

Policy Committee

Wednesday, 11 February 2015 at 10:30

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

AGENDA

- | | | |
|----|--|---------|
| 1 | Minutes of last meeting held on 7 January 2015 | 3 - 6 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | Boundary Review Submission | 7 - 36 |
| 5 | Revised Staffing Structure for the Business Service Centre | 37 - 48 |
| 6 | Trading Services- School Meals and Facilities Management Pricing 2015-16 | 49 - 56 |
| 7 | Financial Support for Students in Post-16 Education | 57 - 60 |
| 8 | Planning Obligations Protocol | 61 - 76 |
| 9 | Digital Transformation - Progress Update | 77 - 92 |
| 10 | Work Programme | 93 - 96 |

Notes

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

Customer Services Centre 0300 500 80 80

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

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

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

Meeting POLICY COMMITTEE

Date Wednesday, 7 January 2015 at 10:30am

membership

Persons absent are marked with 'A'

COUNCILLORS

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

Reg Adair
Jim Creamer
Mrs Kay Cutts MBE
Glynn Gilfoyle
Kevin Greaves
Stan Heptinstall MBE
Richard Jackson
David Kirkham
John Knight

Diana Meale
Philip Owen
John Peck JP
Sheila Place
Ken Rigby
Martin Suthers OBE
Gail Turner
Stuart Wallace

ALSO IN ATTENDANCE

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

Councillor Alice Grice
Councillor Liz Plant
Councillor John Wilkinson
Councillor Yvonne Woodhead

OFFICERS IN ATTENDANCE

Mick Burrows
Anthony May

Chief Executive
Children's, Families and Cultural Services

Carl Bilbey
Keith Ford
Jayne Francis-Ward
Jo Kirkby
Celia Morris
Catherine Munro
Michelle Welsh

} Policy, Planning & Corporate Services

MINUTES

The Minutes of the last meeting held on 10 December 2014, having been previously circulated, were confirmed and signed by the Chairman.

MEMBERSHIP OF THE COMMITTEE

The following change of membership was noted:-

- Councillor Laughton had replaced Councillor Muriel Weisz for this meeting only.

APOLOGIES FOR ABSENCE

Councillor Muriel Weisz (medical) - The Chairman agreed to send the Committee's best wishes to Councillor Weisz.

DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS

None

STAFFING STRUCTURE FOR COMPLAINTS AND INFORMATION TEAM

During discussions, Members requested regular update reports to the Committee about complaints and compliments received by the Council and their outcomes (commencing in March 2015). Members also requested that the previous practice of receiving individual update reports about complaints within their Division be reinstated.

RESOLVED: 2015/001

- 1) That the expanded role of the Complaints and Information Team be noted.
- 2) That the proposed staffing structure for the Complaints and information team, set out in Appendix A to the committee report, be approved, and the establishment of three additional Complaints Information and Mediation Officer posts be agreed.

BETTER BROADBAND FOR NOTTINGHAMSHIRE PROGRAMME CONTRACT 2 (SUPERFAST EXTENSION PROGRAMME)

RESOLVED: 2015/002

That delegated authority be granted to the Corporate Director for Policy, Planning & Corporate Services (as the programme's Senior Responsible Officer) following consultation with the Leader of the Council and the Chair of the Economic Development Committee to:-

- i) agree any amendments to the contract arising from the clarification process, provided these do not materially alter the parameters of the eventual contract offering;
- ii) sign off the contract at the conclusion of the clarification process on behalf of the County Council.

NOTTINGHAMSHIRE ANNUAL RESIDENTS' SATISFACTION SURVEY 2014**RESOLVED: 2015/003**

- 1) That the findings of the 2014 Nottinghamshire Annual Residents' Satisfaction Survey be noted.
- 2) That this report be used to inform development of planning, policy and delivery plans.

TRANSFORMATION PROGRAMME PROGRESS UPDATE**RESOLVED: 2015/004**

That the achievements of the Council's Transformation Programme to date be noted.

WORK PROGRAMME**RESOLVED: 2015/005**

That the work programme be noted.

The meeting closed at 11.43 am.

CHAIRMAN

REPORT OF THE CHIEF EXECUTIVE

BOUNDARY REVIEW SUBMISSION

Purpose of the Report

1. To present recommendations for a new pattern of electoral Divisions in the County to accommodate the Council size which the Local Government Boundary Commission for England ('the Commission') has proposed.

Information and Advice

2. The Committee will be aware that the County Council is currently undergoing an electoral review due to electorate variances of more than 10% in a third of the Council's current electoral Divisions. At its meeting on 18th September 2014, Council approved a Council size submission of 67 Councillors. At the end of October 2014 the Commission announced that it was minded to accept this case and would invite electoral schemes based on this number.
3. At this stage, the Commission is seeking proposals for electoral division boundaries. As well as any submission made by the Council, the Commission will also consider evidence from other local organisations and members of the public. The proposals put forward assists the Commission in drawing up draft recommendations which it then consults on. The original timetable for the receipt of electoral schemes was 9th January 2015, but this part of the timetable has been extended to 9th February 2015 for reasons explained in paragraphs 6-8 below. Public consultation on draft Commission recommendations will take place from May – July 2015.
4. Proposals on new boundaries have to take into account the Commission's statutory technical guidance as follows-
 - Electoral equality so that each person's vote carries the same weight across the County and, where possible, that all Divisions have variances of less than 10% (variance being the figure by which a Division deviates from the Councillor: elector ratio across the County)
 - That the new pattern of Divisions reflects the interests and identities of local communities evidenced with practical examples of shared community events, amenities and public facilities with the higher the electoral variance proposed, the stronger such evidence needing to be
 - That the arrangements proposed should provide effective and convenient local government so that Divisions are clearly identifiable, reflect transport and communication links and that electors can engage in affairs of the Division without having to travel through an adjoining Division.

5. Proposals also have to take account of other related guidance, for example, using parishes and polling districts as building blocks, electorate forecasts to 2020 and the constraints of the Commission's timetable.
6. There have been a number of issues regarding the accuracy of projections for 2020 but a final agreed set of figures was published on the Commission's website in November 2014. The total electorate figure to be used for the County in 2020 was agreed at 644,513 which, on the basis of 67 Councillors, provides a Councillor: electorate ratio of 1:9620. As stated earlier in the report, the new pattern of Divisions has to ensure wherever possible that the number of electors per Councillor does not exceed +/- 10% of this ratio.
7. As a number of Districts Councils have recently undergone their own boundary review some of the information necessary to produce workable proposals was not available, namely District ward boundaries. The Commission has acknowledged the difficulties being faced by the County Council in terms of the timing of this review in relation to the timing of those District Boundary Reviews. The Commission therefore granted an extension of time for the submission of new County Council Divisional boundaries to 9th February 2015. The Commission was unable to grant any further extension of time as this would affect the Commission's timetable for both the Nottinghamshire review and other timetabled reviews.
8. The Commission has agreed that the County Council may use revised maps and electorate forecasts to 2020 for any of the Districts that were able to provide this information down to a polling district level. This approach has therefore been taken for Ashfield, Broxtowe and Rushcliffe. This has the benefit of enabling proposals to be drafted that reflect the reality of local changes by using new boundaries and polling districts wherever possible.
9. As a consequence, an amended overall Councillor: electorate ratio of 1:9525, (based on a projected electorate of 638,193) has been used in formulating these proposals. Following the further revisions to the District forecasts and the current number of Councillors in each District, the revised Councillor: elector ratio for each District is as follows:-

Ashfield – 1:9566
 Bassetlaw – 1:9971
 Broxtowe – 1:8847
 Gedling – 1:9041
 Mansfield – 1:9465
 Newark and Sherwood – 1:9565
 Rushcliffe – 1:10343

10. On the basis of these figures and on electoral equality grounds and having regard to a future Council size of 67, it is proposed that Rushcliffe should have 10 Councillors instead of the current 9 and that the number of Councillors in Broxtowe should be reduced from 10 to 9. This approach would give rise to revised Councillor: electorate ratios in those Districts of:-

Broxtowe - 1:9830
 Rushcliffe -1:9308

Using the revised overall Councillor: electorate ratio of 1:9525, both of these ratios are within the +/-10% variance figures (i.e. 8573 / 10,477).

11. On the basis of the previous paragraphs, a pattern of new Divisional boundaries has been drawn up and is submitted for approval at appendix 3. The Committee will recall that currently there are 18 Divisions with a variance of more than 10% of the average. These proposals result in that number reducing to 3. If approved this scheme will produce 67 Councillors in 55 Divisions.

12. To assist consideration the following appendices are attached:-

- Appendix 1 – current County Divisions and electoral variances based on original 2020 electoral projections
- Appendix 2 – proposed new County Divisions and electoral variances
- Appendix 3 – the case for new Divisions
- Appendix 4 – maps (on a District and County overview basis)

13. If approved, this submission will be sent to the Commission who will consider it along with any other representations and suggestions received and then issue draft recommendations which will be consulted upon from May - July 2015. The Commission will then finalise its recommendations and publish these in September 2015.

14. It is therefore important that when this submission is sent to the Commission, it can be clear what support there is for each of the individual District proposals.

Other Options Considered

15. Some Councils choose not to put forward a Council scheme at this stage of the review. It is felt, however, that this approach would not be in the interests of local democracy and accountability and was, therefore, discounted as an option.

Reasons for Recommendation

16. To propose a new pattern of Divisional boundaries which takes account of the Commission statutory guidance whilst also having regard to the local issues arising from recent District boundary reviews.

Statutory and Policy Implications

17. 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.

RECOMMENDATIONS

That the Council makes its submission to the Local Government Boundary Commission for England as detailed in this report, including views of elected Members expressed during the debate on the proposals on a district by district basis.

Mick Burrows
Chief Executive

For any enquiries about this report please contact: Keith Ford, Team Manager, Democratic Services 0115 9772590 / keith.ford@nottsc.gov.uk

Constitutional Comments (SLB 29/1/15)

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

Financial Comments (SEM 29.01.15)

19. There are no specific financial implications arising directly from 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' or start list here

Electoral Divisions and Members Affected

- All

**APPENDIX 1 – ORIGINAL FORECAST ELECTORATE & VARIANCE – 2020
BASED ON CURRENT DIVISIONS**

Name of division	Number of cllrs per Division	Original Electorate Forecast December 2020	Original Forecast Variance 2020	
Hucknall	3	28,644	-1%	Ashfield
Kirkby South	1	12,715	32%	
Kirkby North	1	10,813	12%	
Sutton North	1	8,938	-7%	
Sutton Central	1	8,844	-8%	
Sutton East	1	9,532	-1%	
Sutton West	1	9,549	-1%	
Selston	1	10,612	10%	
Misterton	1	11,625	21%	Bassettlaw
Blyth & Harworth	1	10,447	9%	
Worksop North East & Carlton	1	9,223	-4%	
Retford East	1	9,046	-6%	
Retford West	1	9,046	-6%	
Tuxford	1	10,396	8%	
Worksop West	1	9,028	-6%	
Worksop East	1	9,754	1%	
Worksop North	1	11,172	16%	Broxtowe
Beauvale	1	9,508	-1%	
Beeston North	1	8,009	-17%	
Beeston South and Attenborough	1	9,454	-2%	
Bramcote and Stapleford	2	17,716	-8%	
Chilwell and Toton	2	16,332	-15%	
Eastwood	1	8,940	-7%	
Kimberley and Trowell	1	9,438	-2%	
Nuthall	1	8,054	-16%	Gedling
Arnold North	2	19,395	1%	
Arnold South	2	18,950	-2%	
Carlton East	2	17,634	-8%	
Carlton West	2	17,445	-9%	
Calverton	1	8,393	-13%	
Newstead	1	8,594	-11%	
Mansfield West	2	17,583	-9%	
Mansfield South	2	20,643	7%	
Mansfield North	2	18,069	-6%	
Mansfield East	2	19,225	0%	
Warsop	1	9,665	0%	

**APPENDIX 1 – ORIGINAL FORECAST ELECTORATE & VARIANCE – 2020
BASED ON CURRENT DIVISIONS**

Balderton	1	8,931	-7%	Newark & Sherwood
Blidworth	1	8,647	-10%	
Collingham	1	9,980	4%	
Farndon & Muskham	1	10,969	14%	
Farnsfield & Lowdham	1	9,130	-5%	
Newark East	1	9,067	-6%	
Newark West	1	8,471	-12%	
Ollerton	1	9,522	-1%	
Rufford	1	10,928	14%	
Southwell & Caunton	1	10,001	4%	
Bingham	1	11,558	20%	Rushcliffe
Cotgrave	1	9,577	0%	
Keyworth	1	8,726	-9%	
Radcliffe on Trent	1	11,224	17%	
Ruddington	1	9,290	-3%	
Soar Valley	1	12,044	25%	
West Bridgford Central & South	2	23,684	23%	
West Bridgford West	1	10,334	7%	

APPENDIX 2 – PROPOSED NEW DIVISIONS AND ELECTORAL VARIANCES

District	Name of Division	Nos of Councillors	Electorate 2020	Variance
Ashfield	Hucknall	3	26,806	-6%
	Selston	1	10,522	10%
	Kirkby South	1	9428	-1%
	Kirkby North	1	10,474	10%
	Sutton North	1	9909	4%
	Ashfields	1	9124	-4%
	Sutton West	1	10,225	7%
	Sutton Central and East	1	9170	-4%
Bassetlaw	Misterton	1	9662	1%
	Blyth and Harworth	1	10,447	10%
	Retford East	1	9046	-5%
	Retford West	1	9046	-5%
	Tuxford	1	10,809	13%
	Worksop West	1	9855	3%
	Worksop East	1	10,477	10%
	Worksop North East and Carlton	1	10229	7%
Broxtowe	Worksop North	1	10,166	7%
	Toton, Chilwell and Attenborough	2	20,479	7%
	Beeston Central and Rylands	1	9646	1%
	Bramcote and Beeston North	1	9050	-5%
	Stapleford and Broxtowe Central	2	18,179	-5%
	Eastwood and Brinsley	1	10,791	13%
	Kimberley and Giltbrook	1	9600	1%
	Nuthall and Broxtowe North	1	10,329	8%
Gedling	Arnold North	2	18,241	-4%
	Arnold South	2	18,950	0
	Carlton East	2	17,634	-7%
	Carlton West	2	17,445	-8%
	Calverton	1	9547	0
	Newstead	1	8594	-10%

Mansfield	Mansfield West	2	17,583	-8%
	Mansfield South	2	20,643	8%
	Mansfield North	2	18,069	-5%
	Mansfield East	2	19,255	1%
	Warsop	1	9665	1%
Newark and Sherwood	Balderton	1	10,442	10%
	Blidworth	1	8647	-9%
	Collingham	1	8990	-6%
	Farndon and Muskham	1	9458	-1%
	Farnsfield and Lowdham	1	9910	+4%
	Newark East	1	9067	-5%
	Newark West	1	9461	-1%
	Ollerton	1	9522	0
	Sherwood Forest	1	10,148	5%
	Southwell and Caunton	1	10,001	5%
Rushcliffe	Ruddington	1	9203	-3%
	Leake and Soar Valley	1	8691	-9%
	Keyworth	1	9429	-1%
	Cotgrave	1	10,311	8%
	Bingham	1	10,773	13%
	Radcliffe-on-Trent	1	10,170	7%
	West Bridgford North	1	8549	-10%
	West Bridgford West	1	8835	-8%
	West Bridgford East	1	8552	-10%
	West Bridgford South and Tollerton	1	8574	-10%

Overall number of Councillors – 67

Overall number of Divisions – 55

Number of single Member Divisions – 44

Number of 2 Member Divisions – 10

Number of 3 Member Divisions – 1

Number of Divisions +/- 10% of the average – 3

APPENDIX 3 – PROPOSALS FOR NEW DIVISIONAL BOUNDARIES

ASHFIELD

Proposals for Ashfield are based on the new polling districts and wards arising from Ashfield's own boundary review and seek to address the significant electoral imbalances in the current County Divisions of Kirkby South and North and, to a lesser extent, those in Sutton. The proposals have also sought to recognise the distinct local communities of Hucknall, Selston, Kirkby and Sutton. For example, to endeavour to deal with electoral imbalance in Kirkby South Division some thought was given to extending the boundaries of Hucknall and Selston Divisions into Kirkby South, however, it was clear that there was no affinity or community links that would justify this approach. The proposals result in all Divisions being within +/- 10% of the average across the County.

New Divisional boundaries are, therefore, recommended as detailed below (all Divisions to be represented by 1 Councillor unless otherwise stated):-

Hucknall Division – to continue as a 3 Councillor/Member Division based on current boundaries to reflect well established community links and the discrete nature of the town centre. Total electorate is 26806, giving a Councillor: elector ratio of 1: 8935, that is -6% of the average and allows scope for further future development.

Selston Division – to now include all of the District ward of Underwood (i.e. add in UND6) so that the Division is now co-terminous with the District wards of Selston, Underwood and Jacksdale. At 10522 the electorate is +10% of the average.

Kirkby South Division – to comprise the new District wards of Kirkby Cross & Portland and Annesley & Woodhouse. At 9428, the electorate is -1% of the average.

Kirkby North Division – to comprise the new District wards of Summit, Abbey Hill and Kingsway. At 10,474, the electorate is +10% of the average.

Sutton North Division – to include the new District wards of Skegby, Dales and Stanton Hill & Teversal. At 9909 the electorate is +4% of the average.

Ashfields Division – to include the new District wards of Larwood, Leamington and Ashfields. At 9124 the electorate is -4% of the average.

Sutton West Division – to include the new District wards of Huthwaite & Brierley, St Mary's and part of Carsic (CAR1 polling district). At 10225 the electorate is +7% of the average.

Sutton Central and East Division – to include the new wards of Sutton Junction & Harlow Wood, Central and New Cross and part of Carsic (CAR 2 and 3 polling districts). At 9170 the electorate is -4% of the average.

BASSETLAW

Proposals for Bassetlaw are based on the existing polling districts and wards and seek to address the significant electoral imbalances in the current County Divisions of Misterton and Worksop North. Whilst proposals still result in one Division being more than +10% of the average, this variance level is less significant than the forecast levels for Misterton and Worksop North. It is also felt that overall arrangements for Bassetlaw have been improved upon in terms of community identity and providing for more coherent future development. The proposals for new Divisional boundaries recommended below enable all Divisions to continue to be represented by a single Councillor.

Misterton Division – the existing Division without the District ward of Beckingham (polling districts AA, AB and AC) which would transfer to Tuxford Division. At 9662 the electorate is +1% of the average.

Blyth and Harworth Division – no changes are proposed. At 10,447 the electorate is +10% of the average.

Retford East Division – no changes are proposed. At 9046 the electorate is -5% of the average.

Retford West Division - no changes are proposed. At 9046 the electorate is -5% of the average. By making no changes to the Retford Divisions, the integrity of the Retford community is maintained and allows scope for future development which is expected within the life of this scheme.

Tuxford Division – the existing Division including the District ward of Beckingham (from Misterton Division) and without the parishes of Carburton, Clumber and Hardwick and Elkesley (polling districts CT, CU, CW and CX) which it is proposed be transferred to Worksop East and Cuckney, Holbeck, Nether Langwith, Norton and Welbeck (polling districts CV, CY, CZ, DA and DB) which it is proposed be transferred to Worksop West. At 10,809 the electorate is +13% of the average.

Worksop West Division – the existing Division with the inclusion of the parishes of Cuckney, Holbeck, Nether Langwith, Norton and Welbeck (polling districts CV, CY, CZ, DA and DB) from Tuxford Division. At 9855 the electorate is +3% of the average.

Worksop East Division - the existing Division with the inclusion of the parishes of Carburton, Clumber and Hardwick and Elkesley (polling districts CT, CU, CW and CX) from Tuxford Division. At 10,477 the electorate is 10 % of the average.

The proposals for the Worksop West and East Divisions place both Clumber Park and the A60 road south of Worksop into 1 Division, which is felt to be important in terms of highway links to future developments in the area and also assisting cross-border issues with Derbyshire.

Worksop North East and Carlton Division – the existing Division with the addition of part of the DK polling district (1006 electors from a total of 2117) from Worksop North Division. At 10229 the electorate is +7% of the average.

Workshop North Division - the existing Division minus part of the DK polling district which would become part of Workshop North East and Carlton Division, as referred to above. At 10,166 the electorate is +7% of the average.

BROXTOWE

The current Divisional structure in Broxtowe consists of 8 Divisions returning 10 Councillors. All current Divisions have an electorate less than the Councillor:electorate ratio and, in 3 Divisions, these imbalances are significant, being more than -10% of the average. In addition, as referred to in the substantive report, it is proposed that Broxtowe should have 1 less Councillor than is currently the case based on electorate projections.

Proposals have sought, therefore, to accommodate this reduction in the number of Councillors and have regard to the distribution of new wards from the Borough's own recently concluded boundary review. In addition, wherever possible, new ward boundaries have been used in their entirety and only split where this has been deemed to be necessary to achieve electoral equality.

For the above reasons, significant changes are proposed in terms of the distribution of Divisions across the Borough with 7 Divisions returning 9 Councillors. The issues of electoral equality have been generally resolved with only 1 Division now being +13% of the average.

New Divisional boundaries are, therefore, recommended as detailed below (all Divisions to be represented by 1 Councillor unless otherwise stated):-

Toton, Chilwell and Attenborough Division – a 2 Councillor Division, comprising the Borough wards of Toton & Chilwell Meadows, Chilwell West, Attenborough and Chilwell East together with part of Beeston West ward (BEW1 and BEW4). Total electorate is 20,479, giving a Councillor:elector ratio of 1:10,239, that is +7% of the average.

Beeston Central and Rylands Division– comprising the Beeston Rylands wards, together with part of Beeston West ward (BEW2 and BEW3). At 9646 the electorate is +1% of the average.

Bramcote and Beeston North Division – comprising two of the Bramcote wards (BCT1 and 2), and the Beeston North wards (BEN1,2 and 3). At 9050 the electorate is -5% of the average.

Stapleford and Broxtowe Central Division – a 2 Councillor Division, comprising the Stapleford and Awsworth, Cossall and Trowell wards together with part of the Nuthall East and Strelley ward (NES3) and the remaining part of the Bramcote ward (BCT3). Total electorate is 18,179, giving a Councillor: elector ratio of 1:9089, that is -5% of the average.

Being below the average allows scope for the significant housing development within the area that is anticipated in the life of this scheme.

Eastwood and Brinsley Division – comprising the Borough wards for Eastwood (with the exception of the EHA2 Eastwood Hall ward) and Brinsley (BRY1). At 10,791 the electorate is +13% of the average. Although not currently part of the Eastwood County Division, it is recognised that the inclusion of EHA2 would have had the benefit of retaining a discrete Eastwood Division, co-terminus with Borough arrangements and also provide an electorate within the acceptable variance. To adopt this, however, would have created significant electoral imbalances in other proposed Divisions to the extent that the proposed scheme would have been compromised. It is felt therefore, on balance, that the proposal for this Division is justified in the interests of the proposals for Broxtowe as a whole.

Kimberley and Giltbrook Division – comprising the Borough wards of Kimberley and three of the Borough wards of Greasley (GRE2,3 and 4). At 9600 the electorate is +1% of the average.

Nuthall and Broxtowe North Division – comprising the Borough wards of Nuthall (NES1,2 and 4), the remaining Greasley wards (GRE1 and 5), Watnall and Nuthall West (WNW1 and 2) and the remaining part of Eastwood Hall ward (EHA2). At 10,329 the electorate is +8% of the average.

GEDLING

Proposals for Gedling are based on the existing polling districts and wards and seek to address the electoral imbalances in the current County Divisions of Calverton and Newstead (13% and 11% respectively below the average). The outcome results in all Divisions being within +/- 10% of the average across the County.

Arnold North Division – a 2 Councillor Division based on existing boundaries without the polling district M2, Lambley, which would move to Calverton Division. Both Lambley polling districts would then be in the same County Division which is not the case at the present time. Total electorate is 18,241, giving a Councillor:elector ratio of 1:9120, that is -4% of the average.

Arnold South Division - a 2 Councillor Division with no changes to existing boundaries proposed. The total electorate is 18,950, giving a Councillor: elector ratio of 1:9475, that is at the average Councillor: elector ratio.

Carlton East Division - a 2 Councillor Division with no changes to existing boundaries proposed. The total electorate is 17,634, giving a Councillor: elector ratio of 1: 8817, that is -7% of the average.

Carlton West Division - a 2 Councillor Division with no changes to existing boundaries proposed. The total electorate is 17,445, giving a Councillor: elector ratio of 1: 8722, that is -8% of the average.

Calverton Division – a single Councillor Division based on existing boundaries with the addition of polling district M2, Lambley, from Arnold North Division. For the reasons set above, it is felt that this would provide a sensible solution on both

electoral equality and community grounds. At 9547 the electorate is now at the average Councillor: elector ratio.

Newstead Division – a single Councillor Division with no changes. At 8594 the electorate is now -10% of the average Councillor: elector ratio.

MANSFIELD

The situation in Mansfield is very different from that faced in all other District areas in that the electorate projections show that in 2020 all current Divisions will remain within the average Councillor: elector ratio. On this basis and also given that the current arrangements (operated since the last review in 2002/03) seem to have worked well in terms of community identity and in delivering effective and convenient local government, no changes to the existing arrangements are proposed. For the sake of completeness, these arrangements are re-produced below:-

Mansfield West Division – a 2 Councillor Division. The total electorate is 17,583, giving a Councillor: elector ratio of 1: 8791, that is -8% of the average.

Mansfield South Division - a 2 Councillor Division. The total electorate is 20,643, giving a Councillor: elector ratio of 1:10321, that is +8% of the average.

Mansfield North Division - a 2 Councillor Division. The total electorate is 18,069, giving a Councillor: elector ration of 1: 9034, that is -5% of the average.

Mansfield East Division - a 2 Councillor Division. The total electorate is 19,225, giving a Councillor: elector ratio of 1: 9612, that is +1% of the average.

Warsop Division – a single Councillor Division. At 9665 the electorate is +1% of the average.

NEWARK AND SHERWOOD

Proposals for Newark and Sherwood are based on existing polling districts and wards and seek to address the significant electoral imbalances existing in 4 of the 10 current County Divisions. The proposals below reflect this objective and, consequently, involve changes to other Divisions. The outcome results in all Divisions being within +/- 10% of the average across the County (all Divisions to be represented by 1 Councillor):-

Balderton Division – based on existing boundaries with the inclusion of the parish of Hawton (polling district HHHH6) from Farndon and Muskham Division. At 10,442 the electorate for this revised Division is +10% of the average.

Blidworth Division – based on existing boundaries. At 8647 the electorate for this Division is -9% of the average.

Collingham Division – based on existing boundaries without the polling district AAAA3 (from the Beacon parish ward), which it is proposed be incorporated in

Newark West Division. At 8990 the electorate for this revised Division is -6% of the average.

Farndon and Muskham Division – based on existing boundaries without the parish of Hawton (polling district HHHH6 - now proposed to be in Balderton). At 9458 the electorate is -1% of the average.

Farnsfield and Lowdham Division – based on existing boundaries with the inclusion of Bilsthorpe (polling district KKKK2) from the former Rufford Division. At 9910 the electorate is +4% of the average.

Newark East Division - no changes are proposed to existing boundaries. At 9067 the electorate is -5% of the average.

Newark West Division – based on existing boundaries with the inclusion of the polling district AAAA3 (from the Beacon parish ward in Collingham). At 9461 the electorate for this revised Division is -1% of the average.

Ollerton Division - no changes are proposed to existing boundaries. At 9522 the electorate is at the average Councillor: elector ratio.

Sherwood Forest Division – based on the existing boundaries of the former Rufford Division, without the Bilsthorpe polling district KKKK2, now proposed to be incorporated in Farnsfield and Lowdham Division. At 10,148 the electorate is +5% of the average. It is proposed that the name of the Division be changed from Rufford to Sherwood Forest as it is felt that this better reflects the commonly held history of the general area.

Southwell and Caunton Division - no changes are proposed to existing boundaries. At 10,001 the electorate is +5% of the average.

RUSHCLIFFE

Proposals for Rushcliffe are based on the new polling districts and wards arising from Rushcliffe's own boundary review and seek to address the significant electoral imbalances existing in the majority of the current County Divisions. In addition, as referred to in the substantive report it is proposed that Rushcliffe should have an additional Councillor based on electorate projections and this brings added complexity to the task.

The Borough is for the most part a rural area with a number of market towns and villages each with their own community identity, schools and other services. The exception to this is West Bridgford, a more urban area with the largest population concentration in the Borough. For this latter reason, it is proposed that the additional Councillor be located in the West Bridgford area. Revisions to other Divisions have endeavoured to continue to reflect the rural community identity, where it is strongest, balanced against the need to provide electoral equality in the proposals.

10 new single Councillor Divisions are, therefore, recommended as detailed below with Divisional boundaries as indicated:-

Ruddington Division – a revised Division, incorporating the whole of the new Borough ward of Ruddington (RUCA, RUEA, RUFL and RUMA polling districts), Barton-in-Fabis (GOBA polling district), Thrumpton (GOTH) and Gotham (polling district GOGO). At 9203, the electorate is -3% of the average.

Leake and Soar Valley Division – the existing Division minus Gotham, Thrumpton and Barton-in-Fabis, as detailed above, and adding in Costock (BUCO) from the current Ruddington Division. At 8691, the electorate is at -9% of the average.

Keyworth Division – the existing Division plus Bunny (BUBU) and Bradmore (BUBR), both in the current Ruddington Division. At 9429 the electorate is at -1% of the average.

Cotgrave Division – the existing Division plus the Whatton-in-the-Vale (CWRHA) and Granby-cum-Sutton (THGR) polling districts from the current Bingham Division. At 10311 the electorate is +8% of the average.

Bingham Division – the current Division without the Whatton-in-the-Vale (CWRHA) and Granby-cum-Sutton (THGR) polling districts, now proposed to be in the Cotgrave Division. At 10773 the electorate is +13% of the average. It is acknowledged that this figure is beyond a variance of 10%. For the reasons referred to in the introduction to the Rushcliffe proposals it is argued that this is acceptable as Bingham is the largest of the market towns in the Borough and has a distinct sense of community in that it has its own schools, libraries, sports and other facilities. In addition, in striving for more electoral equality in Bingham there is a risk of creating similar issues in adjacent Divisions whilst also undermining the community identity of the town.

Radcliffe-on-Trent Division – the existing Division without the Holme Pierrepont polling district (GNHP) which it is proposed be incorporated into a new Division of West Bridgford South and Tollerton; and the Adbolton polling district (LBAD) from the Borough ward of Lady Bay which it is proposed be incorporated into a new Division of West Bridgford North. At 10170 the electorate is +7% of the average.

West Bridgford North Division – a new Division incorporating the Lady Bay and Trent Bridge Borough wards and one polling district from the Lutterell Borough Ward (LUB1). At 8549 the electorate is -10% of the average.

West Bridgford West Division – a new Division incorporating the Compton Acres Borough ward, two of the polling districts (LUB3 and LUB4) from the Lutterell Borough ward and one of the polling districts (MUB3) from the Musters Borough Ward. At 8835 the electorate is -8% of the average.

West Bridgford East Division - a new Division incorporating the Abbey Borough wards, one of the polling districts (EDB1) from the Edwalton Village Borough ward the remaining polling district (LUB2) from the Lutterell Borough ward, the remaining polling districts (MUB1 & MUB2) from the Musters ward and one of the two polling districts (GSB1) from the Gamston South Borough ward. At 8552 the electorate is -10% of the average.

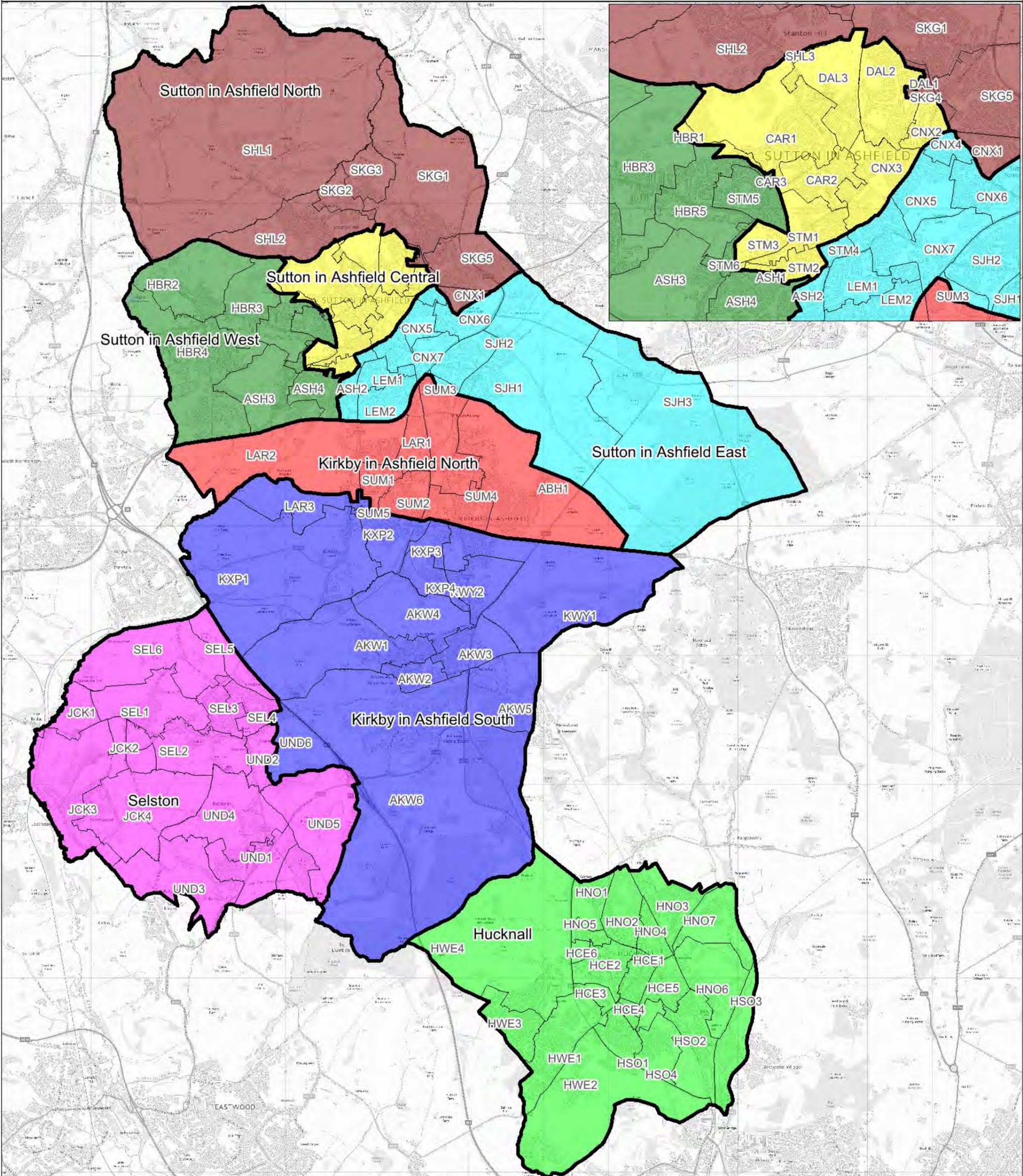
West Bridgford South and Tollerton Division – a new Division incorporating the remaining polling district (EDB2) from the Edwalton Village Borough ward, the Gamston North Borough ward, the Tollerton Borough ward and the remaining polling district (GSB2) from Gamston South ward. At 8574 the electorate is -10% of the average.



January 2015

ASHFIELD

Current Electoral Divisions with Polling District Boundaries

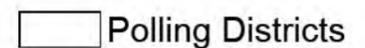


Not To Scale

This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office © Crown Copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. 100019713, 2015

Electoral Divisions

- Hucknall
- Kirkby in Ashfield North
- Kirkby in Ashfield South
- Selston
- Sutton in Ashfield Central
- Sutton in Ashfield West
- Sutton in Ashfield East



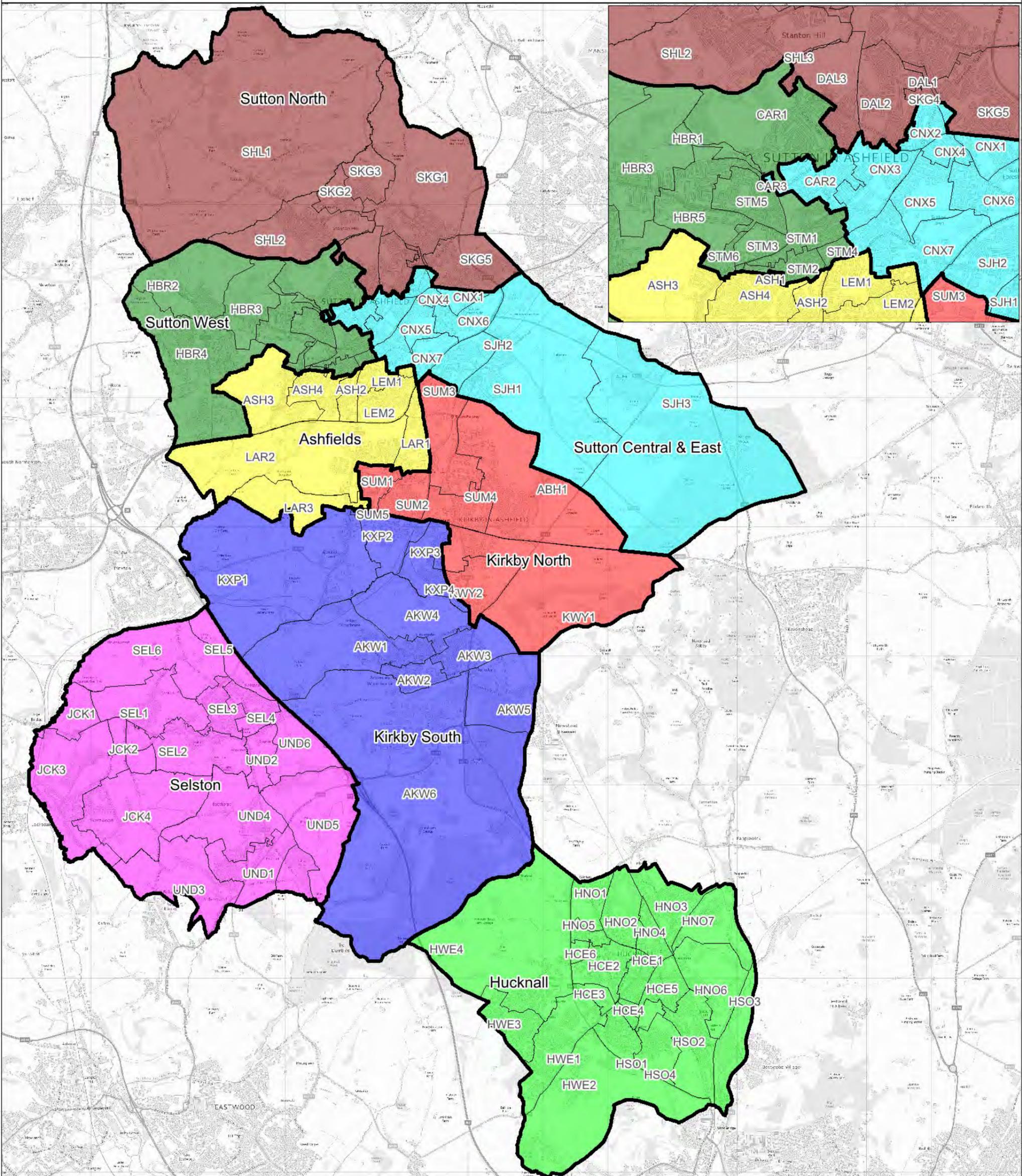
Polling Districts



January 2015

ASHFIELD

Proposed Electoral Divisions with Polling District Boundaries



Not To Scale

This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office © Crown Copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. 100019713, 2015

Electoral Divisions

- Ashfields
- Hucknall
- Kirkby North

- Kirkby South
- Selston

- Sutton Central & East

- Sutton North
- Sutton West

- Polling Districts

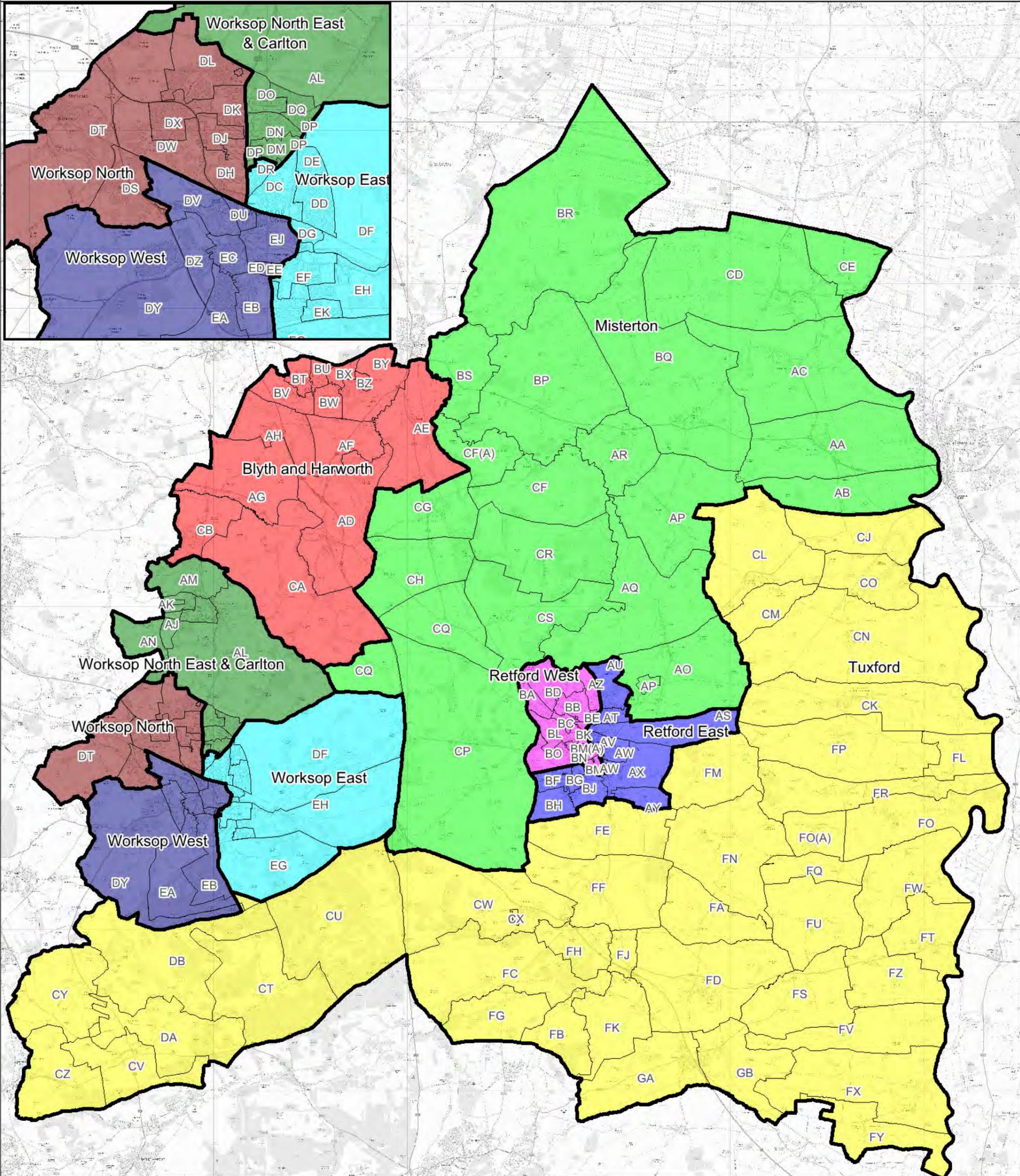


BASSETLAW

Current Electoral Divisions with Polling District Boundaries



January 2015



Not To Scale

This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office © Crown Copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. 100019713, 2015

Electoral Divisions

- Blyth and Harworth
- Misterton
- Retford East

- Retford West
- Tuxford
- Worksop East

- Worksop North
- Worksop North East & Carlton
- Worksop West

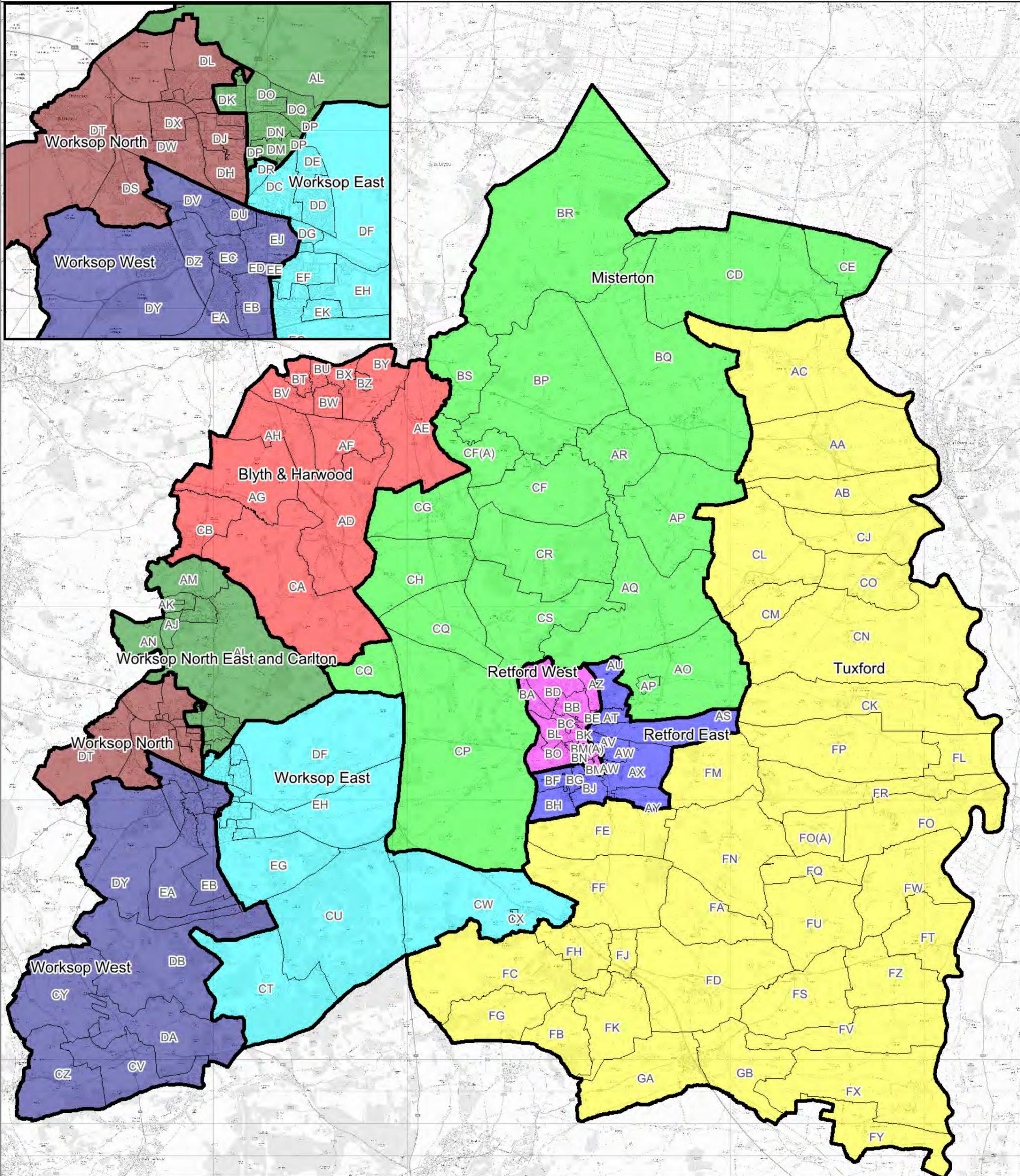
Polling Districts



January 2015

BASSETLAW

Proposed Electoral Divisions with Polling District Boundaries



Not To Scale

This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office © Crown Copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. 100019713, 2015

Electoral Divisions

- | | | | | |
|--|--|---------------|--|---|
|  Blyth & Harwood |  Retford West | Page 26 of 96 |  Worksop North |  Polling Districts |
|  Misterton |  Tuxford | |  Worksop North East & Carlton | |
|  Retford East |  Worksop East | |  Worksop West | |

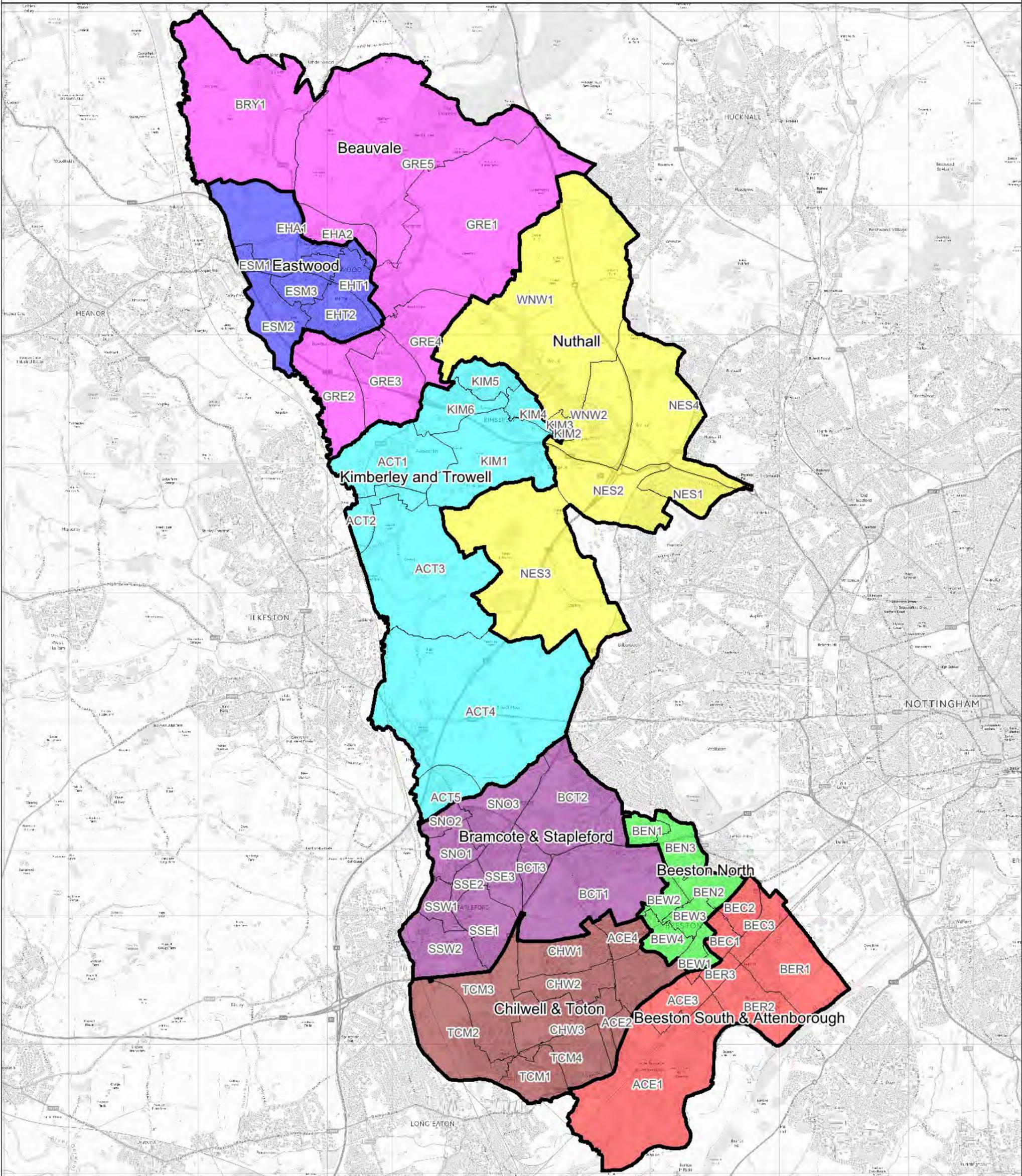


BROXTOWE

Current Electoral Divisions with Polling District Boundaries



January 2015



Not To Scale

This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office © Crown Copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. 100019713, 2015

Electoral Divisions

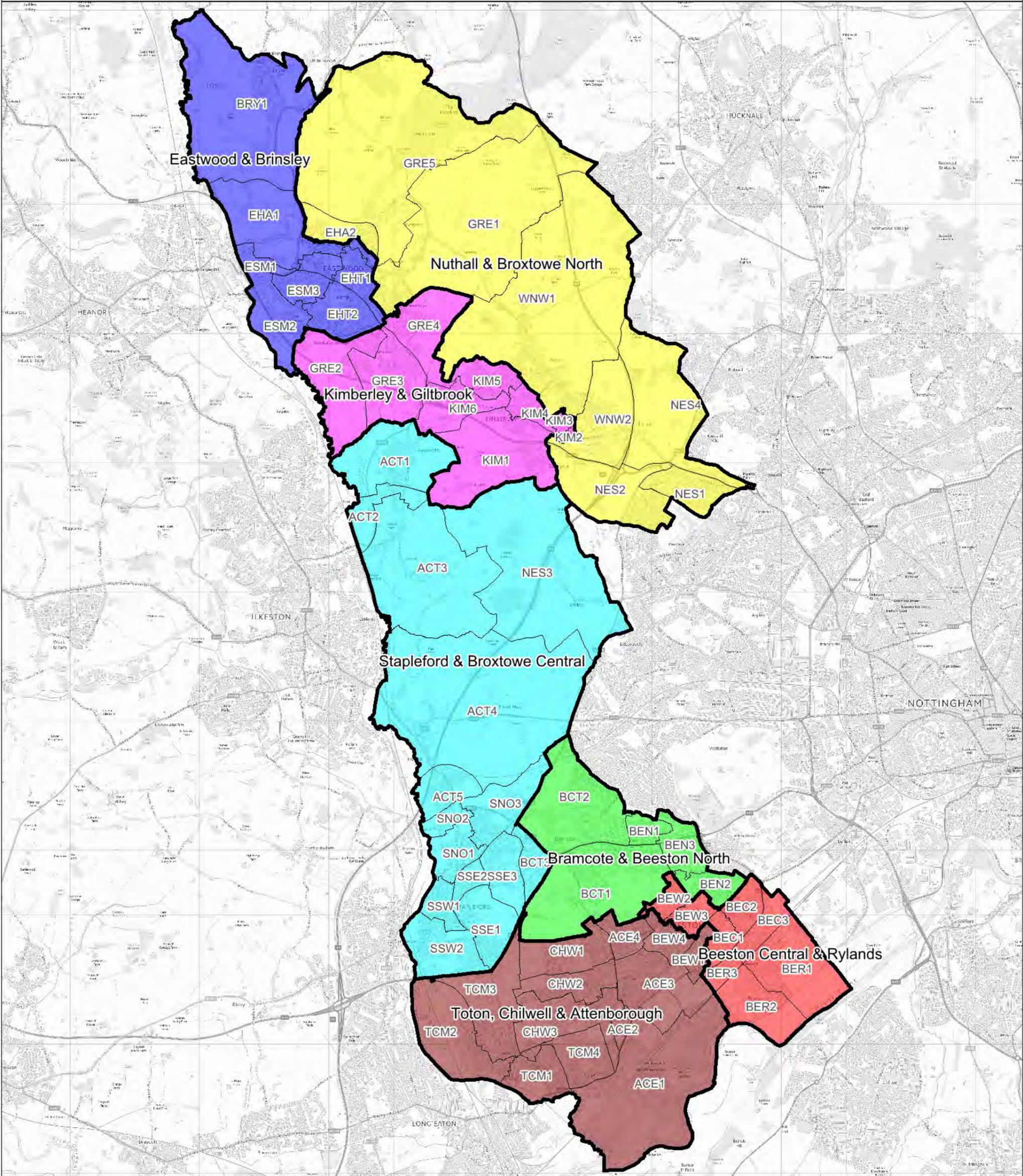
 Beauvale	 Bramcote & Stapleford	 Kimberley & Trowell	 Polling Districts
 Beeston North	 Chilwell & Toton	 Nuthall	
 Beeston South & Attenborough	 Eastwood		



January 2015

BROXTOWE

Proposed Electoral Divisions with Polling District Boundaries



Not To Scale

This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office © Crown Copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. 100019713, 2015

Electoral Divisions

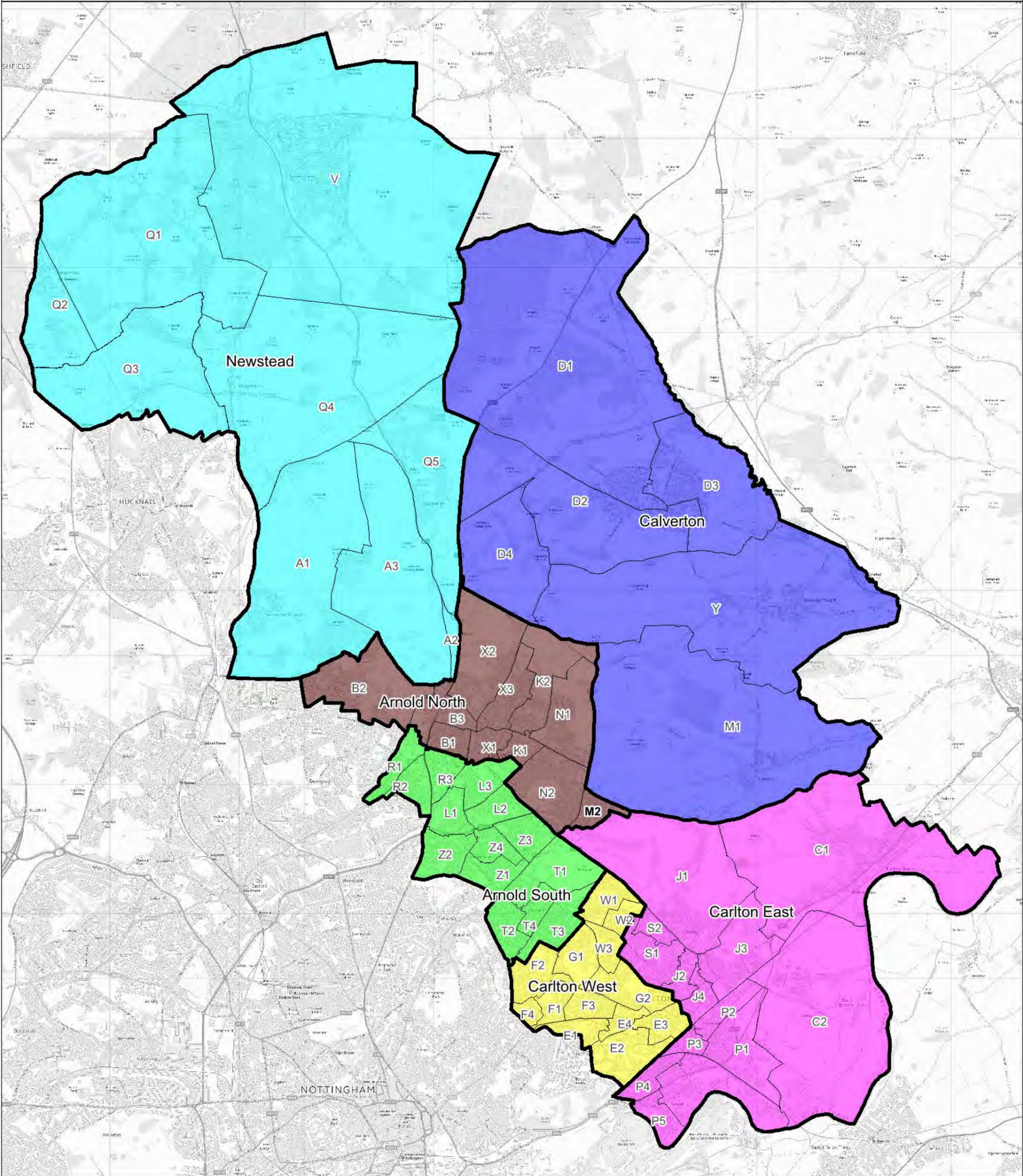
- Beeston Central & Rylands
- Kimberley & Giltbrook
- Toton, Chilwell & Attenborough
- Polling Districts
- Bramcote & Beeston North
- Nuthall & Broxtowe North
- Stapleford & Broxtowe Central



January 2015

GEDLING

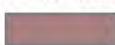
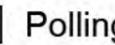
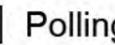
Current Electoral Divisions with Polling District Boundaries



Not To Scale

This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office © Crown Copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. 100019713, 2015

Electoral Divisions

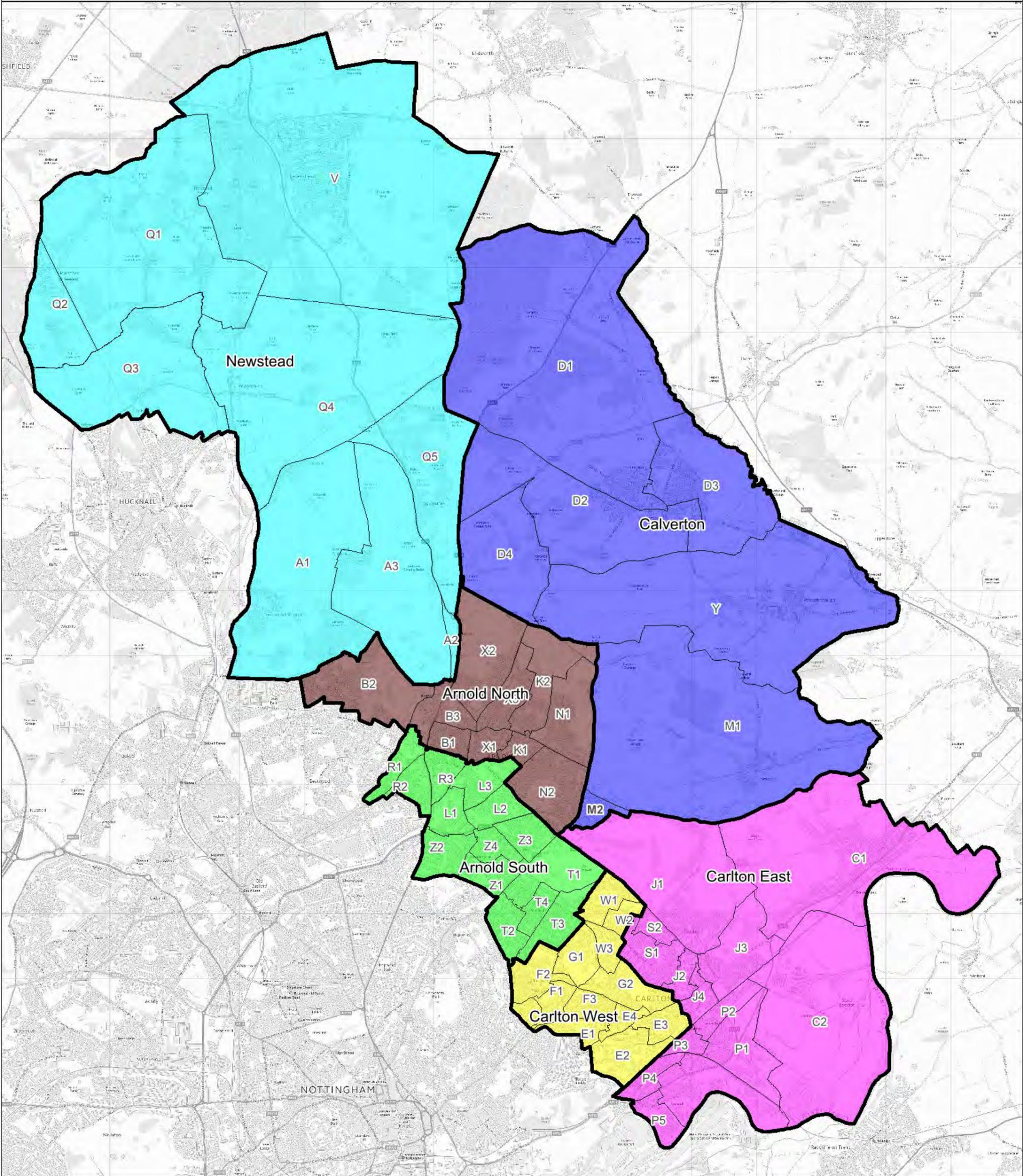
- | | | | | | |
|---|--|--|--|--|---|
|  Arnold North |  Calverton |  Carlton West |  Carlton East |  Newstead |  Polling Districts |
|  Arnold South |  Carlton East |  Newstead | | | |



January 2015

GEDLING

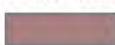
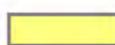
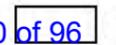
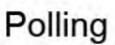
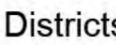
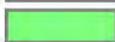
Proposed Electoral Divisions with Polling District Boundaries



Not To Scale

This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office © Crown Copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. 100019713, 2015

Electoral Districts

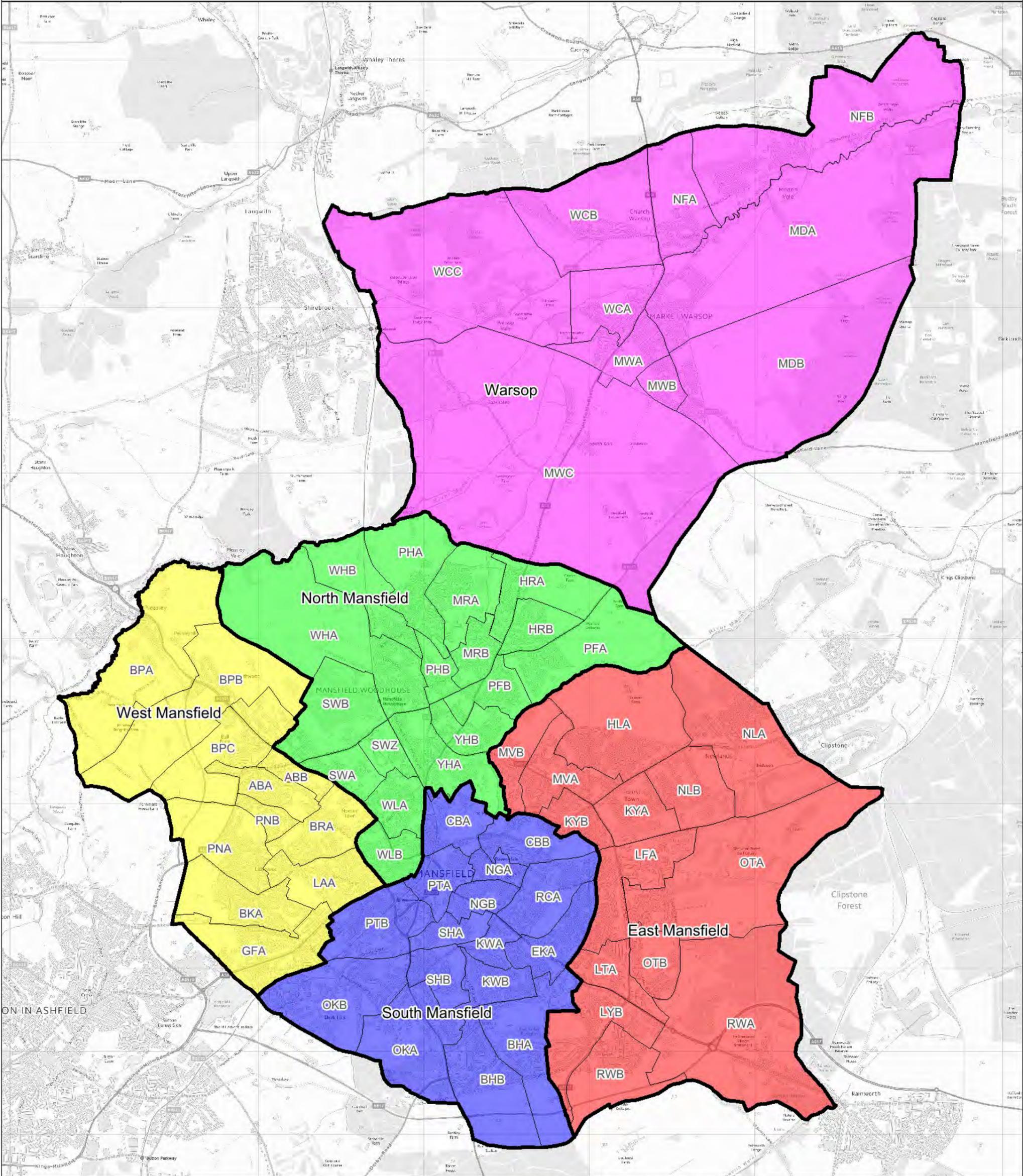
- | | | | | | | | |
|---|--|--|--|---|--|--|--|
|  Arnold North |  Calverton |  Carlton West |  Newstead |  Arnold South |  Carlton East |  Carlton West |  Newstead |
|  Arnold South |  Carlton East |  Carlton West |  Newstead | | | | |



January 2015

MANSFIELD

Current Electoral Divisions with Polling District Boundaries



Not To Scale

This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office © Crown Copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. 100019713, 2015

Electoral Divisions

- East Mansfield
- South Mansfield
- West Mansfield
- North Mansfield
- Warsop
- Polling Districts

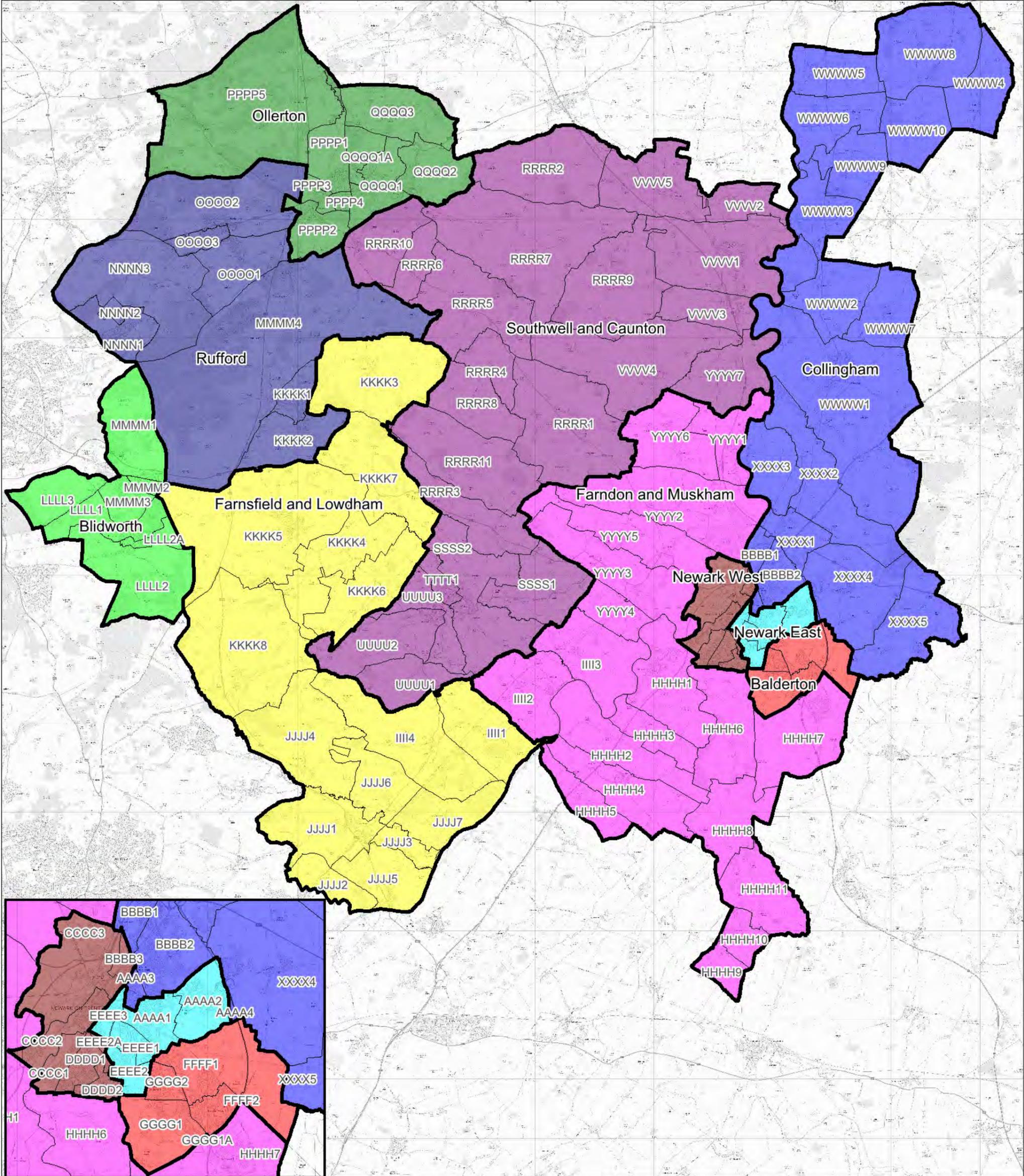
Page 6 of 96



January 2015

NEWARK & SHERWOOD

Current Electoral Divisions with Polling District Boundaries



Not To Scale

This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office © Crown Copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. 100019713, 2015

Electoral Divisions

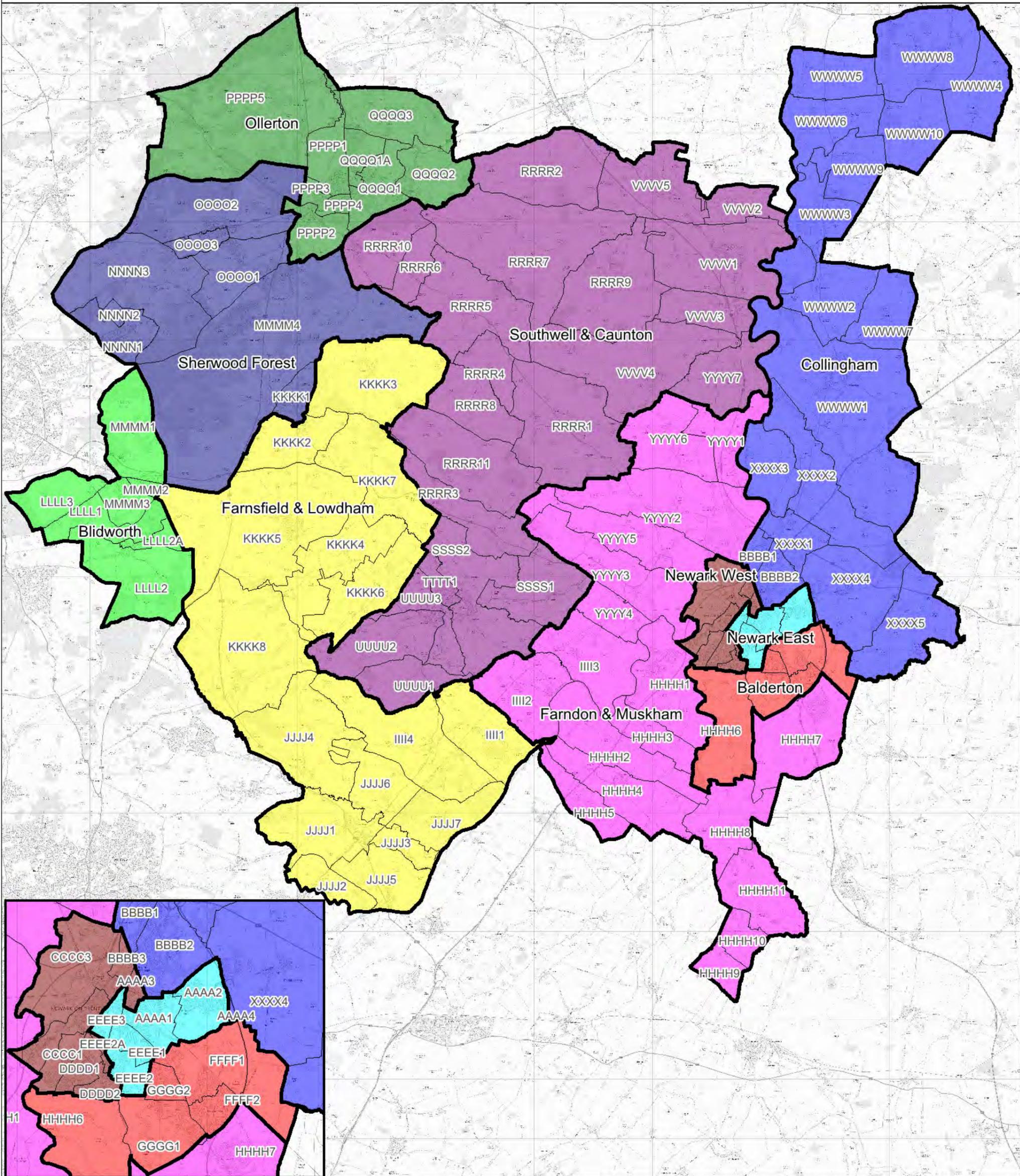
- | | | | |
|---|--|--|---|
|  Balderton |  Farndon & Muskham |  Newark West |  Southwell & Caunton |
|  Blidworth |  Farnsfield & Lowdham |  Ollerton |  Polling Districts |
|  Collingham |  Newark East |  Rufford | |



January 2015

NEWARK & SHERWOOD

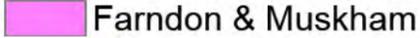
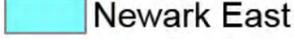
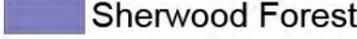
Proposed Electoral Divisions with Polling District Boundaries



Not To Scale

This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office © Crown Copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. 100019713, 2015

Electoral Divisions

- | | | | |
|---|--|--|---|
|  Balderton |  Farnsfield & Lowdham |  Newark West |  Southwell & Caunton |
|  Blidworth |  Farndon & Muskham |  Ollerton |  Polling Districts |
|  Collingham |  Newark East |  Sherwood Forest | |

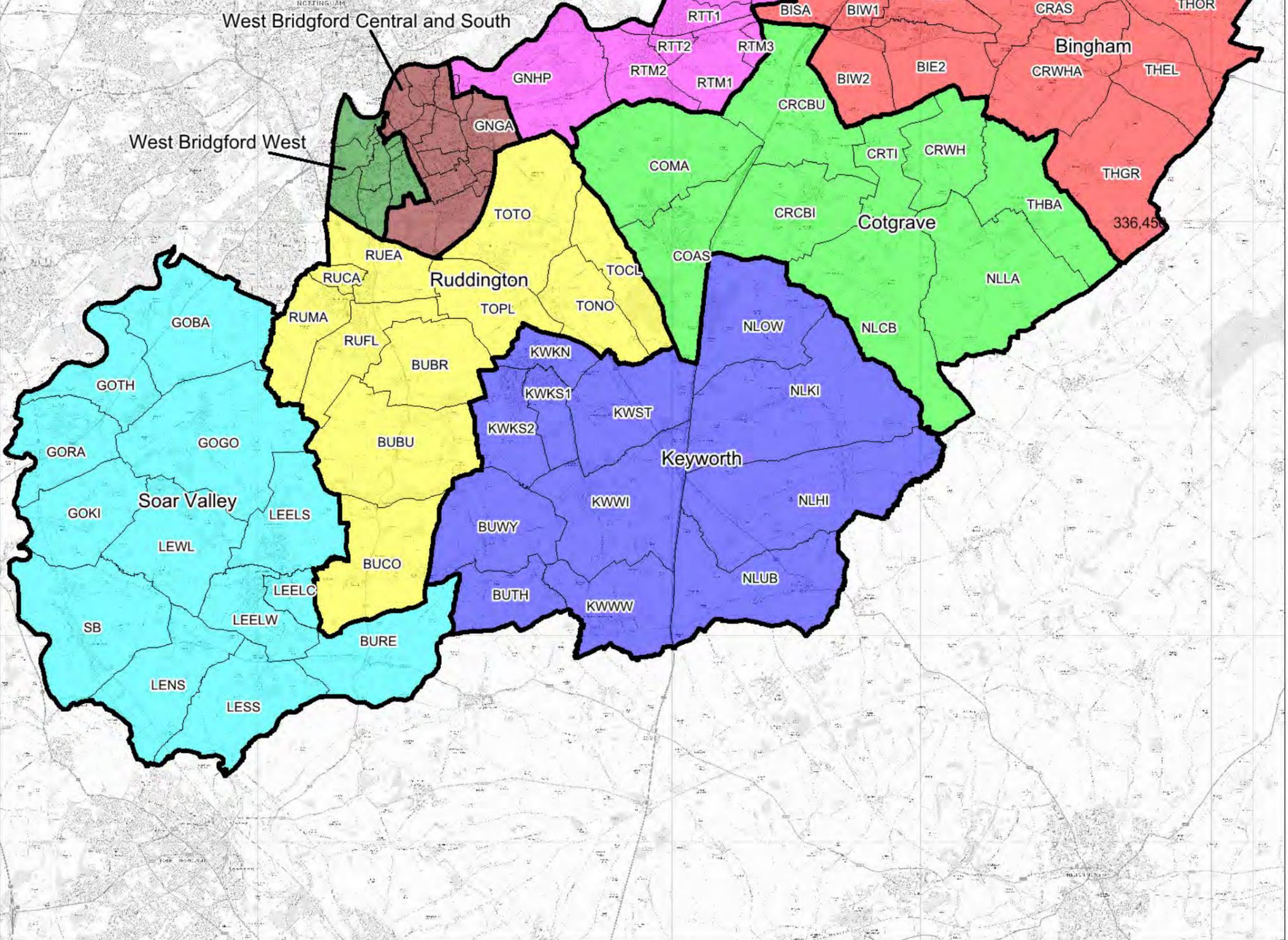
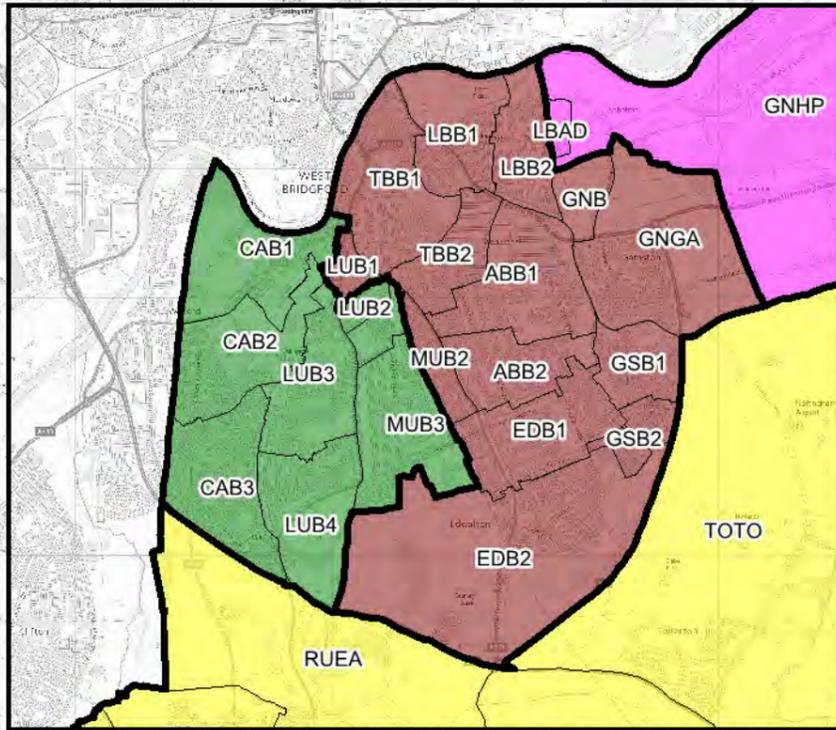
Page 16 of 16



January 2015

RUSHCLIFFE

Current Electoral Divisions with Polling District Boundaries

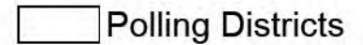


Not To Scale

This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office © Crown Copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. 100019713, 2015

Electoral Divisions

- Bingham
- Cotgrave
- Keyworth
- Radcliffe on Trent
- Ruddington
- Soar Valley
- West Bridgford Central and South
- West Bridgford West



REPORT OF THE DEPUTY LEADER**REVISED STAFFING STRUCTURE FOR THE BUSINESS SUPPORT CENTRE
(BSC)****Purpose of the Report**

1. The purpose of this report is to seek approval for a revised structure to operate from 1 April 2015 for the Business Support Centre (BSC) which is part of the HR and Customer Service function within the Environment and Resources Department.

Information and Advice**Background**

2. The BSC was established following the implementation of the new Business Management System Programme (BMS) in November 2011.
3. The BSC undertakes transactional HR activity (payroll, contracts of employment, maintenance of HR records, maintenance of organisational structures, recruitment and pre-employment checking); pensions administration activity for the Local Government Pension Scheme (LGPS) for Nottinghamshire; accounts payable and accounts receivable (invoice processing, debt recovery and enforcement, income reconciliation); basic treasury management and accounting and clearing house activity. The BSC is also responsible for supporting the day to day operation, maintenance and future development of the Council's integrated Business Management System via the Competency Centre. The BSC provides services to all departments of Nottinghamshire County Council, as well as a range of sold services (payroll, recruitment, advertising, disclosure and barring checks) to other organisations including schools, academies, voluntary sector and other organisations generating income for the County Council.

Business Support Centre Proposals

4. The high level savings proposals for the BSC are set out in the outline business case as approved by Policy Committee on 13 November 2013 and the subsequent Redefining Your Council – Transformation and Spending Proposals 2015-2016 – 2017-2018 as approved by Policy Committee on 12 November 2014.
5. The proposals for the BSC are to deliver savings over four financial years, as follows

Business Support Centre Savings	
Financial Year	Savings
2014-2015	£1m – delivered
2015-2016	£500k – delivered in this report
2016-2017	£200k – to be planned
2017-2018	£300k - projected

6. The 2015-2016 reductions will be delivered by implementing a revised staffing structure as well as reviewing and re-engineering business processes across the BSC to reduce cost and improve efficiency. The revised structures will deliver a reduction of 19.5 FTEs, as shown in the table below and set out in Appendix A. It is intended that the revised structures would be effective from April 2015. The reductions are met through vacancies and approval of voluntary redundancy requests and no compulsory redundancies at this stage.

Business Support Centre Phase 2 Staffing – Post Reductions				
Team	Current number of posts in structure (FTE) as at 1 April 2014	Proposed number of posts in structure (FTE) as at 1 April 2015	Number of post reductions (FTE)	Number of current vacancies (FTE)
Payroll Services including organisation and position management	42	30	12	5
Pensions	20	18	2	3.34
Accounting and Income Team	1	0	1	1 (post holder on secondment)
Competency Centre	2	1	1	2
Recruitment and Advertising	7.5	4 (effective 1 October 2015)	3.5	0
Total	72.5	53	19.5	11.34

Consultation

7. The BSC revised structure proposals have been subject to extensive consultation with BSC employees and the Trade Unions. A series of employee briefings were held in early November ahead of the start of a statutory consultation period which ran from 5 November and closed on Friday 19 December 2014. During this period further meetings were held with teams and individuals. Regular meetings have taken place with Trade Union colleagues and a presentation was delivered to Environment and Resources Joint Consultative and

Negotiating Panel on 22 October 2014 and further presentation is scheduled for 6 February 2015 detailing the outcome of the consultation period. Feedback received during the consultation period has been incorporated into the revised structure.

Other Options Considered

8. A range of options have been considered in developing the revised BSC structure taking into account the development and maturity of the BMS system as well as the maturity of our shared services model.

Reason/s for Recommendation/s

9. The proposed structures reflect the next phase of the development of our BSC and the developing maturity of the BMS system. The proposals also reflect the findings and outcomes of the Lean+ and process re-engineering projects run across the BSC over the last three years. The proposals enable the delivery of the phase 2 savings target set for the BSC for the financial year 2015-2016 and support the maximum use of BMS system across the Council.

Statutory and Policy Implications

10. 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.

Ways of Working Implications

11. The BSC has been based at Trent Bridge House since November 2013.

Financial Implications

12. The financial implications are covered in paragraphs 4 and 5 of this report

RECOMMENDATION/S

1. It is recommended that Members approve the revised structure as set out in Appendix A effective from 1 April 2015.

Councillor Alan Rhodes
Leader

For any enquiries about this report please contact:

Sarah Stevenson, Group Manager BSC on 0115 9775740 or sarah.stevenson@nottsc.gov.uk

Constitutional Comments (SLB 27.01.15)

13. Policy Committee is the appropriate body to consider the content of this report, it has responsibility for matters dealt with by the Business Support Centre. The requirements of the Employment Procedure Rules regarding changes to staffing structures have been included in the report.

Financial Comments (SEM 26.01.15)

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

Human Resources Comments (BC 26.01.15)

15. The revised staffing structure has been subject to extensive consultation with affected employees and the recognised trade unions.

16. The proposed reductions will be realised through the use of vacancies and consideration of requests for voluntary redundancy. No compulsory redundancies are anticipated at this stage.

Background Papers and Published Documents

Policy Committee 13 November 2013 - Savings Proposals 2014-2015 – 2016-2017 Savings Proposals 2014-2015 – 2016-2017 Appendix A - Outline Business Case, A21 business Support Centre

Redefining Your Council – Transformation and Spending Proposals 2015-2016 – 2017-2018
Redefining your Council – Combined Appendix A - Options for Change A26 Business Support Centre

Electoral Division(s) and Member(s) Affected

All

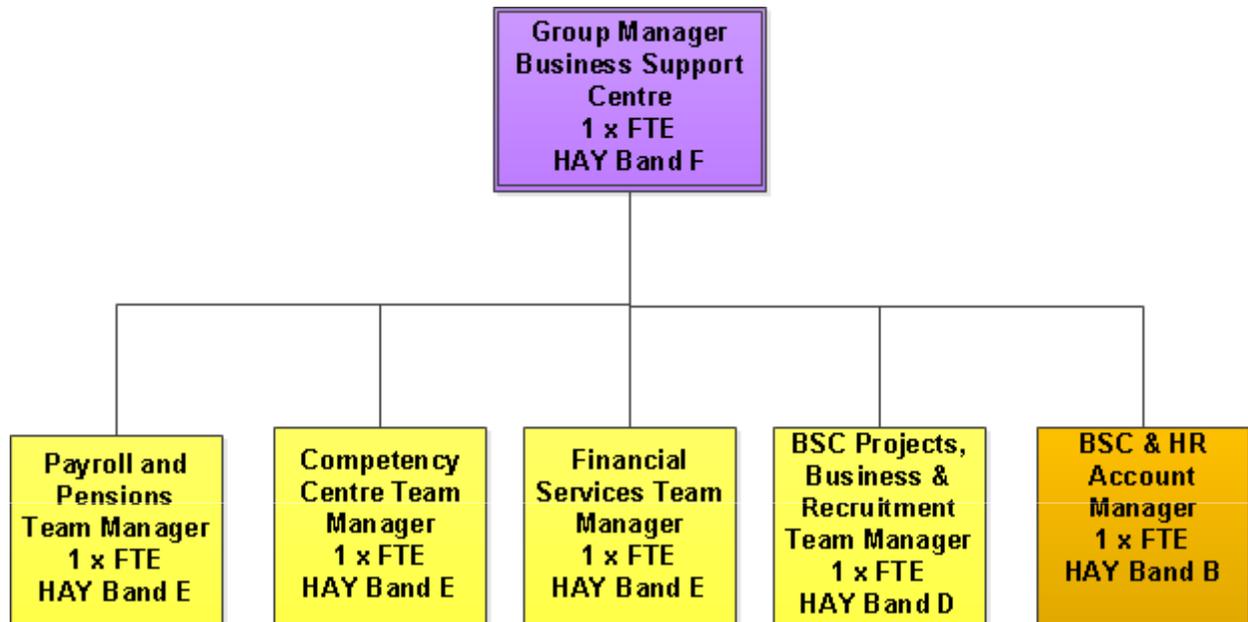
Appendix A

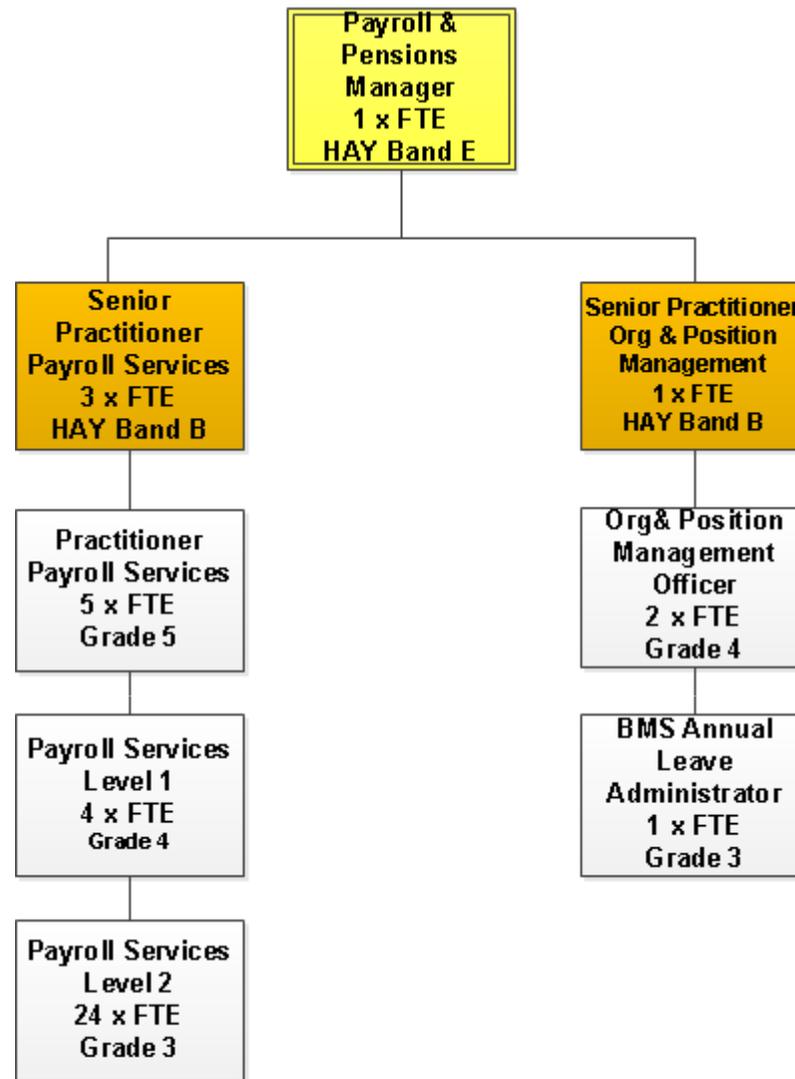
BSC Structure Charts

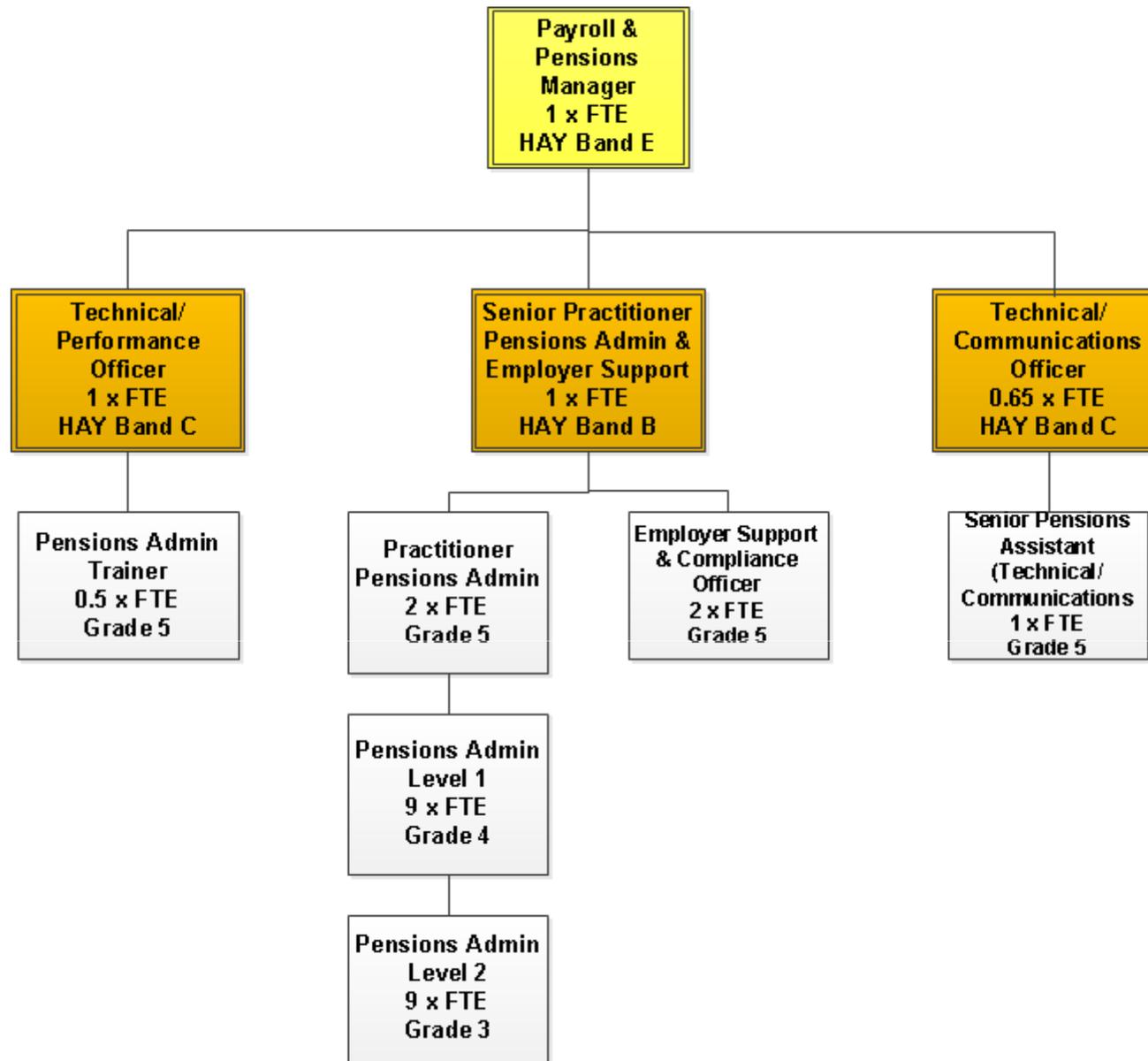
with effect from 1 April

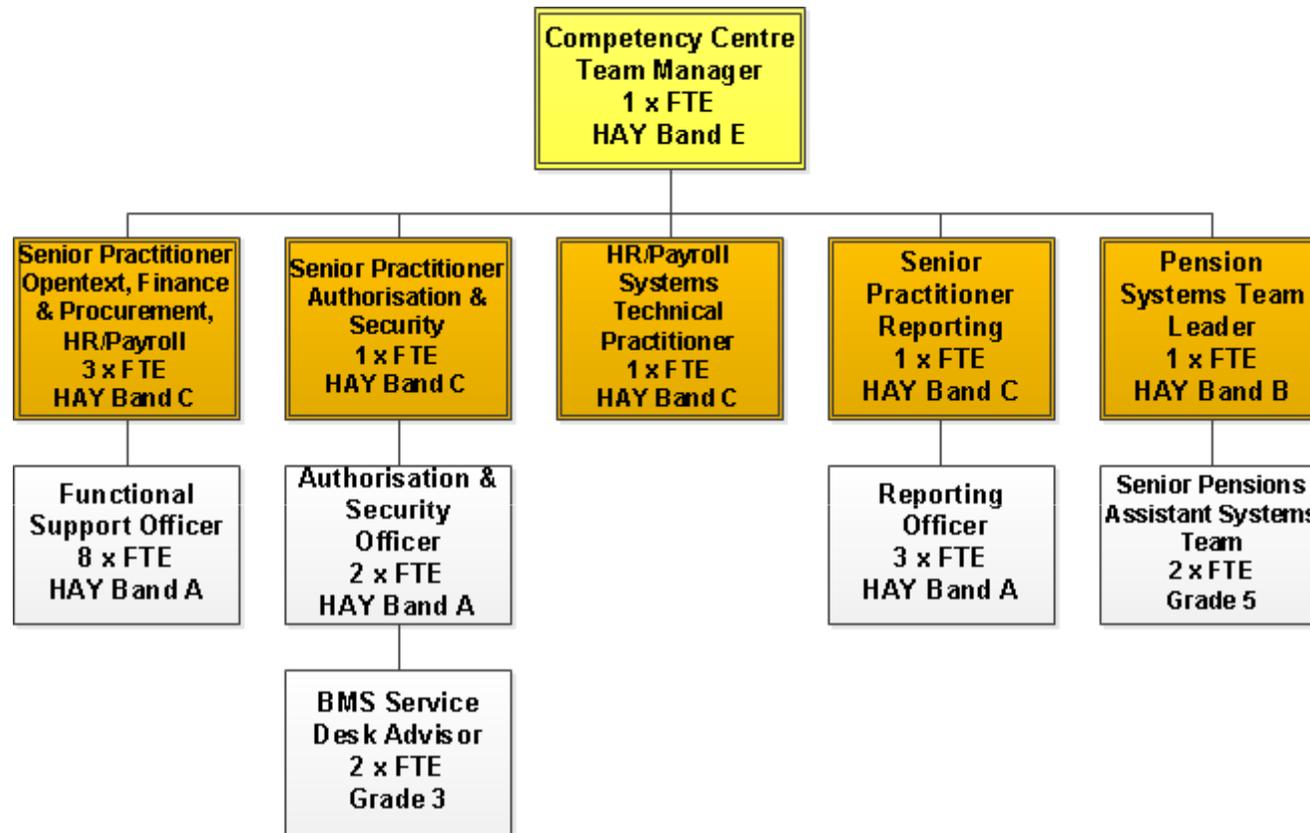
2015

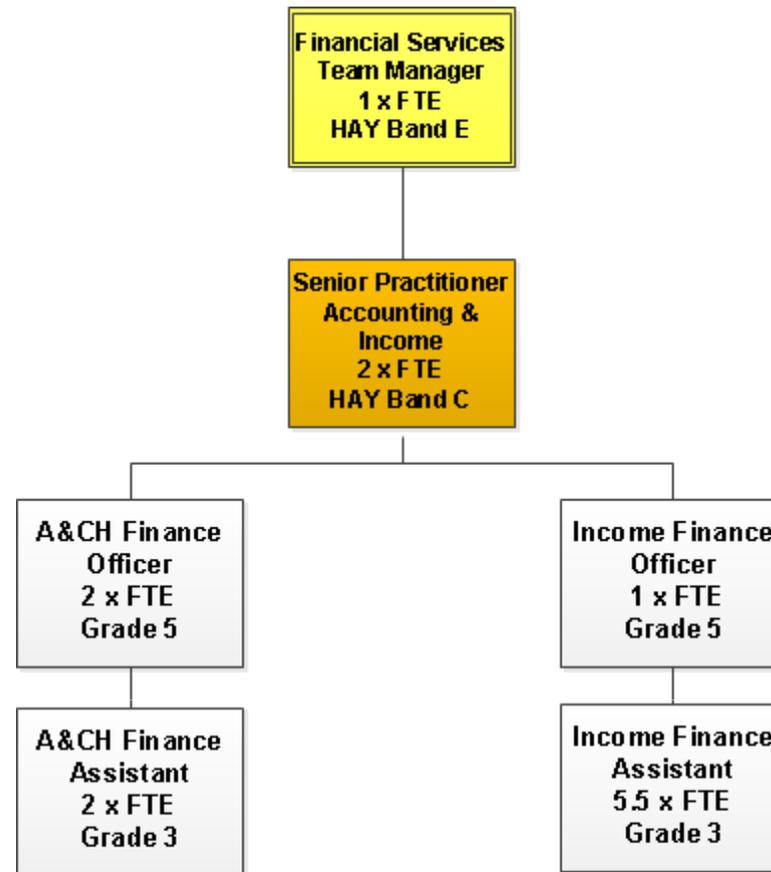


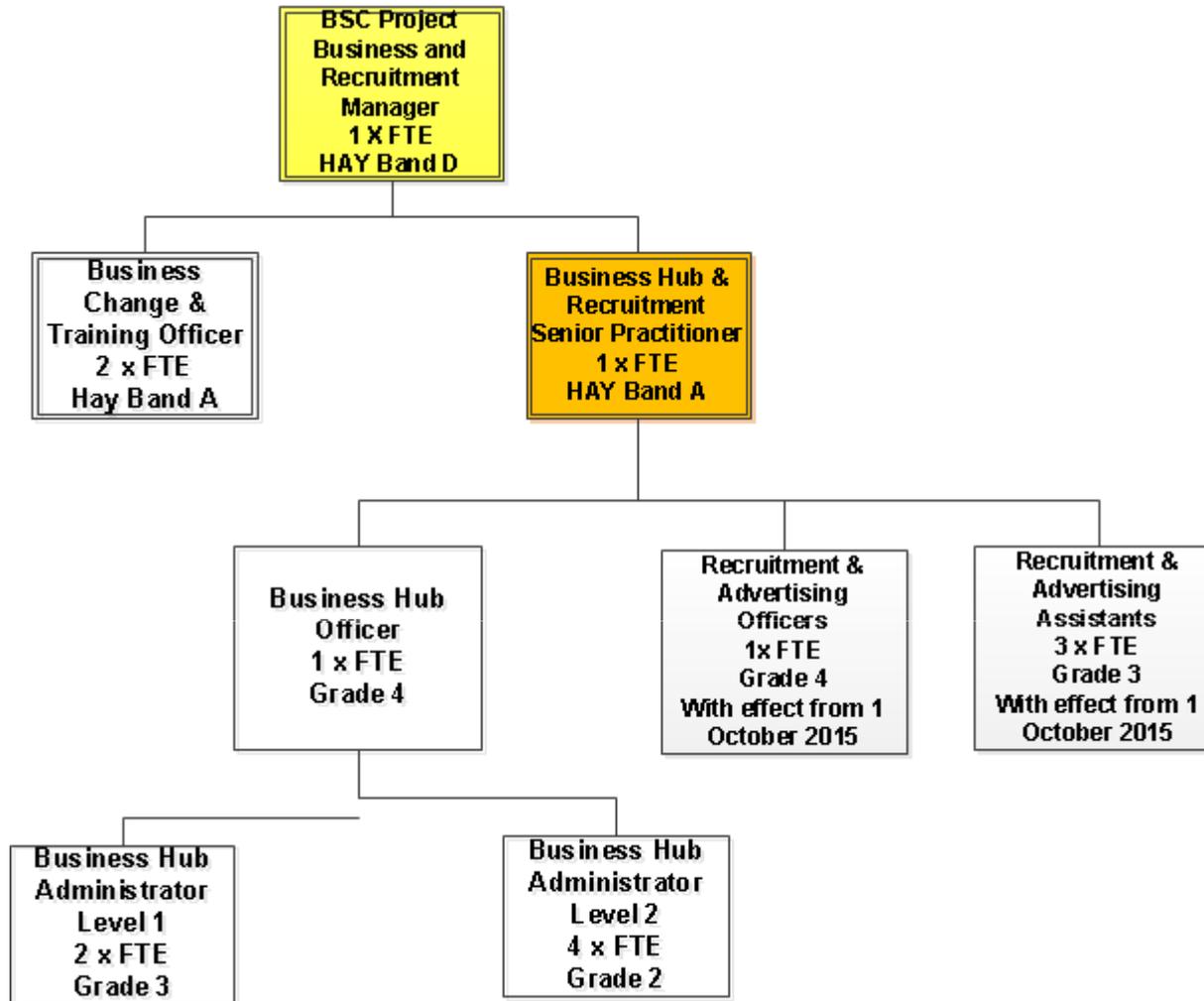














11 February 2015

Agenda Item: 6

REPORT OF THE CHAIR OF THE PERSONNEL COMMITTEE

TRADING SERVICES: SCHOOL MEALS AND FACILITIES MANAGEMENT PRICING 2015/16

Purpose of the Report

1. The purpose of this report is to seek approval for the pricing policies for Catering, Cleaning and Landscape services relating to the provision of their respective services to schools and academies.

Information and Advice

2. In operational terms, these three activities are delivered by two business entities, Schools Catering which provides school meals, and Facilities Management (FM) which provides cleaning services and ground maintenance. The total annual turnover for these two businesses is in the region of £35m (£21m for Catering and £14m for FM).
3. The County Council's operating policy for these services is that the income generated from meals and FM service charges should cover all costs to break-even as a minimum, with the aim to generate a small surplus at the end of each financial year. This policy is applied to all the main services sold by the County Council to schools.
4. In this context, surpluses represent a very small percentage of turnover, and in recent years, this figure is well under 1%. Any surplus generated is placed in a trading reserve and is used as a contingency or to reinvest in the service. This includes, for example, the provision and purchase of new kitchen equipment for schools, the purchase of new grass cutting machinery and other equipment for landscape services. Without some form of operating surplus, any deficit would have to be made up from elsewhere in the authority's budget through alternative savings. It would be very difficult to replace essential equipment to sustain the services without provision from the authority's capital programme.
5. It should be noted that these service areas have undergone significant change through major efficiency initiatives over the past few years. These include absorbing a circa £3M impact of the national job evaluation scheme, major management reductions and improved systems and processes to support schools, including electronic payment systems. Whilst further small efficiencies

may be attained, little, if any, flexibility remains. Given the scale of these enterprises, with some £35M/annum turnover, pricing is the major factor in maintaining viability.

6. The Authority is committed to maintaining a strong and mutually beneficial relationship with Nottinghamshire schools, whether they be local authority maintained schools or academies. This relationship has been built upon trust and confidence, with the authority committed to delivering high quality services in support of schools that are responsive to their needs. This relationship has been nurtured over many years and is reflected in the level of buy back from schools totalling over £50M annually on all services, including Catering and Facilities Management.
7. The Authority is also totally committed to ensuring that employees, including our own staff, receive an income that provides an adequate standard of living. As a result, the Authority voluntarily adopted the 'Living Wage' in April 2014 in accordance with the administration's election manifesto. This has had a hugely beneficial impact on the 2,890 staff in the Catering and FM services, many of whom are female, part time workers, on very low wages. This has provided significant help to them and their families at a time of serious economic constraint and has increased spending power in the local economy. Our aim is to encourage our commercial partners and others to adopt the same approach as the Authority: to pay an income to their staff that provides an adequate standard of living. The Council is very proud to have adopted the Living Wage and to have been an exemplar in Nottinghamshire, and it is hoped that others will follow.

Schools Catering Service

8. The provision of healthy, balanced school meals is a very important adjunct to enhancing the education standards across the County. Evidence indicates that children's learning and attention is improved if they receive a proper meal at lunchtime. The goal of the authority has been to encourage meal take up by pupils and parents. The Authority has successfully increased this over the past 4 years as follows: (% of pupils consuming meals against roll numbers): 2011 (43.1%), 2012 (43.9%), 2013 (44.4%), 2014 (45.9%). These figures do not include the impact of the introduction of universal free infant meals.
9. Buy-back of the authority's meal service is strong at present but it is operating in an increasingly competitive environment, especially in the secondary sector. The market is changing as academy chains operate across the country and groups of schools look to commission services in different ways.

Maintained Secondary Schools (4)	Secondary Academies (41)	Maintained Primary & Special (255)	Primary & Special Academies (26)
NCC 4 (100%)	NCC 21 (51%)	NCC 246n (96%)	NCC 19 (73%)
Private Sector - 0	Private Sector 6 (15%)	Private Sector 0	Private Sector 2 (8%)

Self-managed 0	Self-managed 14 (34%)	Self-managed 9 (4%)	Self-managed 5 (19%)

Table 1 - Catering Buy Back 2013/14

10. The pricing of the school meals is very complex due to the variety of different funding streams and different entitlements of schools and pupils, as outlined in the table below. Schools are charged for the school catering service through a combination of the charges for pupil premium free school meals, universal infant free meals and paid meals. Schools are responsible for the receipt, banking and accounting of all income from paid meals and budgets received for free meals.

<i>Primary Services For Schools and Academies</i>	2014/2015	Projected annual meal nos. 2014/2015	% of meal nos.	Projected annual meal nos. 2015/2016	% of meal nos.
Universal Infant Free School Meals	£2.30 Government Funded	2,101,578 (126 days)*	36%	3,246,340	55% (191 days)
Pupil Premium Free Meals	£2.10 Government Funded	1,002,951	18%	1,060,395	18%
Paying Pupils	£2.10 Parent/Carer Funded	2,642,869	46%	1,584,347	27%
Total Meals		5,747,398		5,891,082	

*Universal infant free school meals were introduced Sep 14.

Table 2 – School Meal Numbers and Funding

11. The decision on the school meal price rests with schools rather than the County Council. NCC, as the service provider, needs to determine the price schools/academies pay for the provision of the school meals service, as opposed to what the school decides to charge to pupils.
12. In nearly all circumstances in the primary sector the schools will charge the price that is set. In the secondary sector, pricing is agreed based on individual service level agreements, as the vast majority of schools are academies. Any surpluses made are re-invested in the service at the academy or returned to the school after the cost of the service has been paid to NCC. In these circumstances in effect NCC bears the commercial risk of controlling costs. Risks on overall profitability/deficit rest with the individual academy/school.
13. Schools receive £2.30 funding per meal for universal infant free meals and this was the basis of charging for 2014/15 by the Authority for these meals (compared to the £2.10 charged for a paid and pupil premium free meal). This higher price to schools was needed as a one-off cost to recover the investment needed to commence the infant meal provision. This included considerable costs for

additional light equipment, recruitment and other costs required to start this new service. There still remain a number of projects related to the infant meals programme where there are pressures on production and the need for some further investment to the tune of £400K in 15/16. However, now the new service is established the recommendation is to return to a standard price to schools for meal provision.

14. It is still too early to assess the full impact on the viability of school catering of the introduction of universal free infant meals. Fewer of the primary schools that were originally operating in net deficit, in terms of cost to the authority of providing the meal service, will be in the future. The break-even point has been improved by the increase in the volume of meals provided. It is still the case that very small primaries will be to a degree cross-subsidised, as costs to provide meals to these schools is considerably higher than the 'standard' price. The long term impact of infant meals is likely to be beneficial as it is likely to maintain a higher take up of school meals by many pupils through their school careers.
15. The cost of providing the school meal service is largely made up of food (between 34-35% of cost over the past 4 years) and direct labour costs (between 46-47% over the past 4 years). In addition around 6% is spent on equipment provision, maintenance and materials. There are indirect labour costs of some 7% and Corporate Support Costs (CSC) -Democracy, HR, Finance, ICT, property etc-of around 4%.
16. CSC have been recalculated through a reappraised formula and their reapportionment has resulted in Catering and FM being given a greater proportion of costs than previously, to reflect what is assessed to be the true costs. This is still to be finalised but the impact of this on a traded service is to increase the charge so that they can cover their overall costs.
17. Costs of the service will increase from 14/15 to 15/16 due to wage costs rises (1.9%) and food price inflation (2.6%) and the need to invest a further £400K into the operational service to cater for the impact of universal free infant meals. This together with the CSC cost reapportionment means that to break-even on the service there is a need to increase the charge to schools. Without a price increase the service would be likely to operate at a loss, as current surplus levels have become marginal at best.
18. It is recommended that the cost of a school meal charged by NCC is set at £2.15 (currently £2.10 since April 2014). This is a rise of 2.38% to cover inflationary pressures. For parents/carers this would mean an increase of £9.50 per annum (5p per day for 190 school trading days). It should be noted that some 73% of children who have a school meal now receive it for free due to universal free infant meals, free school and pupil premium meal arrangements.

Schools Cleaning and Landscape services (FM)

19. As outlined above, the service aims to ensure that income generated from service charges covers all direct/indirect costs, the allocated corporate service charges and ultimately ensures a break even or small surplus at the end of each financial year.

20. FM is a labour intensive 'people' business that provides its large number of customers (473 sites, including 260 schools and academies) with in excess of 20,000 building cleaning/site management and landscaping hours every week. It employs 1700 staff (around 506ftes) As about 80% of the costs of these services are wage related, rates of pay have a significant bearing on the hourly charge out rate.
21. The market place for these services is extremely challenging with a number of local and national companies competing for the work when schools go out to tender, which they are now doing on a regular basis. NCC hourly charge rates for 2015/16 on full cost recovery basis are higher than their market competitors. Up till now the impact of this has been ameliorated by continuing satisfaction with the quality of the service, and confidence and trust in the LA provision.
22. It should be noted that significant savings have been made since 2011 to reduce management and business support costs by over 30%. Service delivery for each site has been fundamentally reviewed in order to ameliorate cost increases to schools. There is now very limited scope to achieve further cost savings other than through a reduction in the provision of site cleaning/landscape hours. School/Academies and internal customers regularly request a service review and the business has the flexibility to change its service offer to meet the financial requirements of each customer.

FM Pricing Strategy – Options & Implications

23. The challenge is to maintain a balance between covering costs through full cost charging to schools and the rapid potential loss of business through competition and ever more cost conscious customers. In 2014/15 a two year pricing strategy was agreed and this resulted in an 8% increase in prices this year with a further 3% originally required for 2015/16. As a result in 2014/15 of this staging there is a projected deficit for this financial year of £299k. This deficit will be covered by the utilising trading reserves of the Catering and Facilities Management Group and is part of a short term business strategy to maintain business over a fixed time period, which is important for sustainability.
24. However, with further wage increases of some 1.9% (circa 150K), increases in CSC costs of circa £250K (for reasons as outlined above) and with the current deficit of £300K the current planned 3% increase for 15/16 will not be sufficient to deliver full cost recovery – a gap of £700K. Each 1% price increase delivers about 120K of income across the service
25. Once again the challenge is to maintain a balance between price and competitiveness. A one off 6% increase to close the gap would affect buy-back with annual increased charges of £5,000 and £1,000 in a typical secondary and primary school respectively. Any loss of turnover would mean loss of contribution to corporate and internal overheads.
26. The recommendation is therefore for a further staged price increase over 2 years with 3% in 15/16 and a further 3% in 2016/17. The residual deficit would have to be managed on a short term basis through the use of trading services reserves.

Other Options Considered

27. Not revising the charge to schools for a school meal would not recover the increased costs of the service and will result in a financial deficit which would fall to NCC at the expense of other spending priorities of the council.
28. Not increasing FM charges would result in an ongoing substantial deficit for the authority and would be subsidising schools.
29. Work is ongoing to evaluate whether a collaborative partnership/JV with the City Council and/or other partners might enable further efficiencies and opportunities to generate income. The viability of this should become clearer later this year.

Reasons for Recommendations

30. As these are traded services the increases are needed to maintain the financial viability of the services.

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. The financial implications are contained within the body of the report.

RECOMMENDATION

33. It is recommended that Policy Committee:
 - a. Approves the cost of a school meal charged by NCC to be set at £2.15 for 2015/16.
 - b. Approves the two year pricing structure for Cleaning and Landscape Services (FM) with a 3% increase in 2015/16 and a further 3% increase in 2016/17, as outlined in the report.

Councillor Sheila Place
Chair of the Personnel Committee

For any enquiries about this report please contact: Tim Gregory, Corporate Director, Environment & Resources, 0115 9773404

Constitutional Comments (HD 02/02/2015)

34. Policy Committee has the authority to determine the recommendations set out within the report.

Financial Comments (TMR 02/02/2015)

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

Background Papers and Published Documents

None

Electoral Division(s) and Member(s) Affected

All

**REPORT OF THE CHAIRMAN OF THE CHILDREN AND YOUNG PEOPLE'S
COMMITTEE****FINANCIAL SUPPORT FOR STUDENTS IN POST-16 EDUCATION****Purpose of the Report**

1. This report seeks approval of the proposed policy for the 2015/16 financial year in respect of those post-16 students following courses in educational institutions other than schools as recommended by the Children and Young People's Committee.

Information and Advice

2. Legislation introduced in March 1999 identified three categories of post-16 students:
 - (i) school-based students
 - (ii) students following courses of further education in colleges funded primarily by the Further Education Funding Council (FEFC), now the Education Funding Agency (EFA)
 - (iii) students following non-designated courses (not attracting support under the national system of student financial support) in higher education.
3. The legislation requires that local authorities should determine annually their policies in respect of their discretionary powers to assist students who fall within the scope of these three categories.
4. The County Council's Formula Spending Share was reduced following the introduction of the legislation, with the element identified to support students in further and higher education institutions (categories 2ii and 2iii above) transferred via the then Learning and Skills Council to further and higher education institutions, which now have responsibility for providing discretionary learner support to their students.
5. Local authorities continued to have a responsibility for providing exceptional financial support to post-16 students in schools, via Learner Support Funds allocated through the then Young People's Learning Agency (YPLA). However this responsibility ceased with the withdrawal of Learner Support Funds with effect from the end of the 2010/11 academic year (see paragraph 10). The County Council continues to have responsibility for home to school/college transport for post-16 students.

6. Local authorities retain the power to make discretionary awards to post-16 students in schools and to students in further and higher education but the relevant regulations allow them to determine a policy under which no financial support would be offered to these students. Local authorities are not held to be fettering their discretionary powers as long as they make such an annual 'determination' before 31 March of the year preceding the financial year to which the determination applies.
7. The County Council must therefore determine, before 31 March 2015 in respect of the financial year 2015/16, how to exercise the power granted by the regulations to make post-compulsory education awards. There are three options:
 - (a) to make no such awards in any circumstances and not make any provision for considering applications; or
 - (b) to make such awards generally and consider applications from all students; or
 - (c) to make such awards only in respect of certain groups or categories of students.
8. The transfer of the functions of the County Council's Student Finance Service to the national provider Student Finance England with effect from 31 March 2011 meant that there was no longer an obligation upon the County Council to consider requests for funding from higher education students following non-designated courses, or in other specific circumstances, such as transfers of course or repeat periods of study.
9. Colleges of further education and universities receive funding to provide financial support for students on full-time courses. It is therefore proposed that the County Council should determine not to make any awards in any circumstances to further education (FE) and higher education (HE) students, and not to make any provision for considering applications, other than for children and young people for whom the Council acts as corporate parent as described in paragraph 11 below.
10. The national scheme of Education Maintenance Allowances closed to all students studying in England at the end of the 2011/12 academic year. The annual allocation of Learner Support Funds allocated to the County Council by the YPLA to assist students in post-16 education in schools was withdrawn with effect from the end of the 2010/11 academic year. They have been replaced by the 16-19 Bursary Fund, administered by schools, colleges and training providers. There are also other sources of funding for post-16 students, such as the 16-18 Residential Bursary. It is therefore proposed that the County Council should determine not to make any awards in any circumstances to post-16 students in schools, and not to make any provision for considering applications, other than for children and young people for whom the Council is the corporate parent.
11. The Council reserves the right, in its role as the corporate parent for those children and young people within its care, to make an award to such children and young people where there are exceptional circumstances. Such an award will only be made when approved by the Service Director with responsibility for Children's Social Care.

Other Options Considered

12. It is open to the County Council not to make a determination under the regulations. This would mean the Council would have to consider any applications for financial assistance on their individual merits or through a specific scheme of support. In either case additional budget provision would have to be made available to underpin such arrangements but this is not regarded as a funding priority for the Council at the present time.

Reason/s for Recommendation/s

13. As explained in the report, if it is to limit the use of its discretionary powers to offer support to students entering school sixth form, further education college courses or non-designated courses of higher education in the 2015/16 financial year, the County Council has to make an annual 'determination' by 31 March 2015 in accordance with the Local Education Authority (Post-Compulsory Education) Awards Regulations. In recent years the County Council has made such a determination each year, reflecting the fact that it no longer has any specific budget provision available for new cases that fall to be considered under these discretionary powers. A survey in 2011 of 14 local authorities around the country found that none of them made awards to these students and had not done so for many years.

Statutory and Policy Implications

14. 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

15. The proposals set out in this report limit the extent to which the County Council is able to assist with the costs students incur in following post-16 education courses. The arrangements proposed do not, however, differ from those that currently apply and which have applied since 1999.

Financial Implications

16. The draft budget for Children and Young People's Services for 2015/16 anticipates that a determination will be made as recommended in this report.

RECOMMENDATION/S

- 1) That the Committee determines that during the year 1 April 2015 – 31 March 2016 Regulation 3 (1) of the The Local Education Authority (Post-Compulsory Education Awards) (Amendment) (England) Regulations 2000 shall not apply to Nottinghamshire County Council and that in consequence the County Council will have no powers to make post-compulsory education awards to post-16 students entering new courses in schools

or in further or higher education in 2015/16 in any circumstances, other than for those children and young people for whom the Council acts as corporate parent.

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

For any enquiries about this report please contact:

David Litchfield
Assistant SEND Officer
(formerly Service Manager, Student Finance Service)
T: 0115 977 3861
E: david.litchfield@nottsgov.uk

Constitutional Comments (SLB 06/01/15)

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

Financial Comments (SS 08/01/15)

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

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.

The Local Education Authority (Post-Compulsory Education Awards) Regulations 1999

The Local Education Authority (Post-Compulsory Education Awards) (Amendment) (England) Regulations 2000

Financial support for students in post-16 education – report to Children and Young People's Committee on 12 January 2015

Electoral Division(s) and Member(s) Affected

All.

C0556



**REPORT OF CHAIRMAN OF ENVIRONMENT AND SUSTAINABILITY
COMMITTEE**

PLANNING OBLIGATIONS PROTOCOL

Purpose of the Report

1. To approve the content of the Planning Obligations Protocol and to request approval to formally approach each Nottinghamshire District/Borough Council for agreement. The Planning Obligations Protocol can be found in Appendix 1.

Information and Advice

2. The Planning and Compulsory Purchase Act 2004 (as amended), makes provision for voluntary legal agreements to be entered into with developers/landowners as part of a grant of planning permission. These agreements are known by a variety of names: Section 106 agreements, planning contributions, planning obligations and developer contributions.
3. When developments take place, they frequently bring with them impacts on the local physical and social infrastructure, which must be addressed to make the development acceptable both in planning terms and to society in general. Planning contributions can be used to overcome these impacts, thereby enabling development schemes to go ahead that might otherwise be refused permission.
4. The County Council seeks to mitigate the impacts that new developments have on the services it provides i.e. education, transport, libraries etc. Planning law recognises that developers should reasonably be expected to pay for, or contribute towards, the costs of services, infrastructure or resources where the impacts are as a result of their development.
5. The County Council has a duty to provide sufficient school places in Nottinghamshire and whilst education provision is a statutory function of the County Council, the Government does not provide monies to accommodate pupils generated as a result of new development as a matter of course.
6. The County Council's updated Planning Obligations Strategy was approved at Policy Committee in April 2014 and sets out the County Council's standard requirements therefore enabling developers to take into account the potential costs of a proposed development at the earliest stage. The strategy does not have any statutory status but if development proposals do not comply with the requirements set out then it could be used as a reason for refusal of planning permission by Local Authorities.

7. At a meeting of the Nottinghamshire Chief Executives in November 2013, inconsistencies throughout Nottinghamshire in the way each District/Borough Council involves the County Council in negotiations and agreements with developers were raised. It was accepted at this meeting that a more coordinated approach between each District/Borough Council and the County Council was required in respect of planning obligations and it was agreed that a protocol should be drafted which sets out the details of a future joined-up approach.
8. A County Council Member/Officer working group met in March 2014 to discuss the series of issues that were facing the County Council in terms of both the viability facing developers leading to a reduction in education contributions and the differing arrangements in place between the County Council and each District/Borough Council which has led to delays in the negotiation and planning process. A drafted protocol was also presented at this meeting for discussion.
9. Officers have continued to progress discussions with each District/Borough Council and throughout this process amendments have been made to accommodate the comments received and two further County Council Member/Officer group meetings have been convened (May and December 2014) to discuss the progress of the protocol and to provide an update on current issues facing the County Council in relation to planning obligations.
10. The Member/Officer working group, in December 2014, recommended that the protocol be considered at Policy Committee and that approval is requested to formally approach each Nottinghamshire District/Borough Council for formal agreement.

Other Options Considered

11. For the Council not to agree the protocol however, issues surrounding the inconsistencies would continue and may result in reductions of future developer contribution monies for County Council services and infrastructure.

Reason/s for Recommendation/s

12. To ensure that Nottinghamshire County Council works consistently with the Nottinghamshire District and Borough Councils in respect of its requirements to mitigate the potential impacts that new developments may have on its infrastructure and services.

Statutory and Policy Implications

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

Financial Implications

14. There are no direct financial implications however the County Council does receive monies from planning obligations towards the cost of providing additional services and infrastructure when required.

RECOMMENDATION/S

- 1) That Policy Committee approves the protocol and agrees that each Nottinghamshire District/Borough Council is approached to request formal agreement of the protocol.

Councillor Jim Creamer, Chairman of Environment and Sustainability Committee

For any enquiries about this report please contact: Sally Gill, Group Manager Planning, 01159696536

Constitutional Comments (SLB 05/01/2015)

15. Policy Committee has the authority to consider the content of this report.

Financial Comments (SEM 02/01/15)

16. 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

APPENDIX 1

**Planning Obligations
Protocol**

February 2015

Introduction

The main principles of achieving sustainable development are through a plan-led approach. To achieve sustainable development it is crucial that the impacts that new developments may have on the local physical and social infrastructure are mitigated.

It is essential that collaborative working with neighbouring local planning authorities and the County Council takes place to ensure effective coordination of strategic planning issues that cross administrative boundaries. Councils should have full regard to the requirements on local planning authorities to cooperate on such issues.

Local planning authorities and the County Council will work together to assess the quality and capacity of infrastructure. Working with other providers this will include, but not be limited to, requirements in relation to transport, water supply, wastewater and its treatment, energy (including heat), telecommunications, utilities, waste, health, education, affordable housing, and the regeneration of areas.

The Community Infrastructure Levy (CIL) regulations introduced into law three tests for planning obligations in respect of development which is that obligations should be:

- necessary to make the development acceptable in planning terms;
- directly related to the development;
- fairly and reasonably related in scale and kind to the development

If an obligation does not meet all of these tests it cannot in law be taken into account in granting planning permission.

The District and Borough Councils in Nottinghamshire have developed different approaches to working with the County Council on planning obligations. This document sets out a collaborative approach to Nottinghamshire County Council's obligations for public services and infrastructure¹ provision throughout Nottinghamshire and provides guidance for use across the County by District and Borough Councils.

Planning obligations either on a unilateral or multilateral basis have been an essential and accepted part of the planning process for many years, with the primary purpose of ensuring that all implications of development, that cannot be appropriately controlled by conditions, are subject of a Section 106 legal agreement which addresses impacts either directly or indirectly via financial contributions.

The following section sets out a working protocol for use by the Nottinghamshire District and Borough Councils (in their capacities as local planning authorities) and the County Council and will apply to 'major' developments which are defined as follows²:-

:

¹ Infrastructure is typically defined in Council's Infrastructure Plans and many include transport, energy, water, ICT, waste, minerals, education, health, emergency services, community services, culture and leisure, open space, forestry, biodiversity, waterways, regeneration etc.

² Unless these differ from locally adopted policies

- Residential development for 10 dwellings or more;
- Residential development on a site in excess of 0.5 hectares where the phasing of developments will add up to 10 dwellings or more;
- Non-residential development of 1,000 square metres or more gross floor space;
- Non-residential development on a site of at least 1 hectare;

In addition to the above:

- The Highway Authority will continue to assess any development which is likely to result in a material increase in the volume of traffic or material change in the character of traffic entering or leaving a classified road or proposed highway and seek local highways and transport contributions; and
- The Flood Risk Management Team will work closely with Districts/Boroughs and developers to secure suitable and feasible sustainable drainage solutions for new developments that are sympathetic to wider flooding issues in an area.

This document should be read in conjunction with Nottinghamshire County Council's Planning Obligations Strategy, where it has been adopted, and other District/Borough Councils' strategies and documents on this matter.

The Council's Approach

Nottinghamshire County Council

In considering the infrastructure requirements of any development, the County Council will:

- Act in accordance with relevant planning policies and other policy documents including the Government's National Planning Policy Framework (NPPF);
- Provide a coordinated response regarding infrastructure implications to the District/Borough Council consultations on all Local Plans, development briefs, planning applications and informal enquires;
- Provide a coordinated response³ to planning applications, within the consultation timescales, unless otherwise agreed with the relevant District and Borough Council;
- On the occasions that the County Council is approached directly by a landowner, developer or agent requesting information on likely developer contributions, the County Council will provide the advice but copy correspondence to the relevant local planning authority;
- Provide evidence and reasoned justification based on planning policies for requests for developer contributions;
- Identify a named individual to coordinate the County Council's response, and provide a list of people to contact for detailed discussions and enquiries;
- The County Council's service area teams will assess the capacity of existing infrastructure and services and particular area needs in areas planned for growth in District/Borough Local Plans and will assess the infrastructure and service needs of any specific development proposal;
- Provide its coordinated response to the relevant District and Borough Councils and developers, and will provide draft heads of terms for incorporation into Section 106 obligations;
- Attend meetings with the relevant District and Borough Councils, applicants and their agents when requested and justified by the Local Planning Authority to discuss draft Section 106 heads of terms;
- Inform the District/Borough Councils, as soon as practicably possible, of any major or contentious County planning applications at an early stage in the process;
- Where requested by the relevant local planning authority, the County Council will provide evidence and witnesses for planning appeals, including hearings and inquiries where the decision is supported;
- Participate in District/Borough Councils' Development Team meetings when requested.

³ The Highways Authority and Flood Risk Management Teams may respond separately to consultation requests on a case by case basis, in these cases they will endeavour to meet statutory deadlines.

District and Borough Councils

The Nottinghamshire District and Borough Councils will:

- Consult the County Council on scoping opinions, pre-application proposals and applications for planning permission for 'major' development (as defined on page 2);
- Allow a 14 day period (10 working days) for baseline information requests for all screening/scoping opinions and pre-application consultations;
- Allow a statutory 21 day period (15 working days) for responses on all consultations on planning applications, extended by agreement;
- Notify the County Council of proposed developments that are likely to involve County Council requirements prior to pre-application if available;
- Inform the County Council as soon as practicably possible of any subsequent amendments to the proposal if the County Council's requirements are affected;
- As is required by the National Planning Policy Framework, in pursuing sustainable development local planning authorities will, in determining planning applications, take into account the infrastructure requirements arising from a development and the viability of that development. In making such determinations (excluding those determined by the County Council) the District/Borough Council will liaise with, and take the views of, the County Council into account and this will be balanced with local matters and available evidence;
- Where the proposed development triggers a County Council requirement in terms of education and highways infrastructure, the District/Borough Council will discuss with the County Council whether it would be appropriate to become a co-signatory of the Section 106 legal agreement;
- Where the County Council's requirements are part of an agreement, the District/Borough Council will inform the County Council when:
 - a) Planning Permission is granted;
 - b) The Section 106 agreement is signed;
 - c) When the monies are collected by the District/Borough Council (where appropriate).
- invite the County Council to participate in Development Team meetings where appropriate.

Other Bodies

The District/Borough Councils and the County Council will work with other relevant public bodies⁴, including neighbouring authorities, relevant town/parish councils and neighbourhood forums, to ensure the effective planning of new infrastructure, that linkages between infrastructure are maximised and the opportunities for multiple or joint use of facilities are explored.

Monitoring of Obligations

The District/Borough Councils and the County Council will work together to ensure that all Section 106 planning obligations and their trigger points are monitored as appropriate, before, during and after development takes place.

Information shall be shared between the authorities regarding stages of work on site and contact details of developers.

Each obligation shall be pro-actively monitored and each trigger point shall be brought to the attention of the developer by the District/Borough and County Council.

Information regarding payments received and other infrastructure requirements complied with shall be shared between the relevant authorities.

Once planning obligations have been agreed, it is important that they are implemented or enforced in an efficient and transparent way, in order to ensure that contributions are spent on their intended purpose and that the associated development contributes to the sustainability of the area.

The viability of development is likely to change over time. Specific developments may have stalled due to viability issues and District/Borough Councils are specifically required by regulations to consider amendments to affordable housing requirements. Equally, margins from a development may improve over time as markets change. The local planning authority will liaise with the County Council in relation to changes in viability and the infrastructure requirements arising from development under these circumstances.

Procedures

Infrastructure requirements will cross administrative boundaries and it is important that all authorities work together to meet the infrastructure needs arising under these circumstances.

Pre-application discussions

It is important that full use is made of pre-application discussions to develop draft heads of terms in agreement with the developer prior to submission of a planning application. Any pre-application enquiries will be considered by individual service departments to enable the

⁴ Duty to co-operate bodies are set out in The Town and Country Planning(Local Planning)(England) Regulations 2012 or any subsequent amendments.

provision of a coordinated view on the respective infrastructure requirements and provide the context for early discussions with developers.

In considering major pre-application proposals, District/Borough Councils and the County Council will work together and will liaise closely with other relevant infrastructure providers including neighbouring local authorities, town/parish councils and neighbourhood forums.

The use of Planning Performance Agreements to cover the pre-application, application and post application stages provide for greater certainty and transparency throughout the process and are a useful focus for pre-application discussions which can assist both the District/Borough and the County Council.

Heads of terms produced at pre-application stage are draft, and the figures to be incorporated in the final Section 106 obligation may be updated to reflect changed data, changed costs or viability issues if there are delays in the period of time from initial enquiry to setting final heads of terms.

Development Team Approach

A development team approach will be utilised in considering 'major' development proposals. Development teams within District/Borough Councils and the County Council will pull together the appropriate service resources depending on the particular development proposal and may also include appropriate representatives from other statutory bodies.

The development teams will meet as and when required and will discuss the likely acceptability of major proposals and their impact and mitigation measures required in terms of infrastructure provision. These development team meetings are a mechanism for sharing information and reaching agreement prior to preparing heads of terms and engaging in discussions with applicants and help to streamline the Section 106 process.

It may be appropriate to consider the use of a Planning Performance Agreement (PPA) to set out timescales for actions between the District/Borough Council, County Council and the applicant prior to the planning application being submitted. The PPA should cover the pre-application, application and post- application stages.

It is essential that information on implementation of planning obligations is shared between the relevant authorities and service providers as early as possible in the process to ensure effective and sustainable delivery of infrastructure.

Standard documentation

The use of standardised obligation documents or standard clauses is encouraged, in order to ensure consistency and provide an efficient process.

Heads of terms should also be standardised where possible.

Payment of monies

Where agreed by District/Borough Councils, funds payable in relation to the County Council's requirements will be paid directly by the developers to the County Council.

In other cases, the sums will be forwarded by the District/Borough Councils to the County Council when the terms and conditions set out in the Section 106 agreement are met and the monies have been received by the District/Borough Councils. In these cases the County Council will expect the District/Borough Council to:

1. Commit to the payment of developer contributions to identified County Council projects, as set out in the S106 agreement (once monies have been received by the District/Borough Council for those identified projects); and
2. Pay the required developer contributions once the funds have been spent on the identified project.

Example forms for these instances are contained within Appendix 1 and 2.

Enforcement

Where it becomes necessary to enforce the terms of a Section 106 Planning Obligation involving the County Council and District/Borough Councils the authorities will work together to coordinate the enforcement of the Section 106 Planning Obligation.

REQUEST FOR COMMITMENT OF DEVELOPMENT CONTRIBUTIONS (Section 106 funds)
FORM 1

I request the commitment of development contributions which are held by xxx District/Borough Council for the purposes set out below (where the development contribution **has already been paid to xxx District/Borough Council** and are ring fenced for the purposes set out in the legal agreement)

I confirm that:

1. I am authorised to make this request to xxx District/Borough Council on behalf of Nottinghamshire County Council
2. The funds will be spent on the scheme as set out and in accordance with the terms of the relevant legal agreement
3. That in the event that the funds are not spent on the scheme as set out or in accordance with the terms and/or timescales set out in the legal agreement the funds and interest accumulated will be returned to xxx District/Borough Council (or the developer as may be deemed most appropriate)
4. That in the event that the committed/earmarked development contributions are not submitted to xxx District/Borough Council there will be no call on xxx District/Borough Council to make any payments

Details of scheme that funds are requested for:

Location

Description of scheme (attach plans if available)

Links to strategy (Please name)

Links to Council objectives

Links to the development / justification for proposal

Estimated cost and construction timescale

Amount of contribution required

Comments

Details of development contribution

Developer	
Location of development (Attach plan where appropriate)	
Planning Application Reference Number	
Date of s106 Agreement	
Paragraphs of the Agreement under which the request is made	
District/Borough Council Cost centre (where already advised)	

Submitted by:
Position in the Organisation:
Date:

Tel:
Address:

**REQUEST FOR PAYMENT OF DEVELOPMENT CONTRIBUTIONS (Section 106 funds)
FORM 2 – To Be Accompanied by an invoice (or other agreed documents) for the amount
being sought**

I confirm that:

1. I am authorised to make this request to xxx District/Borough Council on behalf of Nottinghamshire County Council
2. The funds have been spent on the scheme as set out and in accordance with the terms of the relevant legal agreement
3. That in the event that it is found that the funds were not spent on the scheme as set out or were not in accordance with the terms and/or timescales set out in the legal agreement the funds and appropriate interest accumulated will be returned to xxx District/Borough Council (or the developer as may be deemed most appropriate)

Details of scheme that payments are requested for:

Location

Description of scheme

Estimated cost and construction timescale (from Form 1)
--

Actual cost

Amount of payment requested

Comments

Details of development contribution

Developer	
Location of development (Attach plan where appropriate)	
Planning Application Reference Number	
Date of s106 Agreement	
Paragraphs of the Agreement under which the request is made	
RBC Cost centre (where already advised)	

I confirm that the scheme has been satisfactorily completed in accordance with the request set out in Form 1 dated; that the scheme has delivered value for money and that the whole of the funds were required for the scheme

Copies of invoices relating to the scheme that have already been paid are attached (please delete one)

YES invoices/documents attached. List of invoices/documents attached

- 1
- 2
- 3

OR

NO documents attached

Submitted by:

Position in the Organisation:

Date:

Tel:

Address:

REPORT OF THE LEADER OF THE COUNCIL

DIGITAL TRANSFORMATION – PROGRESS UPDATE

Purpose of the Report

1. To provide an update on progress to date with the Council's digital transformation project – Digital First – with an emphasis on the work to develop a new public website nottinghamshire.gov.uk and other digital services. The report will also seek agreement for the overall approach, principles and methodology along with the method of communication with members.

Information and Advice

2. The Digital First project forms part of the overall Customer Access and Digital Development programme which sits within the Cross Council Portfolio as part of the new Redefining Your Council approach.
3. One of the project's main outcomes is, by September 2015, to deliver a modern website and associated customer journeys that are so good that those who can, will choose to use them. The improvements will lead to an increase in satisfaction and lower transaction costs.
4. As part of the project, six work streams were established with the following identified leads from different service areas:
 1. **Infrastructure, support and systems – ICT lead (Sue Milburn)**
 2. **Design, content, usability – Digital lead (Sarah Lay/Andy Lowe)**
 3. **Top customer journey improvements – CSC lead (Marie Rowney)**
 4. **Social media – Communications lead (Clare Yau)**
 5. **Review of extranets and microsites – Communications lead (Paul Belfield)**
 6. **Intranet and employee engagement tools
– joint HR/Communications leads (Helen Richardson/Marie Lewis)**
5. The mission, activity, outcomes, approach and benefits along with the timelines can be seen on the Blueprint on a Page diagram (Appendix 1). Regular project updates have been posted on a dedicated blog <https://digitalfirstnotts.wordpress.com/>.
6. During the past five months since the start of the project, considerable progress has been made in all of the six work streams with some clear actions and deliverables. This paper

primarily focuses on the first three work streams that are designed to deliver a new responsive, customer-centric and transactional website for the authority by September 2015. Progress in the other work streams is also referenced and, in some cases, will be subject to separate reports being brought back to Policy Committee in the coming months.

7. The current website nottinghamshire.gov.uk receives an average of 182,000 unique visitors a month and is increasingly a customer's first point of contact. More than 40% of our website traffic comes from non-desktop devices, such as smart phones and tablets, and some of our customers are accessing online services with assistance from the Customer Service Centre, our officers or friends and family.
8. As the move towards more digital delivery continues to accelerate, the Council needs to understand how best it can meet the needs of these customers through our website. At the same time, the project will enable significant savings for the local authority due to the significantly lower transaction costs online (£0.09p) compared to telephone (£4.79) or face to face (£9.14). It is estimated that only a third of our transactions are currently online so the potential for savings is significant.
9. Digital solutions were also identified in preliminary analysis of nearly £10m worth of savings proposals for the Council.
10. A recent think tank report by the Policy Exchange states that using technology and data in a smart way could save local authorities £10bn by the end of the next parliament. <http://www.telegraph.co.uk/news/politics/11368653/Council-tax-could-be-paid-with-apps-report-suggests.html>

Progress

Approach

11. Working out the "optimal shape" of a new nottinghamshire.gov.uk involves finding and understanding the needs of our users and, then, establishing how best to meet those needs by grouping and prioritising information. An initial content inventory of our existing site revealed more than 25,000 pages – many of which are never or rarely accessed or updated.
12. The steps that are being taken are as follows:
 - Develop and understand the user needs – personas developed to represent a range of users. A sample persona can be seen in Appendix 2
 - Produce a working prototype/design concept that can be tested with real users
 - Build an information architecture that is intuitive for the user – established by holding card-sorting workshops where users are asked where they would expect to find different types of content
 - Streamline the content - cluttering up websites with irrelevant content simply makes relevant content harder to find. As a rule the top 5% of content accounts for 25% of the traffic, with the next 20% of the content accounting for the next 55%. This shows the importance of prioritising the most useful and most used content first and removing the irrelevant.
 - Build an Alpha site – a website that meets the core needs of users which can then be tested with Digital and IT to understand best use of systems and integration

- Test a Beta site – once it is established that the website works, it is then put out to public testing with real users and stakeholder groups so that further refinements can be made
 - Final website to go through professional User Access Testing – the final testing of the site before it goes into the Live phase
 - Ongoing improvement with usability testing with real users and stakeholder groups
13. The approach follows best practice established across industry and by leaders such as the Government Digital Service. It is in contrast to an approach that gets services online which are not optimised which can lead to lower satisfaction and an increase in avoidable contact on the more costly channels such as face to face or telephone.
14. Existing content standards are extremely variable due to multiple authors and no common standards or approach in place. In order to ensure consistently high standards, we have developed some documents that ensure a common ethos and design. The digital design philosophy can be seen in Appendix 3.
15. Sitting beneath these documents are a set of guidelines that translate the principles into delivery standards: content ethos, digital content standard and style guide. These reference documents, which are all available as background papers and part of the project documentation, will ensure that a common approach is taken to all digital development.
16. We are also actively seeking collaboration with other councils, with digital activity high across the sector as more organisations aim to make savings and increase satisfaction. Through involvement in the LocalGov Digital network (and other relevant networks) we're making use of their Pipeline platform to share our planned and current work and join up, as appropriate, with other Councils working on improvements to the same or similar services. This has already led to informal discussions with Warwickshire County Council and Devon County Council on one customer journey and being able to make use of user resources shared by West Berkshire for the Care Act.
17. In order to raise Nottinghamshire's profile nationally and support open working, we have launched the Digital First blog and are posting regular updates and sharing outputs on the site (<http://digitalfirstnotts.wordpress.com>).

Delivery

Workstream 1

18. An options appraisal has been completed for the Content Management System and this resulted in a recommendation to move to an Open Source system, Umbraco. The hosting environment has now been installed and User Acceptance Testing undertaken. Training has been completed by IT and Digital and a support agreement with an external supplier is in place.
19. Other dedicated systems will be developed or procured to deliver additional functionality such as smart forms, blogs, directories and e-payments.

Workstream 2

20. Content inventories have been carried out on the website (nottinghamshire.gov.uk) in order to understand more fully the current position. This activity identified around 25,000 pages on the website and allowed us to capture what the information is, where it is stored, online

traffic volumes, visits from mobile and tablets and visits from the Council's network (staff) all over a 12-month period. Additional information vital to the build of the new site was also captured and where possible enquiry volumes from the Customer Service Centre mapped to web pages. Similar relevant information was captured for the intranet.

21. This initial Discovery phase has also investigated website structure from the perspective of users. An external specialist agency, The Insight Lab, ran card sorting exercises with users around the county to determine how users understand and order information they might encounter. Understanding how users expect to find information helps to inform design and structure so that users can find what they are looking for quickly and easily.
22. The workshops, which were held in Worksop, Mansfield, Newark and West Bridgford, resulted in a number of recommendations about structure, content type and use of language that will be further tested over the coming months.
23. Three concepts have been developed for testing in order to establish a design direction. Due to the fast-moving nature of the medium, there is the need to build a website that is flexible and able to keep up with the increasing expectations of users.
24. From Spring 2015, content will begin to be publicly available as part of the development and testing of the new website. There will not be a 'big bang' approach to launching the new website but an iterative and ongoing rollout of content up until the new website date of September 2015, with work continuing thereafter to constantly improve and optimise the website as part of 'business as normal'.
25. An Alpha (prototype) of the new website has started to be built which will be tested using the personas. Once this has been tested in a controlled environment, a Beta site will be developed that will be available for public feedback to allow further refinement.

Customer journeys (previously Workstream 3)

26. A methodology (Appendix 4) has been developed to identify the priority customer journeys based on current volumes both on the website and at the Customer Service Centre, strategic priority, political priority and external factors.
27. When applied, this identified the top 20 customer journeys. Some of these journeys are currently online but not optimised which results in users contacting the Council directly by other means.
28. The number of journeys has increased considerably since the initial scope of five journeys. Resource limitations mean that not all of these journeys will be optimised by September although some will already be online. The process of iteration and improvement will also continue beyond the live stage.
29. Services will also be required to commit considerable resource to the process along with digital, ICT and customer service teams if they are to be a success. It is envisaged that services will own and lead their own customer journeys with the support of a specialist team made up of ICT, customer services and digital. This concept has worked well to date with the work on the Care Act.
30. It is expected that the following journeys will be delivered first:

- **Care Act** – online assessment of social care needs along with a pathway to the information and advice for self-funders portal provided by Open Objects
- **Residential Waste permits** – creation of an in-house solution to allow households to register up to 2/3 cars through an online portal
- **Concessionary travel passes** – enhanced ability to apply for all passes online including renewals and e-payments for lost passes
- **Streetlight and pothole reporting** – improvement of the current facility to reduce the number of duplicate reports and allow progress tracking for customers
- **Search and apply for a job** – currently being developed and refined with WCN (eRecruitment supplier) to allow both the front end (search and apply for a job) to be optimised and integrated with the back end (processing of the applications)
- **Disruption** – integrated solution to provide residents with access to information about winter weather, flooding and service disruption. Likely to include enhancement of the current operation to include live tracking of gritters using the Masternought GPS data

Workstream 4 – Social Media

31. Policy Committee approved the Council's first social media policy in December 2012. Its main focus is the safe and legal use. It is recognised that this now needs to be expanded and updated to reflect a more strategic approach to social media.
32. The Council's use of social media has been audited by an independent expert agency to reveal how the medium is being used by the authority and to make recommendations about the future direction that will include a more streamlined and co-ordinated approach.
33. A recent national survey by accountancy firm BDO UK found that two-thirds of councils now use social media and 77% of these believe it leads to cost savings if used correctly. Councils identified that they saw a reduction in telephone calls and face-to-face contact.
34. It is recommended that a further paper is brought back to Policy Committee in April 2015 that updates the social media policy and recommends a new strategic approach.

Workstream 5 – Microsites and Extranets

35. Microsites and extranets can provide distinct advantages with the opportunity for flexibility of design and dedicated areas for specific services or functions. However, without comprehensive business planning, these sites can become costly (both in development and maintenance) and provide a frustrating customer experience as they are forced to adapt to different user interfaces.
36. The development and growth of the Council's microsites and extranets has grown organically, based on an individual perceived need at the time, with little strategic planning or consideration for how they all inter-relate with each other, the Council's main website and intranet, and the organisation's wider priorities.
37. An audit was conducted to build a master list of microsites and extranets that were either managed by the Council or where the Council was a significant partner or stakeholder. From responses across the department, **56 separate sites** were identified.
38. Some of these sites have incurred significant set-up costs along with ongoing hosting costs. From where costs are known the average cost for each site can be estimated as £8,614.

Multiplied by the 38 sites where the Council is incurring costs this offers the potential savings of **£327,332** if all the sites are closed or migrated. This, however, should be treated as a top-end estimate, as it is uncertain if all sites will be closed. The budgets for these sit within the service areas. These estimates also do not account for the additional human resource of Council employees keeping information up to date. Also there may be additional costs associated with the migration of content which have yet to be ascertained.

39. As a result of the audit and discussions with service areas, three different approaches have been suggested: close down immediately; migrate to the main website; retain the site and make improvements where appropriate.
40. In the process of reviewing all the microsites and extranets, one site required additional attention and a different approach. Wired is the extranet used by the Council to communicate with schools. The site is more than 15 years old and from September 2015 the contract with Capita will end and the system will no longer be supported. Rather than consider what Wired should be replaced with, the approach has been to consider what the Council and schools need going forwards.

Workstream 6 – Digital tools for employees (including intranet)

41. This work stream is scheduled to deliver towards the end of the project (April 2016). Work has started to understand more clearly what the needs of the users are along with an audit of what is currently offered and how it is used. This includes a review of staff survey results, the mapping of the intranet site and analysis of staff data to gain a better understanding of the needs.

Resource prioritisation

42. There are a number of competing demands of the Digital First project. There is also the need to deliver 'business as normal' and to support services with budget savings proposals. The Council's needs are also changing and evolving as services undergo transformation as part of ongoing Redefining Your Council work. So, resources are critical for the delivery of the Digital First project.
43. The development timetable means that the delivery groups (digital, ICT and customer services) need to prioritise work demands according to set criteria. Digital, ICT and customer service teams are working closely to ensure that resource is prioritised to the successful delivery of the digital first project and to those initiatives that are either business critical or are likely to deliver significant benefits. An approach to prioritise new requests from departments is being refined to ensure that there is joint agreement between these teams about what the priorities are and the level of resource being assigned to each initiative.

Delivery timetable

44. The new website is on course to be delivered by September 2015 although delivery of the top 20 customer journeys will need a phased delivery. Both aspects are subject to resource needs being met. It is anticipated that this will coincide with the implementation of the final phase of the social media strategy and the delivery of the alternative to the existing schools extranet Wired and work on the intranet / employee engagement solution.

Communication and stakeholder engagement

45. Due to the high profile nature of this major transformation project, it is recommended that members are kept up to date with the following: a report to Policy Committee every two months, the creation of a member digital champion and regular updates through a public blog at <https://digitalfirstnotts.wordpress.com/>

Other Options Considered

46. None

Reason/s for Recommendation/s

47. To deliver a modern website and associated customer journeys that are so good that those who can, will choose to use them. This will lead to an increase in satisfaction and a lower transaction cost that will enable financial savings to be made across the authority.

Statutory and Policy Implications

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

This transformation project is supporting the delivery of significant savings for the authority with preliminary work identifying more than £10m of proposals requiring a digital solution. Further savings are expected to be delivered as part of the project as more people choose to transact online rather than more expensive channels. So far £506k has been allocated from the Strategic Development Fund which was approved by members to fund the transformation.

RECOMMENDATION/S

It is recommended that Policy Committee:

- 1) Notes the progress made to date by the Digital First project
- 2) Approves the overall approach to digital improvement outlined in this paper
- 3) Approves the digital design philosophy that will underpin a new digital policy that will be brought back for approval by Policy Committee
- 4) Approves the methodology used to identify the priority customer journeys
- 5) Agrees the approach to member communications outlined in this report

Alan Rhodes
Leader of the Council

**For any enquiries about this report please contact:
Martin Done, Service Director Communications and Marketing**

Constitutional Comments (HD – 30/1/2015)

49. The recommendations within the report fall within the remit of Policy Committee.

Financial Comments (SEM 02/02/15)

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

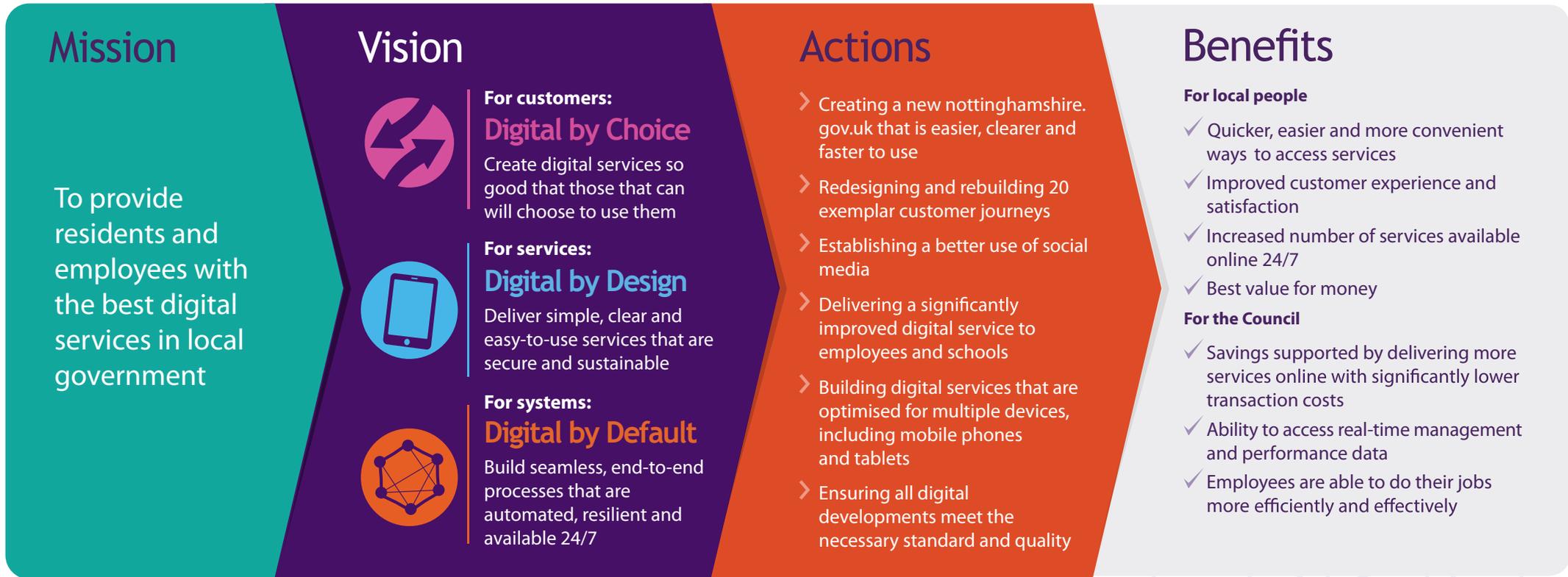
Background Papers and Published Documents

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.

- Digital content ethos
- Digital content standard
- Digital Style guide
- Top 20 Customer Journeys
- Site Ethos

Electoral Division(s) and Member(s) Affected

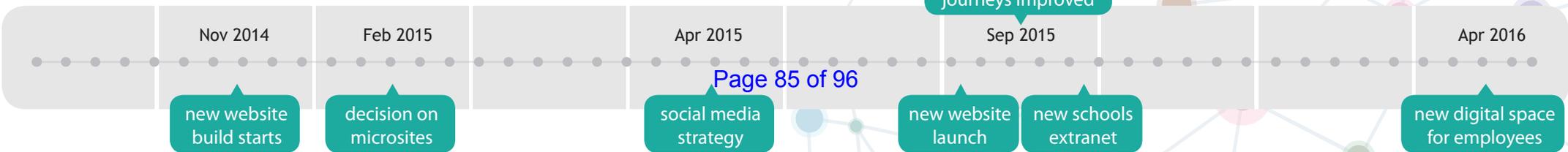
All



Approach



Timeline





Beryl Cumberland

Grandparent – Active Technology User

“This new technology is just grand”

Primary Persona

Age

76

Current Situation

Beryl lives in a small flat with her husband. She is active in the community and enjoys regular visits from her children and grandchildren.

Education & Literacy

- Secondary education
- Uses colloquial language, and has a high literacy level

Keywords

TABLET

LOCALLY ACTIVE

NEW TECH ADOPTER

Perspective & Personality

- Beryl is active in the community - she is social, and enjoys taking part in local organised activities
- Beryl reads both a local and national newspaper, and enjoys her daily crossword which she completes with her husband
- Passionate about her local community, Beryl is known by name, and valued for her support and engagement

Digital Skills & Experience

- Beryl was bought a tablet by her son, as she found using the computer too difficult. He has shown her how to use it, and is regularly on the phone helping her with new online tasks
- Once taught, Beryl is comfortable doing specific tasks, and uses her tablet to engage with local community news and events, as well as to do word puzzles and Sudoku
- Beryl is less trusting of the internet, and likes explanation of how her information is being used when using it to complete tasks

Internet & general computer use



Mobile & apps



Support & Engage

- ✓ Provide information and guidance on how information is being used
- ✓ Minimise use of online metaphors, or provide guidance to their use
- ✓ Provide clear signposting to relevant district services
- ✓ Avoid clutter, and make calls to action obvious and accessible

Relationship with Council

- Beryl takes a strong interest in her local community. She knows her councillor by name, and is engaged and vocal about services which affect her community and peer group
- Though she has usually engaged with the Council and local community face-to-face, she is using her tablet more to access online information and services

[Page 87 of 96](#)

- Beryl is engaged with her local community and events, but isn't aware of the line between services provided by districts and county, or other Councils and agencies



Appendix 3

Digital Design Philosophy

Our mission is to provide residents and employees with the best digital services in local government, which are so easy to use that people prefer to use them, whilst those who can't are not excluded.

Our Digital Design Philosophy underpins how our brand is presented online. The principles below are also reflected in our Brand Policy and Brand Guidelines.

There are 10 principles:

Relevant

Our website will prioritise information, services and links that are the most important and responsive to local customer needs.

Modern

Our design will push boundaries to ensure the online customer experience is attractive, contemporary and instinctive.

Trusted

Our online services will be trusted sources of information which are helpful, reliable and valued by Nottinghamshire residents.

Customer focused

The customer will be at the heart of everything that we build so they can perform tasks online in the easiest way possible.

Universal

Our digital services are open, accessible and intuitive to use - with clear messages and language that every resident can understand.

Joined up

Our customer-focused approach means that we will work with partners to join up online where it makes sense, while always reflecting clear ownership.

Authentic

Our online voice will be appropriate for the context - ranging from authoritative to entertaining - but we will always sound authentic, human and warm.

Engaging

We listen to residents and encourage online conversations so people can express their views, to help improve services and support local democracy.

Innovative

We will take a new and exciting approach to design that anticipates and satisfies customer needs without leaving anyone behind.

Open and transparent

Our default position is to make information publicly available on our website unless there are compelling reasons not to do so.

Appendix 4

Prioritising customer journeys

High

This category is for the top 10 customer journeys based on highest demand (customer, channel, strategic priority, political, external)

- Universal transactions that could be done online by most customers. Reducing demand in other channels will lead to cost savings on contact and capacity to be freed for other types of enquiry
- High political, organisation or customer demand
- The core of the website – the 5% of content accounting for 25% of demand
- Assigned resources from digital team to develop and deliver
- Reviewed quarterly.

Medium

This category is for medium priority customer journeys as defined by political, organisational or customer need.

- Universal transactions that could be done online by most customers. Reducing demand in other channels will lead to cost savings on contact and capacity to be freed for other types of enquiry
- Medium levels of political, organisational or customer demand
- Statutory content we're required to publish on our website
- The inner rim of the website – 35% of content accounting for a total of around 55% of demand
- Potential for resource from digital team to develop and deliver but timescales to be considered on a case by case basis.

Low

This category is for low priority customer journeys as defined by political, organisational or customer need.

- Some universal customer journeys but some 'at risk' journeys where contact may be better carried out in another channel to avoid customer needs increasing
- Content relating to 'high risk' journeys which would be more effectively carried out in another channel
- Outgoing services which the Council will no longer directly provide
- Content intended for a niche audience
- The outer rim of the website – 60% of content but accounting for a total of 20% of demand
- Limited digital team resource to develop or deliver.



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

WORK PROGRAMME

Purpose of the Report

1. To review the Committee's work programme for 2014/15.

Information and Advice

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

Other Options Considered

6. None.

Reason/s for Recommendation/s

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

Statutory and Policy Implications

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

RECOMMENDATION/S

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

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

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

Constitutional Comments (SLB)

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

Financial Comments (NS)

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

Background Papers

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

None

Electoral Division(s) and Member(s) Affected

All

POLICY COMMITTEE - WORK PROGRAMME (AS AT 26 JANUARY 2015)

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>Lead Officer</u>	<u>Report Author</u>
11 March 2015			
Performance against priorities	Progress update of actions underway to deliver strategic plan priority outcomes, potential risks and indications of impact.	Celia Morris	Matthew Garrard
The Care Act 2014	To seek approval for new and/or revised local policy in response to the enactment of the Care Act 2014.	Jon Wilson	Caroline Baria
Complaints and Information Update	Summary of complaints, FOI/EIR, and compliments received and outcomes	Celia Morris	Jo Kirkby
22 April 2015			
City of Nottingham and Nottinghamshire Economic Prosperity Committee	Annual report on this joint committee between the County Council, City Council and Borough/District Councils in Notts.	Jayne Francis-Ward	Matt Lockley
Transformation Programme – Progress Update	Quarterly report on the progress of the Council's Transformation Programme.	Jayne Francis- Ward	Caroline Agnew
Social Media Policy and Strategy	Update on the use of social media and approval for a new strategy and policy	Martin Done	Clare Yau
Annual Delivery Plan 2015-16	Consideration of key actions and measures to support delivery of the Council's strategic plan priorities in 2015-16.	Celia Morris	Matthew Garrard
Income Generation through Advertising and Sponsorship	Progress report on income generation through advertising and sponsorship revenues	Martin Done	Clare Yau
20 May 2015			
Complaints and Information Update	Summary of complaints, FOI/EIR, and compliments received and outcomes	Celia Morris	Jo Kirkby
Performance against priorities	Review of final position against the first annual delivery plan and progress against the four year strategic plan.	Celia Morris	Matthew Garrard

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>Lead Officer</u>	<u>Report Author</u>
20 June 2015			
15 July 2015			
Transformation Programme – Progress Update	Quarterly report on the progress of the Council's Transformation Programme.	Jayne Francis- Ward	Caroline Agnew