main functions of the Council in this new context
- A framework for reviewing every aspect of the Council
- The timetable for transformation.

Redefining Your Council recognises that the Council has recently approved proposals to save more than £80m. This document goes beyond this and sets the framework for further transformational change. This will act as a catalyst to make further savings which are necessary to ensure the Council can balance its budget up to the end of the 2017/18 financial year.

This means that the Council of the future will be different in the way it is shaped, organised and how it provides services.

Redefining Your Council seeks to set out in plain and understandable terms a blueprint for how we need to change in order to best serve local people now and in the future.

Section one

Our transformation journey

The local government landscape has changed considerably in recent years and will change radically in the coming years. This section examines our journey so far, the factors that are driving further transformation and the size of our financial challenge.

Our journey so far

In recent years, services have been reshaped in order to provide better value for money and enhance the quality of people's lives. As well as making savings, we have also reinvested in priority frontline services. The Council has also improved its support functions and management efficiency through a "One Council" approach.

Treating people fairly

This principle underpins the Council's ambition for transformation. In 2012, we formed the innovative Multi-Agency Safeguarding Hub (MASH) to better protect vulnerable children and adults. This is staffed by a range of professionals from different agencies including social workers, the police, health and probation.

Professionals from a range of services are now able to share information in order to make quicker and better informed safeguarding decisions, ensuring that children, young people and vulnerable adults are kept safe.

Providing value for money

This is what local people expect. In 2013 we entered into an innovative partnership with Lafarge Tarmac to deliver a range of highways services including resurfacing, gulley cleaning, street lighting, road marking and earthworks.

This is a cost based contract with incentives for both partners to reduce the cost of projects and service delivery.

The partnership is helping deliver more than £2m of savings each year. It has also supported local employment opportunities and use of local suppliers.

Working together

More critical than before, for example working with the NHS across Nottinghamshire, we developed a community-based service for supporting older people living with dementia and their carers.

Specialist joint teams now provide intensive support seven days per week. This is additional support for many older people and their carers who do not meet the criteria for traditional care services yet still require care and support.

We have also developed better support for those who need care in their own home or after a stay in hospital. Through partnership working and the use of technology, we have been able to deliver a solution that is more cost effective and better for the individual than alternatives such as hospital admissions or residential care.



Service pressures

We have seen increased demand for our services. In Children's Services, the number of children in care increased faster than anywhere else in the country between 2008 and 2012 – going from 455 to 800.

It is predicted that the number of older people over 85 is set to double by 2030. Equally, there is an anticipated 20% increase in the number of adults over 65 with complex disabilities.

In our Highways Service we have seen the number of customer enquiries increase by 50% between 2011 and 2013. This is a further indication for growth in demand for many of our services.

Prolonged financial pressures, increased demand for services and the way people live today are driving significant changes for local councils.

Technology

The rapid acceleration in digital technology is driving how people want to access public services or engage with local democracy. There are increased expectations that public services are accessible in a range of new and different ways. Our services must be able to operate in the context of this digital era.

It is important that all service areas retain a capacity to innovate and take advantage of new technology. One example is the introduction of LED in our street lights to reduce energy bills. There are many such examples but we know we can do more to embrace technology.

Policy and regulation

Major national programmes such as the Care Bill (which comes into effect during 2015) and the Health and Social Care Act 2012 have implications for the council. At the same time there is an ever increasing regulatory and inspection framework which holds councils and other public services to account. For example, there is a new Ofsted inspection framework for Children's Services with plans to develop this into a multi-inspectorate approach in 2015. This, combined with an increasing inspection burden on Adults and Health Services, means that we must work across public services to ensure high levels of transparency, compliance and accountability.

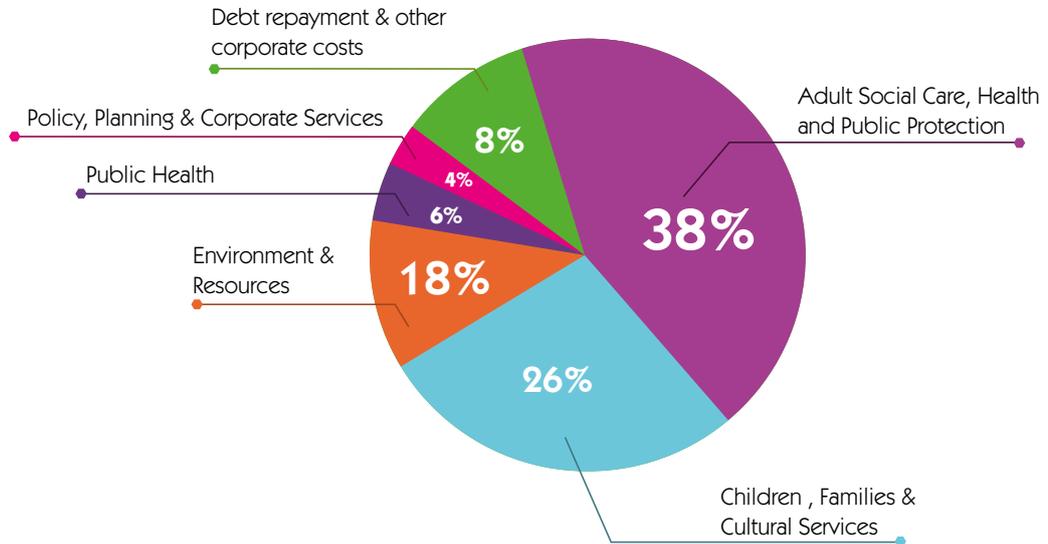
Reduced resources

The Council's net budget for 2014/15 is £567m. Since the financial year 2011/12, savings of over £100m have been delivered across the Council. In the next three financial years (2014/15 - 2016/17) a further £82m of savings have been agreed. Despite this, there remains a shortfall of more than £77m up to the financial year 2017/18. Councils across the country face a similar prolonged period of austerity so we must move quickly to ensure we make savings in planned, strategic way.



While money is not the sole driver of change, there is no doubt that we are in an era of unprecedented financial challenge.

Where our money is spent



The size of the challenge

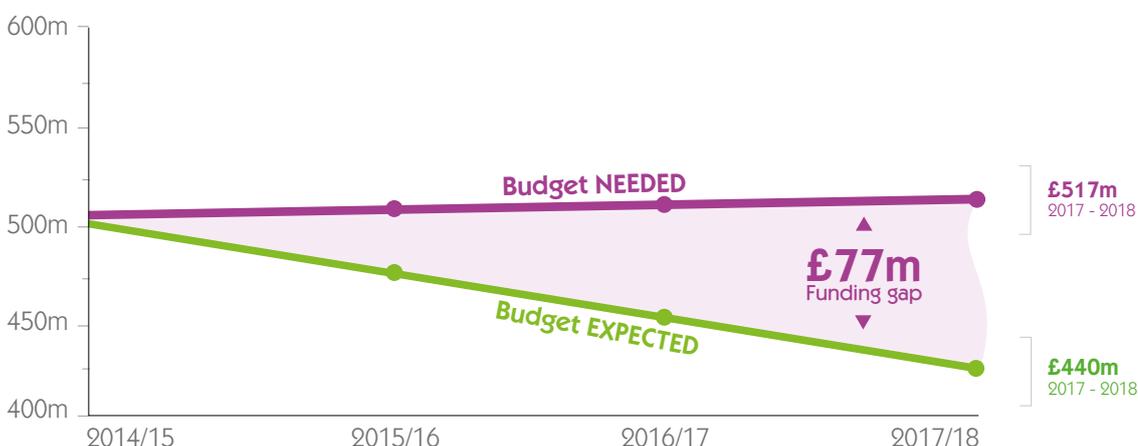
With reduced Government funding and increasing demand for council services, the Council is facing a challenging funding gap. Plans are in place to reduce the £154 million deficit that was forecast last year. However, there remains a shortfall of £77 million over the next four years to 2017/18.

By 2017/2018 the Council is expecting to receive in the region of £440 million through Council Tax, Business Rates, income and grants from central Government. However, we have estimated we will need approximately £517 million to deliver all the services that we currently provide, leaving the funding gap of £77 million.

This financial challenge is largely due to three factors:

- 1** Funding from central Government has been cut over successive years and this trend looks like it will continue into the future.
- 2** Demand for vital care services, including support for vulnerable adults and children in the community, is estimated to increase by £38 million over the next four years.
- 3** Unavoidable price inflation is predicted to increase costs by an additional £19 million.

The graph below shows how the funding gap is projected to widen to £77 million by 2017/18.



Section two

What this means for your council?

As forecasts suggest that Government funding will continue to decline while demand for care services will continue to grow, we assume that the Council will be a significantly different organisation. For example, we might provide fewer services and employ fewer people. All of these changes are likely to alter the shape of the Council, the way in which we relate to local people, the nature of our partnerships and our delivery models.

The Council's relationship with the citizen

Digital innovation and the drive for transparency has increased scrutiny on public services and created new channels for consultation and engagement in local democracy. We are also seeing a cultural shift from the local authority as delivery agents of all services and more towards a partnership with local communities, groups and volunteers to provide services. There are examples in Nottinghamshire and across the country where local people are providing services in partnership with their council.



Partnerships

The Council has always worked in partnership. Currently, there is a stronger focus on how local organisations and sectors can coordinate action to achieve desired outcomes. Every part of the public sector is facing financial and other constraints and it is becoming more important to forge alliances and collaboration with local partners to effect change. Whether at a strategic or local level, partnerships are a key component of achieving clarity about the ambitions and priorities of stakeholders. This has been a feature in the development of our Health and Wellbeing Strategy led by the Nottinghamshire's Health and Wellbeing Board.

Alternative delivery models

There is an increasing number of alternative forms of delivery available to local government. Nottinghamshire County Council has contracts and partnerships with other public bodies, voluntary sector organisations and with the private sector, is a member of a leisure services trust and has a 50% share in a wholly local authority owned company. Increasingly, councils are considering other forms of delivery such as strategic alliances and formal partnership with the NHS, trusts for leisure and arts services, and social enterprise models. A cultural shift is underway which seeks to foster creativity and innovation in how services are delivered, focusing on outcomes rather than who delivers the service.

Section two

Redefining your Council

As a consequence of these changes, the Council of the future will have the following areas of focus:

Political leadership:

- Championing the voice of local people and communities
- Allocation of resources
- Driving transformation
- Managing performance
- Working with communities to find better local solutions.

Strategic direction:

- Driven by political values and principles
- Focused on local need and fulfilling statutory and mandatory duties
- Improving the understanding of local people's needs
- Prioritising resources where they can have the greatest impact
- Using a diverse range of delivery models and partnerships to deliver services.

Customer access:

- Improving access to online services and information
- Reducing costs through online delivery
- Developing better customer insight and information to inform decision making
- A better customer experience by improving our internal systems and processes
- Developing digital solutions for people to access services. Using digital solutions to improve the customer experience
- Increasing participation in local democracy through new means of consultation and engagement, which embrace social media and other digital channels.

Effective management:

- Increasing clarity around the base cost of providing services
- Ensuring that the cost of statutory services is sustainable and allows for the resourcing of other priorities
- Robust performance management
- An integrated approach to commissioning, procurement and contract management
- Ensuring best value for money both internally and from suppliers.



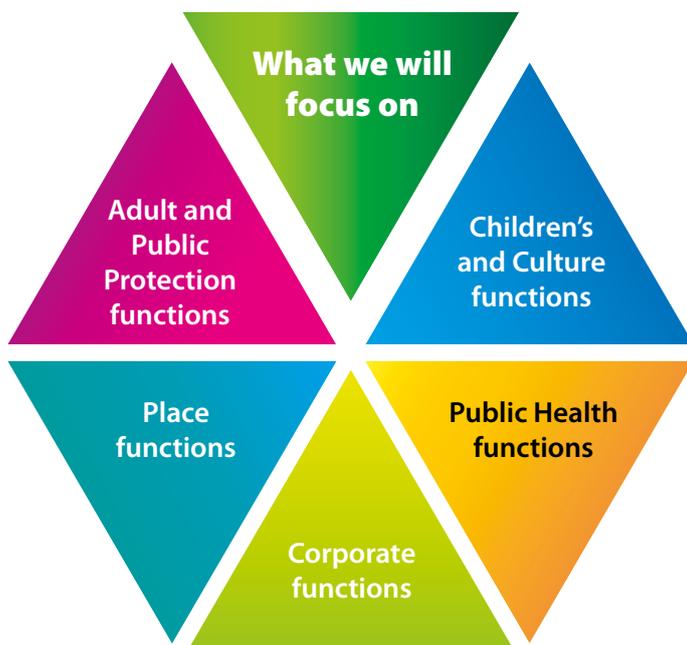
In light of the need to change how we deliver services, the Council's core functions have been defined.

This has taken into account our strategic priorities, statutory and mandatory obligations as well as those functions against which we are regulated and inspected.

Being clear about our core functions will inform what services we deliver and at what level. This will allow us to prioritise resources accordingly and determine the level of resources available for other important areas.

We will seek to keep the cost of running the Council to the minimum to ensure best value for money and protect frontline delivery. In doing so, we will be clear about the role, purpose and level of our support services.

The Council's Core Functions



Adult and Public Protection Functions

- Personal Social Care Services to Individuals and Their Carers:** A range of care and support services provided to people because of their age, disability, health or their personal situation.

- Direct Social Care Services:** Services that are provided by the Council for people with eligible social care needs, including day services, care and support centres, short term home care and short breaks services.
- Market Development & Facilitation:** Services that develop a high quality health and social care market, ensuring quality improvement, efficiency of service provision and effective partnership arrangements.
- Public Protection & Community Safety:** Services that ensure a fair and safe trading environment, tackle crime and safety issues in partnership with other agencies, and are responsible for registration of births, deaths, marriages and civil partnerships and emergency planning.

Children's and Culture Functions

- Children's Social Care:** Specialist services to ensure that the most vulnerable children and young people in Nottinghamshire receive the support and protection they need to be safe, secure and happy, and to achieve their full potential.
- Education Services:** Work closely with schools to secure a school place for all children, raise standards in education, reduce the inequality and support children with special educational needs and disabilities.
- Early Help Services** Support vulnerable children, young people and their families with a range of social, economic and personal issues.
- Cultural Services:** Provide a network of libraries, several country parks and a variety of activities to enrich the lives of all Nottinghamshire residents.

Public Health Functions

- **Public Health Improvement:** Uses Public Health knowledge and skills to design and deliver joined-up services across partner organisations that will improve health.
- **Public Health Protection:** Services that provide infection prevention and control advice and expert leadership to ensure plans and services are in place to protect people from health emergencies and outbreaks of infection.
- **Public Health Service Commissioning:** Public Health services provided to people according to local need to help improve health and reduce inequalities.
- **Public Health Advice to Commissioners and Partners:** Provides specialist population health advice, information and expertise to support the commissioning of health and social care services that improve population health and reduce inequalities.

Corporate Functions

- These functions encompass the Council's internal services, including finance, ICT, human resources, property, governance, planning, business support and communications.

Place Functions

- **Transport and Travel:** Manages the commissioning and provision of local bus services supported by the Council, the national statutory concessionary travel scheme for the elderly, and county/wide adult social care and school transport services.
- **Waste and Energy:** Discharges the Council's statutory responsibilities for household waste, recycling centres and waste minimisation. It also manages policies, programmes and energy/water supply contracts for the corporate estate, schools and other public sector bodies.
- **Highways:** Covers a wide range of service areas associated with the highway network and linked functions. The service affects all residents of Nottinghamshire and users of the highway network.



There are three main elements to managing our transformation:

1

Portfolio, programme and project management model

We will adopt a portfolio management approach, beneath which will sit a number of programmes and projects designed to deliver transformation and budget savings.

2

Targeted Reviews

We will conduct a series of intensive, targeted reviews, to examine the following areas:

- Those services which spend the most money
- Those services identified by the Chartered Institute of Public Finance and Accountancy (CIFPA) as being above average cost
- Those services designated as non-core.

3

Annual review and evaluation

We will review all of our services on an annual basis through our Strategic Management Framework to ensure that our services continue to meet need, remain flexible and agile, and operate within the available resources.

Through this approach, all Council activity will be examined to see if there are better and less costly ways of doing things. Ultimately, we need to change the way we deliver services.

A portfolio, programme and project management model

Adopting a portfolio approach will increase collaborative working and allow consideration of the impact of programmes and projects at an organisational level.

This approach will be underpinned by a set of standards and processes to enable robust performance management. This will allow a strategic oversight of how the reductions are implemented and deliver better value for the residents of Nottinghamshire.

Portfolios

Portfolio management brings together and joins up a set of related programmes of work to more effectively manage delivery and the interdependencies between those programmes. A portfolio based approach will allow programmes of work and associated resources to be adjusted to meet organisational goals and allow for more strategic and timely management and resolution of risks and issues.

Programmes

Are set up on a temporary basis to oversee the implementation of a number of related projects. As a result programmes can last for several years – ensuring that projects remain on target in terms of time, cost and quality, and that any interdependencies between projects are managed effectively.

Projects

Are also set up on a temporary basis to deliver a clearly defined 'product' (or series of products). Projects are usually set up for a short period of time and have a defined scope.

Section four

Our new transformation portfolios

To drive the next phase of the Council's transformation, **Redefining Your Council** introduces four Transformation Portfolios. These portfolios will be led jointly by elected Members and Chief Officers and contain programmes and projects.



* SEN (Special Educational Needs)

The Adult and Health Portfolio

Senior Responsible Officer

Corporate Director of Adult Social Care, Health and Public Protection or the Deputy Corporate Director as delegated.

Lead Members

Chairman of the Adult Social Care and Health Committee and the Deputy Leader of the Council (and the Chairman of the Health and Wellbeing Board).

Description

Transforming the way we deliver services for vulnerable adults and older people across Nottinghamshire.

Ensuring effective integration between the Council and Health Services, working with the Nottinghamshire Health and Wellbeing Board.

Care Bill Implementation (including integration with Health)

This programme will prepare the Council for the introduction of The Care Bill, which will bring significant changes to the adult social care system in 2015 and 2016.

The programme will focus on:

- Our response to funding reforms and a number of new duties and responsibilities
- How we deal with a likely increase in assessment demand and requirement to fund the care and support of more people
- Our response to a likely new duty to support carers and a requirement to integrate services with Health.

The programme will also focus on closer integration with Health.

Public Health outcomes

This programme will evaluate the current allocation of resources in the Public Health budget. The programme will work in partnership with key stakeholders such as Clinical Commissioning Groups (CCGs) and make recommendations as to how current spend could be realigned so that it:

- Meets the requirements of the Public Health Outcomes Framework
- Aligns with Nottinghamshire's Health and Wellbeing Strategy and the work of the Health and Wellbeing Board
- Aligns with the priorities of the County Council and CCGs.

Implementation of the Adult Social Care Strategy and facilitation of market development

This programme will embed the new adult social care strategy with service users, carers, partners and staff.

This will focus on:

- Developing a diverse market of social care services which provides good value for money
- Providing care which prevents, delays or reduces the need for higher level intervention
- Establishing an outcome based commissioning approach
- Developing and maintaining strategic partnership arrangements with a number of providers through contractual relationships and wider market facilitation.

Direct Services provision

This programme builds on existing work to transform residential, respite care and day services.

Further transformation work will include:

- Our response to the introduction of Personal Budgets, particularly around the implications of Direct Payments
- Developing options around Alternative Delivery Models which may include social enterprises, trusts and other forms of external delivery which may be better placed to run services in the future.

The Children's and Culture Portfolio

Senior Responsible Officer

Corporate Director Children, Families and Cultural Services.

Lead Members

Chairman of the Children and Young People's Committee and Chairman of the Culture Committee.

Transforming the way we deliver services for children, young people and their families, and our cultural services.

Children's Services Integration:

The Children's Service's Integration programme will be a single transformation programme designed to establish a revised operating model for children's services, focused upon:

- Moving to streamlined points of access for children's services, through the Council's customer service centre where appropriate
- Developing integrated access hubs to triage and allocate service referrals
- Establishing integrated, multi-disciplinary, co-located teams based in three geographical localities
- Establishing centralised specialist services and support services.

This will support the delivery of continuing financial efficiencies, and improved educational and social outcomes for vulnerable children and families.

Within the overarching Integration Programme are several key strands:

Transformation of Special Educational Needs (SEN), Behaviour and Disability Services:

This programme will redesign and integrate our SEN and disabled children's services around the needs of families. We will also redesign our educational behaviour support services to ensure that pupils are educated in schools that can best meet their needs. Wherever possible, this will be in mainstream schools rather than alternative provision.

Transformation of Social Care:

This programme will complete our transformation of our children's social care services to improve service quality and stabilise costs, moving towards a long term reduction in the volume of children and families requiring support. We will continue to reduce the costs of supporting our Looked After Children population.

Commissioning of Children's Health Services:

This programme will accelerate the integrated commissioning of children's health services. Commissioning decisions will be aligned with the new operating model for Children's Services.

Cultural Services Transformation:

The Cultural Services Transformation programme will explore and deliver alternative operating arrangements for our cultural services, including libraries, arts, sports, country parks, archives and adult learning. The new operating arrangements will help sustain a range of popular and well used universal services whilst delivering significant monetary savings, and will encompass delivery through mutuals/trusts, community groups and enterprises and the private sector.

The Cross Council Portfolio

Senior Responsible Officer

Corporate Director Policy, Planning and Corporate Services.

Lead Members

The Leader of the Council and Chairman of Finance and Property Committee.

Description

Transforming the way in which we approach access to our services, the way in which we work within the Council and how we ensure performance.

New ways of working:

This programme will promote new ways of working in the Council, aligned to our core functions. This will include:

- Cultural changes to working practices
- Making best use of new technology to work more flexibly and responsively
- An examination of our property portfolio with a view to reducing it.

Performance management and benchmarking:

This programme will develop a performance management strategy for the Council, which:

- Supports the development of good business cases and decisions about strategic priorities
- Enables a rigorous, cross-council cycle of target setting, monitoring and evaluation
- Incorporates an agreed approach to the use of benchmarking data
- Is clear about the role of Elected Members in performance management
- Supports a cycle of continuous improvement and cost saving.

Customer access and digital development:

This programme will develop a customer access and digital development strategy which:

- Develops new ways for local people to access and use services
- Integrates services so that they are seamless from the perspective of the service user
- Increases participation in local democracy through new means of consultation and engagement
- Increases understanding of how local people interact with services
- Integrates data management to support the performance management strategy.

Workforce development:

This programme will develop a workforce strategy for the Council which:

- Reflects the core functions, roles and responsibilities of the Council
- Recognises the changing size and focus of the Council's directly employed workforce
- Recognises the emergence of alternative delivery models and increased multi-agency partnership working
- Embraces the digital era.

The Place and Resources Portfolio

Senior Responsible Officer

Corporate Director Environment and Resources.

Lead Members

Chairman of Highways and Transport Committee, Chairman of Environment and Sustainability Committee and Chairman of Finance and Property Committee.

Transforming the way that people access our place - based and resources services.

Highways Transformation:

This programme will determine the best model for the future delivery of highways services and operations as well as defining the new service offer.

In parallel, the programme will evaluate options to drive reform and cost reduction through process and technological improvement, new partnership opportunities and working with local communities.

Transport:

The programme will review the provision of transport across the Council.

This will include a review of policies and spending on school and social care transport.

The programme will determine the future shape of transport services and how these are best delivered in order to improve value for money. There will be a focus on the nature of our future partnership with transport providers.

Energy and Waste:

This programme will determine our future strategy and approach to the disposal of waste. The Council is currently responsible for disposal of around 350,000 tonnes of waste each year and the programme will explore ways to maximise benefits from our current contractual arrangements in this area of service.

The programme will also focus on achieving savings to the cost of energy to schools and other Council buildings.

Traded Services:

This programme will determine the best model for future service delivery of traded services including catering, facilities management and fleet services and highways operations.

Reform of corporate services and functions:

This programme will review all the components of corporate support and enabling services to determine the best future model for delivery.

This could include further internal efficiency improvements, shared service and/or externalisation of services.

Integrated commissioning and procurement innovation:

This programme will align the Council's approach to commissioning, procurement and contract management. It will clarify the corporate centre's role in commissioning and the role of departments and services, ensuring a "One Council" approach.

The programme will clarify the links between commissioning, procurement and contract management. It will set out key roles and responsibilities include defining lead commissioners, category management arrangements and where responsibility rests for contract management.

The programme will analyse the Council's current capacity to support effective commissioning, procurement and contract management and make recommendations accordingly.

Some key areas of service will be the subject of a targeted review.

The political leadership will review these services. The Leader of the Council will be supported in this work by the Chief Executive and a “critical friend” from the Local Government Association. Appropriate external and internal support and challenge will also support the process.

The targeted reviews will cover the following areas:

1

Areas of highest spend

The Council spends more than £560 million each year. Most of this is spent in our key services for adults, children and the environment. If we are to transform what we do, and save money, it makes sense to target the biggest spending areas. (see below).

Top 10 Net Budget Areas (per 2014/15 Budget Book)

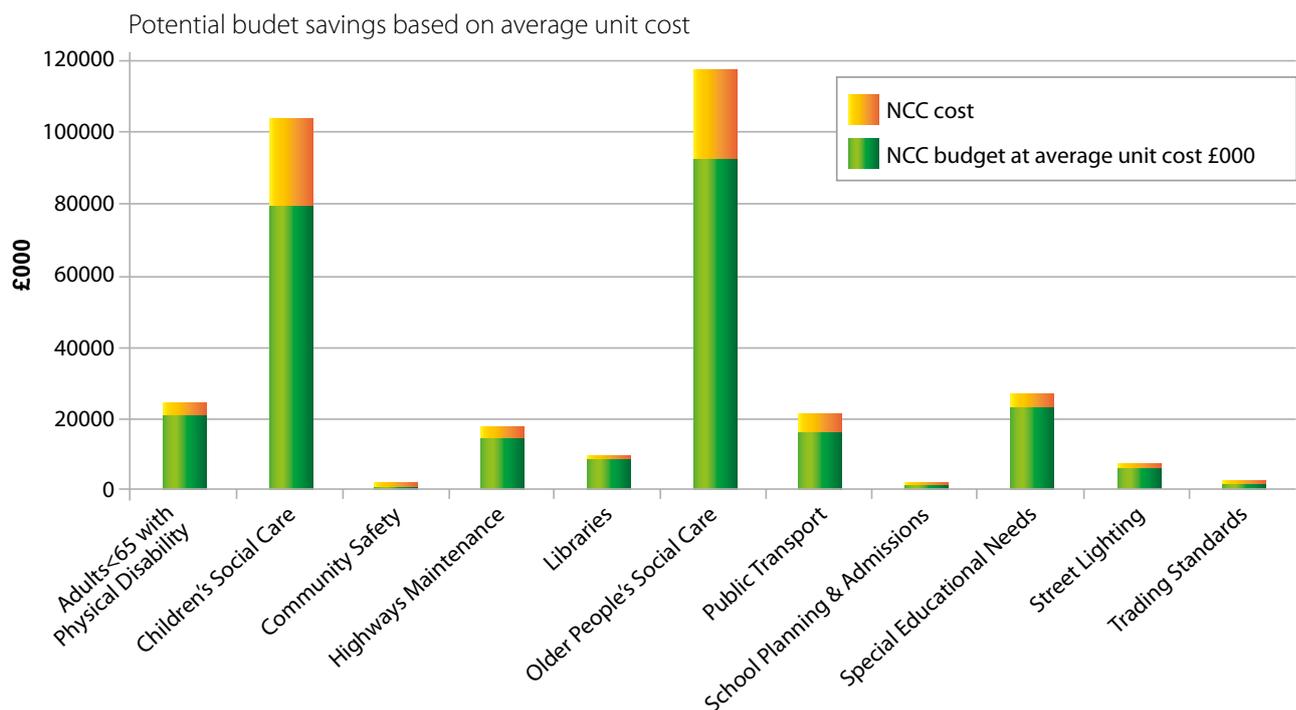
Committee	Area	£'000m
Adult Social Care and Health	Older People	106,045
Adult Social Care and Health	Younger Adults Disability	76,014
Children and Young People	Access to Resources (placements for Looked After Children) and other costs	37,978
Environment & Sustainability	Waste Management & Energy	30,291
Adult Social Care and Health	Community Learning Disability Teams	24,923
Transport and Highways	Highways	23,151
Transport and Highways	Transport	21,343
Children and Young People	Early Years & Early Intervention Service	16,965
Children and Young People	Children’s Disability Service	16,166
Adult Social Care and Health	Joint Commissioning	15,513

2

Areas where we spend above the national average

CIPFA collects data nationally on council spending. For Nottinghamshire this data demonstrated that between 2011 and 2013 we were above the national average in eleven areas of service.

Above average cost



3

Non-core areas

The Council's core functions have been defined as those that are based on meeting statutory or mandatory obligations as well as those functions against which we are regulated and inspected. We will also take into account how critical they are in delivering our strategic priorities.

We will undertake further work to agree which areas of service fall outside of these core functions. Once this has been agreed, services which are not classified as core will be subject to a targeted review.

Section four

Annual cycle of reviews and evaluation

List for initial targeted reviews:

Using the approach outlined above, the following services will be subject to targeted reviews. The non-core services will be added to this list (outlined in section three) has been compiled.

Adult Social Care, Health and Public Protection

- Services for older people
- Services for younger adults with a disability
- Joint Commissioning.

Children, Families and Cultural Services

- Children's Social Care
- Early Years and Early Intervention Service
- Special Educational Needs.

Environment and Resources

- Highways
- Public Transport
- Waste Management and Energy.

Annual reviews and evaluation

The Redefining Your Council approach will be aligned with the Strategic Management Framework, which was approved by Policy Committee in September 2013. The framework sets out an approach to intelligence-based strategic planning, service commissioning and performance management.

A financial accountability framework will also be developed to ensure delivery of the approach outlined.

Innovation and challenge

We want to establish a level of innovation and challenge in our approach to transformation. This will be done by:

- Embedding external challenge (commercial and sector specialist) into the approach
- Ensuring that this carries on into the longer-term approach, driven through the Strategic Management Framework
- Inviting local business, commerce and other key partners to contribute to the transformation by engaging them with our plans at an early stage
- Empowering our employees to engage with the transformation agenda by:
 - Building on the 'Eureka!' project, which encourages ideas and innovation from the frontline
 - Incorporating feedback on the way we do things and how we could improve into the appraisal and supervision processes



Section five

Governance

Robust governance will ensure that the identified portfolio of programmes, projects and targeted reviews successfully deliver the change and transformation of the Council at the necessary scale and pace. These governance arrangements are set out below.

They are designed to ensure clearly defined structures to enable timely and informed decision making at the right level. Elected members will be at the heart of this, with a focus on political leadership and oversight across all portfolios and programmes.

There will be strong, consistent but proportionate oversight of programme and project delivery. This will be underpinned by independent assurance and challenge. Where benefit can be derived, this will be augmented by external (sector and commercial) challenge and expertise.

There will be strong collective leadership between elected members and officers. Nominated lead officers will be accountable for the delivery of portfolios, programmes and projects, working closely with Committee Chairs and Vice Chairs. The Leader of the Council will lead the targeted reviews.

Governance arrangements



Section six

Timetable for transformation

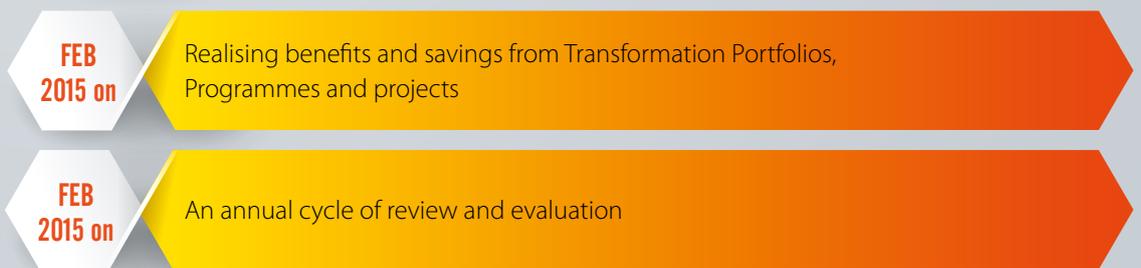
Short Term



Medium Term



Long Term



Section seven

Conclusion

Redefining Your Council sets out the blueprint for transformation in order to ensure the delivery of services that meet the needs of the residents of Nottinghamshire.

The budget pressures, demographic changes and the changing ways that people live in the digital age mean that we cannot stay the same. We have no other option than to change.

If we do this piecemeal and in a non-strategic way, then we will not be delivering best value.

This plan attempts to address the budget challenge by fundamentally Redefining Your Council. The approach will be underpinned by our values and principles.

We do not underestimate the scale of this challenge and that tough decisions will need to be made along the way but we should embrace change and the opportunities it will bring.

The rapidly changing digital landscape presents plenty of opportunities to be creative and innovative when seeking solutions to some of these challenges but it is important to remember that no one thing will provide all the answers.

Doing things differently today tomorrow together

Publication date: **28 April 2014**

**REPORT OF THE CHAIRMAN OF THE FINANCE AND PROPERTY
COMMITTEE****ICT STRATEGY 2014-17****Purpose of the Report**

1. The purpose of the report is to seek approval of the ICT Strategy 2014-17 (set out in the appendix).

Information and Advice

2. The ICT Strategy 2014-17 will replace the current plan for 2011-14. It moves the focus forwards from developing the ICT platform and introducing a range of modern enabling technologies (e.g. Microsoft tools and the SAP business management system), to supporting business transformation for ICT users and customers. It incorporates the key business drivers emanating from the County Council Strategic Plan 2014-18, the proposed new operating model, the ICT Review undertaken by Atos Consulting and Technology Services in 2013 and the developing technology market place. The strategy then pulls together the five ICT strategic themes that will support business transformation across the County Council:
 - **Workforce mobilisation:** using technology to transform the productivity, efficiency and mobility of the workforce
 - **Customer channel shift:** using technology to support the delivery of effective web based self-serve functions for public service users
 - **Business performance reporting:** using technology to improve how business data is extracted from multiple systems, interrogated and reported through to users
 - **Partnership working:** using technology to support the greater integration of public facing services, including the effective sharing of data, systems and ICT solutions
 - **Reliability and compliance:** maintaining a current and fit for purpose ICT estate that supports improved business continuity and is compliant with Public Services Network (PSN) standards

3. In order to support a business transformation approach and the driving through of financial savings, it is proposed that the five ICT strategic themes are best supported through the introduction of a range of technologies, described in the strategy as a “transformational ICT platform”. This “transformational ICT platform” is essentially made up of three types of technology:
 - **Middleware technology:** this layer of technology particularly supports workforce mobilisation and enables back-office systems to be intelligently presented onto mobile and touch screen devices e.g. smart phones, tablet computers. This technology will largely comprise of Total Mobile software and Microsoft products that the County Council is using in the pilot projects with social care teams. The use of middleware technology and mobile devices will support an effective mobile workforce.
 - **Workflow technology:** this layer of technology particularly supports channel shift to web based service provision and also supports the automation of processes and data flows between the web and back-office systems. This approach to automation cuts down the need for manual intervention in the provision of services and supports the delivery of web based public services. The technology largely comprises of Microsoft products (Dynamics) and builds on the investments already made, and will enable the County Council to more effectively provide services over the web that are tailored to the needs of the public.
 - **Reporting technology:** this layer of technology provides an “enterprise” approach to reporting by enabling users to extract data from multiple systems, interrogate the data and produce bespoke reports. The technology also comprises Microsoft tools, builds on the existing investment and supports a cross County Council approach to reporting. This would replace the current bespoke reporting tools and arrangements that currently exist for each ICT system.
4. The delivery of the ICT Strategy 2014-17 will be through prioritised programmes of work, aligned to the proposed County Council operating model, and following normal programme and project management processes e.g. Prince 2 and Agile. This would include the development and delivery of costed and approved business cases, which utilise the technology investments to support the achievement of business transformation, productivity and efficiency gains and cashable financial savings. There will also be an ongoing ICT programme to refresh the ICT infrastructure so that it remains reliable and fit for purpose.

Other Options Considered

5. The ICT Review, led by Atos Consulting and Technology Services, identified the key business drivers and resulting technology direction following a comprehensive consultation with key stakeholders across the County Council. The business drivers have been refined further to align with the County Council Strategic Plan 2014-18 and the proposed new operating model. The technology direction of travel is consistent with Gartner analysis (independent international

ICT market place research analysts) and builds on the investments already made in Microsoft and SAP products through the 2011-14 plan.

Reason for Recommendation

6. The ICT Strategy 2014-17 has been devised on the basis of supporting business transformation for service users and the delivery of cashable financial savings. There has been a rigorous and independent business needs analysis through consultation with key stakeholders across the County Council. The technology investment will support the delivery of the 5 ICT strategic themes which are consistent with County Council's proposed new operating model.

Statutory and Policy Implications

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

Implications for Service Users

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

Financial Implications

9. Section 7 of the ICT Strategy 2014-17 identifies an estimated investment requirement of £6.5 million over the 3 year period to fund the "transformational ICT platform". Within the ICT review, Atos Consulting and Technology Services identified a potential ICT investment requirement of £15 million to support business transformation. The appendix to the strategy document identifies the estimated phasing of costs, which include the ICT infrastructure, software licences, mobile devices and design and build costs.
10. Funding for the ICT Strategy 2014-17 will be incorporated within the County Council's capital programme and drawn down on the basis of costed business cases. Although many of the cashable savings associated with this ICT investment are not identifiable at this stage, a number of business cases to deliver existing budget reductions rely on the workforce mobilisation technology proposals. In respect of the mobilisation pilot project, savings associated with process, staffing, productivity, transport and premises have been identified. A key aspect to this transformational ICT approach is the cultural change to service provision that managers will have to drive through, and which is reflected within the proposed new operating model.

RECOMMENDATION

That the ICT Strategy 2014-17 be approved.

Councillor David Kirkham
Chairman of the Finance and Property Committee

For any enquiries about this report please contact:

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Constitutional Comments (SLB 15/04/14):

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

Financial Comments: (SEM 15/04/14):

The financial implications of the report are set out in paragraphs 9 and 10 above.

Background Papers

ICT Review 2013, Atos Consulting and Technology Services

Electoral Division(s) and Member(s) Affected

All



ICT Strategy

2014 – 2017

ICT Strategy 2014 – 2017

1. Introduction

This ICT strategy will support the business transformation priorities of the County Council as services are remodelled and sized to meet local needs within an increasingly restrained financial environment. The emphasis is therefore focussed on identifying, designing, building and deploying ICT solutions that underpin a more mobile workforce, customer channel shift to effective web services, increased partnering, improved performance reporting and are reliable and compliant. The ICT Services operating model and staffing structure is also undergoing transformation in 2014 to reflect this new direction of travel.

2. ICT Achievements 2011-14

Nottinghamshire County Council's ICT Strategy 2011-14 focussed on the two priority areas of improving the underlying ICT platform and introducing a range of modern enabling technologies. ICT investment had previously been managed in departmental based teams and so the strategy was a new opportunity for a One Council approach to technology design and deployment.

2.1. ICT Platform Changes

The ICT platform was not appropriately designed or developed to support a workforce using a modern set of technologies and needed significant enhancement to make it fit for purpose. Substantial progress has been made over the last three years as summarised below:

- A secure broadband network was installed across the county connecting more than 600 school and corporate sites.
- The County Hall data centre was fully refurbished and modernised to resolve acute property, power and air conditioning issues, and to accommodate current server technology enabling applications and databases to run from a shared platform.
- The ICT platform was re-designed (including the use of a second data centre site) to move from an outdated disaster recovery centric approach to supporting business continuity in order to provide improved service up-time and resilience.
- For the first time, a modern anti-virus solution was introduced to protect the whole of the ICT estate from viruses and attacks.
- Modern data cabling and network switching was installed into County Hall and Trent Bridge House to enable the introduction of newer technologies.
- Substantial re-configuration of the Microsoft Active Directory architecture (provides the authentication and authorisations for all connecting computers and users) has supported a One Council approach to the design and implementation of a range of Microsoft technologies.
- The wireless network was upgraded and a joint wireless arrangement with health partners enables County Council and Health colleagues to securely connect to their respective ICT networks from each other's premises.

2.2. Technology Changes - Workforce Modernisation

Over the last three years a range of technologies have been deployed to support workforce modernisation and to support the County Council's Ways of Working programme, as summarised below:

- A standard baseline desktop and laptop computer solution running Windows 7, Office 2010 productivity tools and BitLocker security.
- Bespoke print solutions have been replaced with shared multi-functional print devices, connected to the IT network and operated through swipe card technology.
- A range of Microsoft enabling and communication technologies have been deployed to support the County Council's new Ways of Working programme including Microsoft Exchange 2010, SharePoint and Lync.
- The 'Get Connected' access service and 'Good' have supported more than 2,200 staff to work remotely whilst away from their bases.
- The introduction of the iPad tablet, supported by the 'Good' device management solution, is supporting productivity enhancements for Member and Officers at all levels.
- The SAP Business Management System (BMS) has been deployed to school and corporate users to support payroll, finance, HR, procurement and plant maintenance processes.
- A secure portal solution supports integrated safeguarding working between the County Council, Health, Police and Probation partners at the Multi Agency Safeguarding Hub (MASH).
- Web based fault mapping was introduced for highways queries enabling the public to report faults on-line (potholes, street lights etc.). Using 'middleware' the Customer Service Centre is able to record highways faults which automatically update highways' IT systems.
- On-line maps and Twitter provide the public with gritting routes and weather updates.
- Various ICT systems have been introduced to support workforce modernisation, including room booking (Stopford), credit card payments (Civica), document management (Opentext), e-petitions, performance monitoring (TotalNotts), court bundling, traffic accident reporting, beds monitoring and sharing of births, deaths and marriages information (Tell Us Once).

3. Strategic Context for ICT Services

The ICT strategy has been developed in the context of the key business drivers which will effectively support the County Council in delivering its strategic priorities over the next four years. These business drivers fall into three main categories: Strategic, Stakeholder and Technology.

3.1. Strategic Drivers

Budget Challenge – Annual cuts in Central Government funding allied to increased demand and spiralling costs of Adult Social Care and Health and Children's Services mean that it is estimated that the County Council will face a budget gap of £154m by 2017 given the level of services currently provided. Even after savings derived from planned transformation activity (approximately £83m) there is a shortfall in funding in the region of £80m which must be found through further service efficiencies and improved working practices.

Revised Operating Model - Long term financial challenges and the increased demand on services make the County Council's existing model of public service provision unaffordable and unsustainable. Key to the success of any new/revised operating model will be the manner in which members of the public access services and support, with a growing reliance on new media and technology.

County Council Strategic Plan 2014-18 – The plan sets out a clear vision for Nottinghamshire with core values to guide decision making and a set of strategic priorities to achieve its vision. Underpinning this strategy is the need to be innovative, creative and collaborative in the way that we operate and deliver services in order to maximise quality whilst delivering cashable savings and real value for money.

3.2. Stakeholder Drivers

Key drivers from services, partners and the public include:

- The need for a more mobile County Council workforce using IT to deliver greater productivity and requiring a suite of technology solutions (Mobilisation) to suit the different worker styles.
- Greater demand from the public for personalised web based ‘user journeys’ with improved access to services through multiple channels (Channel Shift) and using a variety of devices.
- Increased use of IT to automate and self-serve, to support reduced staff numbers and service delivery costs.
- An increase in shared and co-located services allowing more effective service delivery and providing efficient use of the property estate.
- Increased reliance by service providers on IT systems availability and for business continuity planning.
- Greater demand for home based care services and the provision of assistive technologies.
- Demand for multi-faceted performance information to inform service delivery and improvement.
- Increases in the number of commissioned services, necessitating more data sharing agreements with a wider range of stakeholders.
- Partnership, integration and collaboration with other public sector organisations e.g. delivering on the Care Bill outcomes with our Health partners.

3.3. Technology Drivers

These drivers include the need for an efficient range of ICT services and the exploitation of new and emerging technology:

- The growth in off-premise (Cloud) solutions and a Cloud first design strategy.
- Mobile technology developments including tablet devices, the emergence of 4G wireless connectivity and new web based applications.
- Consolidate the use of, and leverage maximum benefit from existing platforms and applications such as Microsoft and SAP.
- Rationalise the applications estate as a One Council approach to technology use.
- Technology and security roadmaps of the current ICT estate necessitate a programme of continuous upgrades relating to the applications, databases, server infrastructure, network etc.
- Replacing the existing Wide Area Network that is shared with schools (1C1N contract expires October 2015).
- Reduction of operational delivery (Run estate) costs across the ICT estate.
- Employ industry best practise in support of the different technology stacks (e.g. servers, storage, networks, desktops, applications, databases) and ensure compliance with data and information security protocols.

4. ICT Strategic Themes

Given the strategic context there are 5 ICT strategic themes that shape the strategy. These themes are: Workforce Mobilisation; Customer Channel Shift; Business Performance Reporting; Partnership Working and Reliability and Compliance.

4.1. Strategic Theme 1 – Workforce Mobilisation

A more mobile and efficient workforce is considered by the County Council as one of the main enabling factors for the transformation of service delivery. Key to unlocking the benefits of mobilisation is the ability to deliver mobile ICT solutions which enable staff to streamline and improve working practices in order to deliver a more effective and efficient service.

The ICT mobilisation theme will allow for a truly mobile workforce, able to access and input essential information into and from key business systems at the point of service delivery by taking advantage of developments in wireless and 4G connectivity. Information will be available off-line as well as on-line and a platform based approach will allow information to be integrated and sourced from multiple systems where required.

For example, a children’s social worker will be able to access combined information from both Frameworki and Capita One systems on a mobile device, thereby presenting a more holistic picture of the current situation. The same capability can apply for joint teams from multiple agencies; Health trust staff and social care teams having access to a complete view of interactions and interventions by both organisations at the point of service delivery.

An evaluation of products to deliver this requirement has been undertaken during 2013 and has resulted in a pilot of the Total Mobile platform. With a track record in the successful delivery of mobile solutions to both local authorities and various NHS trusts nationally, early indications are that the product is considered fit for purpose to deliver the mobilisation needs for the County Council. A major advantage of the Total Mobile product is that it includes scheduling and monitoring functionality which can be exploited to support staff delivering front line services. This functionality will enable improved business processes covering scheduling, allocation and monitoring of service delivery and provide significant opportunity for both cashable savings and service improvement.

An important element of providing mobile solutions is the security of the devices and the information held on them. In order to conform to both legislative and compliance requirements it will be necessary to implement a “mobile device management platform” that delivers a secure environment for the data, an ability to manage the device remotely and to monitor and manage deployment. Currently, this security requirement is delivered for none Microsoft devices by the suite of products provided by “Good Technologies”. This suite is deemed fit for purpose and an alternate product is not considered a requirement in the short to medium term. However, technology and products in the mobile space evolve rapidly and therefore the ICT strategy includes the provision of other mobile devices and their management within its scope.

4.2. Strategic Theme 2 – Customer Channel Shift

The essence of channel shift is that the public can engage easily with County Council services through the on-line channels of their choice and it is recognised that the potential benefits for both the public and the County Council are significant. As well as improving the way in which the public engage our services, channel shift also affords the County Council the opportunity to radically

change the way in which it delivers its services. Therefore, the ICT channel shift theme will not only set out how technology can improve and transform communication but also how technology can be exploited to deliver improved outcomes for both the public and County Council.

The Digital Development Plan 2013-17 and the channel shift programme of work will drive the specific technology requirements to support channel shift, however the underpinning technology will be focused on web based services accessed through static and mobile devices.

The services delivered via channel shift will fall into four main categories which are:

- **Providing Information:** Changes will include an enhanced web presence via the County Council website, the introduction of web chat functionality to enable real time web based interaction between the public and the County Council and the introduction of web portals which are designed around the public “user journeys”.
- **Transactional Services:** Services such as paying fines, purchasing permits and booking appointments will be delivered via a portal provision utilising a platform based approach.
- **Service Requests:** Service requests will be enabled via self-service portals e.g. Assessments for occupational therapy support, Meals at Home, Home Based services etc.
- **Public Feedback:** Ability to provide feedback to the County Council via web forms accessed from the website.

In addition to changing the way the public initiate interactions with County Council services, channel shift should also consider the opportunity to reduce demand through developed use of assistive technologies. Although assistive technology to support the public to live in their own homes has been provided by ASCH&PP for some years, innovations in this area will see an increase in the range and degree of intelligence and sophistication of devices. It is already possible to link devices such as vital sign monitors, blood pressure monitors, motion detectors, pressure pads, door sensors etc. via Bluetooth to home access hubs that collect key data. As a result there will be an opportunity to exploit the provision of assistive technology by aligning the ICT strategy with the direction of travel of both the ASCH&PP Department and the Health Service in this field. Importantly, capturing data from devices in people’s homes and incorporating this into both social care and health service core IT systems moves the interaction with the service user from being reactive or scheduled to being proactive and on-demand.

For example, Health care professionals might be able to view clinical information such as blood pressure, oxygenation and heart rate remotely before deciding whether a visit was needed, whilst social care staff might reassess need only when thresholds for mobility, safety, social interactions etc. are breached. As these intelligent devices become connected to external systems then their functionality could be expanded to provide services such as video conferencing for family/friends and portals for family monitoring.

4.3. Strategic Theme 3 - Business Performance Reporting

Business performance reporting is planned as a centralised function managed through a Corporate Performance Team. In order to enable reporting to deliver information to manage services more effectively, a new approach to reporting technology is required and the ICT strategy is integral to providing this capability. However it should be noted that whilst this strategy will deliver the technology to build reporting solutions, the value of the information provided will be reliant on the

quality and content of the source data available. The structure of the data at an organisational level is not currently defined and as such merging data from multiple systems, with no common unique identifier, is not available. Therefore, business performance reporting across the organisation will only become available as information management principles are applied to the current disparate IT applications and datasets.

Technology will support and enable business performance reporting in three key areas:

- The tools for the production of datasets: The technology to build the datasets is not specific to the application or database that the data is extracted from and therefore more generic tools can be used. Consequently, in line with current ICT strategy, this functionality will be provided by the Microsoft suite of reporting products available as part of the Microsoft SQL Server stack.
- The tools for the interrogation of datasets: Once extracted the data needs to be interrogated to produce contextualised information for the business user. The options for carrying out this function are many and varied and a range of tools are currently deployed across the organisation e.g. Working with the Corporate Performance Team, the ICT strategy will identify the technology to develop a corporate solution for data interrogation, ensuring a consistent approach and delivery of reliable and accurate information to business users. It is envisaged that the ICT strategy will deliver a core set of reporting and presentation tools built on the Microsoft reporting toolset that enables integration with the Microsoft products already in use across the organisation.
- The tools for presenting information from datasets: Reports, dashboards, trends analysis etc. will be provided by using a combination of advanced functionality within the Microsoft Office suite and capabilities provided via SharePoint collaboration services.

4.4. Strategic Theme 4 – Partnership Working

The ability to work more effectively with our partners across the public, private and voluntary sectors is an essential goal for the County Council. At the same time national initiatives and legislation are driving the requirement for integrated information systems and data across the public sector, with the current economic challenges also necessitating more efficient use of property and technology assets.

From a technology point of view successful partnership working is underpinned by an ability to transfer seamless, secure and reliable information between partner organisations in order to fully integrate services. Whilst information governance will be key, the technical challenges to deliver integration are not insignificant. Data must remain secure across public and private networks and data centres, unique identifiers will need to be present in all records and information and systems architecture must be consistent across all partner organisations.

The ICT strategy will provide the technology platforms that enable the integration of systems at a local, regional and national level. This requirement, and the technology needed to deliver it, is consistent with the strategic approach defined for the other themes previously noted. A platform based approach will enable the integration of systems both external and internal to the organisation and the development of portal solutions will support access for colleagues in partner organisations as well as the public. A secure, reliable and segmented IT network will allow the secure transit of data, and the introduction of the Total Mobile product, with its track record of integration with Health and local government ICT systems, will enable data from numerous systems from multiple organisations to be presented to colleagues working in joint teams.

4.5. Strategic Theme 5 – Reliability and Compliance

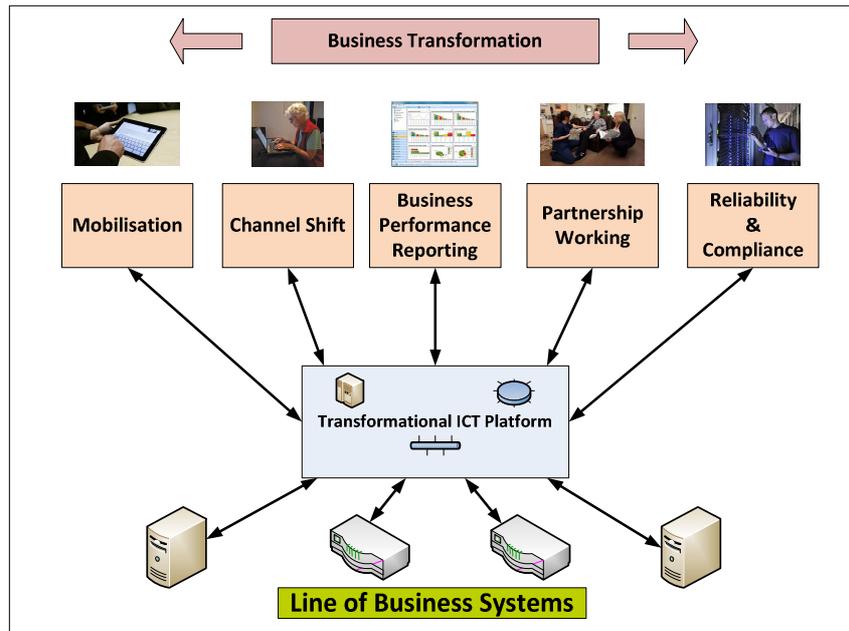
An outcome from the previous ICT strategy was a major overhaul of the County Council's ICT platform (see 2.1) with an emphasis on supporting improved business continuity and delivering reliable ICT services. The ICT estate is large and complex, and over the coming period it is likely to be subject to considerable further change as the organisation seeks to deliver its strategic priorities. In order to effectively manage and deliver this change whilst continuing to provide reliable and robust systems and services, ICT Services has recently moved to a new operating model and staffing structure. This new operating model will enable ICT to focus dedicated resources on maintaining and improving the services delivered by both internal and external service delivery teams. It must be noted however, that external influences will impact on these services as the drive to integrate more and more public services gathers pace. Therefore, it is necessary to ensure that compliance with statutory regulation and security recommendations in the ICT arena are risk managed on behalf of the Authority.

The ICT strategy will support reliability of both the current operational estate and in the design and implementation of new technology solutions:

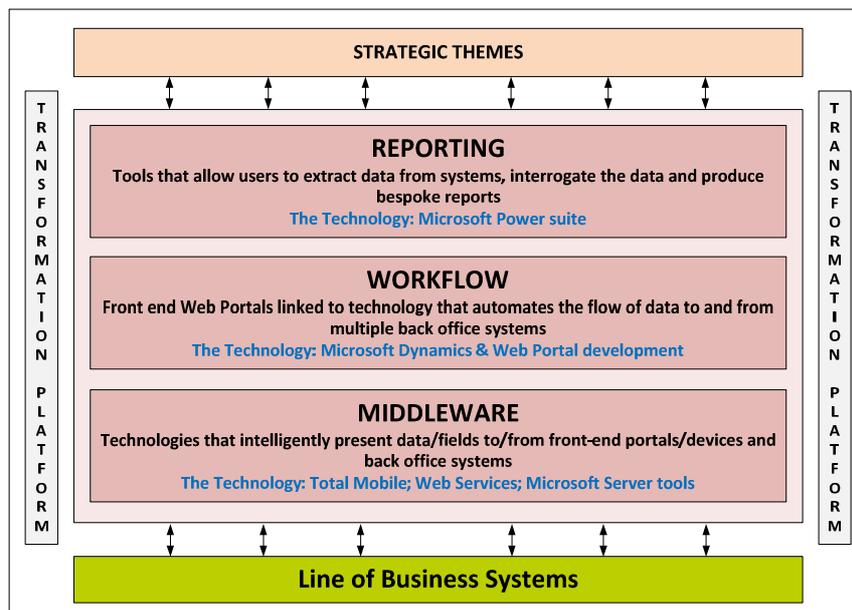
- The Operational Delivery Group, within ICT Services, will drive improved reliability and performance in the existing estate through an ethos of continual service improvement, supported by well-defined and executed core management processes and a yearly refresh programme to ensure that equipment and the ICT platform remains fit for purpose.
- The new ICT service operating model introduces a Design Authority function which will provide essential guidance and design assurance for proposed new technology solutions. The Design Authority will ensure that solution designs are in-line with the ICT strategic direction of travel, fulfil the user requirements, meet business objectives, are scalable, reliable, efficient and are cost-effective to maintain.
- The ICT network will be segmented to enable a 'walled garden' approach to data separation. This will enable greater control over access to sensitive data sourced from other public sector partners such as Health, Probation and Police.
- Access to sensitive information to be used in the mobilisation theme will be transmitted over secure connections from both internal and external data sources.
- Data stored on mobile devices will be secured through high grade encryption as recommended by the Cabinet office CESG group.
- Interagency network connectivity will conform to both PSN (Public Services Network) and N3 (Health) codes of connection.

5. Building a Transformational ICT Platform

In each of the 5 key theme overviews, reference is made to delivering the outcomes of each through a platform based approach. This "Transformational ICT Platform" would be a new layer of technologies that operate between the County Council's core ICT systems and the end users' devices and access channels. The "Transformational ICT Platform" supports the delivery of all 5 key themes and utilises a range of Microsoft technologies, building on the investment that we have already made.



Importantly, the capability delivered through this platform approach will provide the County Council with a scalable, adaptable, sustainable and reliable means of enabling transformational services across the organisation and through partnership working. The “Transformatonal ICT Platform” comprises 3 types of ICT technologies: middleware, workflow and reporting technologies.



5.1. Middleware Technology

Typically, middleware technologies are used to provide three types of functionality:

- **Point to Point Integration** – used to pass data from one IT system to another to negate the need for manual processes to be employed or to ensure data consistency.

- **Functional Integration** – used to deliver functionality not provided in the core IT system e.g. an assessment undertaken in one IT system may, through the use of middleware, trigger a change in entitlement to services provided by another service area.
- **Data Translation** – used to manipulate data in some way e.g. a change to the data format to enable integration with another application.

Recognised as a key enabler for business transformation, the use of middleware in the delivery of ICT solutions is not new. Currently, middleware is used in the County Council to provide integration between the Lagan Customer Relationship Management (CRM) system and the Highways Asset Management System (HAMS), to enable information flows from one to the other. However, the middleware platform needs to be considerably expanded in order to support the 5 key themes.

The key middleware technologies will incorporate the Total Mobile solution (used in the workforce mobilisation pilot with social care teams) and Microsoft tools. The structure and content of the middleware platform will evolve over the life cycle of this strategy as departments and services develop their service requirements. Capacity for new functionality development will be provided using strategic development partners and in-house expertise where appropriate.

5.2. Workflow Technology

The introduction of workflow technology will support the County Council in automating many of its processes and functions, reducing manual intervention and re-keying and supporting real “channel shift” to on-line service provision. A key workflow technology will be the Microsoft Dynamics solution which provides a customer management and workflow toolset that allows an organisation to “stitch” together back-office systems, enabling new workflows to be presented to both corporate users and the public.

5.3 Reporting Technology

An enterprise wide approach to reporting would make use of Microsoft tools, as recommended by a recent review of County Council reporting.

As the County Council’s use of Cloud based services develops the ICT strategy needs to reflect the benefits that migration to these services will offer and in turn ensure the most economical and effective Microsoft licensing agreement for the organisation. In order to prepare for a Cloud first approach and in recognition of a new emerging operating model for the County Council, it is necessary for the Microsoft Enterprise Licensing, due for renewal in 2014, to migrate from a device based model to a subscription based model where users rather than devices are licensed. This licensing model will allow for future migration from current on premise service provision to Cloud based services without additional license costs at the point of migration, and allow investment to be scaled up or down as appropriate based on user numbers.

6. Delivering the Strategic Themes

As well as introducing and developing the technology to deliver the platform capability, each of the 5 key themes will themselves require technology to be introduced and upgraded to provide the functionality to support and enable service transformation. Much of this requirement will be informed through Service Plans and business cases. However, within each of the themes there are

already some known technologies that ICT Services will either need to introduce, upgrade or develop over the first twelve months of the strategy. These include:

- Devices – A range of devices that securely connect to corporate IT systems enabling functionality and data to be available at the point of service delivery.
- Connectivity – A mobile application platform that will support multiple device types and allow development and deployment of role specific functionality.
- Operation – ‘Total Mobile’, a mobile device management solution that enables real time and off-line mobile working with integration into core and line of business systems.
- Management – ‘Good for Enterprise’, a suite of products providing secure mobile communications, remote device management and device monitoring.
- Mobile applications development for colleagues, allowing direct access through a mobile device to core applications and services.
- Mobile applications development for use with the public, allowing direct access through a mobile device to portal based services.
- Web portal design and development offering self-service for transactional services and service requests, and available through static and mobile devices.
- Interim web chat functionality development and procurement.
- Transition to the use of Cloud based infrastructure and software services where appropriate.
- Planning for the transition to a new Wide Area Network (replacement for the 1C1N WAN).
- Develop the mobile element and carry on deployment of the desk top element of communication capabilities such as video conferencing, instant messaging and Voice over IP (VoIP) technology.

7. Funding Overview

The County Council currently has an annual £1 million capital budget for Microsoft licences and an annual £1 million capital budget to refresh the technology layers that make up the ICT platform (network equipment, servers, storage, back-up etc.).

The investment plan in support of this ICT strategy identifies a need for an additional £6.5 million over the next 3 years in order to design, build and run the “Transformational ICT Platform” and to deploy solutions into departments that take advantage of it (to deliver workforce mobilisation, customer channel shift, business reporting, partnering, reliability and compliance). In 2013 Atos Technology and Consulting provided support for the ICT strategy development and identified an estimated £15 million technology investment to underpin a business transformation approach.

The Appendix identifies provisional investment of £4 million over the next 3 years to build and run the ICT platform (equipment, licences, systems and design and build costs), £2.3 million to deploy mobile devices (hardware, licences and support costs) and £250k revenue costs (maintenance contracts). Appropriate business cases will need to be developed for this funding consideration.

8. Risk

The ICT strategy will be delivered through a series of concurrent managed programmes of work delivered in line with the County Council’s project management standards based on PRINCE2, Managing Successful Programmes (MSP) and Agile methodologies. In line with these methodologies, processes and management tools will be in place and managed by the relevant boards to control and contain risks to successful programme and project delivery. Prioritisation of programmes and resources, and monitoring of progress, will be overseen by cross County Council governance arrangements.

Some of the high level risks associated with the delivery of the strategy are:

- A lack of prioritisation across the transformation programme resulting in resourcing constraints associated with having too few ICT and/or business staff whilst running significant concurrent programmes of work.
- The need for business colleagues to be fully engaged in the transformation programme.
- Funding constraints due to unrealistic and under developed business cases.
- Funding constraints where funds identified through business cases are either not made available or are not made available at the appropriate times.
- Changes in scope that can have an impact on cost, resourcing and timescales.
- Business continuity and disaster recovery vulnerabilities associated with the significant changes to the underlying ICT infrastructure.
- Important and urgent organisational business priorities emerging which require significant ICT resourcing, necessitating the redeployment of ICT staff onto new non change related activities instead.
- The technical complexity and interdependencies inherent in the concurrent deployment of large scale ICT solutions.
- Cultural challenges associated with new ways of working, the use of technology and the desire for customised local solutions.

NCC ICT Strategy - Funding Overview

Building the Transformational ICT Platform (Capital Investment):			
2014/15 (£000)	2015/16 (£000)	2016/17 (£000)	Investment Required (£000)
1,640	1,350	965	3,955

Deployment Costs (Capital Investment):			
2014/15 (£000)	2015/16 (£000)	2016/17 (£000)	Investment Required (£000)
690	795	835	2,320

Revenue Consequences of the above:			
2014/15 (£000)	2015/16 (£000)	2016/17 (£000)	Investment Required (£000)
94	103	60	257

**REPORT OF THE CHAIRMAN OF THE CHILDREN AND YOUNG PEOPLE'S
COMMITTEE****CHILDREN MISSING EDUCATION STRATEGY****Purpose of the Report**

1. To seek approval of the proposed Children Missing Education (CME) Strategy (attached as **Appendix A**) as recommended by the Children and Young People's Committee and for six-monthly updates on progress with the action plan to be reported to the Children and Young People's Committee.
2. The CME Strategy is designed to ensure the County Council fulfils its statutory duties to provide education for all Nottinghamshire children and young people. The strategy is intended to guide the work of local authority officers, schools and other agencies in the procedures and practices to track, monitor and maintain contact with children and young people at risk of or already missing education to ensure that vulnerable children and young people remain on a school roll and 'known' to relevant professionals.

Information and Advice

3. The Council is committed to ensuring that every child and young person of statutory school age is on a school roll, with the exception of those children and young people who are electively home educated.
4. The vast majority of children and young people engage positively with school, attend regularly and are actively encouraged to do so by their parents and carers. It is vulnerable young people who are most likely not to attend school. The numbers overall are relatively small and the Council recognises the responsibility to identify these vulnerable children and young people individually to ensure that the Council's resources are targeted on those who need them most.
5. Children and young people who do not access school or appropriate alternative education are deemed to be vulnerable and their risk is increased as they continue to be without a school place.
6. The Children Act 2004 places a duty on all agencies to work together to promote the welfare of children and share information. In order to fulfil this duty, the implementation of the County Council's CME strategy is led by the Service Director for Education, Standards and Inclusion. This strategy (attached as **Appendix A**) and

accompanying Action Plan (**Appendix B**) outlines the Council's strategic responsibility for children missing education (CME). A culture of shared responsibility is essential where all staff, whether school based or directly employed within one of the County Council's teams, have a duty to be alert to children who are not on a roll or attending school. Consultation with schools is currently being undertaken and further feedback will be sought when the strategy is directly mediated with all schools at the summer term headteacher briefings led by the Education Improvement Service.

7. All Council officers responsible for a particular vulnerable group have been tasked to review their current practice to develop a shared and systematic system to identify children and young people who are at risk of failing to access appropriate education or becoming 'unknown'. The strategy also aims to develop cross departmental systems to identify children and young people who are on a school roll but not attending school. These are sometimes referred to as 'grey exclusions'.

Other Options Considered

8. The County Council remains statutorily responsible to ensure that all children and young people of statutory school age access full time education. Therefore, there has been no consideration given to developing a strategy based other than that every school aged child should be on a school roll with the exception of those who are electively home educated.

Reason/s for Recommendation/s

9. Members will wish to be assured that the Council's statutory duty to provide full time education for all children and young people of statutory school age is being properly fulfilled.

Statutory and Policy Implications

10. This report has been compiled after consideration of implications in respect of finance, 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

That:

- 1) the proposed Children Missing Education Strategy be approved.
- 2) six-monthly updates on progress with the action plan be reported to Children and Young People's Committee.

Councillor John Peck
Chairman of the Children and Young People's Committee

For any enquiries about this report please contact:

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Constitutional Comments (LM 10/04/14)

11. The Policy Committee has delegated authority within the Constitution to approve the recommendation in the report.

Financial Comments (KLA 07/04/14)

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

Background Papers and Published Documents

None.

Electoral Division(s) and Member(s) Affected

All.

C0409

Appendix A

Children Missing Education Strategy

April 2014

Purpose of the CME Strategy

This strategy is designed to enable the County Council to fulfil its statutory duties in relation to education provision and the safeguarding and welfare of vulnerable children. It is intended to guide the work of local authority officers, schools and other agencies in the procedures and practices to be followed in order to track, monitor and maintain contact with children and young people at risk of or already missing education. This will prevent vulnerable children and young people becoming 'unknown' to relevant professionals and therefore becoming even more high risk.

Context

The relevant DfE guidance which governs this area of work is the Statutory Guidance on Identifying Children not Receiving a Suitable Education 2012. Ofsted has also published guidance on children missing out on education as well as having a clear focus on the subject within the Ofsted Inspection Framework.

Children and young people who do not access school or appropriate alternative education are deemed to be vulnerable and their risk is increased as they continue to be without a school place. Safeguarding children and young people continues to be a key shared responsibility of the LA with schools and other external partners. High quality education provides children and young people with the necessary skills, knowledge and understanding as well as vital social and emotional skills to prepare for a confident future.

Nottinghamshire County Council is committed to the development of a strategic and coordinated strategy to ensure that every child and young person is 'known' and is accessing education appropriately. This requires all staff to be alert to situations which might indicate that a child or young person may not be on the roll of a school or attending appropriate alternative education. This demands a culture of shared responsibility where all staff, whatever their role, remain alert to children who are not on a roll or attending school

Underpinning principle

The Council is committed to ensuring that every child and young person of statutory school age is on a school roll, with the exception of those children and young people who are electively home educated.

Why should children and young people be on a school roll?

All children and young people of statutory school age are legally required to be on a school roll and to access full time education unless there is a medical reason that makes this inappropriate or they are being formally electively home educated. Schools are responsible for keeping children and young people safe during the school day and have the knowledge, expertise and resources to ensure that children and young people access their educational entitlement to fulfil their potential within the aspirational contexts of school.

For a small minority of children and young people, the 'traditional' school setting may not be appropriate for all or part of their experience. However, it is important that the school remains the commissioner of any externally provided education or support and accepts responsibility for the outcomes of the provision they have commissioned. This quality assurance is the best guarantee that children and young people can have of receiving appropriate education that equips each young person with the necessary skills for the future and keeps them safe.

Current situation

Nottinghamshire County Council has an officer whose sole duty is to monitor and track children missing from education. This officer sits within the Safeguarding an Independent Review group and is responsible particularly for:

- Children and young people whose whereabouts are unknown but who are on a school roll
- Children and young people whose whereabouts are known but who are not on a school roll i.e. moved into the area

There is clear policy and protocol agreed with schools to ensure that CME are identified and reported to the Local Authority. The CME officer works in partnership with other CME officers across the country and with partner agencies to ensure that school aged children are located and supported to return to school. The CME officer and Fair Access officer have an agreed protocol to ensure that once a CME is identified, a school place is secured quickly through the Fair Access protocol. There has been significant investment in raising school and academic awareness of the CME process through formal communication, newsletters and safeguarding board training. Schools are therefore regularly updated and are aware of their responsibilities to ensure accurate information is shared. Officers are prepared to challenge schools which remove children and young people improperly or illegally from their roll or will not accept pupils onto their roll who need to join them.

Who are the children and young people at risk of missing education?

The vast majority of children and young people engage positively with school, attend regularly and are actively encouraged to do so by their parents and carers. It is vulnerable young people who are most likely not to attend school. The numbers overall are relatively small and Nottinghamshire County Council recognises their responsibility to identify these vulnerable children and young people individually to ensure that the Council's resources are targeted on those who need them most.

The Children Act 2004 places a duty on all agencies to work together to promote the welfare of children and share information. In order to implement the requirements of the County Council's CME strategy, the County Council has a nominated a Service Director to ensure that the work of a wide range of professionals is brought together to do all that is possible to prevent individuals or groups of young people becoming 'not known' to appropriate professionals and therefore passing from the Council's protection.

What has the County Council been doing?

The Council has recognised that keeping children on a school roll and accessing their education entitlement is a key part of keeping children safe. As a result, a wide range of professionals has been brought together under the leadership of the Service Director with responsibility for Education, Standards and Inclusion to review current practice, share good practice and identify gaps through which children and young people can fall. The Council recognises the commitment and good practice that can currently be identified but also acknowledges that there has been insufficient sharing of knowledge, information and data.

Under the leadership of the Admissions of Vulnerable Children Group, chaired by the Service Director, approaches and systems have been discussed and shared so that inconsistencies can be identified. All officers responsible for a particular vulnerable group have been tasked to review their current practice in relation to knowing who their children are and to begin to develop at team level, a system to identify children and young people who are at risk of failing to access appropriate support or become 'unknown'. This will inform the development of a departmental action plan, to be shared with schools and other key partners, that aims to develop new ways of working across services and partners. The effective sharing of information to identify children and young people at risk of becoming "unknown" will allow services to take appropriate action to re-engage these children and young people with school or other alternative provision. The list of children and young people who are most likely to be subject to this strategy are listed in Appendix A (i). This list also shows the officer responsible for each of these vulnerable groups of children and young people

Appendix A (i)

Coordinator of the Virtual School

- Looked After Children
- Looked After Children placed out of Nottinghamshire
- Other LA Looked After Children placed within Nottinghamshire
- Children on the edge of care
- Asylum seeking children in dispute over age assessments

Fair Access officer

- Children on a school roll but not in full time education
- Children without a school place accessing interim NCC provision
- Fair Access pupils
- Children educated other than at school
- Children on roll of a school receiving NCC funded provision to ensure continued access to education
- Children out of school
- Children on managed moves
- Children who are known to be on part time provision
- Children leaving Elective Home Education seeking a school place

Children Missing Education Officer

- Children whose whereabouts are unknown but are on a school roll
- Children whose whereabouts are known but who are not on a school roll (i.e. moved into the area)

Youth Justice Coordinator

- Young offenders
- Young people in custody
- Young people on remand

Targeted Support

- Gypsy, Roma and Traveller (GRT) families not engaged with education
- Young people receiving education in FE settings dropping in and out
- New or returning Travellers to Nottinghamshire without a school place
- Eastern European migrants without a school place

Locality Coordinators for health related education

- Pregnant young girls and young mothers
- Children without a school place accessing health related education

Educational Psychologists and other Special Educational Needs and Disabilities (SEND) Officers

- Children with SEND accessing alternative provision within Nottinghamshire
- Children with SEND accessing provision outside of Nottinghamshire
- Children with SEND with a statement
- SEND children with a statement or Education, Health and Care Plan (EHCP) receiving Elective Home Education
- Primary aged children who have been permanently excluded
- Children on roll at Pupil Referral Units
- Children in Year 12 accessing post 16 alternative provision

Early years and Early Intervention Officers

- Vulnerable 2,3,4 year olds not accessing funded provision

Children's Social Care Officers

- Children in need and children on child protection plans
- Children and young people who are hospitalised long term
- Children at risk of sexual exploitation, human trafficking, female genital mutilation (FGM), forced marriage
- Children in homes experiencing domestic violence

- Young carers
- Children and young people who self-harm and/or misuse illegal drugs and alcohol

Data, Policy and Provision Officers

- Children not transitioning between key stages

Appendix B

Children Missing Education (CME) Action Plan

Develop a cross service strategic approach to children missing education in partnership with families, schools and other stakeholders		
Actions to be completed in 2014/15 (also include actions from the Council's Annual Delivery Plan)	Responsible Officer	Timescale
<p>Develop a corporate culture where senior officers are supportive of colleagues at all levels who challenge schools in regard to inclusion and appropriate provision for the most vulnerable groups. This will include challenge to official and unofficial exclusion and inappropriate removal from a school roll.</p> <ul style="list-style-type: none"> • Corporate Director to include a commitment to retaining vulnerable children and young people on school roll and to avoid 'grey' and illegal exclusion and removal from roll in summer term letter to all Nottinghamshire headteachers and chief executives of all relevant academy chains (Anthony May) • Lead Service Director to brief Senior Members on the issues involved and the actions necessary to deliver upon CME policy (John Slater) • Governor Services to develop the knowledge and understanding of the CME policy through a Director's Report Autumn term 2014 (John Slater and Leonie Meikle) 	Anthony May	April 2014 – on going

Develop a cross service strategic approach to children missing education in partnership with families, schools and other stakeholders

Actions to be completed in 2014/15 (also include actions from the Council's Annual Delivery Plan)	Responsible Officer	Timescale
<p>Develop a CME strategy in consultation with key partners including schools and families.</p> <ul style="list-style-type: none"> • Consultation on strategy with internal key officers across services including Children, Families and Cultural Services leadership team (March 2014) • Consultation with all head teachers at HT Briefings (Summer term) • Consultation with the Primary, Special and Secondary Trust Boards (Summer term) • Consultation with the Dioceses (Summer term) • Consultation with Elected Members (Summer term) • Seek approval for the strategy by a formal political process (April 2014) 	John Slater	August 2014
<p>Relevant services to develop a priority within their service plan that focuses on their service responsibility for CME to identify how their service is contributing to ensuring that every school aged child is accessing full time education or appropriate alternative provision.</p> <ul style="list-style-type: none"> • Quality Assurance and Improvement (Jon Hawketts) • Targeted Support and Youth Justice (Laurence Jones) • Admissions and Fair Access (Marion Clay) • Children's Social Care (Steve Edwards) 	John Slater	April 2014

Develop a cross service strategic approach to children missing education in partnership with families, schools and other stakeholders

Actions to be completed in 2014/15 (also include actions from the Council's Annual Delivery Plan)	Responsible Officer	Timescale
<p>Develop clear guidance to schools to ensure that all schools are aware of their responsibility to provide full time education for all pupils including those who are challenging, accessing an alternative curriculum or who are ill or pregnant.</p> <ul style="list-style-type: none"> • Draft guidelines for schools (Karen Hughman and Denis McCarthy) • Write to all schools with the advice (John Slater) • Incorporate the advice into the HT Briefing session (John Slater and Marion Clay) 	John Slater	May 2014
<p>Review Child Protection plans and Children in Need plans to identify any child or young person who is not on a school roll or not attending school.</p> <ul style="list-style-type: none"> • Ensure that Targeted Support is working in partnership with Social Workers to ensure the child has a school place and is attending school • Develop a systemic process whereby Social Workers at Child Protection and Children in Need reviews report attendance and refer to Targeted Support or the Fair Access officer to mediate a school roll 	Steve Edwards	May 2014
<p>Group Managers and Team Managers with responsibility for any vulnerable group to review their practice to ensure that every child or young person is appropriately tracked and supported back to full time education or alternative provision with this information shared across services and with schools appropriately.</p> <ul style="list-style-type: none"> • Develop a robust tracking system easily accessible by all teams to monitor and track children and young people appropriately 	All Group Managers and Team manager for Information and Data (Bev Cameron)	July 2014

Develop a cross service strategic approach to children missing education in partnership with families, schools and other stakeholders

Actions to be completed in 2014/15 (also include actions from the Council's Annual Delivery Plan)	Responsible Officer	Timescale
<ul style="list-style-type: none"> • Ensure the electronic tracking system developed at team level captures whether the child is accessing full time education, on a school roll, on a school roll accessing alternative provision, not on a school roll but accessing education, including whether this is full time or not. This tracker should also incorporate the data that a child protection inspection will require. This data is average attendance, Statemented/School Action Plus, and receiving suitable education. In addition, for current and former LAC, expected levels of progress and number of schools attended are recorded. • Develop a secure way of internal teams exchanging pupil level information electronically and securely across teams and with schools • Develop information sharing protocols to facilitate appropriate sharing of information with schools and external partners 		
<p>Develop a key monthly monitoring meeting, chaired by the Service Director and attended by all CFCS Group Managers to monitor their relevant teams' CME data to identify children at risk, analyse trends and patterns related to particular areas and/or schools and to report action taken with those identified.</p> <ul style="list-style-type: none"> • Agree monthly dates starting March 2014 • Report monthly to the CFCSLT via the regular performance reporting system 	<p>Service Director and CFCS Group Managers</p>	<p>March 2014 and monthly thereafter</p>

**REPORT OF THE CHAIRMAN OF THE CHILDREN AND YOUNG PEOPLE'S
COMMITTEE****UNDER-16 HOME TO SCHOOL TRANSPORT POLICY 2014 AND POST-16
TRANSPORT POLICY 2014/2015****Purpose of the Report**

1. To seek approval of the following revised policies as recommended by the Children and Young People's Committee:
 - a) Under-16 Home to School Transport Policy 2014
 - b) Post-16 Transport Policy 2014/2015.

Information and Advice

2. Nottinghamshire County Council is required to publish its Under-16 Home to School Transport Policy and the Post-16 Transport Policy in accordance with the Education and Inspections Act 2006 which built on provisions in the 1996 Act. Where amendments are proposed, these must be subject to consultation and the agreed new policy published by 31 May each year. The proposed amendments to the policies are outlined below. Copies of the proposed policies are available as background papers.

Under-16 Home to School Transport Policy 2014

3. The Under-16 Home to School Transport Policy sets out the County Council's provision of school transport services and travel assistance for pupils aged 4-16 years. It sets out the criteria for:
 - eligibility for travel assistance
 - how parents/carers may apply
 - how decisions are made
 - the type of assistance that may be available
 - how parents/carers may appeal against decisions they are unhappy with.

4. The Under-16 Home to School Transport Policy has the following amendments.
- a. Travel entitlements for pupils identified with Social, Emotional and Behavioural Difficulties (SEBD)
With the introduction of new educational placement arrangements for children with SEBD within Nottinghamshire, the policy has been amended to reflect these changes. Appendix C has been added; this articulates the entitlements for children with SEBD attending alternative provision.
- b. Independent Travel Training
Nottinghamshire County Council's Independent Travel Training Programme was introduced to schools and colleges in Nottinghamshire in September 2013. The Home to School Transport Policy has been amended to reflect the introduction of this programme.
- c. Discretionary provision - Moving home and temporary accommodation
- The discretionary provision for protecting travel entitlements for pupils moving home in Year 6 has been removed. Pupils who move home in Year 6 and remain at the catchment primary school for their old address will not be entitled to travel assistance.
 - Children of families who move into temporary accommodation for reasons outside their control will continue to receive travel assistance for up to a period of six months. The policy has been changed to restrict this assistance to a maximum of 25 miles travelling distance and 75 minutes travelling time.
- d. Current practice
The following amendments have been made to clarify current practice:
- The Council will not provide travel assistance for transition visits to new schools.
 - The Council will only provide transport on medical grounds for children attending their catchment or designated school.
 - The Council will not provide travel assistance to/from enrichment activities, homework clubs and revision sessions.
 - The Council will not provide travel assistance for children who are taken ill at school.
 - The term "catchment area" when used in the policy has been clarified to indicate the catchment area as defined by Nottinghamshire County Council not by a school or other educational establishment.
- e. Travel assistance to preferred schools
Following a decision made by Nottinghamshire County Council's Policy Committee on 18 September 2013, the roll out of the Discretionary Travel Scheme for secondary age pupils attending a preferred school was ceased. The policy has been amended to reflect this decision.

Post-16 Transport Policy 2014/2015 Academic Year

5. The Post-16 Transport Policy consists of a travel scheme which aims to enable post-16 students to access education. The scheme is available to all Nottinghamshire County residents who meet the qualifying criteria. Where the County Council determines that student has a special transport need this will be provided.
6. The Post-16 Transport Policy for the Academic Year 2014/2015 has the following amendments.
 - a. Travel Assistance – Half Fare Pass
Eligible students may purchase a pass which entitles the user to travel at half adult fare. The price of the half fare pass has remained at £99 for over 15 years. The cost of the pass will increase to £120 from September 2014.
 - b. Travel Assistance – Travel Grant
Nottinghamshire County Council provides a Travel Grant to support Post 16 students who have either no access to public transport (e.g. live in a rural location) or whose course is offered at their nearest college/school which may be outside the Nottinghamshire border. From September 2014 the policy will be changed to restrict this assistance to a maximum of 25 miles travelling distance and 75 minutes travelling time.
 - c. Students with special transport needs – Independent Travel Training
Nottinghamshire County Council's Independent Travel Training Programme was introduced to schools and colleges in Nottinghamshire in September 2013. The Home to School Transport Policy has been amended to reflect the introduction of this programme.
 - d. Students with special transport needs – Current practice
The following amendments have been made to clarify current practise
 - The definition of full time study has been clarified more fully; students must be attending a full time course of a minimum of 540 guided learning hours per year over a period of at least 30 weeks.
 - The Council will not provide travel assistance for students who are taken ill at school/college.

Consultation process and responses

7. Public consultation on the changes to the Under-16 Home to School Transport Policy and the Post-16 Transport Policy were undertaken from Monday 3 February 2014 to Sunday 2 March 2014. The current policies together with a summary of changes were available on the Nottinghamshire County Council website during the consultation period.
8. Additional engagement on the amendments to the policies was undertaken prior to and during the public consultation period with key stakeholders. All Nottinghamshire Schools, Nottinghamshire Colleges and neighbouring councils were e-mailed about the consultation, and encouraged to view the consultation pages on the website.

9. Written responses were invited to the proposals outlined in the consultation. Eight responses were received by the closing date of the consultation, two of which were from schools, Toot Hill and Outwood Academy Portland, and six responses from parents.

Summary of key issues raised

10. The key issues in the correspondence received were:
- Cessation of the preferred travel scheme for secondary age pupils – 6 responses.
 - Travel to faith schools – 2 responses.
 - No home to school transport for enrichment activities – 1 response.
 - Rise in the cost of Post-16 travel – 1 response.
 - Restriction of Post-16 travel assistance to nearest establishment – 1 response.

Other Options Considered

11. The option to make no changes to the Under-16 Home to School Transport Policy and the Post-16 Transport Policy was rejected as modest proposals are considered necessary in the interests of transparency, to clarify existing practice or to bring specific provisions in to alignment, e.g.: with regard to maximum travel times or distances. The increased fee for Post-16 passes is proposed in view of the rising cost of provision since their introduction. The option to freeze the fee was discounted as being unrealistic in light of the budget challenge faced by the Council. Proposals for a higher increase were discounted in recognition of the financial climate for service users.

Reason/s for Recommendation/s

12. It is a requirement that the local authority reviews the Under-16 Home to School Transport Policy and the Post-16 Transport Policy each year. The two policies have been reviewed and amended for the reasons stated in the report. The proposed policies meet the statutory requirements of the local authority to provide transport to pupils and students in Nottinghamshire.

Statutory and Policy Implications

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

Implications for service users

14. Students applying for Post-16 travel assistance will be charged at the new rate of £120 for the half fare pass from September 2014.
15. Students applying for a Post-16 Travel grant from September 2014 will have the new restrictions applied to this grant. The grant will only be considered in exceptional circumstances and will only be considered where they are attending the nearest

school/college to their home address. The distance travelled will be restricted to a maximum of 25 miles travelling distance and 75 minutes travelling time.

Financial implications

16. There are no anticipated additional costs relating to the proposed changes to the Under-16 Home to School Transport Policy and the Post-16 Transport Policy.

Public Sector Equality Duty Implications

17. As part of the process of making decisions and changing policy, public authorities are required by law to think about the need to:
 - Eliminate unlawful discrimination, harassment and victimisation.
 - Advance equality of opportunity between people who share protected characteristics (as defined by equalities legislation) and those who do not.
 - Foster good relations between people who share protected characteristics and those who do not.
18. Equality Impact Assessments (EIAs) are a means by which a public authority can assess the potential impact that proposed decisions / changes to policy could have on the community and those with protected characteristics. They may also identify potential ways to reduce any impact that a decision / policy change could have. If it is not possible to reduce the impact, the EIA can explain why. Decision makers must understand the potential implications of their decisions on people with protected characteristics.
19. An EIA has been undertaken and is available as a background paper. Decision makers must give due regard to the implications for protected groups when considering this report.

Human Rights Implications

20. The provisions of the Equality Act 2010 and the European Convention on Human Rights are recognised throughout and in particular in sections relating to Special Educational Needs and Disability.

RECOMMENDATION/S

That:

- 1) the revised Under-16 Home to School Transport Policy 2014 be approved.
- 2) the revised Post-16 Transport Policy 2014/2015 be approved.

Councillor John Peck
Chairman of the Children and Young People's Committee

For any enquiries about this report please contact:

Janie Goodman
Transport Policy Officer
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Constitutional Comments (LM 10/04/14)

21. The Policy Committee has delegated authority within the Constitution to approve the recommendations in the report.

Financial Comments (KLA 07/04/14)

22. The financial implications of the report are set out in paragraph 16 above.

Background Papers and Published Documents

Under 16 Home to School Transport Policy 2014
Post 16 Transport Policy 2014/2015
Equality Impact Assessment

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.

C0410



**REPORT OF THE CHAIR OF THE ADULT SOCIAL CARE AND HEALTH
COMMITTEE**

REVISED ASSISTANCE WITH MEDICATION POLICY

Purpose of the Report

1. To seek approval for a revised Assistance with Medication Policy for Re-ablement Support Workers in the Short Term Assessment and Re-ablement Team (START) who are working in a Service User's home.

Information and Advice

2. The purpose of the policy is to detail the principles that must be followed by Re-ablement Support Workers in relation to medication.
3. START and re-ablement is about regaining skills and confidence to help individuals live as independently as possible in their own homes. It is designed to help people who are struggling with everyday tasks e.g. personal care, getting dressed or getting about their home. The service can be provided for up to 6 weeks; during this time staff may suggest doing things in different ways or offer small items of equipment to make doing things easier. The aim of the service is to reduce dependence for on-going services or re-admission to hospital.
4. Different people can benefit from re-ablement support, for example, older or disabled people who feel vulnerable and less confident doing things around the home. People who have had an accident or illness that has caused them to lose the ability to do the things at home are also ideal for re-ablement.
5. The service comprises of Re-ablement Workers who provide the support, Occupational Therapists who advise on ways of doing things differently or provide small aids and adaptations and social care staff who complete assessments where ongoing services are required.
6. This policy supersedes the original version 1 of the policy which was approved by the Council on 20 July 2010.
7. In summary, the changes are:
 - **Changes in role and responsibility:** the role of Senior Re-ablement Support Worker (RSW) has been replaced by Peri RSW. This tier of staff no longer supervises front-line workers. Re-ablement Managers now supervise the Peri RSWs and front-line

staff (RSWs). The Policy has been changed to reflect this and make clear the lines of responsibility in relation to medication.

The Policy now includes the role and responsibility of Occupational Therapists who were not members of the team at the time of the original Policy.

Following implementation of the original Policy, START moved from the end of the commissioning process to the beginning of the customer journey, consequently the Policy had to be changed to reflect this change. This was particularly pertinent to the Mental Capacity Act in relation to administering medication to customers who had no insight into their medications.

- **Lessons learned from implementation of the original Policy:** Some areas of support with medication were missing from the original Policy and required inclusion, for example: guidance for the splitting of tablets; drawing up liquid into an oral syringe; administering nasal drops and sprays; non-prescribed preparations used as part of a personal care routine.
In addition, it was felt that the training and competency assessments for staff should be more robust. The updated Policy states what is required at Induction and at yearly refresher.
- **Layout:** the Policy has been made easier to follow and flows better. This makes it easier for reference, to translate into guidance for staff and for training purposes. There is also an updated and extended list of 'definitions' to aid interpretation.
- **Appendix:** The Policy Appendix now includes an extensive Directory of GP Practices and Community Pharmacy details. There are also documents to assist with implementation and guidance for staff; a new MAR chart and updated Guidance Notes. In addition there are updated risk assessment templates including an algorithm for assisting with Warfarin.

Other Options Considered

8. Not applicable

Reason/s for Recommendation/s

9. The policy sets out the principles that must be followed throughout the START service of the Council so that the Care Quality Commission essential standards of quality and safety related to medication are met for service users.
10. In addition, the service has been reconfigured since 2010 so the policy required updating to reflect the new structure, roles and responsibilities of staff. As the policy has now been live since 2010, there were also areas that had been highlighted for further clarification or areas that were previously omitted; these are now in the policy.

Statutory and Policy Implications

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

Implications for Service Users

The implications for service users are that they are supported with their medication in a safe and planned manner. It also safeguards that they will receive support from staff who have been appropriately trained and competency tested to administer and support with medication.

RECOMMENDATION

- 1) That approval is given to the Assistance with Medication Policy for Short Term Assessment and Re-ablement Team (START) Re-ablement Support Workers Operating in a Service Users' Home.

COUNCILLOR MURIEL WEISZ

Chair of the Adult Social Care and Health Committee

For any enquiries about this report please contact:

Constitutional Comments (SLB 11/04/2014)

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

Financial Comments (KAS 25/04/14)

13. There are no financial implications contained within the report.

Background Papers and Published Documents

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

- None

Electoral Division(s) and Member(s) Affected

- All

Policy Library Pro Forma

This information will be used to add a policy, procedure, guidance or strategy to the Policy Library.

Title: Assistance with medication policy for Short Term Assessment and Re-ablement Team (START) re-ablement support workers operating in a service users home

Aim / Summary:

To detail the principles that must be followed by re-ablement workers in relation to medication

Document type (please choose one)

Policy	X	Guidance	
Strategy		Procedure	

Approved by: Policy Committee **Version number: Two**

Date approved: Submitted to May 14 meeting **Proposed review date: May 2016**

Subject Areas (choose all relevant)

About the Council		Older people	X
Births, Deaths, Marriages		Parking	
Business		Recycling and Waste	
Children and Families		Roads	
Countryside & Environment		Schools	
History and Heritage		Social Care	X
Jobs		Staff	
Leisure		Travel and Transport	
libraries			

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Please include any supporting documents

1. Not applicable

Review date **Amendments**



**Nottinghamshire
County Council**

Assistance with medication policy for Short Term Assessment and Re-ablement Team (START) re-ablement support workers operating in a service users home Policy

Context

This policy details the safe and secure handling of medicines by the Short Term Assessment and Re-ablement Team (START) staff of Nottinghamshire County Council.

Scope of this policy

All medication is potentially harmful, if not used correctly, and care must be taken with its storage, administration, control and safe disposal. It is important therefore that START employees who provide support are confident about their role in the management of medication.

Principles and Commitments

The policy sets out the principles that must be followed throughout the START service of the Council so that the CQC essential standards of quality and safety are met. It provides clarity on the medication tasks that can be undertaken by START staff (following training and assessment of competency) and those tasks which should remain the responsibility of healthcare.

Key actions to meet the commitments set out in the policy

The aim of this policy is to provide clear guidance to the re-ablement support worker, service user, and their relatives as to the nature of support that may be given with medication administration by paid carers in the domiciliary setting.

The result of using this policy must be that service users have the,

Right medicine
Right dose
Right time
Right route

and medication is assisted/administered to the **Right person**.

The following **principles** will also apply:-

- Independence will be promoted, encouraging service users to manage their own medicines as far as they are able, and for as long as possible
- The service user's independence at home will be maintained
- If the person is assessed as lacking capacity, the principles in the Mental Capacity Act must be applied.
- Where there is no carer or other responsible adult willing and able to assist service users to take their medicines at home, or where the service user requests that informal carers are not to be involved in administration of their medication, START staff will undertake this task as part of the agreed personal care.
- Where START staff assist service users to take their medication there must be a formal agreement with the service user and their relatives as to which tasks are the responsibilities of START.
- Any assistance provided with medication will be by trained competent employees.
- The START service will not be provided solely for the purpose of administering/assisting with medication however, this may be considered as an interim arrangement on a case by case basis.



REPORT OF CHAIR OF FINANCE AND PROPERTY COMMITTEE

REVISED POLICY AND GUIDANCE ON COUNCILLORS' DIVISIONAL FUND

Purpose of the Report

1. To agree a revised policy and guidance notes on the use of the Councillors' Divisional Fund.

Information and Advice

2. The Councillors' Divisional fund is a specific budget to enable each elected member to put forward proposals for expenditure in their electoral division.
3. In the February 2014 budget this fund was reduced to £5,000 per elected member from the previous budget of £10,000 per elected member.
4. The policy and guidance on usage of the funds has not been reviewed since September 2012 and in light of the reductions agreed in February, a review to ensure consistency and clarity in the application and use of the funds was considered necessary.
5. The suggested revised scheme and guidance for use of the funds is attached as Appendix A.
6. The main changes proposed are
 - No carry forwards. All funds must be spent in the financial year in which they are allocated. Any unspent funds will be returned to County Fund balances
 - Awards cannot be made to support any matter which is contrary to Council Policy or to oppose or support any proposals including planning proposals which the County Council has a legal obligation to decide
 - Requests for funding must demonstrate how the application meets the Council's strategic objectives
 - 5-10 applications each year will be the subject of an audit process
 - Quarterly reports on expenditure under the fund will be brought to Finance and Property Committee.
 - Awards must be in excess of £35 to ensure administration costs do not exceed the amount of the award

Other Options Considered

7. The scheme could remain unaltered but in light of the Council's current budget issues it is considered essential that the scheme is reviewed to ensure best value from this expenditure head.

Reason/s for Recommendation/s

8. As set out in paragraph 7

Statutory and Policy Implications

9. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health 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

10. There are no direct financial implications arising from this report. Council has already agreed in the budget report of February 2014 to reduce the funding available under this scheme.

RECOMMENDATION/S

1) That the revised policy and guidance for the Councillors' Divisional Fund be approved and implemented with immediate effect.

Cllr David Kirkham
Chair of Finance and Property Committee

For any enquiries about this report please contact:

Jayne Francis-Ward

Constitutional Comments (SLB 28/04/14)

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

Financial Comments (SEM 28/04/14)

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

Background Papers and Published Documents

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

- None

Electoral Division(s) and Member(s) Affected

- All

Revised Policy and Guidance on Councillor's Divisional Fund

This Policy was last revised in September 2012.

1. Background

- a) The Councillor's Divisional Fund (CDF) is a specific budget to enable each Member to, subject to compliance with the requirements of the scheme put forward proposals for expenditure in their electoral divisions which accord with the strategic objectives of the Council.
- b) Each Member will receive an annual allowance of £5,000 to spend within each financial year. Any funds remaining and unspent within this budget at the end of the financial year will be returned to County Fund balances.
- c) Applications will be processed through Democratic Services, who will also give advice on the operation of the fund and whether proposals meet the requirements of the scheme. A record of all expenditure under the scheme will be maintained and will be publicly available on the Council's website.

2. The Scheme

- a) The fund is designed to allow members to offer financial support to those individuals, organisations and groups within their division who actively support the community.
- b) Proposals should be for one-off items of expenditure and not for anything which could create an on-going financial commitment, e.g. administrative support.
- c) Funding is not available for the direct employment of staff, or for rent or general running costs of the organisation.
- d) Funding is not available for general charitable donations where there are no specific and identifiable benefits to the particular division.
- e) Funding cannot be given to any request which supports any matter which is contrary to County Council Policy - additionally funding cannot be provided to oppose or support any proposal including planning proposals which the County Council has a legal obligation to determine. A decision to refuse any requests will be made by the Monitoring Officer in consultation with the Chairman of the Finance and Property Committee.
- f) Two or more members may agree a joint proposal for the whole or part of their divisional budgets provided the proposals meet the requirements of the scheme.

- g) Any awards made should be in excess of £35.00 in order to ensure that the administration costs of awarding the payment do not exceed the payment itself.

3. Declarations of Interest

- a) The Council's Code of Conduct and the Nolan Principles and usual rules on declarations of interest apply to the CDF. Members must not place themselves in a position where their honesty and integrity may be questioned and should exercise their responsibility for the stewardship of the council's resources properly.
- b) If a Member has a private interest in a proposal they must declare it on the application form. Members should not put forward a proposal in which they could be considered to have a disclosable pecuniary interest.

4. Administrative Procedures

- a) Proposals for expenditure must be made on the agreed proforma application form and submitted to Democratic Services.
- b) Payments will be made by cheque, BACS transfer or internal transfer.
- c) If other County Council funding for the same project has been applied for, agreed or previously provided, such details should be included on the application form.
- d) Where a proposal is for a project that requires funding from more than one source, the grant will be not paid until all the funding is in place but an indication of support can be given.
- e) The Council's Grant Aid strategy directs applicants for grant aid requests below £500 to make applications for the Divisional Fund. Applications under the grant aid scheme must demonstrate how the project for which funding is requested meets the strategic objectives of the Council. Funding proposals/requests under the Divisional Fund Scheme must also demonstrate how the project meets the Council's Strategic Objectives.
- f) Between 5-10 applications annually will be the subject of an audit which will include ensuring that the monies provided have been spent in accordance with the application made. The applications to be audited will be agreed with the Chairman of Finance and Property Committee and the results of the audit reported to Finance and Property Committee.
- g) Reports on the use of the Divisional Fund will be brought to Finance and Property committee on a quarterly basis.

5. Publicity

- a) CDF funding is intended to have a direct benefit for the community. It is important that this is transparent and that the contribution made by the Council is recognised appropriately.
- b) In order to ensure funding is recognised –
 - i) awards made will be reported on the individual web pages of Members
 - ii) a list of awards made will be maintained on the Council's website
 - iii) press releases will be issued on particular schemes.
 - iv) reports on the use of the Divisional Fund will be brought on a quarterly basis to Finance and Property Committee.
- c) In addition to this, the organisations in receipt of the award will be expected to acknowledge the County Council's funding. This may include a notice stating the project was funded via the Divisional Fund, or acknowledged in the organisations publications, annual reports or meeting minutes. Individual Councillors should not be named in any permanent notices or plaques. Advice on suitable publicity is available to Members from the Service Director for Communications.

6. Review

The Scheme will be kept under review in accordance with all council policies.

7. Pre-Election Periods

In the year of a County Council election, no requests for funding, payments or publicity relating to this scheme will be proposed or permitted from the date of publication of the Notice of election until after polling day.

Saved in: JF26\POLICY\Councillor's Divisional Fund

REPORT OF THE LEADER**UPDATE ON THE NEW ARRANGEMENTS FOR TRANSLATION AND INTERPRETATION****Purpose of the Report**

1. To provide an update on the progress and performance of the new arrangements for delivering translation and interpretation services.

Information and Advice

2. Ensuring service users are provided with language translation and interpretation is critical for ensuring fair access to services. The vast majority of service demand is to support social care and safeguarding work e.g. interpretation at case conferences and translation of documents which can form part of court papers.
3. Local interpreters and translators undertake the work which includes face to face or telephone interpreting, translation of the written word into alternative languages and Braille translation. British Sign Language (BSL) interpreting is covered by a separate contract.
4. For over 20 years, the Council commissioned translation and interpretation through its in-house service, which in recent years was based within the Communications and Marketing team.
5. In order to deliver translation and interpretation services in a more efficient way, Policy Committee agreed on 25 May 2013 to outsource the service in order to achieve a range of benefits. These included:
 - make savings through the outsourcing of the back-office in house service
 - provide better value for money through a more efficient delivery model
 - deliver an improved quality of service
 - the opportunity for local translators and interpreters to work for the new provider and access training and support
6. Following a procurement process, The Language Shop – part of the London Borough of Newham - was commissioned to provide translation and interpretation services for the County Council. It has over 20 years' experience providing translation and interpretation services to the public sector. It is quality assured through Investors in People, Customer Service Excellence accreditation (previously known as the Charter Mark) and is in the process of securing ISO 9000 accreditation (its assessment is due in June 2014).

7. The contract commenced on 25 November 2013 for an initial 12 month period, with possibility of extension subject to performance. The new arrangements have been in operation for just over five months and this report provides an initial assessment of performance to date. The first month included a transition period for the service to be handed over to the new provider and the Christmas break period. Therefore, to give the most accurate performance information, the data given in this report is for the three month quarter period January to March 2014 (unless otherwise stated).

Progress

8. The transition to the new arrangements proved successful. Some of the benefits of the new service which have already been realised are:
- £55,000 saving resulting from closure of the back-office in-house service
 - interpretation and translation services are available 24 hours a day, 7 days a week
 - increased visibility of the costs of translation and interpretation - for the first time front line employees (normally social care staff) receive a quote for the work when they book a job
 - telephone interpretation has good potential to help reduce costs, as a viable option for some types of jobs. Since 25 November 2013, a total of 30 telephone interpreting calls have been undertaken and feedback received from services has been very positive
 - effective delivery through the online system used by the Language Shop (to receive bookings, allocate bookings, capture our data for management reporting and pay interpreters)
 - more robust performance management of local interpreters/translators
 - improved management information to help understand costs, trends in demand and performance data which is provided on a monthly basis
 - first major recruitment exercise to attract new interpreters/translators in years, which has included an advertising campaign (important to meet the Council's ongoing needs and to ensure changes in demand in different languages can be met).

Performance

9. Performance is monitored on a monthly basis, and quarterly contract management review meetings are held. A summary of performance against Key Performance Indicators between January and March 2014 is shown below.

i) Fulfilment of jobs (core languages) – target 95%

Fulfilment	Number of jobs	%
Completed	481	93%
Unable to complete	35	7%
Total	516	100%

The Language Shop is just below (by 2%) meeting its target of fulfilling 95% of job requests. Jobs listed as 'unable to complete' were due to a shortage of requested languages for some more rarely spoken languages, resulting from changing population trends - plus not all the previously used interpreters applied to work for the Language Shop. It is worth noting that historically the in-house service struggled to recruit to some languages. A proactive recruitment campaign with an advertising budget of £4,000 is underway and has been led and paid for by the Language Shop (this has included purchase by the Language Shop of the back page advert in the Council's County Life

publication which is distributed to all Nottinghamshire households). It should also be noted, that the overall demand for translation and interpretation continues to increase in line with national trends. Therefore in this context, 93% is still a good performance level. Telephone interpreting continues to be an option if face to face jobs cannot be fulfilled or alternatively, interpreters from out of the county can be sourced, but this is more expensive due to the travel costs involved.

ii) Punctuality of interpreters – target 98%

Punctuality of interpreters	Amount	%
On-time	240	99%
Late	2	1%
Total	242	100%

This has been consistently good and is exceeding target by 1%.

iii) Monthly invoicing of completed assignments – target 90%

This target has been consistently exceeded at 100%.

iv) Interpreters requested by the customer match the customer’s requirements - target 98%

This has been consistently achieved at 98%.

v) Compliance with the level of appropriate security checks on interpreters and translators (Disclosure Barring Service checks) – target 100%

This has been consistently achieved at 100%.

vi) Supplier will provide a 24 hour response to general queries – target 100%

This has been consistently achieved at 100%. It is worth noting that customer satisfaction with The Language Shop’s service is very high, with 99% rating it as ‘excellent’ or ‘good’. There is the option for the customer to rate levels of satisfaction as part of completion of the interpreter’s time sheet and from those returned, the results are shown below:

Customer satisfaction	Amount	%
Excellent	218	92%
Good	17	7%
Fair	2	1%
Poor	0	0%
Very poor	0	0%
Total	237	100%

From the outset of the contract implementation, The Language Shop has demonstrated excellent customer service and responded quickly and effectively to any queries raised.

Financial implications

- The £55,000 saving has been made as a result of the outsourcing of the in-house service.

Public Sector Equality Duty Implications

11. An Equality Impact Assessment was undertaken as part of planning for the transfer of the service and is available as a background paper.

Other Options Considered

12. No other options considered.

Reason/s for Recommendation/s

13. Not applicable.

Statutory and Policy Implications

14. 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.

RECOMMENDATIONS

It is recommended:

- 1) Policy Committee notes the overall positive performance by The Language Shop to date.
- 2) In view of the positive performance to date, Policy Committee approves in principle an extension of the initial contract for a further 12 months (commencing in November 2014) subject to ongoing satisfactory performance.

Councillor Alan Rhodes
Leader of the County Council

For any enquiries about this report, please contact:

Paul Belfield, Group Manager Marketing and Engagement on 0115 9772937 or
paul.belfield@nottsc.gov.uk

Constitutional Comments [SLB 16/04/2014]

Policy Committee is the appropriate body to consider the matters set out in the report.

Financial Comments [SEM 14/04/14]

The financial implications are set out in the report.

Background Papers and Published Documents

Framework Agreement for the Provision of Interpretation and Translation Services Call-off Contract
Equality Impact Assessment

Electoral Division(s) and Member(s) Affected

ALL

REPORT OF THE DEPUTY LEADER**MENTAL HEALTH CHALLENGE****Purpose of the Report**

1. To seek agreement to support the “Mental Health Challenge” initiative funded by the Department for Health

Information and Advice

2. The “Mental Health Challenge” is funded by the Department of Health and set up by the Centre for Mental Health, Mental Health Foundation, Rethink Mental Illness, Royal College of Psychiatrists and Young Minds.
3. The aim of the challenge is to encourage upper tier local authorities to champion mental wellbeing by adopting 10 recommended actions
4. The ten actions are
 - Appoint an elected member as mental health champion for the council
 - Identify a lead officer for mental health to link in with colleagues across the council.
 - Follow the implementation framework for mental health strategy set out within the challenge where it is relevant to the Council’s work
 - Work to reduce inequalities in mental health in the community
 - Work with the NHS to integrate Health and Social Care
 - Promote wellbeing and initiate support action on public mental health for example through the joint Health and Wellbeing Strategy
 - Tackle discrimination on the grounds of mental health in our community
 - Encourage positive mental health in our schools colleges and workplaces
 - Proactively engage and listen to people of all ages and backgrounds about what they need for better mental health
 - Sign up to the “Time to Change” pledge
5. As a first step councils are being requested to appoint a member champion for mental health. In return the Authority and the member champion will receive support and information in undertaking the role. This will include providing resources to help councils take local action to support the strategy. Networking opportunities and peer support and recognising and acknowledging publicly the councils and member champions who sign up to the challenge
6. Member champions will be required to raise awareness of mental health issues in the development of Council policies and strategies, lead discussions on mental health issues with the NHS, speak to schools, businesses and community groups about mental health

issues and link with mental health service users and voluntary groups locally to understand their needs and concerns.

Other Options Considered

7. Members could decide not to sign up to the mental health challenges

Reason/s for Recommendation/s

8. By signing up to the Mental Health Challenge the Council evidences its commitment to support the most vulnerable groups in society

Statutory and Policy Implications

9. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health 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

10. There are no financial implications arising from this report directly. There is no cost to signing the pledge but resources are provided to participants as set out in the report. Many of the actions required under the challenge are already planned or underway and resources have been duly allocated to them.

Public Sector Equality Duty implications

11. By signing up to the pledges set out under the Mental Health Challenge the Council is evidencing its commitment to support vulnerable groups within society.

Safeguarding of Children and Vulnerable Adults Implications

12. The Council would be evidencing its commitment to supporting vulnerable adults and children by signing up to the pledges.

RECOMMENDATION/S

- 1) That members agree to signing the pledges set out under the Mental Health Challenge.
- 2) That Cllr Joyce Bosnjak is appointed member champion for the Mental Health Challenge.
- 3) That reports on the progress of and activities undertaken as part of the Mental Health Challenge are reported to the Health and Wellbeing Board on an annual basis.

Councillor Joyce Bosnjak
Deputy Leader of the County Council

For any enquiries about this report please contact:

Jayne Francis-Ward, Corporate Director, Policy, Planning and Corporate Services

Constitutional Comments (SLB 25/04/2014)

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

Financial Comments (SEM 25/04/14)

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

Background Papers and Published Documents

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

- None

Electoral Division(s) and Member(s) Affected

- All

REPORT OF THE LEADER**FIRST WORLD WAR CENTENARY COMMEMORATIONS 2014-2018
COMMUNITY FUND****Purpose of the Report**

1. The purpose of this report is to seek approval to commit up to £10,000 per annum to fund community events being planned and delivered during the 2014-2018 World War One commemorations.

Information and Advice

2. To mark the centenary of World War One, the Imperial War Museum will launch a national commemoration on 4th August 2014 with a further series of dates being announced to mark local and national commemorations.
3. 10,000 men from Nottinghamshire died during World War One from 1914-18. The war marked some of the most significant changes to the fabric of our society and local economy. To mark the centenary of the Great War, Nottinghamshire County Council is keen to encourage and support community activities that commemorate the centenary of the First World War by establishing a Community Commemoration Fund.
4. The fund will provide an opportunity to local communities to apply for a grant of up to £300 to help them reflect on what the war meant for their local area and how the lives of people were changed forever.
5. The Community Commemoration Fund will offer financial support to local groups to bring the history of the Great War to life. Activities eligible for funding will include:
 - Theatre - use an existing script or write a new play and perform it to explain how the Great War changed the lives of local people
 - Educational visits to a UK based exhibition, museum or memorial
 - Film shows – screen a period film or newsreel at a local venue
 - Re-enactments – bring history to life with an event involving local people as performers
 - Painting and drawing – use art to illustrate the Great War and organise a local exhibition
 - War memorial research and restoration – remember those that did not return from the frontline by making sure their name is recorded on your local war memorial

- Moments in time – log and record local people remembering the Great War, helping to connect generations and share childhood memories
- Musical concerts – bring to life the music of the time with a concert
- Legacy projects – ensure that a local landmark or event is recorded and highlighted for future generations
- Local exhibitions – hire a community hall or library to share a display about how your community was affected by the war
- Talks and demonstrations – bring to life the changes brought about by the War and what it meant for those who went to war and those who stayed at home
- Poetry and writing to express local life to create an exhibition.

6. Activities will be encouraged to be:

- Registered with Trent to Trenches, the national First World War Centenary Partnership, led by the Imperial War Museums.
- Respectful and will have remembrance at the heart of the activity
- Educational to help tell the history of Nottinghamshire and local communities during the Great War
- Used to bring generations together
- Not held to primarily raise money
- Able to highlight the social and economic change of the day
- About bringing people together and does not use images or language that could cause undue distress or offence.

Other Options Considered

7. No other options have been considered as this is a unique initiative which will support Nottinghamshire communities to commemorate the centenary of the First World War.

Reasons for Recommendations

8. Approval of a 'WW1 Community Fund' would provide ample planning time and support community organisations and groups across the county to plan appropriate commemorative projects.

9. The County Council would be seen as encouraging community involvement in line with the National commemorations promoted by the Imperial War Museum.

Financial Implications

10. The current grant aid budget will be used to fund this project.

RECOMMENDATION/S

It is recommended that the County Council contributes to a fitting commemoration by establishing a World War One Community Fund of £10,000 per year to run from 2014 to 2018.

Councillor Alan Rhodes
Leader

For any enquiries about this report please contact:

Cathy Harvey
Community and Voluntary Sector Team Manager
T: 0115 977 3415
E: cathy.harvey@nottscc.gov.uk

Constitutional Comments (SLB 25/04/14)

16 The Policy Committee has the authority to approve the recommendations set out in this report by virtue of its terms of reference.

Financial Comments (SEM 25/04/14)

17 The financial implications are set out in the report.

Background Papers and Published Documents

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

Electoral Division(s) and Member(s) Affected

All



**REPORT OF CORPORATE DIRECTOR, POLICY, PLANNING AND
CORPORATE SERVICES**

WORK PROGRAMME

Purpose of the Report

1. To review the Committee's work programme for 2014.

Information and Advice

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

Other Options Considered

6. None.

Reason/s for Recommendation/s

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

Statutory and Policy Implications

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

RECOMMENDATION/S

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

Jayne Francis-Ward
Corporate Director, Policy, Planning and Corporate Services

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

Constitutional Comments (SLB 30/04/2012)

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

Financial Comments (PS 2/5/12)

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

Background Papers

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

None

Electoral Division(s) and Member(s) Affected

All

POLICY COMMITTEE - WORK PROGRAMME

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>For Decision or Information</u>	<u>Lead Officer</u>	<u>Report Author</u>
4th June 2014				
Business Support Review		Decision	Anthony May	
Better Broadband for Nottinghamshire – Superfast Extension application			Matthew Lockley	Matthew Lockley
Improvement Programme – Performance	Quarterly report on the progress of the Council’s Improvement Programme.	Information	Jayne Francis-Ward	
Safeguarding Adults – Revised Procedure		Decision	David Pearson	Stuart Sale
2nd July 2014				
Leader Applications in Nottinghamshire			Matthew Lockley	Matthew Lockley
10th September 2014				
Review of Emailme – the Council’s Email Marketing System		Information	Martin Done	Martin Done
Improvement Programme – Annual Report 2013/14	Annual report of achievements for 2013-14.	Information	Jayne Francis-Ward	
8th October 2014				
Translation & Interpretation Service provision	Review of the new service provision	Information	Martin Done	Clare Yau
12th November 2014				
Legal Settlements	Bi-annual service report to provide an overview of legal settlements reached in the preceding 6 months	Information	Heather Dickinson	
Improvement Programme –	Quarterly report on the progress of the Council’s	Information	Jayne Francis-	

Performance	Improvement Programme.		Ward	
10th December 2014				
Economic Development Strategy	Progress Report	Information	Celia Morris	
Digital Strategy	Progress Report	Information	Martin Done	
7th January 2014				
11th February 2015				
Improvement Programme – Performance	Quarterly report on the progress of the Council’s Improvement Programme.	Information	Jayne Francis-Ward	
11th March 2015				
22nd April 2015				
Economic Prosperity Committee	Annual report on the Economic Prosperity Committee which is a joint committee between the County Council, City Council and Borough/District Councils in Notts.	Information	Jayne Francis-Ward	
Review of Annual Delivery Plan		Decision	Celia Morris	Matthew Garrard
20th May 2015				
17th June 2015				
15th July 2015				