

Policy Committee

Wednesday, 16 November 2016 at 10:30

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

AGENDA

- | | | |
|---|--|---------|
| 1 | Minutes of last meeting held on 19 October 2016 | 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 | Budget Update | 7 - 14 |
| 5 | Future Funding for the Smarter Working Programme | 15 - 26 |
| 6 | Commercial Development Unit | 27 - 36 |
| 7 | Use of Urgency Procedures | 37 - 40 |
| 8 | Work Programme | 41 - 44 |

Notes

- (1) Councillors are advised to contact their Research Officer for details of any Group Meetings which are planned for this meeting.
- (2) Members of the public wishing to inspect "Background Papers" referred to in

the reports on the agenda or Schedule 12A of the Local Government Act should contact:-

Customer Services Centre 0300 500 80 80

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

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

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

Meeting **POLICY COMMITTEE**

Date **Wednesday 19 October 2016**

membership

Persons absent are marked with 'A'

COUNCILLORS

Alan Rhodes (Chairman)

Reg Adair
Richard Butler
Jim Creamer
Mrs Kay Cutts MBE
Stephen Garner
Glynn Gilfoyle
Kevin Greaves
Richard Jackson
David Kirkham

John Knight
Diana Meale
Philip Owen
John Peck JP
Mike Pringle
Ken Rigby
Stuart Wallace
Muriel Weisz
Jason Zadrozny

ALSO IN ATTENDANCE

Councillor Alan Bell
Councillor Nicki Brooks
Councillor Steve Calvert
Councillor Steve Carroll

Councillor Alice Grice
Councillor Sheila Place
Councillor Liz Plant
Councillor Yvonne Woodhead

OFFICERS IN ATTENDANCE

Anthony May

Chief Executive

David Pearson
Cath Cameron-Jones

Adults, Social Care, Health & Public Protection
Adults, Social Care, Health & Public Protection

Colin Pettigrew

Children's, Families and Culture Services

Tim Gregory
Gary Wood

Place
Place

Martin Done
Keith Ford
Jayne Francis-Ward
Celia Morris
Laura Mulvaney-Law
Nigel Stevenson
Cathy Munro
Michelle Welsh

} Resources

MINUTES

The Minutes of the last meeting held on 21 September 2016, having been previously circulated, were confirmed and signed by the Chairman.

APOLOGIES FOR ABSENCE

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

- Councillor Ken Rigby had replaced Councillor Stan Heptinstall MBE
- Councillor Richard Butler had replaced Councillor Chris Barnfather
- Councillor Mike Pringle had replaced Councillor Joyce Bosnjak.

DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS

None.

LOCAL FLOOD RISK MANAGEMENT STRATEGY

RESOLVED: 2016/059

That the Local Flood Risk Management Strategy be formally adopted.

SUPPORTED HOUSING – RISKS TO EXISTING SERVICES AND NEW DEVELOPMENTS

RESOLVED: 2016/060

- 1) That the principle of a new model of funding for supported housing be supported, subject to the provisos detailed in paragraph 33 of the report.
- 2) That Policy Committee receives a further report once the outcome of the Government's consultation on the new funding model has concluded and the final position made clear.

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

RESOLVED: 2016/061

That the progress against the Strategic Plan and Redefining Your Council be noted.

OUTCOMES FROM THE COMPLAINTS PROCESS – APRIL 2015 TO MARCH 2016

RESOLVED: 2016/062

That the contents of the report be noted.

LOCAL GOVERNMENT ASSOCIATION ANNUAL CONFERENCE

RESOLVED 2016/063

That the report back on Member and officer attendance at the Local Government Association Annual Conference held on 5-7 July 2016 be noted.

UPDATE ON THE POTENTIAL INCLUSION OF BASSETLAW IN THE SHEFFIELD CITY REGION MAYORAL COMBINED AUTHORITY

RESOLVED: 2016/064

- 1) That the developments relating to the Sheffield City Region Mayoral Combined Authority be noted.
- 2) That it be noted that Policy Committee may receive a further report in November regarding consent to the Parliamentary Orders.

WORK PROGRAMME

RESOLVED: 2016/065

That the work programme be noted.

The meeting closed at 11.22 am

CHAIRMAN

**REPORT OF THE CHAIRMAN OF FINANCE AND PROPERTY
COMMITTEE****BUDGET UPDATE REPORT****Purpose of the Report**

1. To highlight the Council's current financial position and outlook.
2. To set out the proposed response to the predicted budget deficit and seek approval for further exploration of a number of strategic approaches.
3. To seek approval for the proposed final phase of the budget consultation process.

Information and Advice**Financial context**

4. The Council continues to operate in a challenging financial landscape with funding to local authorities expected to undergo fundamental structural changes over the next few years. The main Government grant, the Revenue Support Grant, is expected to all but disappear by 2020 being replaced in part by the move to 100% retention of business rates.
5. At the same time as this transition to a more self-sufficient position many Council services are experiencing continued increases in demand. Many of these services are those directed at the most vulnerable in society, especially in children's and adult's social care.
6. A budget gap of £54.6m over the next three years is currently predicted.
7. Future uncertainty around issues such as the move to 100% retention of business rates, Government funding and the implications from the European Union referendum result make the position particularly challenging for local authorities.
8. Despite an announcement that the Government no longer plans to return to a fiscal surplus during the current Parliament, further pressure is expected to be applied to local government funding in the coming years.
9. In March 2016, the Secretary of State for Communities and Local Government offered the option of a four-year funding settlement to run until 2019/20. Alongside accepting this offer, the Council has developed an Efficiency Plan, approved at the Finance and Property Committee in September 2016, which drew information from previously published documents such as the Strategic Plan and the Medium Term Financial

Strategy.

10. The longer term funding settlement should help reduce uncertainty although there is no guarantee that it will reduce the financial challenges ahead.
11. The Government will publish its Autumn Statement on 23 November 2016. Information released in the statement will help the Council revise its financial forecast in readiness for producing the 2017/18 Annual Budget Report to Full Council in February 2017. However, the detail of any changes to the four-year settlement on the Council is unlikely to be known until the local government settlement is announced later in the year.
12. The February 2016 Budget Report to Full Council forecast a budget shortfall of £50m for the next three years once all the identified savings were taken into account. This shortfall took into account all of the budget pressures (inflation and costs) and reductions in grant funding alongside the savings identified.
13. This financial position is shown in Table 1 below:-

Table 1 – Three-Year Financial Forecast

	2017/18 £m	2018/19 £m	2019/20 £m	Total £m
Year on Year Savings Requirement (Feb 15)	4.8	9.0	-	13.8
New Savings & Changes to Savings Proposals	(3.0)	(9.2)	(0.2)	(12.4)
Pressures / Inflation	8.2	6.5	14.6	29.3
Change in Council Tax Base	(1.8)	(2.2)	(4.5)	(8.5)
Changes in Government Grants	9.9	(5.0)	3.1	8.0
Reserves / Corporate Adjustments	(6.3)	18.1	4.9	16.7
Other	3.3	-	-	3.3
Total Shortfall	15.1	17.2	17.9	50.2

Facing the Challenge

The Council's response

14. The strategic transformation framework, Redefining Your Council, remains the key response to the financial challenges facing the authority. A number of portfolios, programmes and projects were established within Redefining Your Council in order to find new and more efficient ways to deliver services and to carry out business.
15. As part of the drive to deliver services in more efficient ways, three Alternative Service Delivery Models (ASDMs) were established during 2016 to deliver a number of the Council's services:
 - Inspire –libraries, archives, information and learning services
 - VIA (East Midlands) – highway services
 - The Arc Partnership - property services

16. The Council has also seen a number of efficiencies approved over the last few months, including a base budget review of Adult Social Care which was reported to Finance and Property Committee in October.
17. The Council continues to update its Medium Term Financial Strategy (MTFS) to reflect changes in pressures and savings as they are approved throughout the year. The current MTFS shown in Table 2, reflects base budget adjustments, additional government grants and financial issues previously reported to Finance and Property Committee including recognition of the continued financial pressures in Special Education Needs transport and Looked After Children Placements, both through additional costs and issues with delivery of existing savings plans.

Table 2 – Revised Medium Term Financial Strategy

	2017/18	2018/19	2019/20	Total
Year on Year Savings Requirement (Feb 2016)	15.1	17.2	17.9	50.2
Budget Adjustments	(4.7)	0.1	2.0	(2.6)
Savings Shortfall	2.6	(0.4)	-	2.2
Committee Approved Efficiencies	(1.4)	(0.5)	-	(1.9)
Change in Pressures and Inflation	4.3	(0.2)	-	4.1
Change in Grant Funding	0.7	0.6	(0.6)	0.7
Change in Use of Reserves	(2.3)	2.3	-	-
Miscellaneous	-	1.6	0.3	1.9
Revised Shortfall	14.3	20.7	19.6	54.6

NB: For the report to Council in February 2017 the numbers will change as the MTFS is extended to four years.

Financial planning

18. Measures are in place to address the current significant financial shortfall identified in 2017/18, including the budget review in Children's Services, exploring income generation opportunities and general efficiency savings. These will be reported to the appropriate Committee through the year.
19. In addition, as part of the budget setting process, the Council will review its financial planning assumptions, including cost pressures and inflation. All changes will be detailed in the February budget report.
20. Reserves and balances will once again be used to allow time for more transformative approaches to be developed and implemented. Reserves provide a short-term fix but their use only delays the time when a permanent solution needs to be found. The Council also needs to maintain an appropriate level of reserves to guard against unforeseen events. Any required use of the reserves will be presented as part of the budget approval process.
21. When the MTFS was approved in February 2016, an annual 1.99% increase to Council Tax was built into the two subsequent financial years to 2018/19.
22. In addition, the Chancellor announced in the 2015 Autumn Statement that local

authorities would be able to levy a Social Care Precept of up to 2%. This can only be spent on social care. The Council implemented the 2% Social Care Precept in 2016/17, but further increases are not built into the current MTFS.

23. When determining the local government settlement, the Government built in an assumption that the Council would take the Social Care Precept and Council Tax in each year of the settlement and reduced the level of Revenue Support Grant we receive accordingly.
24. Council Tax and Social Care Precept policies will be reviewed, alongside other assumptions in the MTFS, and detailed in the 2017/18 Budget Report to Full Council in February 2017.
25. Government policy currently requires any authority proposing a Council Tax increase of above 1.99% to hold a referendum. This threshold is subject to annual review and has yet to be agreed as part of the Government's Council Tax principles for 2017/18. A technical consultation published by the Government in September 2016 has set the expectation that this will remain unchanged from the previous years.

Managing the Future – a Strategic Response

26. Delivering savings will become increasingly more challenging following successive reductions in government funding and rising demand for services over a number of years. The stark economic and fiscal backdrop for public finances calls for a strategic rather than a piecemeal response.
27. Consequently, a number of high-level strategic approaches to tackling the deficit are currently being developed that support this fundamental transformation. These strategies are summarised below, which continue to build on the Council's existing planning framework:

Smarter Ways of Working – this programme will look at how the Council can reduce the number of properties it needs by implementing new smarter working practices that design services around future customer needs. It is looking at how we can share buildings with partners, introduce more flexible working by adopting mobile technology solutions and deliver a better service more efficiently.

Commercial Strategy - investigate what developing a more commercial mind-set at the authority will mean. A new strategy could include trading and charging, driving economic growth, looking at investment opportunities to return income as well as seeking to achieve better value for money through contract management and commissioning.

Alternative Service Delivery Models (ASDMs) – where services can be delivered more efficiently or cost-effectively from outside of the Council, these will be considered against alternative options. So far a number of services have been put into external bodies and their performance will be monitored to assess the financial impact and whether other services would benefit from this approach.

Digital by Design – our digital project to date has focused on making the platforms fit for purpose. The next phase of development would focus on digital delivery of services

in a way that increases customer satisfaction but reduces the cost of delivery.

Promoting Independence - supporting adults to stay independent for as long as possible to improve quality of life and lower dependency. This is a second phase of delivery of an adults social care strategy that will focus on a wide range of preventative actions and keep people out of the formal care system and delay the need for higher levels of health and care.

Remodelling Children's Care – a review of the child's care journey will be undertaken to put in place a financially sustainable, but stable and effective, child care operating model.

Voluntary Services and Community Resilience - using alternative providers, including the voluntary sector, to deliver services. Building capacity within communities to resolve local issues and help meet local needs by maximising the use of community assets.

Corporate Services Review – ensuring that corporate services are delivered in the most efficient and cost-effective manner is a priority for the Council. A programme has been established to review corporate services functions across the Council. The intention is to ensure that these are affordable, agile and responsive to the current and future needs of the authority. All of this will be underpinned by an improved use of Big Data to ensure good evidence-based decision making.

Supporting Growth – working with public, private and voluntary sector partners to ensure the growth of the Nottinghamshire economy. The County Council is: playing a leading role within the HS2 project particularly on skills and employment and the growth opportunities around Toton Hub; actively engaging with the Midlands Engine to support Government ambitions that the Midlands economy could grow by £34 million by 2030; working with the City, District and Borough Councils to develop a robust Economic Growth Strategy for the N2 area which will deliver against three priorities of Enterprise and Innovation; People and Skills; Infrastructure and Connectivity.

Consultation

28. Each year the Council runs a consultation on the budget so that Elected Members can listen to the views of residents before making decisions at the February Budget meeting. It is also used to inform future policy making. In June 2016, Policy Committee approved a public engagement campaign called Shout Up with the objective of helping residents to see how they could influence local decision-making.
29. To gain best value, the Annual Residents' Survey also included questions about Council services and where residents felt spending should be prioritised. In recent years, the consultation has been conducted separately and later in the year. The survey was carried out face to face to ensure a result that is representative of the county's demography and for comparison with results from previous years. For the first time the survey was also made available for all residents through the Council website alongside making printed copies available in all the county libraries.
30. The first phase of the budget consultation, which was carried out between 22 August

and 3 October 2016, resulted in the following responses:

Face-to-face	1,069
Online	3,762
Written	143

31. The analysis of the 4,974 responses will be included in a report to next month's Policy Committee.
32. It is proposed that the second and final phase of the consultation will be carried out in the most cost effective way by using the Council's Citizens' Panel which is an engaged and covers all the county's districts.
33. The Citizens' Panel has 2,917 members with an email address. In addition, 191 (6.5%) of these joined the panel as a result of the first phase of the budget consultation/residents' survey. Questions in the second phase will focus on a strategic response to the budget gap and will be delivered via email under the 'Shout Up' campaign which the Citizens' Panel already understand and have participated in the debate.
34. Additionally, the second phase survey will be sent out by email to business groups where there is statutory duty to consult.
35. The cost of this year's consultation was relatively low as it made use of existing surveys or used free channels such as email. So the only additional cost that was incurred beyond that which was already in place was the amount spent on promotion. The total figure was about £1,250. In comparison, last year's consultation cost £3,684 and generated 2,029 responses.

Other Options Considered

36. As the report sets out, a broad range of options will need to be explored in order to meet the budget challenges ahead.

Reasons for Recommendations

37. To inform members of the financial landscape and budget position; to seek approval for further work on strategic approaches to this and to approve the proposed final phase of the budget consultation process.

Statutory and Policy Implications

38. 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.

Public Sector Equality Duty Implications

39. Public authorities are required by law to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation
- advance equality of opportunity between people who share protected characteristics and those who do not
- foster good relations between people who share protected characteristics and those who do not.

40. Decision makers must consider the effect of policies and practices on people with protected characteristics. Equality Impact Assessments are the mechanism by which the authority reviews; needs, the potential impacts of an option and available steps to minimise disadvantage to people with protected characteristics.

41. Equality implications have been considered during the development of the Council's response to its financial challenges, with decision making on change proposals being informed by an equality impact assessments as relevant.

42. In addition the Human Resources (HR) policies applied to any staffing reductions have also been the subject of Equality Impact Assessments. Consideration will continue to be given to any potential equality implications arising from the development of the Council's strategic response and will be reported as part of any future decision making as appropriate.

RECOMMENDATIONS

It is recommended that Policy Committee:

- a) Acknowledges the financial landscape within which the Council is operating.
- b) Agrees that due to the significant financial challenges the council continues developing and refining the strategic approaches set out in this report.
- c) Agrees that a further report on the analysis of the first consultation be brought back to Policy Committee in December.
- d) Agrees to the approach to the second and final phase of the consultation.

COUNCILLOR DAVID KIRKHAM CHAIRMAN OF FINANCE AND PROPERTY COMMITTEE

Financial Implications (NS 2/11/16)

The financial implications are stated within the report itself.

Human Resources Implications (GME 04/11/16)

The impact of any changes to working practices or to the make-up of Council's workforce arising from the proposals set out in this report will be considered under the agreed employment policies and procedures. This will be undertaken with the active engagement of the recognised trades unions using the existing formal consultation and negotiating arrangements.

Constitutional Comments (HD 02/11/2016)

Policy Committee has the authority to agree the recommendations in the report.

Background Papers Available for Inspection

None

REPORT OF THE LEADER OF THE COUNTY COUNCIL

FUTURE FUNDING FOR THE SMARTER WORKING PROGRAMME

Purpose of the Report

1. To note and agree the next steps including a request for Capital funding to be submitted to the Capital Asset Management Group (CAMG).

Information and Advice

Background

2. The vision for the Smarter Working Programme is:

“A workforce able to work flexibly, where and when it best suits them, their customers & service users and managed by results “
3. SWP is the successor to Ways of Working (WoW) programme, which delivered the following savings:

£ 2.42 m in capital receipts
£ 3.11 m reduction in annual running costs
4. The SWP is designed to build on the success of the WoW programme to deliver the technology, work settings and support to increase the flexibility of our workforce and to deliver a range of benefits.

Progress to date

5. The progress of SWP is detailed in Appendix A.
6. Since the last update to Policy Committee, in May 2016, the main progress to note is in the following areas:

Asset Management Planning

- Work with departments to reduce the operational building estate as part of the development of a 10-year Asset Management Plan
- Modelling of the future demand and capacity for our office buildings to assist the development of options for reducing the current portfolio

Technology

- Extension and enhancement of the wireless network across multiple sites to support mobile working
- The introduction of scheduling appointments for Occupational Therapy and Social Work Assessments

The next phase

7. The next phase of the SWP is focused on four main areas:

- The Asset Management Plan
- The ICT equipment upgrade programme
- Engagement and Support
- Lawn View House

The Asset Management Plan

8. Options are being developed to reduce the number of non-office operational buildings in partnership with Children, Families & Cultural Services (CFCS) and Adult Social Care, Health & Public Protection (ASCH&PP).
9. The SWP team have developed a model in conjunction with Property that allows options for changes in the office estate to be evaluated and detailed appraisals to be considered for the future reduction in the office portfolio.
10. Progress on both these areas of work is being monitored by a Member Reference Group and it is planned that the results of this work will feed into the development of a 10-year Asset Management Strategy by the end of the Calendar year.

The ICT equipment upgrade programme

11. The ICT equipment replacement programme will focus on providing solutions that best meet the work style of the user and will support increased workforce mobility. Building on the successful use of laptop and tablet devices to mobilise Legal and ICT teams, the equipment replacement programme will be accelerated to increasingly replace the current desktop estate. The number of different technology solutions used to provide access to the County Council network when away from corporate buildings will be reduced, as part of the approach.
12. There will also be an extension of the Skype for Business (Lync) telephony solution, where there is a business case, and the use of video conferencing across more sites. These technologies have been very beneficial in support of a more mobile workforce.
13. This approach to equipping users to be more mobile will also require a review of the ongoing support model.

Engagement and Support

14. The move to a greater level of flexible working has implications for employees and managers. As employees increasingly work from a number of different locations, not just their office base, teams have reduced face-to-face contact with each other.
15. In recognition of this, a project has been established in partnership with key stakeholders that will engage employees, deliver learning and development packages and ensure relevant policies are fit for purpose. Key work streams include:
 - A corporate Engagement Strategy & Plan to encourage two-way engagement and communications with both managers and employees (see appendix B)
 - Development of a Smarter Working Central Support Hub (intranet site) to provide advice and support for managers and employees
 - Recognition of Smarter Working practices in key supporting policies through the 'Modernising Employment Policies' review led by HR
 - Training in place to ensure managers are equipped to manage in a new way and the creation of e-learning packages

Lawn View House (LVH)

16. Following the work undertaken at County Hall and Trent Bridge House, Lawn View House (LVH) was identified as the next location for the SWP as it is one of the most flexible buildings and it is in an area of high service demand.
17. Following the introduction of Lync telephony at LVH earlier this year, the SWP team have been working with staff to put in place some of the enablers for flexible working – including personal lockers and a video conferencing capacity.
18. Going forward, the focus is going to shift to a re-configuration of the workspace, moving away from only having desks with computers on to introduce new work settings, such as break-out areas, quiet areas for supervision and meeting pods, to support a more collaborative way of working and a greater adoption of flexible working in the building.
19. The SWP team will also be working with colleagues from Health to explore the potential for reciprocal arrangements that would allow our staff to work in Health buildings and for Health staff to have access to LVH. Initial meetings have been very positive and it is hoped that real progress can be made early in the New Year.
20. This is exactly the type of initiative that is encouraged by the One Public estate (OPE) and it is hoped that this will also provide the opportunity for greater collaborative working between Health and Social Care staff in the Ashfield area.

The Benefits of the SWP

21. The benefits of the SWP fall into four main areas:

- Property related savings
- Reduced Travel cost
- Increased productivity
- Improved health and well-being for staff

22. Many of the SWP benefits will have a positive impact on the Medium Term Financial Strategy. The cashable benefits from the reduction in running costs from a smaller building estate will have a direct impact and the increase in staff productivity will reduce the future requirement for budget pressures.

23. There will also be wider organisational benefits associated with the provision of flexible working for our staff and the provision of a modern office environment.

Reduced office estate

24. The main cashable benefits for the SWP will arise from the reduction in the current operational property estate of 263 buildings. The initial focus is on the office estate but work is underway to impact the whole estate and this will be captured within the Asset Management Plan.

25. From the modelling undertaken on the options to reduce the office estate, a possible prudent scenario is that this could provide ongoing revenue savings of £2.27 M per annum and one-off capital receipts of £ 1.42 M. However, these figures can't be finalised until the options for the reduction of the estate have been considered and a preferred option has been identified.

Reduced travel cost

26. By enabling our staff to work where it best suits them, their customers & service users there is an associated reduction in the cost of travel as the number of non-productive journeys reduces:

- In CFCS, a total of £215k has already been taken out of the service's budget due to a reduction in mileage and relief worker spend
- In ASCH an annual saving of £35k has already been achieved.

27. The following example demonstrates the potential savings that can be made by making use of video conferencing to reduce the amount of travel undertaken to attend meetings:

The annual cost of five managers going to County Hall for a meeting

If five managers were to travel from Ashfield and Ollerton for a weekly meeting at County Hall this would equate to at least 500 hours of non-productive travel time and a significant claim for mileage over the course of a year.

This cost of this has been evaluated at approximately £32,000

If 85 senior managers were travelling the same distance for a weekly meeting the cost of that non-productive travel time would be over £540,000.

Increased Productivity

28. Whilst it is not possible to extract all the savings gained from an increase in productivity it is important to evaluate the impact as this will equate to a reduction in budget pressures that will have a positive impact on the Medium term Financial Strategy (MTFS).

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

29. Across the ASCH department Group managers have set targets for their teams to further adopt these new ways of working at a larger scale, in order to reduce the pressure on teams who are facing an increasing level of complexity in the needs of their service users and significant increases in demand.
30. Analysis of the Older Adults fieldwork teams shows that productivity has increased by 13.4 % in the year since May 2015 when the tablet devices were deployed.
31. Following the introduction of the Total Mobile software it has been possible to introduce the scheduling of appointments for Occupational Therapy and Social Work assessments. This has been greatly appreciated by service users, who get a much earlier confirmation of their appointment and there have been dramatic increases in the number of assessments completed within timescale.

Team (OT assessments) % of assessments within timescale

Older Adults - Community Assessment Team – Ashfield and Mansfield

Pre Pilot: Jul14 – Jun15 25%

Post Pilot: Jul15 – Jun16 67%

Change +42%

32. The impact of mobilisation has been to help the ASCH&PP staff to become more productive allowing them to address an increase in demand, complexity of needs and meeting the requirements of legislation. For instance, there has been a 20% increase in safeguarding assessments over the last 12 months.

33. It is estimated that this increase in productivity is equivalent to a reduction in budget pressure of £ 0.65m. Whilst it is not possible to extract all the savings gained from an increase in productivity this will equate to a reduction in budget pressures that will have a positive impact on the Medium term Financial Strategy (MTFS).

Children, Families & Cultural Services (CFCS)

34. Social care teams have used tablet computers to record case notes and to manage work whilst away from the office. This use of modern technology has been well received and is a contributor towards improved staff retention rates, with a lower call on agency staffing (55 vacancies July 2015, 12 vacancies July 2016). The Contact Service has already reduced annual costs by £215,000 through a reduction in relief workers and less mileage.
35. Following the implementation of Mosaic, (an upgrade from the existing Framework case management system), further work is planned to take advantage of the TotalMobile software within the department.

Improved health and wellbeing for staff

36. Whilst it is difficult to convert this benefit into financial terms there is a significant impact on the work life balance for staff by providing them with greater flexibility. This can lead to an increase job satisfaction by enabling staff to work flexibly as the support and training in remote working techniques and the use of mobile equipment equips staff with skills for modern working practices.
37. The existing levels of sickness absence are currently being baselined so that we can monitor them over a period of time to see if this potential increase in the health and well-being of staff translates into a reduction in levels of sickness absence.

Total Benefits

38. Depending on the property rationalisation agreed, over the next three years the cashable benefits from capital receipts, the reduced operational cost of buildings and the reduction in travel cost could potentially equate to £ 4.050 M.
39. Based on our analysis, it is estimated that the increase in staff productivity over the next three years will be equivalent to a £ 3.349 M reduction in budget pressures.

Costs of the SWP

40. To date, the costs for the SWP have been met from the residual WoW budget, the ICT strategy budget and some one-off revenue funding. We are now at the

point where we can evaluate the capital cost of the SWP over the next three years.

41. The cost has been analysed over the following headings:

- A revised requirement for the ICT asset replacement programme
- Future refurbishment costs for office bases

Asset replacement Programme

42. There is an ongoing revenue budget provision of £ 0.440 M to refresh the desktop and laptop computer estate. Funding from other sources (including the ICT Strategy 2014/17 budget and departmental budgets) has been used to fund tablet devices and smartphones.
43. The SWP will accelerate the ICT equipment replacement programme and will require more investment towards mobile solutions. The ICT solutions will be better matched to the style of the work being undertaken and staff requiring secure access from off-network locations (e.g. home) will require the use of County Council equipment. This step change to supporting a more mobile workforce will lead, in time, to a smaller ICT equipment estate.
44. Taking into account the existing funding, there is an additional requirement for the desktop and laptop replacement programme of £ 2.129 M over the next three years. This requirement is not affected by the decisions for property rationalisation as the equipment would move with the staff.
45. In order to support the move away from a fixed PC to greater use of a mobile device we have identified a requirement for additional mobile devices to be added to the ICT estate. To provide an additional 250 standard laptops and 250 Yoga (large tablet) devices over the next three years would require an additional £0.445 M. This expenditure is relatively independent of decisions on the options for the property portfolio as all the scenarios will require a high level of smarter working facilitated by ICT equipment as proposed.
46. Investigations into the business case for rolling out Lync to all staff, beyond the existing roll-out to the main office bases, have concluded that there would be further benefits in extending the rollout to an additional number of sites.
47. The initial sites proposed for the extended roll-out are Mercury House and the teams based at Nottingham University Hospitals (NUH). The costs for these initial sites and additional further ones, yet to be confirmed, has been evaluated at £75,000 over three years.
48. Following a pilot for fixed audio visual screens at County Hall, Trent Bridge House and Lawn View House (LVH) and an evaluation of conferencing devices we have concluded that, whilst there are some technical issues to be resolved, that there is a significant potential to use AV equipment to reduce the amount of non-productive staff time travelling to and from meetings.

49. The evaluation of costs has identified that to roll-out the use of this technology across the Council would require an initial outlay of approximately £25,000.
50. Once we are satisfied that we can provide a reliable technical solution we will seek to engage with Members to ensure that they can benefit from the use of technology to reduce their travel time and associated cost.

Furniture and refurbishment costs

51. As part of the Asset Management Planning work, options for the future reduction in the office estate are currently being developed. The existing main office bases across the County currently offer a varied level of support for flexible working and this is one of the considerations that will factor in the decision about which of them will be retained.
52. Once a plan for the reduction has been agreed, some capital expenditure will be required to ensure that all the retained buildings are brought up to a consistent standard to support flexible working.
53. Based on previous experience, the cost of refurbishment, updating furniture and relocating teams within the buildings has been evaluated at £ 0.935 M over the next three years.
54. These costs will be finalised once the decisions about which office bases will be retained have been made.

Total cost

55. The following table shows the phasing of the capital requirement for the SWP over the next three years:

	17/18 £ M	18/19 £ M	19/20 £ M	Total £ M
ICT Asset Replacement Programme	1.090	1.005	0.579	2.674
Furniture & Refurbishment	0.350	0.437	0.148	0.935
	1.440	1.442	0.727	3.609

Business Case for SWP

56. The anticipated cashable benefit of the SWP, based on the assumptions in this report, is £ 1.420 M in capital receipts and £ 2.630 M in ongoing annual savings. In addition, the potential increase in productivity is equivalent to a reduction in budget pressures of £ 3.349 M.
57. There are also a significant number of non-financial benefits for both service users and staff arising from the programme.

58. The capital requirement for the SWP has been evaluated at £ 3.609 M over the next three years.
59. Based on this evaluation, the SWP represents a significant opportunity to invest now to deliver savings and further benefits in the future.

Financial Implications

60. If approved, a request for Capital funding would be submitted to the Capital Asset Management Group (CAMG) to request £ 3.609 M over three years.

61. **Other options considered**

- The option to spend no additional money on the SWP and consolidate the current position
- To evaluate the reduced cost of a slower implementation

The costs that have been evaluated reflect the desire to build on the progress to date and to complete the programme at an increased pace. The option to spend no further money and consolidate our current position was considered and rejected as the benefits of achieving the programme vision were worth pursuing. The option to continue at a slower pace was considered and rejected as it was felt that we would lose the existing momentum and that this would reduce the potential benefits that could be achieved. The majority of the identified cost is for items that are transferrable and not tied to a specific location and therefore not impacted by the decisions for the rationalisation of office space.

62. **Reasons for Recommendations**
To seek additional funding for the SWP.

63. **Statutory and Policy Implications**
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 Policy Committee notes the update on the SWP and the evaluation of the future benefits and costs.
- 2) That Policy Committee approves the submission of a request for Capital funding to the Capital Asset Management Group (CAMG) for £ 3.609 M over three years.

Councillor Alan Rhodes
Leader of the County Council

For any enquiries about this report please contact:
Ivor Nicholson, Service Director, ICT Services
(0115 9773300)
Iain Macmillan, Programme Manager, Programme & Projects Team
(0115 9772341)

Constitutional Comments

64. SLB 19/10/2016
Policy Committee is the appropriate body to consider the content of this report.

Financial Comments

65. KRP 24.10.2016
The financial implications are as 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.

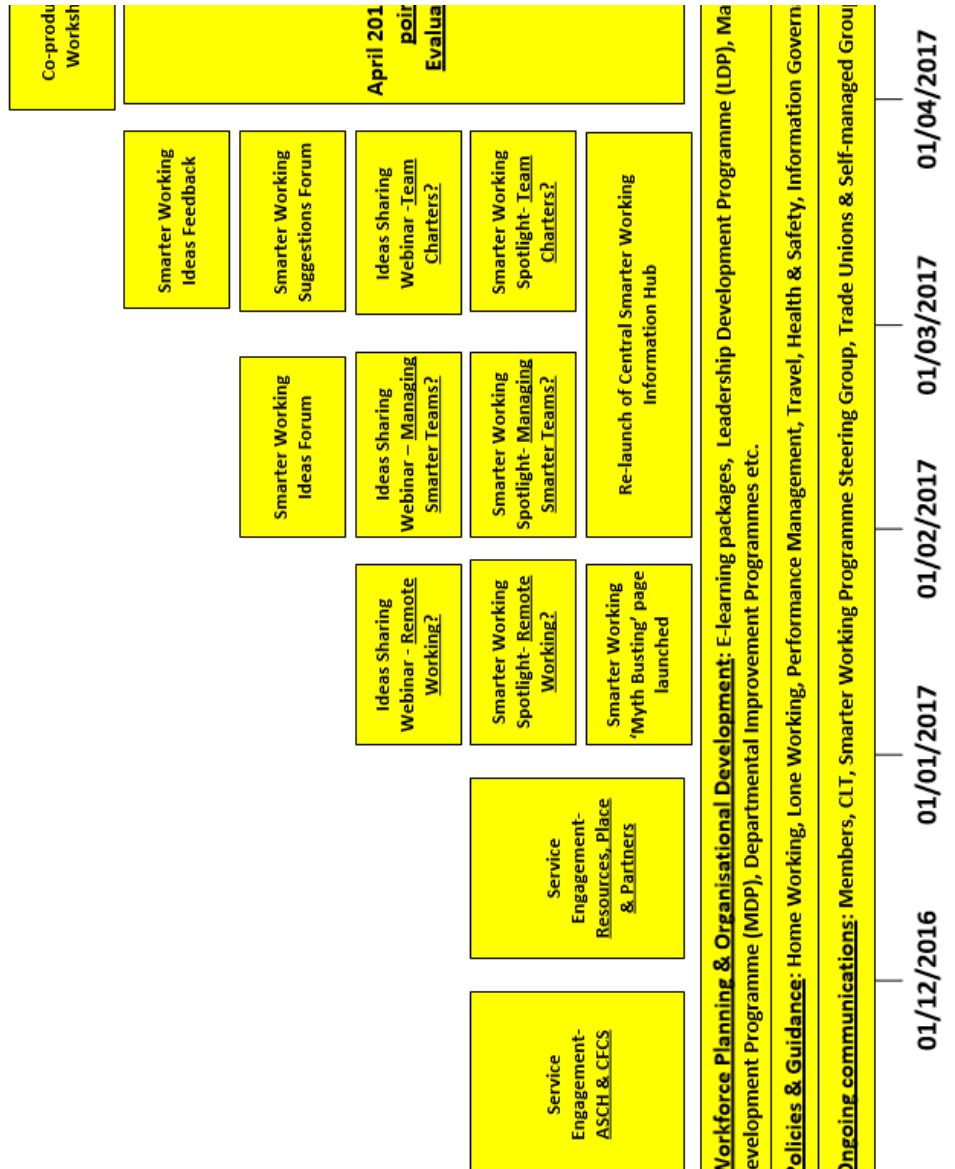
Electoral Division(s) and Member(s) affected

All

Smarter Working Programme – progress to date

- The roll-out of 2,200 Windows 8.1 tablet devices incorporating MS Exchange (e-mail, calendar), office software, Lync (video/voice, instant messaging, presence), Onespace (document share), 3G/4G connectivity and a secure network access solution
- Some 1,600 social care staff provided with TotalMobile software and training to enable case notes and assessments to be completed on the tablet computer, away from the office
- Replacement of 1,000 blackberry phones with Windows 8.1 smartphones
- Creation of additional touchdown space at County Hall and Lawn View House
- The roll-out of Lync telephony (Skype for Business), using the investment in the broadband IT network, to over 5,000 users
- Extension and enhancement of the wireless network across multiple sites to support mobile working
- A pilot to test the potential of Audio Visual equipment
- The introduction of scheduling appointments for Occupational Therapy and Social Work Assessments
- Work with departments to reduce the operational building estate as part of the development of a 10-year Asset Management Plan
- Modelling of the future demand and capacity for our office buildings to assist the development of options for reducing the current portfolio
- Mapping of property assets in Nottinghamshire for NCC, City Council, District Councils, Police, Fire, Ambulance and Health as part of our role as Nottinghamshire lead for the national One Public Estate (OPE) initiative
- Working with teams at Lawn View House to increase their flexibility in how they work and reconfiguring the building to support a greater level of flexibility in how the building is used

Smarter Working Programme Engagement Plan November 2016 – April 2017



REPORT OF THE LEADER OF THE COUNCIL

COMMERCIAL DEVELOPMENT UNIT

Purpose of the Report

1. To note the outcome from the pilot of a commercial development programme.
2. To agree the next steps for the three services which were the subject of the pilot phase.
3. To seek approval for the continuation of the commercial development unit for two years.
4. To agree the governance process for the possible future inclusion of other services within the commercial development programme.

Information and Advice

5. Local government needs to move to a position of self-sufficiency over the next four years as the Revenue Support Grant continues to fall. By 2020 the Council's main grant from Government will have virtually disappeared.
6. Government is also encouraging local authorities to consider the most suitable commercial opportunities as demonstrated by the following quote from Brandon Lewis, who was the Parliamentary Under Secretary of State at the Department for Communities and Local Government from September 2012 until July 2014.

"Increased commercialisation could absolutely be an answer to the financial difficulties for local government. There's two ways to approach it: you can slash and burn and cut and cut, but there is a point for any organisation once you've shared all your management that you've got to look at actually where that revenue is coming from." – Brandon Lewis (Local Government Minister, September 2014 – July 2016)

7. In March 2016, Policy Committee approved a commercial development pilot to explore the potential of income generation opportunities. Three services, Outdoor Education, the Education Improvement Service and Trading Standards, were selected to take part in a 12-week pilot. It was delivered by in-house resource with the support of Essex County Council who have already set up a successful commercial unit.

The Pilot

8. While many of the service leads were experts in their own fields, they lacked the confidence or commercial acumen to develop full business plans. As such, they were supported with an accelerated commercial learning programme that supplied the necessary skills to the service leads.

9. Half-day classes were tailored for each service in the process. Sessions covered the following subject areas:

- Sales
- Marketing
- Financial management
- People & change
- Systems & processes

10. The services were also supported in regular 1-1 sessions as they applied their learning to build a robust business case that took into account the size of the potential market, the percentage share they were targeting, how they intended to reach the target audience along with the exploration of any legal or ethical considerations.

11. Each of the plans was then scrutinised by a panel that consisted of the Chief Executive, the Monitoring Officer and the Section 151 Officer. A business expert joined the panel to provide external challenge. Members can then be presented with a series of recommendations on the strength of the proposals with the risks clearly outlined.

The Findings

12. All three service areas produced fully costed outline business plans that forecast income that could be generated over the next four years (Table 2). The cumulative total for the potential income for all three services is £15.9m.

13. The forecast increase in income will reduce the net budget required to provide these services. The net cost of delivering the three service reduces each year, producing a year-on-year saving to the Authority (Graph 1). The annual net budget will reduce from just under £2m in Year 1 to £0.435m by Year 4.

14. The commercial development unit supported the three services to develop commercial plans that show how they plan to generate additional surplus income and all three plans passed the scrutiny test by the Chief Executive panel.

Graph 1: Combined service cost vs income over 4 years

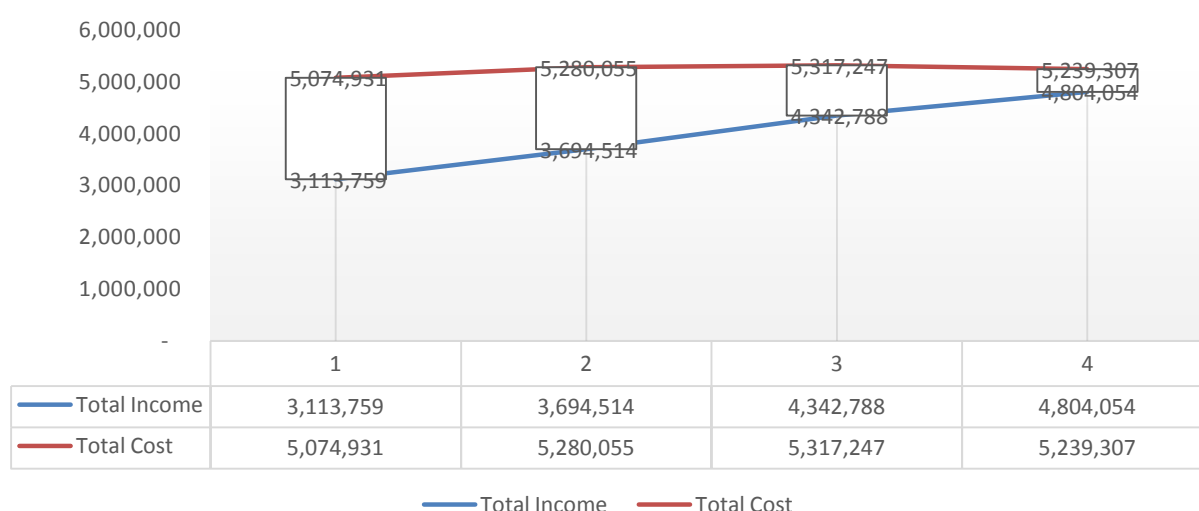


Table 1: Service Costs

	Year 1	Year 2	Year 3	Year 4
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Education Improvement	1,672,404	1,689,128	1,706,020	1,723,080
Outdoor Education	1,000,100	1,160,500	1,195,300	1,100,300
Trading Standards	2,402,427	2,430,427	2,415,927	2,415,927
Total Cost	5,074,931	5,280,055	5,317,247	5,239,307

Table 2: Income Profile

	Year 1	Year 2	Year 3	Year 4
Education Improvement	-1,010,864	-1,406,168	-1,847,285	-2,076,079
Outdoor Education	-809,700	- 900,200	-1,000,040	-1,100,400
Trading Standards	-1,293,195	-1,388,146	-1,495,463	-1,627,575
Total Income	-3,113,759	-3,694,514	- 4,342,788	- 4,804,054

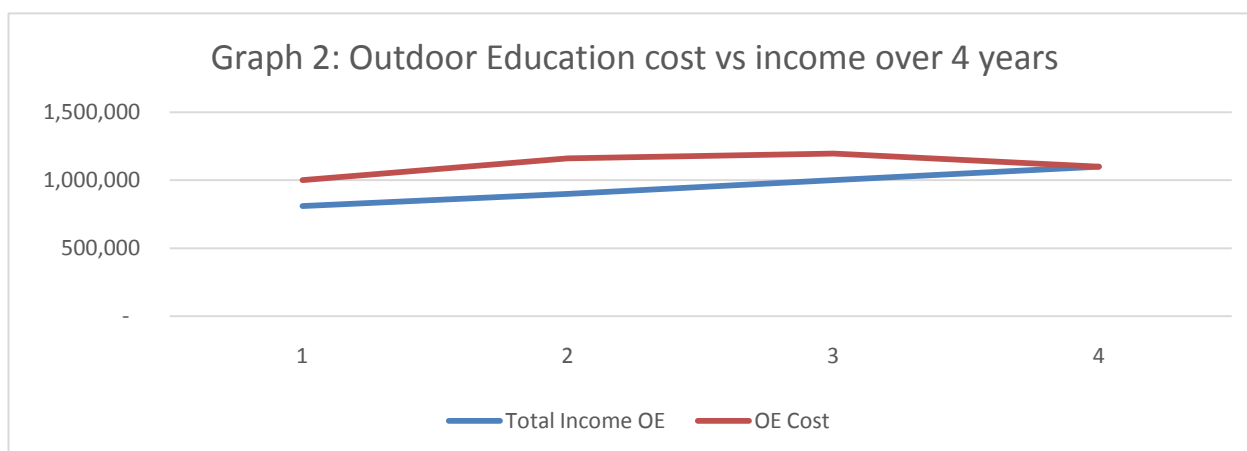
Table 3: Net Service Budget

	Year 1	Year 2	Year 3	Year 4
Education Improvement	661,540	282,960	-141,265	- 352,999
Outdoor Education	190,400	260,300	195,260	-100
Trading Standards	1,109,232	1,042,281	920,464	788,352
Total Net Budget	1,961,172	1,585,541	974,459	435,253

Summary of the individual commercial plans:

Outdoor Education

The service will look to invest in sales capacity the first 2 years and as such its net cost will initially increase slightly over this period. However, by Year 4 the income will cover its entire cost with a small surplus returned to the Council. The growth plan is to market its services in nearby areas where there is little outdoor education provision. Particular focus will be on the Mill where there is currently under occupancy. Courses for instructor training will also be offered out of season to ensure that maximum use is made of facilities. Market research also demonstrated that the service was of a high quality but was charging a lower price than competitors so pricing would be adjusted to reflect the market. A quality outdoor education service would be retained but at zero cost (Graph 2).

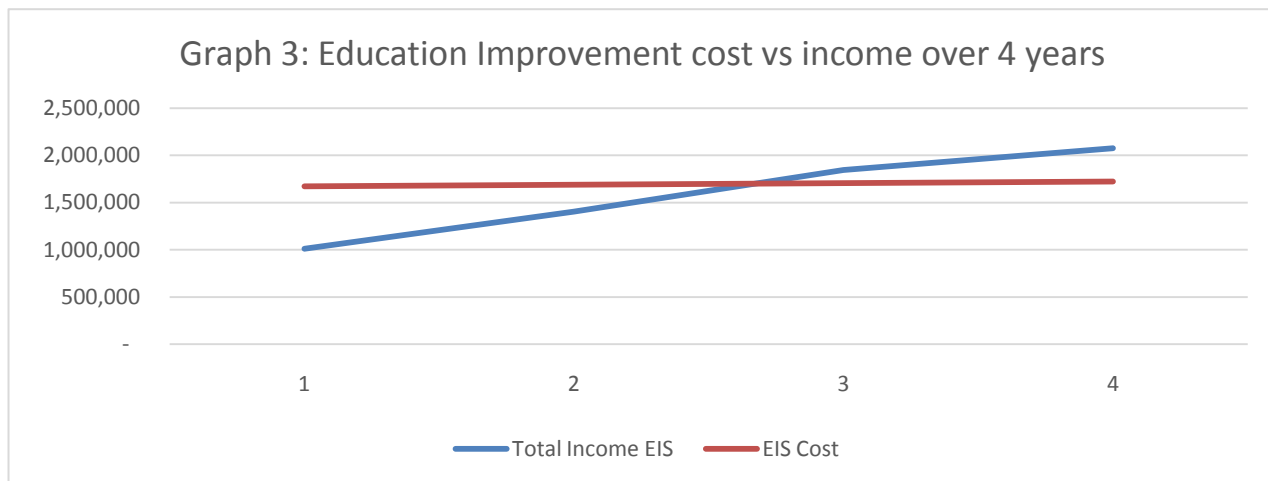


Education Improvement Services

Lincolnshire does not currently have an education improvement service.

The offer from Nottinghamshire is regarded as high quality and would be of high interest within the area. The use of self-employed associates keeps any cost increases to a minimum.

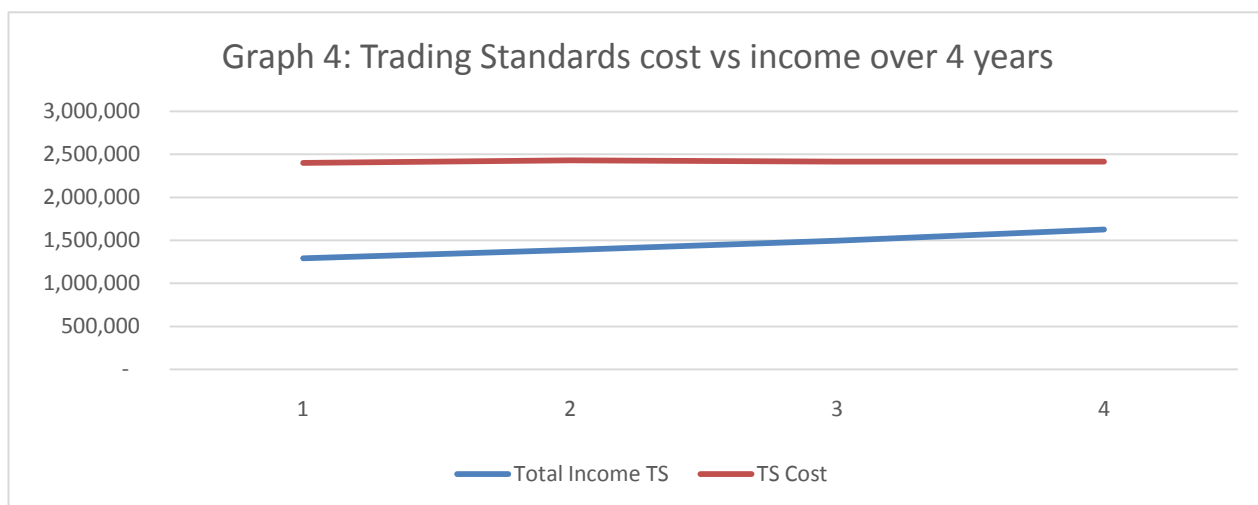
The service is constantly developing new products and training in line with national educational policy and guidance, ensuring that there is always something to offer both current and new markets. The service is forecast to return a surplus by Year 4 of £353,000 (Graph 3).



Trading standards

The service plan ensures that all its costs when operating commercially can be recovered and by making sure all work undertaken commercially is charged at the right amount. The commercial element of the service will offset the overhead costs of the whole service.

Unlike the previous plans, there is currently no path for this service to fully cover its full costs but it can increase its income to reduce the budget by 33% over 4 years (Graph 4) whilst maintaining the same level of service to residents and business. It also maintains its ability to respond to major issues such as foot and mouth outbreaks.



15. As would be expected from a pilot project, there are a number of areas which will require improvement.

- **Governance** – There was clearly insufficient member involvement through this process. The revised process recommends that all areas that are proposed to go into the process come from Service Committees in the first instance with the final selection to be approved at Policy Committee. After completing the process a report will be provided to Policy Committee where the final approval will be sought. The relevant Service Director would be required to keep their Committee informed throughout the process and a regular update report will be submitted to the relevant Service Committee.
- **Time commitment** – this is a process that is done with the service not to the service. As such there needs to be a significant commitment to not just attend the masterclasses and coaching classes but also to apply the learning outside of these sessions. Sufficient lead-in will be provided to the service so that they can clear diaries to dedicate the time needed to go through the process.

What next?

16. The commercial development unit has shown how services can be supported to develop fully-costed plans to grow additional income that will improve the overall budget position of the Council.

17. Subject to members' approval, immediate action can be taken to take other services through the process. It is anticipated that nine services a year could be supported in the way outlined.

The existing services will need to be supported and monitored as they implement their plans. This will remain in place for at least the first 12 months with regular reports taken to the appropriate service committee. Services that fail to hit predicted income targets will be helped by the commercial team to address any issues. Service Committees will be recommended to stop early any commercial activity that is failing with no viable intervention plan.

18. It is recommended that due to the reduced scale of the Trading Standards proposition that this is monitored by the existing management arrangements and this is treated as business as usual.

19. In terms of the governance process, the following is recommended:

- Service Committees will be encouraged to put forward and approve any commercial opportunities that would benefit from going through the process.
- Policy Committee will approve the final work schedule with three services going through the unit every four months.
- All business plans that pass the due diligence test will be brought back before Policy Committee for decision.
- Regular update reports will be taken to the relevant Service Committee to keep members informed about progress against income targets

Resources and savings

20. To date existing staff, together with the support of Essex County Council, have been used to run the process. It will also be necessary to consider how the commercial unit is resourced.
21. All the operating and staffing costs associated with the commercial programme will be covered by the additional income that it supports services to deliver. This would mean that the unit would be self-funding from Year 1.
22. In order to make sure that the savings returned to the authority are maximised, the numbers of additional posts has been kept to three FTEs who would be employed. All of the roles would require individuals with considerable commercial expertise.
 - a. Head of Commercial Development
 - b. Commercial Development Manager
 - c. Commercial Analyst

The cost of these posts at the top of the estimated grades including all on costs is estimated to be £188,200, but this is subject to job evaluation and grading.

The Head of Commercial Development would run the unit along with a designated Service Director. The role's primary focus would be supporting services to develop business cases for commercial propositions through the unit's accelerated development programme.

The Commercial Development Manager would focus on supporting services in their trading activity once they had been given the go-ahead. They would work alongside finance to check if the service remained on track with its income and cost projections. The role would also require effective interventions in a trouble-shooting capacity if the service failed to hit targets.

The Commercial Analyst would support the above two roles by supplying robust business analysis to ensure that any plans were built on solid evidence and data.

23. The alternative would be for each service area that is considering a commercial proposition to employ their own commercial resource. This would be considerably more expensive and would result in an inconsistent approach with a reduced chance for shared learning.
24. It is also recommended that the Service Director, Communications and Marketing, who has led on the development of the commercial programme, continues to oversee delivery while longer-term structural plans are considered. This would be done in addition to existing duties.
25. A small operating budget would also be attached to the unit of £59K which would be used in the main to fund any specialist market research where the knowledge did not exist in the authority.
26. The total operating cost of the Commercial Development Unit of £247,200 would be covered from Year 1 from the additional income that would be generated as a result of the initiative. As more services are put through the unit, the surplus income would increase further. After putting just three services through the unit, the contribution to the Council's budget position is shown in Table 4.

Table 4: Incremental savings

£	Year 0	Year 1	Year 2	Year 3	Year 4
Total Net Cost	2,656,895	1,961,172	1,585,541	974,459	435,253
CDU Costs	-	247,200	247,200	-	-
Total cost/budget	2,656,895	2,208,372	1,832,741	974,459	435,253
Incremental savings	-	448,523	375,631	858,282	539,206

The incremental savings figure refers to the reduction in net budget to run the three services and includes the estimated running cost of the Commercial Development Unit. This net saving will be included in the Medium Term Financial Strategy (MTFS). The savings figure would also increase as more services are put through the process although until this has happened, any figure would be an estimate.

27. Any seed investment for the commercial plans would come from an earmarked reserve of £0.5m in the Strategic Development Fund.

Other Options Considered

28. The alternative to a central unit would be the creation of separate resource in departments or attached to individual service areas. This approach would be considerably more expensive and not provide a uniform gateway test to minimise risk. The ability to share learning would also be reduced.
29. The option to not pursue commercial opportunities was explored but this was ruled out because this would mean that all the expected savings over the next four years would need to come from service reductions and efficiencies.

Reason/s for Recommendation/s

30. To help support services in maximising commercial potential to support the Council's increasing requirement to become self-sufficient financially.

Statutory and Policy Implications

31. 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

32. These are contained within the body of this report.

Equalities Implications

33. Equalities implications will be considered by each of the services as they develop their commercial plans.

RECOMMENDATION/S

It is recommended that Policy Committee approves:

- 1) The continuation of the commercial development support to services for the next two years
- 2) That the three commercial plans developed as part of the process are approved with regular update reports taken to the service committees
- 3) The establishment of the three posts and budget to run the Commercial Development Unit as outlined in the report
- 4) That the governance process for the consideration of other services within the commercial development programme, as detailed in paragraphs 14 and 18, be agreed.

Alan Rhodes
Leader of the Council

For any enquiries about this report please contact: Martin Done/Mark Knight

Constitutional Comments SLB 27/10/2016

34. Policy Committee is the appropriate body to consider the content of this report subject to the Council's Employment Procedure Rules which require all reports regarding staffing structure changes to include HR advice, and for consultation to be undertaken with the recognised trade unions.

35. The recommendations fall within the terms of reference for Policy Committee.

Financial Comments ((RWK 27/10/2016)

36. The report proposes the creation of a Commercial Development Unit for a two year period at an estimated cost of £247,200 per annum. This additional cost will be funded from the budgetary saving arising from the implementation of the business cases developed for the three services to be supported in the pilot project detailed in the report. The net budgetary savings over a 4 year period are set out in Table 4 in paragraph 25.

37. The initial costs of implementing any proposals in business cases would be met from the Strategic Development Fund.

Background Papers and Published Documents

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

Electoral Division(s) and Member(s) Affected

- All

REPORT OF THE CORPORATE DIRECTOR OF RESOURCES

USE OF URGENCY PROCEDURES

Purpose of the Report

1. To update Policy Committee on the use of the Council's Urgency Procedures in the last six month monitoring period (April 2016 – September 2016).

Information and Advice

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

URGENT DECISION BY CHIEF EXECUTIVE

<u>Date</u>	<u>Decision taken</u>	<u>Reason for Urgency</u>
28/4/16	<p>The Council ends its relationship with the current Developer for the proposed Eastwood Extra Care.</p> <p>ASCH officers undertake internal scoping work with colleagues in Strategic Property to explore developing Extra Care scheme on a smaller plot within the Walker Street site. The use of a smaller site would provide the Council with a capital receipt to offset the cost of investing in Extra Care, as well as providing sufficient remaining land on the site to be able to progress with the redevelopment of Lynncroft Primary.</p> <p>The EFA are given permission to develop the project for the new school on land</p>	<p>Projects in this round of the PSBP must be completed by the end of 2017. This means that the EFA must raise a viable project with the contractor at the start of May this year. If this is not achieved the school will drop into the second round of the programme and is unlikely to be completed for another 4 years. This is over half a child's time within primary education. The Council thus has a limited window of opportunity to work with the EFA to develop a viable scheme and provide a 21st century environment for these young people.</p>

	currently allocated as part of the Extra Care development.	
	When the project is complete the current school site (subject to planning permission) is included in land to be sold for development.	

5. In line with the Urgency Procedures, a report explaining the need for the decision to be taken urgently and the wider context was submitted to the subsequent meeting of the Adult Social care and Health Committee on 16 May 2016.
6. Use of the Urgency Procedures has been limited and appropriate and these procedures have only been utilised when it was in the public interest to do so.

Other Options Considered

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

Reason/s for Recommendation/s

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

Statutory and Policy Implications

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

RECOMMENDATION

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

Jayne Francis-Ward
Corporate Director - Resources

For any enquiries about this report please contact: Keith Ford, Team Manager, Democratic Services Tel: (0115) 9772590 E-mail: keith.ford@nottsc.gov.uk

Constitutional Comments

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

Financial Comments (SES)

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

Background Papers

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

- Record of Urgent Decision by Chief Executive
- Report to Adult Social Care & Health Committee – 16 May 2016 - update regarding Eastwood Care Scheme and Lynncroft Primary redevelopment (published)

Electoral Division(s) and Member(s) Affected

All

REPORT OF THE CORPORATE DIRECTOR OF RESOURCES

WORK PROGRAMME

Purpose of the Report

1. To review the Committee's work programme for 2016/17.

Information and Advice

2. The County Council requires each committee to maintain a work programme. The work programme will assist the management of the committee's agenda, the scheduling of the committee's business and forward planning. The work programme will be updated and reviewed at each pre-agenda meeting and committee meeting. Any member of the committee is able to suggest items for possible inclusion.
3. The attached work programme includes items which can be anticipated at the present time. Other items will be added to the programme as they are identified.
4. The Policy Committee will be asked to determine policies, strategies and statutory plans developed or reviewed by other Committees of the Council. Committee Chairmen are invited to advise the Policy Committee of any additional policy reviews that are being considered.
5. The following changes have been made since the work programme was published in the agenda for the last meeting:-
 - a. The following item was added to the agenda for the 16 November Policy Committee meeting to enable consideration by Members at the earliest opportunity:-
 - i) Future Funding for the Smarter Working Programme
 - b. The following new items have been added to the Work Programme:-
 - i) Nottinghamshire Residents' Satisfaction Survey 2016 Findings – add to December 2016

Other Options Considered

6. None.

Reason/s for Recommendation/s

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

Statutory and Policy Implications

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

RECOMMENDATION

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

Jayne Francis-Ward
Corporate Director - Resources

For any enquiries about this report please contact:

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

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

Constitutional Comments (SLB)

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

Financial Comments (NS)

There are no financial implications arising directly from this report.

Background Papers

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

None

Electoral Division(s) and Member(s) Affected

All

POLICY COMMITTEE - WORK PROGRAMME (AS AT 7 NOVEMBER 2016)

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>Lead Officer</u>	<u>Report Author</u>
14 December 2016			
Update on the work of East Midlands Councils	Quarterly Update from Stuart Young, Executive Director.	Jayne Francis-Ward	Stuart Young
Nottinghamshire Residents' Satisfaction Survey 2016 Findings	Outcomes of the Residents Satisfaction Survey.	Martin Done	Paul Belfield
Quarterly Performance Report on Progress Against the Strategic Plan and Redefining Your Council	To consider progress and performance against each of the Strategic Plan priorities and the programmes within Redefining Your Council.	Nigel Stevenson	Celia Morris
18 January 2017			
8 February 2017			
15 March 2017			
Update on the work of East Midlands Councils	Quarterly Update from Stuart Young, Executive Director.	Jayne Francis-Ward	Stuart Young
Update on City of Nottingham and Nottinghamshire Economic Prosperity Committee and the Local Enterprise Partnership	Update report as requested by Policy Committee on 11 November 2015.	Tim Gregory	Matt Lockley
Quarterly Performance Report on Progress Against the Strategic Plan and Redefining Your Council	To consider progress and performance against each of the Strategic Plan priorities and the programmes within Redefining Your Council.	Nigel Stevenson	Celia Morris
19 April 2017			
21 June 2017			
Quarterly Performance	To consider progress and performance against each	Nigel Stevenson	Celia Morris

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>Lead Officer</u>	<u>Report Author</u>
Report on Progress Against the Strategic Plan and Redefining Your Council	of the Strategic Plan priorities and the programmes within Redefining Your Council.		