

Policy Committee

Wednesday, 08 October 2014 at 10:30

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

AGENDA

- | | | |
|---|--|---------|
| 1 | Minutes of meeting held 10 Sept 2014 | 3 - 4 |
| 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 | The Great War Community Commemoration Fund 2014-18 | 5 - 10 |
| 5 | Transformation Programme Progress Update | 11 - 18 |
| 6 | Communications and Marketing Strategy 2014-15 | 19 - 46 |
| 7 | Budget Consultation 2015-16 | 47 - 58 |
| 8 | Work Programme | 59 - 62 |

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, 10 September 2014 at 10:30am

membership

Persons absent are marked with `A`

COUNCILLORS

Joyce Bosnjak (Vice-Chairman)(in the chair)

Richard Butler		John Knight
Steve Calvert		Diana Meale
Jim Creamer		Philip Owen
Kay Cutts MBE		John Peck JP
Glynn Gilfoyle	A	Ken Rigby
Alice Grice		Martin Suthers OBE
Stan Heptinstall MBE		Andy Sissons
Richard Jackson		Stuart Wallace
David Kirkham		Muriel Weisz

ALSO IN ATTENDANCE

Councillor Roy Allan	Councillor Liz Plant
Councillor Alan Bell	Councillor John Wilkinson
Councillor Nikki Brooks	Councillor Yvonne Woodhead
Councillor Steve Carroll	

OFFICERS IN ATTENDANCE

Mick Burrows	Chief Executive
Carl Bilbey	Policy, Planning and Corporate Services
Paul Davies	Policy, Planning and Corporate Services
Martin Done	Policy, Planning and Corporate Services
Alison Fawley	Policy, Planning and Corporate Services
Jayne Francis-Ward	Policy, Planning and Corporate Services
Matthew Garrard	Policy, Planning and Corporate Services
Celia Morris	Policy, Planning and Corporate Services
Michelle Welsh	Policy, Planning and Corporate Services
Clare Yau	Policy, Planning and Corporate Services

MEMBERSHIP OF THE COMMITTEE

The following changes to the membership were reported:-

Councillor Richard Butler replaced Councillor Reg Adair for this meeting only.
Councillor Steve Calvert replaced Councillor Alan Rhodes for this meeting only.
Councillor Alice Grice replaced Councillor Kevin Greaves for this meeting only.
Councillor Andy Sissons replaced Councillor Gail Turner for this meeting only.

MINUTES

The Minutes of the last meeting held on 2 July 2014 having been previously circulated were confirmed and signed by the Chairman.

APOLOGIES FOR ABSENCE

None

DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS

None

CHARTER FOR BRITISH SIGN LANGUAGE

RESOLVED: 2014/050

That the British Deaf Association British Sign Language (BSL) Charter be signed by the County Council.

ANNUAL DELIVER PLAN 2014-14 – FIRST QUARTER PROGRESS

RESOLVED: 2014/051

That the progress against the Annual Delivery Plan 2014 be noted.

ECONOMIC DEVELOPMENT UPDATE

RESOLVED: 2014/052

That the report be noted.

'EMAILME' COMMUNICATION PROGRESS

RESOLVED: 2014/053

That the progress and success of 'Emailme' in its first year of implementation be noted.

WORK PROGRAMME

RESOLVED: 2014/054

That the work programme be noted.

The meeting closed at 11.40am.

CHAIRMAN

REPORT OF THE LEADER OF THE COUNCIL

THE GREAT WAR COMMUNITY COMMEMORATION FUND 2014 – 2018

Purpose of the Report

1. To provide an update to Policy Committee on the groups and organisations funded so far from the Great War Community Commemoration Fund.

Information and Advice

2. At its meeting in May 2014, Policy Committee approved the establishment of The Great War Commemoration Fund of up to £10,000 per year to run from 2014 – 2018. The aim of this fund is to provide a fitting commemoration which supports communities across Nottinghamshire to commemorate the centenary of the Great War.
3. Many men and women from Nottinghamshire died during World War One from 1914 – 1918. The war marked some of the most significant changes to the fabric of society and recognising the importance of this moment in time is a way of paying respect to the centenary of the Great War.
4. The leader of Nottinghamshire County Council, Cllr Alan Rhodes launched the Great War Community Commemoration fund 2014 -2018 on the 5th June at Mansfield Museum. The fund offers financial grants of up to £300 to help local communities to reflect on what the war meant for their local area and how the lives of people were changed forever.
5. The fund is in line with the County Council's strategic priorities and grant aid terms and conditions and provides a contribution towards events and activities planned by local people.
6. The fund has to date been able to provide grants to 16 separate activities in local communities across Nottinghamshire. Successful applicants are set out in the appendix to this report
7. Further applications for funding will be invited from 11th November 2014 to 9th Jan 2015 for planned activities to take place between 1 February and 31 July 2015.

Other Options Considered

8. No other options have been considered as this unique opportunity has been previously approved by Committee.

Reasons for Recommendation

9. To update this Committee on activities being supported by the fund.

Financial Implications

10. The grant aid budget is funding this initiative.

RECOMMENDATION/S

That the applications funded and the timetable for inviting further applications for 2015 be noted

Councillor Alan Rhodes
Leader

For any enquiries about this report please contact:
Cathy Harvey
Team Manager, Community and Voluntary Sector Team
(0115 977 3415)

Constitutional Comments

11. Constitutional comments are not required as the report is for noting only

Financial Comments (SEM25/9/14)

12. 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.

Successful applications 2014

Electoral Division(s) and Member(s) Affected

All divisions

APPENDIX

PROJECTS AND ACTIVITIES SUPPORTED

Name of Group	Amount Awarded	Activity / Project
Bleasby Local History Society and St Mary's Church	£200	To support: <ul style="list-style-type: none">• An exhibition of local people's photographs and artefacts.• Talks about the soldiers who died and their families, including their link to Bleasby and Halloughton.• A church service to remember the fallen and redecorate the war memorial.
Coddington Parish Council	£300	The Parish Council is producing a commemorative book on Coddington in the Great War with details of the men and women who served in the war. A copy of the book will go to every house in the parish with hard-bound copies for Coddington School, All Saints' Church, Coddington History Society, local libraries and the Parish Council. A special presentation case will be installed in the Church to display the book for visitors.
Friends of Teversal	£150	Dedication of a restored War Memorial donated by Lady Carnarvon after the Great War in remembrance of those who were killed from the Teversal Area. The occasion will mark and commemorate the 100th anniversary of the first World War with a ceremony attended by civic and religious personnel from the area, with refreshments, a display of mementoes from the war and village activities to attract attendance at the ceremony. The church and the Manor Gardens in Teversal will be open to the public to visit.
Greasley Parish Council	£100	Two coffee mornings featuring an exhibition of the Great War memorabilia, information and photos plus music / songs of the era. Also, a coach trip to the National Arboretum.
Hucknall Children's Centre Dads Group	£210	The Children's Centre Dad's Group are doing focused activities on the Great War from March to December 2014. An outing to the exhibitions at the castle and museum will enhance the dads' and children's understanding of the Great War.

Langold Village Hall Management Committee	£150	A Great War intergenerational event where the local community will be offered a chance to remember and reflect on what the great war meant to people. The event will have music of the era and volunteers will be dressed in Great War apparel. The event will be a chance to bring together all age groups within the community. The local 'sea cadets' and 'TA's have been invited to help out at the event. Refreshments will be served and all who attend will be given a commemorative gift to mark the event.
Lantern Lane Primary & Nursery School	£300	A whole school Great War history week, led by the history coordinator and class teachers, with support from Yvonne White from the Charnwood Local Museum Service, and East Leake's Local History Society. The week will include: Literacy activities, art, music, films, re-enactments and dressing up; a Key Stage 2 concert evening at which pupils will perform to family, friends and community members; a red, white and blue day to support the annual event run by the Army Benevolent Fund [ABF], the Soldiers' Charity, the RAF Benevolent Fund and the Royal Navy and Royal Marines Charity.
Lovers' Lane Primary School	£300	A visit to the Imperial War Museum in London and to the Cenotaph to give years 5 and 6 children a first-hand experience of the significance of the Great World War on the country.
Mansfield Woodhouse Community Development Group	£300	<ul style="list-style-type: none"> • Great War Commemoration church service in St Edmunds Church. • An exhibition detailing WW1 in Mansfield Woodhouse. • A poetry competition with the winning entry to be read at the Remembrance Day service.
Selston Parish Council	£200	This is a contribution to 'Selston Remembers' – an evening of poetry and music commemorating the Great War
South Scarle Community Centre	£300	<i>Title: Words and music to remember the fallen of the 1914- 1918 War on the Roll-of- Honour in South Scarle</i> A community project bringing South Scarlians and neighbouring communities together to commemorate the Great War and those who served overseas and at home. An evening of poetry, prose, readings and music.
St Mary's Church, Greasley	£100	Exhibition, including church service, commemorating the beginning of the Great War.

Stapleford Community Group	£300	<p>To commemorate 100 years of the outbreak of the Great War, Stapleford Community Group and the local community organised an event on the weekend of 2nd-4th August 2014 to give the local community of all ages the opportunity to come together to experience the sights and sounds of the time. The events were designed to be interactive with a mix of humour and pathos..</p> <p>Walter Parker Square hosted activities on Saturday 2nd between 1.00pm and 9.00pm including live theatre with professional theatre group performing a play based on the “Canary Girls” employed at Chetwynd Barracks, interactive workshop and Music Hall style show involving both amateur and professional performers.</p> <p>At the end of the evening 188 balloons were released in remembrance of the people who lost their lives during the war.</p> <p>St Helen’s Church Hall and grounds was open to all on Monday 4th from 10.00am-2.00pm with activities for children to experience the sights and sounds of the times. There was a “mock up” trench, slideshows depicting civilian & wartime life, opportunity to dress up in costumes of the time, play childhood games, opportunity to create artwork as lasting memorial for town.</p> <p>On both days the public had the opportunity to sign a visitor book of remembrance which will be presented to the local council for the town’s archives. The book will also contain the names of those who died during the war.</p>
The Sherwood Rangers Yeomanry Association A Branch	£200	Running a programme of events from March to November 2014, including music from the era, poems, educational visits and the Great War memorabilia valuations.
The Vale Singers	£240	A multi-media presentation telling the story of the Great War through songs & poetry of the period, letters from the front, a running narrative and photographs of the conflict. This will feature local men who died in the war and the battles they were involved in. The Vale Singers are all local people from the villages of Langar, Barnstone, Granby & Sutton.
Watnall Road Baptist Church - Refresh Ladies Ministry	£200	A commemorative afternoon tea dance for local people over 65. There will be a remembrance, stories being told and pictures displayed from the Great War. Songs and poems will be performed during the break and hosts will be dressed in early 20th Century garb.

REPORT OF THE LEADER OF THE COUNTY COUNCIL**TRANSFORMATION PROGRAMME PROGRESS UPDATE****Purpose of the Report**

1. The purpose of this report is to provide Policy Committee with a progress update on the Council's Transformation Programme.

Information and Advice**Background**

2. In February 2014 approval was granted by County Council to 122 Outline Business Cases (OBCs) that are set to deliver £83m of savings in the three years to 2016/17 as part of the Annual Budget and Medium Term Financial Strategy (MTFS).
3. 21 of the OBCs, with a combined value of £43.7m, were categorised as high governance and these, together with the existing high governance projects, comprised the Transformation Programme as at the start of 2014/15.
4. Departments are supported in the delivery of these high governance projects by the Transformation Team which comprises experienced and skilled programme and project management staff, along with specialists such as a programme planner and commercial analyst.
5. A list of the current high governance programmes and projects that comprise the Transformation Programme is attached at Appendix A.
6. Departments will generally be delivering low and medium governance project without the support of the Transformation Team as these do not have the complexity, value or risk that warrants dedicated project management support, although advice and good practice guidance is provided by the Team where requested.

Programme Development, Design & Assurance

7. The Programme Management Office (PMO) is working productively with Finance to independently assure high governance projects and integrate project reporting as

part of the Financial Monitoring Report. Finance and Property Committee consider these regularly most latterly on 15th September 2014. This new approach gives greater assurance and transparency of delivery on the Transformation Programme to elected members and enables consideration of progress within the context of the overall delivery of the Medium Term Financial Strategy (MTFS).

8. Part of the role of the PMO is to provide troubleshooting advice and guidance around the key aspects of successful project delivery. This includes support with the effective planning of projects to avoid delays during the life of the project and detailed input to ensure that the progress of projects is effectively tracked to realise the associated benefits.
9. The Transformation Team has also played a role in the production of Redefining Your Council. In latter months this has focused upon supporting services to develop the programmes and options for change that will deliver Redefining Your Council and will be considered by Policy Committee in November 2014. As part of this process, consultation was undertaken with staff, businesses and stakeholders.

Update on Programme Delivery

10. The following provides an overview of progress made in some key areas over the past three months.

Adult Social Care & Health

11. The Home Based Care and Support project was established in July 2011 predominantly because of the requirement to re-tender the existing home care contracts, which were due to expire. However, ahead of the procurement process it was felt there was a need to develop a range of options that would meet increased demand for services, deliver a broader range of services that would support people to remain in their own homes for longer, and facilitate a more timely discharge from hospital, whilst at the same time delivering efficiencies of £865,000.
12. The project, supported by the Transformation Team, has delivered:
 - A new model for how we work with external providers of homecare.
 - A new Service Specification, developed in partnership with the Care Commissioning Groups (CCGs).
 - A robust procurement process – including a competitive dialogue stage – to procure the external provision of homecare
 - New Contracts, in partnership with the CCGs.
 - Care and Support within existing and new Extra Care Housing Schemes
 - A new Electronic Monitoring System to monitor and record the care being provided to our service users.
13. The Transformation Team are currently supporting the transfer of existing service users to the newly commissioned providers of homecare. To date, approximately 84% have transferred. The Transformation Team have also developed a tool for

capturing the progress of transferring service users in order to monitor progress so that additional support can be provided where it is required and to allow key stakeholders to be kept up-to-date with progress.

14. The Transformation Team is also supporting the implementation of a new Electronic Monitoring System (EMS), which is used to track the provision of care provided to service users. Support is being provided for both the management of the project and the associated communications.
15. Other areas of support and innovation include:
 - Holding risk workshops with key stakeholders to ensure that risks, including those associated with the transfer of service users to new providers, are identified and appropriately managed.
 - Working with Corporate Communications to develop positive press releases to support providers in their recruitment – this was undertaken to mitigate the risk that the new providers could face delays getting up to full speed if they suffered delays in recruiting new staff.
 - Organising Supplier Relationship Management workshops to encourage staff in the department to adopt new ways of working with providers to ensure that we work more effectively with them over time to ensure better outcomes for service users.
16. Within the Assessment & Care Management project, the usage of the 45 tablet devices that have been deployed to adult social care fieldworkers is being monitored. Workers can now assess new service users and submit case notes from the devices to the framework care management system through the Total Mobile software. This has had a dramatic impact on the time that our workers spend travelling to and from their office and reduces the duplication and time taken to record the outcome of their work with service users.
17. Further functionality is being developed on a phased basis prior to future rollout. Reviews and Assessment supporting forms will be the next functionality to be developed and launched in the next 6-8 weeks. This will allow fieldwork staff to undertake a proportion of their work in this new mobile way of working and allow for greater benefits to be realised.

Children's, Families and Cultural Services (CFCS)

18. The Contact Service moved to the new operating model from September 1st, and is now operating from a number of venues across the county that have been altered to ensure that they are fit for purpose. The venues are located in areas where there are a high proportion of placements to respond to service demand and reduce the travel time for children.
19. The proposal to use volunteer drivers from Bassetlaw Action Centre and Nottingham City Council, to transport children to and from their contact, has been agreed in principle and work is currently underway to construct and agreeing Service Level Agreements.

20. Mobile devices have been deployed within the Contact Service and the Contact supervision form went live on 18/08/14. The form has enabled the Contact Support Workers to update Frameworki directly, rather than making notes on the road and then copy/pasting them into Framework next time they are in an office, which means that recordings are made in a timely manner. This reduces the time and cost of travel, duplication of effort in recording outcomes and allows workers to spend more time with service users.
21. A proposal to block purchase residential care placements was taken to Children and Young People's Committee on 29th September and the Council will now begin a joint tendering exercise with Nottingham City Council. The aim of this block purchase is to bring children in residential care back in to Nottinghamshire homes, ensure these placements are safe and stable, and reduce the cost through smarter commissioning.
22. Workforce Development is a key aspect of the work in CFCS due to the difficulties that all Councils are facing around the recruitment of Social Workers to work within Children's Social Care. The most recent recruitment campaign, organised by the transformation Team, finished in July and from 70 people interviewed appointments were made to 28.5 FTE posts.
23. The Transformation Team have also supported the implementation of a transformation plan for the fostering service, to support them to recruit and retain foster carers – including a refresh of the fostering website. This has now been completed, however the benefits of this will not be realised for several months due to the time it takes to assess foster carers and then match children with these carers.

Ways of Working

24. The Ways of Working (WoW) Programme has so far successfully moved 1440 employees to flexible working in Trent Bridge House and County Hall.
25. By the end of the refurbishment programme in Spring 2015 another 326 employees will have been added to this total employing 7:10 desk ratios and making better use of the office space. This programme is set to save £18m over a 10 year period since it commenced in 2010 with £12m already secured as saved through returning buildings back to landlords, projected capital receipts and savings in running costs.

Other Options Considered

26. Not applicable, this is a progress update.

Reason/s for Recommendation/s

27. To update Policy Committee on the success of the Transformation Programme to date.

Statutory and Policy Implications

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

RECOMMENDATION/S

- 1) That Policy Committee notes the achievements of the Council's Transformation Programme to date.

Councillor Alan Rhodes
Leader of the County Council

For any enquiries about this report please contact:
Caroline Agnew, Programme Manager, Transformation Team (0115 9773760)

Constitutional Comments

30. As this report is for information only, constitutional comments are not required.

Financial Comments (SEM 26/09/14)

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

Background Papers and Published Documents

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

Report to County Council February 2014

Reports to Policy Committee June & October 2012, April & July 2013 and January & July 2014

Electoral Division(s) and Member(s) Affected

All

High Governance Programmes and Projects within the Transformation Programme

Title OBC	Ref
Redesign of Assessment and Care Management Functions (older adults)	B01
Redesign of Assessment and Care Management Functions (younger adults)	B07
Living at Home Phase II	A01
Reduction in supplier costs - older persons' care homes	B04
Reduction in supplier costs - Younger Adults	B05
Reducing Community Care spend - Older Adults	C01
Reducing the average community care personal budget - Younger Adults	C02
Reduction in long-term care placements	C03
Reduction in cost of transport services	C04
Day Services	C07
Supporting People	C12
Targeting Reablement Support	C13
Residential Short Breaks Services	C06
Early Years and Early Intervention	B12
Libraries, Archives, Information and Learning	B13
Provider Services (looked after children)	B16
Children's Disability Service	C16
Local Bus Service Review	B17
Reduce Street Lighting Energy Costs	A41
Business support services review	A07 & A15
Traded Services – Alternative Service Delivery Models Options Review	N/A
Redesign of Home Based Services	N/A
Ways of Working	N/A
Digital First	N/A
MASH LEAN Review	N/A
Strategic Management Framework	N/A
One Space	N/A
Broadband	N/A

OBC details can be found at

<http://www.nottinghamshire.gov.uk/living/jobs/workingforthecouncil/staff/?entryid7=356209>

REPORT OF THE LEADER OF THE COUNCIL

COMMUNICATIONS AND MARKETING STRATEGY 2014-16

Purpose of the Report

1. To seek approval for the proposed new Communications and Marketing Strategy 2014-16 and a revised staffing structure.

Information and Advice

2. The Communications and Marketing Strategy 2014-16 (**Appendix A**) sets out the priorities and ambition of the function over the next two years.
3. The key features of the strategy, which focuses on the outcome of communications rather than the activity itself, include the need to:
 - a. Maximise satisfaction with the Council by keeping people informed, demonstrating value for money and showing people how they can influence decision making
 - b. Support the delivery of savings through cost avoidance – taking early or more holistic action to avoid more expensive service delivery (eg. recruiting in house rather than agency foster carers and supporting older people to live at home rather than in residential care)
 - c. Generate income for the Council
4. It is anticipated that there will be increased demand on Communications and Marketing during a period when many of our Council services are expected to undergo transformation over the next few years under Redefining Your Council.
5. Digital remains the single biggest environmental factor that is changing the way that people want to receive information, seek answers to questions and receive services. Designing digital services that are so good that those who can, will choose to use them is a key theme of this strategy. This has the potential to support the delivery of savings by lowering the transaction costs.
6. Campaign activity will support the delivery of nearly £4m of cost avoidance for the authority over the coming year and this is an area that will be prioritised. In addition, marketing will support the delivery of nearly £700,000 of income across the authority. Some examples can be seen in the appendices of the strategy document.

7. Clear outcomes have been set with challenging targets to enable the strategy to be evaluated at the end of the period.
8. The next stage will be to develop a delivery plan that will set out the timescales and outcomes for each stage over the coming two years.
9. The proposed new structure (**Appendix B**) reflects the new approach to Strategic Communications and is designed to contribute to the achievement of increased customer satisfaction, cost avoidance or income generation.
10. It includes a number of revised posts that will remain in the permanent structure alongside some fixed-term resource to deliver the Digital First project that is clearly marked in the structure charts. The fixed-term resource will be funded from already approved budget allocated from the Transformation Fund.
11. The new structure would deliver a saving of £152,000 in 2015/16 which represents a 12% reduction in staffing costs that includes a reduction of 5% for a vacancy control factor. This represents a 19% reduction in FTEs.
12. Alongside the permanent structure will sit a temporary resource to deliver the Digital First project. This will be flexible to allow for the demands of this transformation project to be met going forward. It also reflects the need to bring in specialist skills to optimise the customer online experience.
13. A comprehensive staff consultation that includes the communications and marketing teams, union representatives and senior managers across the authority has been carried out on the strategy. A consultation of the structure has also taken place within the team and unions.

Information and Advice

Other Options Considered

14. To retain the current structure but this would not allow us to take full advantage of the digital opportunities or maximise cost avoidance and income generation activity.

Reason/s for Recommendation/s

15. The existing strategy runs until September 2014.

Statutory and Policy Implications

16. 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

17. The financial implications are contained within paragraph 11 of this report.

RECOMMENDATION/S

That Policy Committee approves

- 1) The Communications and Marketing Strategy 2014-16
- 2) The proposed new staffing structure

Report author

Martin Done

Service Director, Communications and Marketing

For any enquiries about this report please contact: Martin Done

Constitutional Comments [GR 23/09/14]

18. Pursuant to Part A of Section 2 of the County Council's Constitution the Policy Committee has the delegated authority to a) approve the Communications and Marketing Strategy b) approve relevant staffing structures subject to appropriate consultation having been undertaken with the recognised trade unions

Financial Comments [SEM 24/9/14]

19. 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.

- None

Electoral Division(s) and Member(s) Affected

- All

Appendices

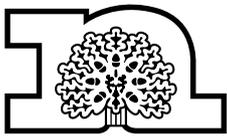
Appendix A – Communications and Marketing Strategy 2014-16

Appendix B – Communications and Marketing team structure chart

APPENDIX A

DRAFT





COMMUNICATIONS & MARKETING STRATEGY

2014 - 16

DRAFT



1. INTRODUCTION

This Communications and Marketing Strategy, which sets out our priorities and ambition for the next two years, is primarily designed to maximise residents' satisfaction with the Council. This is by keeping people informed, providing consistent messaging to reinforce the value for money the Council offers and by demonstrating how people can help influence decision-making.

The Communications and Marketing team provides expert advice on and delivers: media relations, digital development, internal communications, consultations and campaigns. All of this activity is designed to focus on **the outcome of the communication - whether this is to enhance the reputation of the Council, generate income or achieve cost avoidance.**

Examples of this evidence based approach are highlighted in the appendices of the strategy with a focus on outcomes delivering significant benefits in all of these areas. The infographics and case studies in the appendices illustrate the strategic approach taken by the Communications and Marketing group to deliver effective, value for money communications that deliver positive outcomes against its objectives.

These positive outcomes are only achievable through collaborative and joined up working with services across the Council, who manage service delivery, have a strong relationship with their customers and are relied upon to gather the information required for evaluation.

Our approach called **Strategic Communications**, means that the piece of communication is not an end in itself – it is the outcome that it delivers which is important. This is done in a way that aligns with the Council's corporate goals and the values contained in its Strategic Plan.

Professional, effective and focused communications that deliver real outcomes must be the standard at all times to maintain a quality service with increasing demands and reducing resources.

“ Strategic Communications, means that the piece of communication is not an end in itself ...

2. WHAT STRATEGIC COMMUNICATIONS WILL DELIVER

The overall aim of this strategy is to: “**Develop consistently excellent, innovative and effective communications and marketing, to improve satisfaction with services, the quality of life of people in Nottinghamshire and the reputation of the Council.**”

Value for money

Delivering value for money is a priority for us – over the past four years spending on communications has been cut by more than half whilst the effectiveness of the delivery has continued to improve. This has been achieved by taking an evidence based and customer focused approach. Overall satisfaction with the way the Council runs things increased from 40% to **63%** satisfaction in just two years, despite reducing the numbers delivering communication by 65% and cutting the marketing budget by 75%.

Delivering value for money from communications remains an ongoing commitment. Strong campaigns - that are focused on good planning, setting clear objectives with evaluation in place - is at the heart of our strategy. The generation of income and cost avoidance that totals more nearly **£5m** per year is a top priority.

Income generation

Campaigns and effective marketing will deliver approximately **£700,000** of income across the authority in the coming year. This is based on the success in 2013/14 where over £500,000 of additional income was generated from increased service

take-up, combined with projections for advertising and sponsorship and promoting new business opportunities.

Cost avoidance

Communications has the potential to have the biggest financial impact on cost avoidance, by decreasing the cost of delivering services. It is estimated that communications activity will deliver **nearly £4m** of financial benefits that includes over £3m through campaigns to increase the numbers of those coming forward to foster or adopt, which avoids the need to use more expensive external placements.

Savings

Alongside this communications will be supporting the delivery of more than **£23m** worth of savings proposals. In addition, Communications and Marketing will make savings in its own budget, which includes reducing staffing costs.

Digital solutions

One of the single biggest changes in the field of communications has been the way that the digital revolution is changing the way that our customers want to receive information, ask questions or receive our services.

Designing digital services that are so good that those who can, will choose to use them is one of the key themes of this strategy. This will be delivered by the Customer Access and Digital Development programme that sits in the Cross-Council portfolio in Redefining Your Council (the Council's framework for transformation).

One of the key drivers of this project is to lower the transaction costs at the authority in order to unlock savings. This programme will benchmark the savings possible. For example, the average cost of online transactions is significantly cheaper than other channels (£9.14 for face-to-face; £4.79 for telephone; and £0.09p for online).

In addition a digital solution has been identified as key to **£10m** of savings proposals to date. This figure is likely to grow as the Council moves customers on to more cost effective channels.

So, what does all this mean for the Communications and Marketing team?

- We are increasing efforts to continually develop the skills of everyone working in communications, so that digital becomes a core skill for all communications professionals.
- An essential component of this strategy is the ability to attract and retain highly skilled and qualified employees, as Communications continues to exist in a transformative and fast-paced environment where good communications remain a key ingredient of any successful change.

“ good communications remain a key ingredient of any successful change

- We will need to continue to seek ways to offer even better value for money through a transformative agenda that looks to adopting more effective and efficient communication solutions.
- Our ambition is to place the digital agenda at the heart of transformation at the Council and deliver savings through the design of services that are more efficient and lead to increased customer satisfaction.

supporting the delivery of more than

£23m

worth of savings proposals



3. SITUATION

All strategies operate within a wider environment and such factors are even more important during a period of fast and fundamental change.

Budget pressures

In recent years, the Council has faced unprecedented budget pressures due to reduced Government funding, increased demand in social care, and the impact of legislative pressures.

'Redefining Your Council'

The response to the strategic framework sets out the Council's new approach to transformation that will result in some services being delivered in a completely new way.

Clearly the shape of the Council is likely to change considerably over the coming few years. This strategy reflects this by adopting an approach that is agile, flexible and scalable.

Digital revolution

The single biggest change to the way people live their lives is the digital revolution. While this offers specific challenges for large organisations such as the Council, it also offers enormous potential to change the way we deliver services to reflect this fundamental shift to online information, communication, engagement, transactions and services.

Communications and Marketing is leading the way in designing digital services that meet customer needs.

“ the single biggest change to the way people live their lives has been the digital revolution

4 . AUDIENCES

The demographics of our County are changing and that the way that people live their lives – their habits, media consumption, needs and behaviours – is also changing at a dramatic pace. The Council needs to respond to this by adopting tactics that tap into this transformation.

Changing needs

People are increasingly living a longer life. In Nottinghamshire, it is expected the number of over 85 year olds will double by 2030. Longer life brings with it more complex and costly care needs.

The way people live and work is also changing due to the use of new technology. People want to interact with the Council in different ways, with growing demand for new online services and transactions. People are using multiple platforms, including a growth in mobile devices (e.g. smartphones and tablets) to access the internet, conduct research and make purchases (Source: *Google's Zero Moment of Truth*). 83% of all UK adults now use the internet, with the over 65s being the fastest growing group reaching 42% (Source: *Ofcom's Adults' Media Use and Attitudes Report 2014*).

The increase in use of social media and online networks has continued to grow while traditional channels like newspapers and printed materials have declined. A recent survey revealed that 73% of online adults use a social networking site and 42% use multiple social sites (Source: Smith and Dugan, 2013). People increasingly place more trust in recommendations from other people who have posted reviews and comments in online forums and blogs.

Segmenting the audience

The Council has moved from a mass communication model, which was costly and inefficient, to one that is more targeted on the audience based on the information available. This trend will continue as the service strives to deliver even better value for money.

The Council needs to further segment and target particular groups of people in order to achieve greater personalisations of communications and best value for money

“ people increasingly place more trust in recommendations from other people

Customer insight

Improved customer insight will be increasingly critical as communications move beyond the traditionally demographic groupings to a greater knowledge and understanding of the behaviours, motivations and preferences of individuals. This information will be gathered by an improved Customer Relationship Management system that is planned along with research analysis by customer insight teams.

One of the key developments will be understanding why, when and how customers make contact or access services. Mapping these customer journeys will be critical to designing service delivery that is both usable and well used.

Communications will play a leading role in championing the use of customer insight to directly inform service development and targeted communications. This will include:

- maximising online channels to undertake effective consultation and engagement
- ensuring customers are informed and involved in any service changes that affect them
- working as One Council to better understand and analyse customer data

- working collaboratively to map and improve key customer journeys
- understanding the most effective communications channels/ touchpoints

Personas

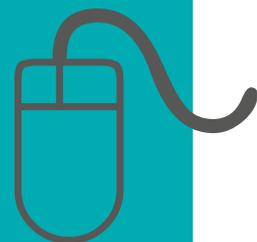
Using this insight, the Council will develop key personas that represent the typical types of customers and their level of engagement with the Council/ services/local democracy. In addition, the most common customer journeys will be fully mapped and understood. These will be used to inform communication strategy and tactics.

Employees

A new internal communications and engagement strategy will be needed to reflect the changing needs of the Council's workforce (whether directly employed or not).

83%

of all UK residents
are now using
the internet



5. OBJECTIVES

This strategy directly supports the vision and values contained in the Council's Strategic Plan. The objectives of this strategy therefore relate to outcomes that are valuable to the organisation, such as increasing satisfaction or safeguarding reputation, generating income or savings through cost avoidance.

As a strategic support service, we believe that Communications and Marketing needs to demonstrate excellent value for money at all times. It is a given that the benefits of the service need to outweigh the cost of providing it and this must be demonstrated in everything that we do.

Satisfaction

This strategy, with its evidence-based strategic communications approach, will deliver the following primary objective: **Maximise the satisfaction levels of residents with the Council.** Whilst there are many factors that contribute to overall satisfaction, Communications and Marketing plays a key role in influencing the three main drivers of this objective. These are:

- How informed people feel
- Value for money perceptions
- How able people feel they can influence decision making

Value for money

As well as this, the other two key outcomes of communication and marketing is: **Improve the financial position of the Council by generating income and supporting major savings through cost avoidance.** It is important that resources are directed at where they can make the biggest impact in both of these areas. Sometimes the cost of generating income can either exceed or wipe out much of the revenue.

Savings

One of the key aims to save money is to move customers on to more cost effective digital channels, to find information, engage or transact with the Council.

See section eight, for the evaluation criteria which will be used to measure the success of this strategy.

“ Communications and Marketing needs to demonstrate excellent value for money

6. REDEFINING OUR COMMUNICATIONS

Communications operates in a fast-moving environment with new channels emerging rapidly. The following principles have been established to ensure that communications can be agile, keep up with the pace of change and identify all opportunities at the earliest stage.

Principles

This document has already outlined the Strategic Communication approach that is adopted, which relies on a number of principles. The over-arching principle is that communications is not an end in itself – it has to deliver something that is important to the Council as a whole. Communications and Marketing will design and deliver activity only when it positively affects one of the following:

- a. **Customer satisfaction** - by protecting reputation or targeting one of the three main drivers of this measure
- b. **Income generation** - by maximising income potential (taking into account cost of delivery)
- c. **Cost avoidance** – this is where communications can make the biggest difference and prioritising the areas where it can maximise savings.

All communications will be underpinned by the values contained in the Strategic Plan so that there is a consistent and repeated dialogue that reinforces the framework that is used to make decisions. This also starts developing a more mature brand or personality of the authority, so that there is a common understanding of what the Council stands for.

In addition to the headline principles above, the following **ten key principles** will be applied to plan, design, deliver and evaluate all communications.

- Evidence based
- Customer-focused
- Engaging
- Innovative and creative
- Integrated
- Flexible and agile
- Forward looking
- Value for money and efficient
- Fair i.e. open, honest and accessible
- Working in partnership.

“ all communications will be underpinned by the values contained in the Strategic Plan

7. DELIVERY

Resources will be prioritised based on the following criteria, which has been agreed by Policy Committee and the Council's Corporate Leadership Team, with a greater weighting on the two criteria shown in bold:

- Strength of alignment with Strategic Plan objectives
 - Strength of alignment with national policy, statutory need and performance targets
 - **Strength of potential to save money, improve efficiency or generate income**
 - **Potential to protect or enhance the Council's reputation**
 - The contribution communications can make to achieve the desired outcome.
- Recommend a strategic approach to the use of social media platforms by September 2014
 - Deliver improvements and savings to five pilot customer journeys by May 2015
 - Launch a new public-facing website by September 2015
 - Replace the schools extranet (called Wired) by October 2015
 - Review employee engagement tools and launch new intranet/alternative by April 2016
 - Review extranets and microsites in order to consolidate and make savings by May 2016.

Underneath this strategy will sit a delivery plan that will detail how Communications and Marketing will ensure the objectives are delivered. Some of the key delivery elements of the strategy will include:

Digital First – we need to design online services so good that those who can will choose to use them, while not leaving anyone behind. This project has six work streams that will deliver a modern, multi-device friendly website along with customer journey improvements by May 2016. Importantly it will enable the delivery of savings while also increasing customer satisfaction. The following improvements will take place:

Brand – our brand strategy will continue to reinforce the value for money message. This will become increasingly challenging as more services are delivered through different models, so contract negotiation on brand visibility will be critical. In addition, the Councils brand online will need to be further developed.

Engagement – the Council needs to maximise the use of social media to make sure that as many people as possible are engaged in local democracy and can see how their opinions can influence decision making.

Media – the power of the media (including online news websites) continues in its influence and authority, but social media

is playing an increasing role in determining reputation. This shift will need to be reflected in the way that resources are deployed over the coming years.

Consultation – providing professional advice for the organisation will continue to play an important role as more services undergo transformation. New and innovative solutions will need to be developed that reach some sections of the community that have not been involved with local democracy.

Employee engagement – delivery will increasingly move to a more two-way approach. Some solutions have already been developed such as Eureka! – which uses crowd-sourcing and game play to deliver more creative approaches to engagement. This direction of travel is likely to increase with digital playing an increasing role as the nature of the work force changes over the coming years.

Campaigns – targeted marketing campaigns will continue to be delivered to directly support business objectives, which may include awareness raising, service take-up, behaviour change or achieving income targets or savings through cost avoidance.

Email marketing – this represents a new ‘pull’ marketing channel where people sign up for news alerts from the Council on a range of subject matters. Since the launch in October 2013, more than 24,750 people have signed up for ‘emailme’ alerts.

Due to high customer satisfaction, this cost-effective and efficient model will be grown further. Consideration will also be given to how email marketing can play a role in every stage of the customer journey.

“ getting the right mix of communications channels is key

Getting the right mix of communications channels (whether online and offline or a combination of both) is key. Taking digital channels as an example research suggests that for government services - social media, email and paid search often act as ‘assisting’ channels, whereas organic search, referral and direct channels have greater impact as ‘last interaction’ channels (Source: Think with Google, 2014). This is where the expertise of the Communications and Marketing team can really help to enable the most targeted and therefore the most efficient communications, which represent best value for money.

8. EVALUATION

The Strategic Communications approach set out in section 2 includes evidence based, clear objectives and robust evaluation.

The headline outcomes of this strategy which will be evaluated against the objectives set out in section 5. Success will be determined by the following measures:

- **8% increase in satisfaction with the way the Council runs things** – target of 59% set for 2014-15 (from a baseline of 51% in 2013-14). It should be noted that there are many factors which influence satisfaction. But the following three measures relate to the key drivers of satisfaction which Communications and Marketing have a key influence on.
- **2% increase in the number of people who feel informed** – target of 60% set for 2014-15 (from a baseline of 58% in 2013-14)
- **3% increase in the number of people who feel the Council provides value for money** – target of 46% set for 2014-15 (from a baseline of 43% in 2013-14) Brand awareness supports this measure with resident recognition of the brand rising from 33% in 2012 to 50% in 2013
- **5% increase in the number of people who feel they can influence decisions in their local area (locality)** - target of 33% set for 2014-15 (from a baseline of 28% in 2013-14)
- **Income generation** – generate £48K in 2015/16 and £72K in 2016/17 through advertising and sponsorship. Supporting services across the Council with specialist marketing advice and activity to generate an additional income of £700K. This includes increased up-take of services such as School Meals, County Enterprise Foods, and increased sales and secondary spends at the Country Parks and Libraries.
- **Cost avoidance** – collaborative working with services to support the delivery of cost avoidance that totals £4m. £1m in transport and highways costs from road safety awareness and promotion of alternative transport networks. Further costs can be avoided in promoting services to keep residents living independently in their own home.
- **Digital customer journeys** – reduce the number of visits to the Council website which are unsuccessful from 22% to 14% and reduce transaction costs.

These outcomes will be measured by the Nottinghamshire Annual Residents' Satisfaction Survey, Digital First project reporting, income generation figures, through the implementation of service business cases and the evaluation of specific campaigns.

9 . SUMMARY

Over the coming years, Communications and Marketing will play a crucial role in helping the Council to listen, inform, engage, involve and consult the public about services and how they will change.

Demand for communication services will inevitably increase due to changing services and customer needs. This will be met through increased efficiency and better value for money rather than increased resources.

Communications and Marketing will also play its part in the financial challenge. In 2015-16 it will deliver nearly **£5m** worth of income generation and cost avoidance for the authority and support **£23m** of service budget savings (outlined in service business cases which have been approved to date).

Communications is playing a lead role in the Council's Digital First agenda and will develop a new and improved web platform and other digital functionality. This will increase the number of transactions carried out online while decreasing the average cost of each transaction. In addition, a digital solution has been identified as needed to unlock savings of nearly **£10m**.

Innovation

There is one other key area that the service aims to lead, inspire, support and deliver – that area is innovation and transformation. Communications and Marketing has already delivered some innovative solutions including a crowd-sourcing ideas platform, Eureka! and an interactive infographic to help simplify and explain the Council's budget.

To further inspire creativity, Communications and Marketing will lead the way by establishing a new innovative work space that enables the service to think, plan and deliver in a more creative way.

“ the service aims to lead, inspire, support and deliver

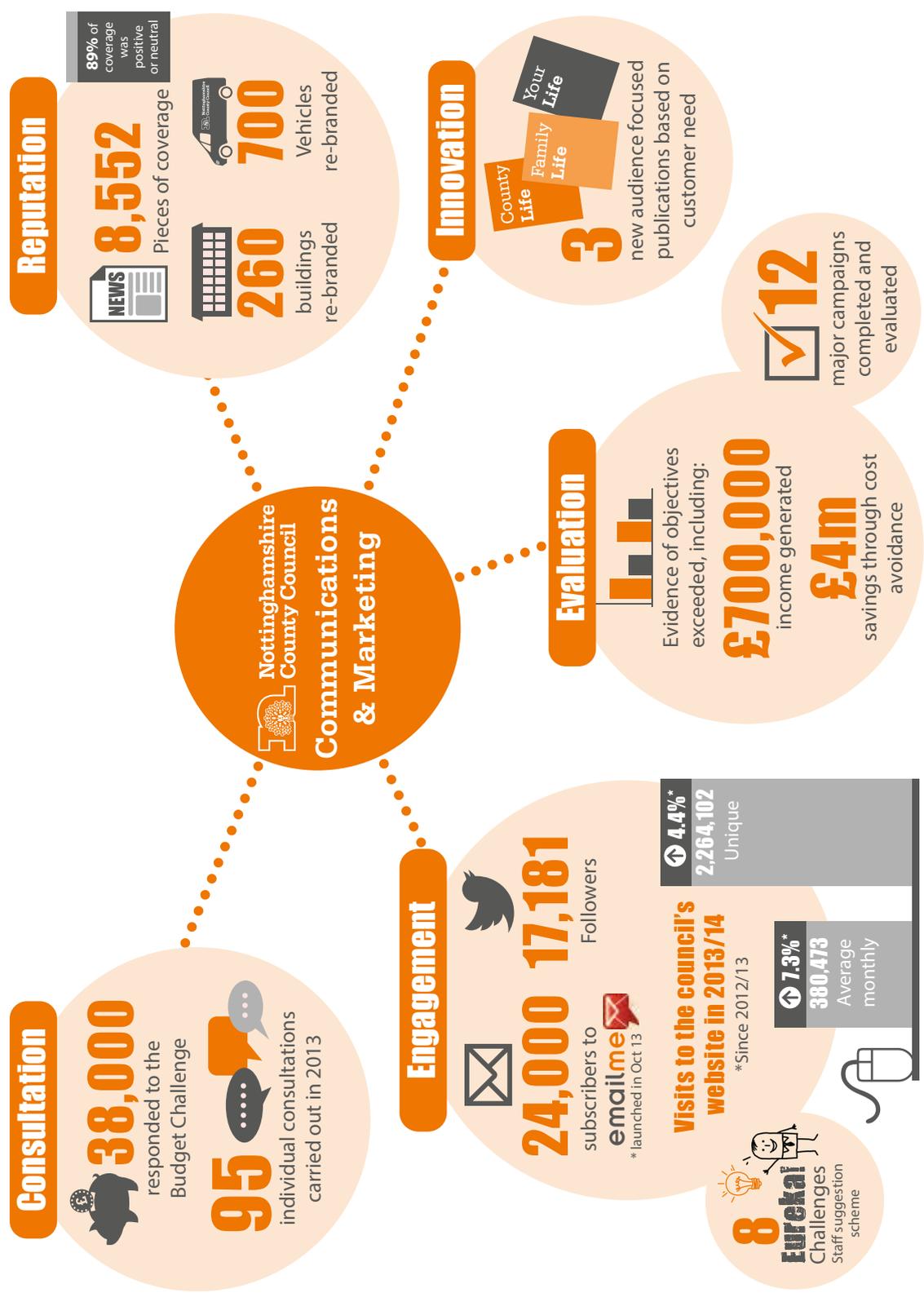
Finally, in many cases communications will not only support service delivery, but will become an inherent and increasingly important part of what services offer.

A . APPENDICES

- Delivering Strategic Communications 2013/14
- Case Studies
 - Income Generation
 - Cost Avoidance
 - Reputation
- Outcomes of Strategic Communications 2013/14
- Improvement in Strategic Communications 2010/14

DRAFT

COMMUNICATIONS & MARKETING DELIVERING STRATEGIC COMMUNICATIONS 2013/14



Robin Hood Festival 2013

Communications and Marketing case study

Income Generation

What we set out to achieve?

- Generate income by attracting 10% more visitors to the festival
- Increase the number of website visits to the festival pages by 8%.

What we delivered?

- All campaign objectives were achieved or exceeded
- Income increased by 38% to £193,661
- 50,000 visitors attended the seven-day festival – double the number from 2012
- Each visitor spent on average £3.87
- There were 39,297 visits to the festival web pages – an 8% increase on 2012

100%
increase in
attendance

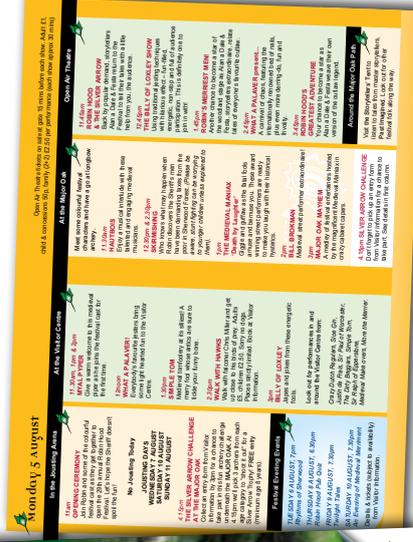
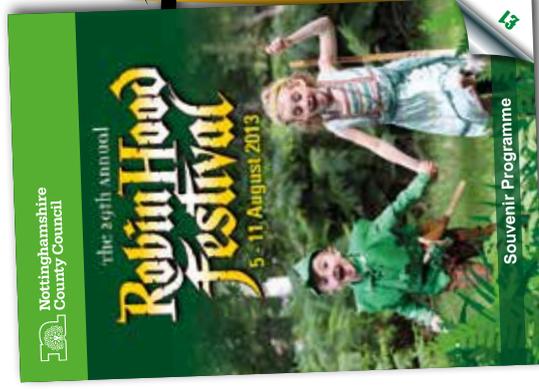


Value for money?

- The marketing budget was £8,000
- For every £1 spent on marketing, the council generated £26.61.

How we did it?

- Evidence-based approach used to identify the target audience
- Integrated campaign designed with both online and offline elements
- Printed materials included 90,000 leaflets sent to schools, libraries, leisure centres, hotels and the County Show
- Media campaign generated coverage both locally and nationally
- Digital strategy joined up dedicated web pages, social media activity and digital screens
- Advertising on 52 of our lamp-post banner sites and bus shelters in areas identified as being relevant to the target audience.



Digital screens



Plinth banner



Festival information posters

What we set out to achieve?

- Increase the number of enquiries from people interested in fostering by 5%
- Increase the number of enquiries from people interested in adopting by 5%
- Convert at least 10% of the enquiries into those that actually go on to foster or adopt

What we delivered?

- We received 272 enquiries for adoption – a 55% increase over the previous year
- We received 785 inquiries for fostering – a 35% increase over the previous year
- Out of these enquiries, 111 went on to foster or adopt
- This amounted to 65 new adoption carers – saving the Council £2.1m in agency fees
- In terms of foster carers, there were 46 new recruits which saved the Council £1m.

£3.1m
cost avoided
in one year



Page 40 of 62



◀ Campaign posters



School flyers ▶

▶ Vinyl banners



▶ Web banners

How we did it?

- Insight gained from previous activity helped form the more targeted strategy
- Media campaign used real people to tell their stories about what they gained from being foster carers
- Digital strategy involved simplifying the customer journeys and refresh the web content
- Google Adwords and targeted Facebook advertising were used to increase interest
- Advertising on bus shelters, bus backs and lamp-post banners were used along with digital screen advertising in libraries and Mansfield Bus Station
- Posters and flyers were distributed to Council offices, hospitals, GP surgeries, local businesses and schools – all identified as having workers that would be more likely to adopt or foster

Budget Challenge 2013/14

Communications and Marketing case study

Reputation

What we set out to achieve

- Increase awareness (60%) of why the Council faced a financial challenge
- Achieve at least 1,000 responses to the Strategic Plan consultation
- Deliver at least 20,000 consultation responses to the savings proposals.

What we delivered?

- All campaign objectives exceeded
- The biggest ever response to a Council consultation with 38,412 comments
- This was double the number who responded to the previous highest in 2011-12
- Awareness of the financial challenge was 75% of respondents?
- There were 1,600 responses to the Strategic Plan consultation

75%
of respondents felt
more informed



Value for money?

- The budget for the campaign was £8,700
- For every £1 spent, more than 4 responses were generated.

How we did it?

- Three-phased approach between September 2013 and January 2014
- Integrated campaign with both online and offline elements
- Printed materials included booklets, comment cards, posters, flyers and letters to service users and key stakeholders
- Media approach involved face-to-face briefings by the Leader and the Chair of Finance around the County
- Digital tools included a budget simulator, downloadable discussion toolkit, forums, a video of the Leader, targeted emails and social media engagement
- Advertising on the lamp-post banners and digital screens in libraries and Mansfield bus station
- Partnered with the voluntary sector organisations and community groups to maximise value.

6 Sheet poster



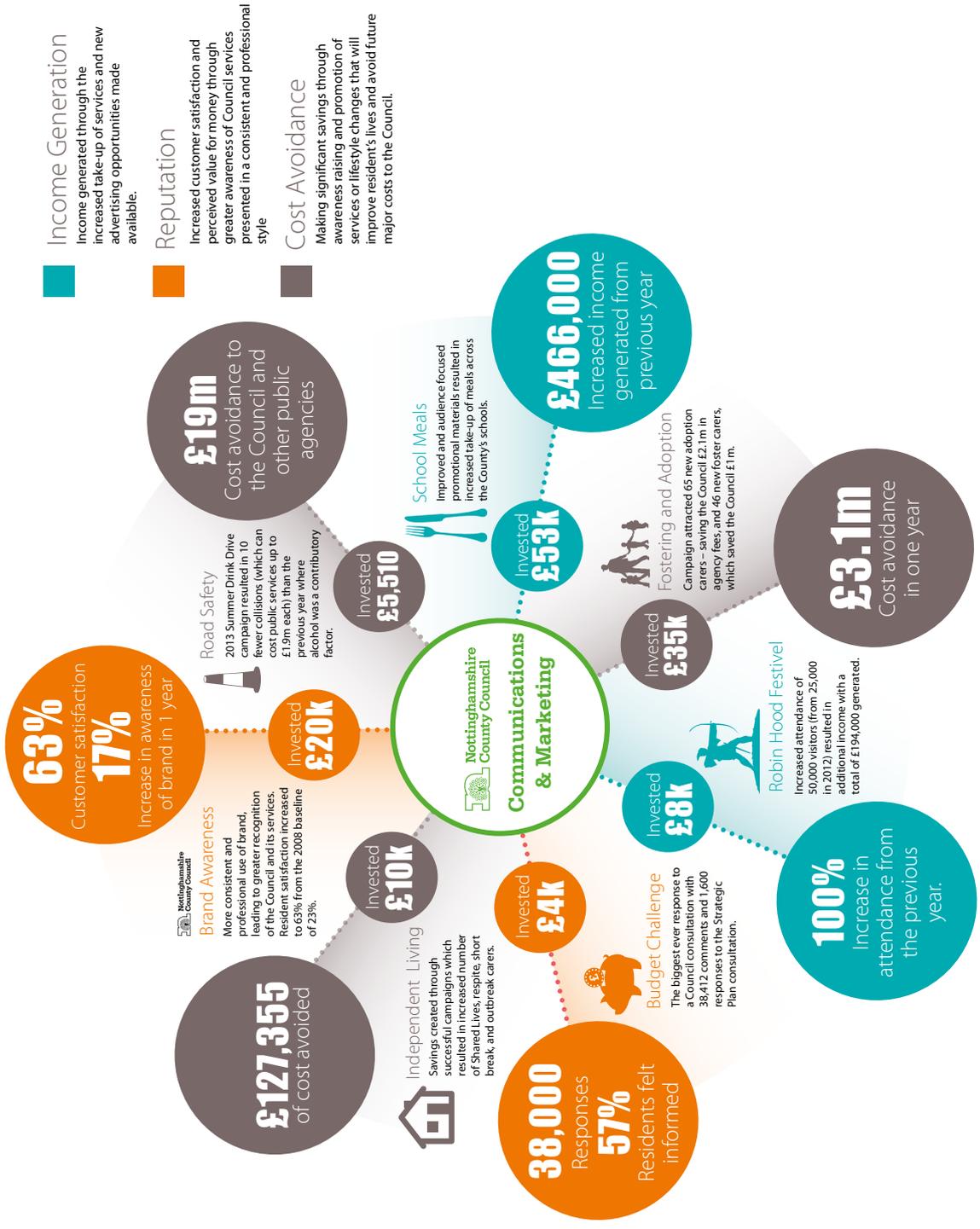
Digital screens



Roller banner

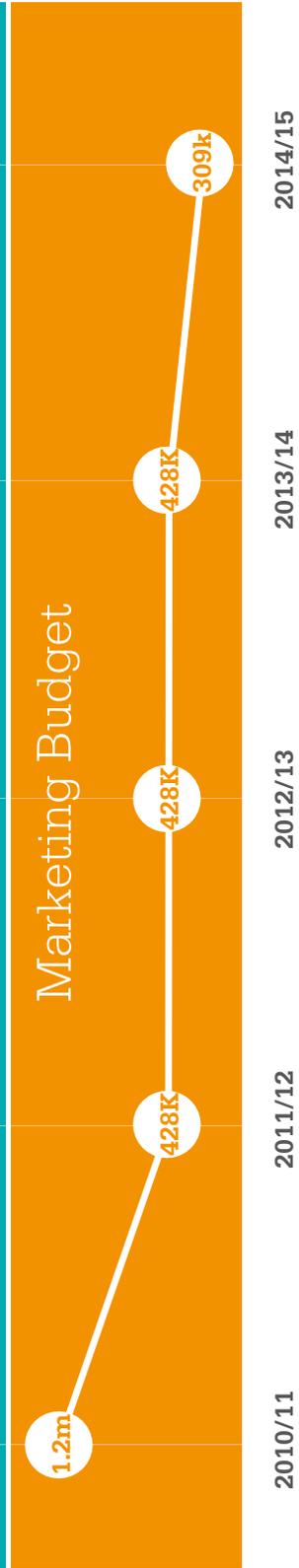
Plinth banner

COMMUNICATIONS & MARKETING OUTCOMES OF STRATEGIC COMMUNICATIONS 2013/14



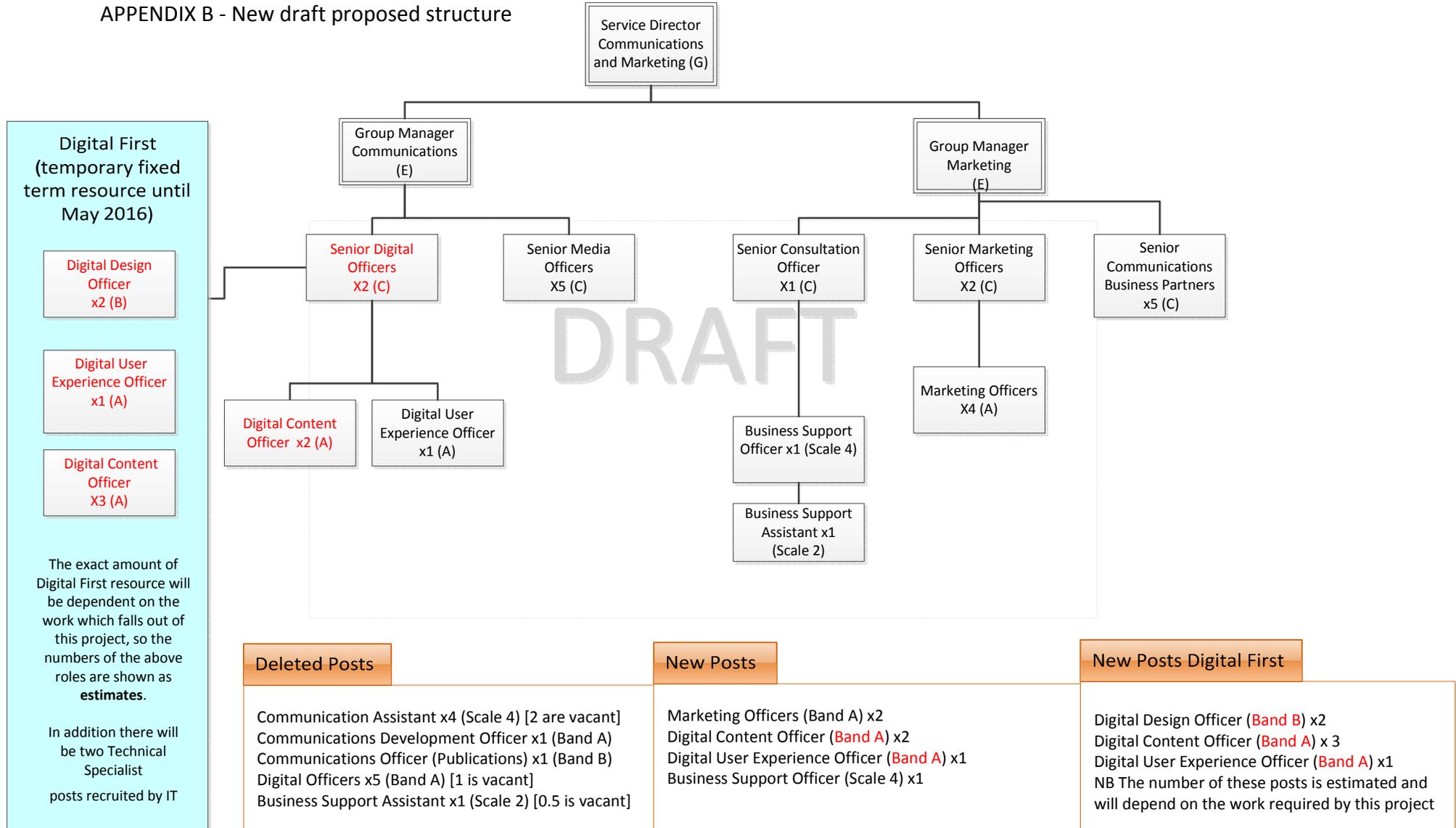
COMMUNICATIONS & MARKETING IMPROVEMENTS IN STRATEGIC COMMUNICATIONS 2010/14

- Robin Hood Festival August 2011**
First year the newly centralised Communications and marketing delivered an integrated campaign to promote the festival. This resulted in a 33% increase in the number of visitors from the previous year.
- Fostering and Adoption March 2012**
Delivery of an integrated campaign to recruit foster carers and adoptive families. The audience researched campaign resulted in a 100% increase in enquiries for both fostering and adoption.
- Building and Vehicle branding November 2012**
Consistent and professional presentation of the Council brand on all 260 buildings and 700 vehicles. In 2013 awareness of the brand increased to 50% from 33% the previous year.
- LG Communications award June 2013**
The Communications and Marketing Group was awarded the most prestigious award at the annual awards in recognition of the consistent high quality of its communications and results.
- Emailme October 2013**
emailme launched to provides residents with regular emails on a range of topics council services. This has delivered significant savings and proved popular with 24,000 people registered by June 2014.
- New 'Life' publications March 2014**
3 new audience based publications developed to replace County News. County Life was delivered to all residents in March with Family Life completed in July and 'Your Life' to follow in October.



Communications and Marketing

APPENDIX B - New draft proposed structure



Digital First (temporary fixed term resource until May 2016)

- Digital Design Officer x2 (B)
- Digital User Experience Officer x1 (A)
- Digital Content Officer x3 (A)

The exact amount of Digital First resource will be dependent on the work which falls out of this project, so the numbers of the above roles are shown as estimates.

In addition there will be two Technical Specialist posts recruited by IT

Deleted Posts	New Posts	New Posts Digital First
Communication Assistant x4 (Scale 4) [2 are vacant] Communications Development Officer x1 (Band A) Communications Officer (Publications) x1 (Band B) Digital Officers x5 (Band A) [1 is vacant] Business Support Assistant x1 (Scale 2) [0.5 is vacant]	Marketing Officers (Band A) x2 Digital Content Officer (Band A) x2 Digital User Experience Officer (Band A) x1 Business Support Officer (Scale 4) x1	Digital Design Officer (Band B) x2 Digital Content Officer (Band A) x 3 Digital User Experience Officer (Band A) x1 NB The number of these posts is estimated and will depend on the work required by this project

Note: any new posts or posts proposed to be regraded are subject to job evaluation, so are shown as indicative grades

REPORT OF THE LEADER OF THE COUNCIL**BUDGET CONSULTATION 2015/16****Purpose of the Report**

1. To seek a decision about the proposed methodology and approach for the 2015/2016 budget consultation.

Information and Advice

2. Budget consultation is a statutory requirement that aims to balance the various interests and needs of the council and its stakeholders, and to produce a soundly based financial plan for the future. It is imperative that anyone who lives, works or studies in Nottinghamshire is given the opportunity to be fully engaged in informing decisions about their local services. Consultation is undertaken to engage with and listen to as many local people as possible so that reliable and robust evidence can be provided to help the Council to make informed decisions on difficult and challenging issues.
3. Overall the consultation process aims to: raise awareness of the financial pressures of the Council and the limited resources available to fund the public services it provides; obtain views on outline as well as specific proposals; and potentially generate new and perhaps unanticipated budget saving ideas.
4. The consultation methodology is set out in **Appendix A**. The consultation programme will attempt to reach as many people as possible who work, train, educate, and or live in Nottinghamshire. The target audience will also include the community and voluntary sector, businesses and other key stakeholders.
5. The key theme proposed for the budget consultation is “Doing Things Differently”. This reflects the transformational approach of “Redefining Your Council” and outcomes from the subsequent service reviews. “Doing Things Differently” is the overarching term that encapsulates this new approach and will be displayed prominently on all materials and across all channels to help raise awareness.
6. The campaign will take place between the 8th October 2014 and 16th January 2015 (14 weeks). The table below shows the key activities and timescales.

Activity	Timescale	
	Commence	Close
Stage 1 of the campaign: "Doing Things Differently"	8 October 2014	16 January 2015
Stage 2 of the campaign launches following approval by Policy Committee to consult on specific budget proposals	12 November 2014	16 January 2015
Reporting:		
Consultation responses considered by members and Corporate Leadership Team with any changes considered	1 December 2014	16 January 2015
Finance & Property Committee - budget proposals considered	n/a	9 February 2015
Full Council – budget proposals approved	n/a	26 February 2015

7. The first stage of the consultation will illustrate the current position of the Council, its need to 'do things differently' and illustrate some of the key approaches and models for different service provision. This will support understanding of the second stage which will consult on the specific proposals.
8. The first stage aims to seek resident views on the different approaches, to rate them in order of which ones they most favour and which they would like to see converted into actions. Results from stage one will then be analysed along with those from stage 2.
9. A consultation booklet containing background information and consultation postcards will be distributed to all the county's libraries and through other public buildings and organisations.
10. Artwork for the campaign incorporates the 'Nottinghamshire skyline' from last year's 'Budget Challenge' to support faster identification through recall. Complementing this is a new bold colour scheme with the 'Doing Things Differently' and 'Your Money Your Say' messages to provide its own identity and differentiate it from last year's campaign.
11. An extensive digital campaign utilising key channels including Internet/Intranet, Facebook, Twitter and email will be used to give the maximum level of exposure as well as the most opportunities to engage residents. This will add value to the budget consultation process by using the latest digital communications to share content and create debate whilst ensuring that all residents that do not have electronic and digital access can participate to the consultation with printed materials made available in their communities.
12. The Council has a specific statutory duty to consult with the Business Community regarding expenditure plans. This will be conducted through: the Business Engagement Group (which includes the Federation of Small Businesses and the Chamber of Commerce); Business Clubs, and the digital channels.
13. Members will be provided a briefing note with suggestions on how they can best support the consultation during its duration.

14. All consultation comments and/or questions received by the Council will be captured and responded to using an agreed approach. **Appendix B** shows the recommended 'Internal protocol for responding to correspondence'. This document has been successfully used in previous years and would be issued internally to all Councillors, Corporate Leadership Team and relevant officers.

15. The estimated cost of the budget consultation is £8,500. This is marginally below last year's cost, and will be met from the 2014/2015 Communications and Marketing budget.

Other Options Considered

16. Budget consultation is a statutory requirement

Reason/s for Recommendation/s

17. To satisfy the statutory requirement for the Council to carry out consultation on the budget proposals and to inform residents about the proposed approach.

Statutory and Policy Implications

18. 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

19. The financial implications are as stated in paragraph 15.

RECOMMENDATION/S

- 1) It is recommended that:
 - a) The outlined methodology for the 2015/16 budget consultation and associated timetable is approved
 - b) The attached internal protocol for dealing with correspondence associated with the consultation is adopted

Report Author
Martin Done
Service Director Communications and Marketing

For any enquiries about this report please contact: Rajesh Sharma

Constitutional Comments (GR 232/09/14)

20. Pursuant to Part 3, Part A, Section 2 of the County Council's Constitution, the Policy Committee has the delegated authority to approve the recommendations contained within the report.

Financial Comments (NS 23/09/14)

21. The financial implications are as stated in paragraph 15.

Background Papers and Published Documents

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

- None

Electoral Division(s) and Member(s) Affected

- All

Appendices

Appendix A – Consultation methodology

Appendix B – Internal protocol for responding to correspondence

APPENDIX A

CONSULTATION METHODOLOGY FOR 2015/16 BUDGET PROPOSALS

Methodology	Output
General information/awareness raising	
<p>Using the Council's web site is the simplest way to raise awareness. Along with the main consultation document, web pages and on-line forms will be designed to cover the campaign. The Council's web pages will be kept up to date with the latest information and developments.</p> <p>Nottinghamshire residents who do not have access to the internet will be able to access information via libraries and/or by contacting the Customer Service Centre. Information will also be cascaded through schools, children's centres, colleges, public information points etc. Members of the public will be able to request information in other languages and/or formats by telephoning the Customer Service Centre.</p> <p>Face to face engagement with Nottinghamshire residents' will take place through various community/neighbourhood meetings.</p>	<p>The Council needs to show residents it is faced with conflicting challenges - an ongoing reduction in available resources set against increasing demand for services as well as increasing costs.</p> <p>The Council also wants to seek residents' views on its strategic priorities and give them an opportunity to have their say on specific budget proposals.</p>
Social media	
<p>The advantages of using social media are that we are engaging in a space where people are already talking. It is proposed that the following channels will be maximised to engage people in the budget challenge debate:</p> <ul style="list-style-type: none"> • Twitter • Facebook • Google+ • Search optimisation • Consistent use of a publicised hashtag • Plus considering how other channels such as YouTube and other social media sites can be utilised 	<p>Social media will support the budget challenge campaign throughout the consultation. However, it is acknowledged that not all residents may have access to social media or use it. Therefore, the Council will not be using social media in isolation; it will be just one of the methodologies used as part of the consultation process.</p> <p>Google+ will be used as a way of boosting search optimisation (a Google+ community can be set up specifically about the budget challenge to link with the discussion forums, particularly at stage 2). As an alternative to the live twitter chats, a Google+ 'hangout' (essentially an online video chat) could be offered.</p> <p>Work will be undertaken to optimise the ranking of key terms like '<i>Nottinghamshire County Council budget challenge</i>' etc. to make sure people are being directed to the right web pages when searching online.</p> <p>Live Q&A Tweet/web chat sessions/public discussion forums with Leader/Committee Chairs about specific service areas will be considered.</p>
Local community groups/community organisations/voluntary sector/other agencies	
<p>Council officers are involved in a variety of community activities on a daily basis and have established dialogue and networks with a number of communities and groups considered to be 'hard to reach'. It is suggested these officers use their established links to encourage these communities to get involved in the</p>	<p>These officers are well placed to engage with the community in a variety of ways, making use of the numerous community resource centres across the county. Using established networks will encourage residents who do not normally engage to get involved.</p> <p>Emailing community based organisations and</p>

<p>budget setting process. The campaign will also be promoted via local community newsletters/community information sheets and promoted via Networking Action Voluntary Organisation that has connections with Hard to Reach groups across the county.</p> <p>There are a large number of community groups and local neighbourhood meetings (including luncheon clubs / Sure Start parents' groups / neighbourhood watch groups and older peoples' groups) which already meet on a regular basis out in communities across the county. These existing networks can be used to promote this year's budget consultation.</p> <p>Existing networks with OPAG and other stakeholders will continue to be used.</p>	<p>voluntary groups in Nottinghamshire directing them to the Council's website are a way of communicating at little cost. Where appropriate meetings will be held with organisations that prefer to engage on a face-to-face basis.</p>
Budget workshops in schools across the county / engaging with young people	
<p>For the past few years, in order to engage with young people, budget workshops have taken place in schools across the county. These workshops were extremely successful in engaging students in the tough decisions the Council has to make. It is suggested that more workshops take place this year and we invite all schools, via 'Wired', to express an interest in taking part. Engagement with young people will also take place via posters in youth centres, directing them to the Council's website.</p> <p>It is also suggested a presentation on the budget proposals take place at a meeting of the Young Peoples Board (date to be arranged) followed by a question/answer session aimed at exploring young people's priorities.</p>	<p>As well as raising awareness of the challenges facing the Council, this is an opportunity for Members and Officers to be on hand to answer questions and encourage discussion with students and young people.</p>
Engaging with older people	
<p>It is proposed that engagement with older people take place through the Council's existing networks such as the Older People's Advisory Group (OPAG) and 'Ageing Well' Group, in addition to engagement through local community groups.</p>	<p>As well as raising awareness of the challenges facing the Council, this is an opportunity for older people to collectively discuss the issues affecting them and respond as a collective group.</p>
Engaging with Hard to Reach Groups	
<p>It is proposed that engagement with people from Black and Ethnic Minority Communities; new communities from Eastern Europe; and those that are less likely to access local services should take place through the Council's various databases and directly through local groups that receive grant aid from the County Council.</p>	<p>As well as raising awareness of the challenges facing the Council, this is an opportunity for these communities to collectively discuss the issues affecting them and respond as a collective group.</p>
Comment cards in libraries, public information points and at community events	
<p>This method is very successful in engaging residents who don't have/want computer access.</p>	<p>Quick response comment cards can be distributed at libraries and public information points etc. They can be collected in boxes positioned in libraries etc.</p>
<p>Doing Things Differently key messages Page 52 of 62</p>	

also be displayed on the Council's video screens in libraries, and Mansfield bus station etc.	
DIY downloadable engagement toolkit	
This option provided popular last year as a way of providing a framework for groups to conduct their own discussions at a time and place that suits them.	Developed to gather deeper insight than the quick response comment cards, the toolkit is aimed specifically at community groups, to engage and consult with those groups who may otherwise be missed.
Engagement with Business Community	
It was useful last year to engage with the business community early in the process through the Business Engagement Group and Business Clubs. This year it is suggested that we build on these links and promote the 2015/16 budget challenge campaign by officer attendance at scheduled meetings throughout November 2014 and January 2015.	Attendance at the Business Engagement Group and Business Clubs to promote and cascade information to the business community is a way of raising the profile of the Council's budget challenge campaign. Also by providing links on LinkedIn (social network used by the business community) we are able to reach over 10,000 members.
Engagement with Town and Parish Councils	
It is suggested posters be displayed on parish notice boards informing residents how they can get involved in the budget challenge campaign. The consultation documents will also be sent to all Town and Parish Councils.	By posting notices on parish notice boards it is hoped that residents living in rural and isolated areas of Nottinghamshire will get involved.
Engagement with Nottingham citizen's panellists who have provided email addresses	
Just fewer than 1,500 panellists have provided the Council with their email addresses and said they are happy to be contacted this way. It is suggested these panellists be sent an email directing them to the Council's budget challenge web pages.	Emailing panellists and directing them to the Council's website is a way of contacting residents at little cost.
Engagement with members of the public who have provided us with an email address and expressed a wish to be informed of Nottinghamshire County Council events and campaigns	
As part of our evaluation process following Council events and festivals, a number of residents have provided their email addresses agreeing to be contacted about future Council events and campaigns. It is suggested these residents be sent an email directing them to the Council's budget challenge web pages.	Emailing residents and directing them to the Council's website is a way of contacting residents at little cost.

APPENDIX B

DOING THINGS DIFFERENTLY - BUDGET CONSULTATION 2015/16

INTERNAL PROTOCOL FOR RESPONDING TO CORRESPONDENCE

Aim

- 1 To capture all consultation returns and to apply a standard approach to the level of response from the County Council to questions and comments received about *Doing Things Differently*. This requires a system to record all correspondence in a single database (consultation portal) supported by a process that ensures an acceptable and uniform level of response is provided across departments.
- 2 This protocol applies to all forms of correspondence relating to *Doing Things Differently* (including conventional mail, email, telephone, social media, petitions and e-petitions). Specific rules and protocols may apply to formal legal correspondence and, as such, correspondence in this respect will be dealt with by legal services.

Handling Correspondence

- 3 The following details how correspondence received through the various channels about *Doing Things Differently* will be handled. In the majority of instances the appropriate level of response should be in accordance with to the Guidelines, and example responses, set out at section 4.
 - 3.1 Correspondence received via *Doing Things Differently* Freepost (received by senior consultation officer)
 - logged on the consultation portal by senior consultation officer
 - an assessment of the nature of the contents of such correspondence will be undertaken, and if it is considered that a more appropriate and timely response would be better provided by someone other than the formal addressee, then it will be passed via the DTD Programme Officer to the relevant departmental representative for acknowledgement/full response/information.
 - 3.2 Correspondence received by Leader, Members and Chief Executive (personally addressed)
 - The addressee may wish to acknowledge/respond personally. In which case the response can be sent in accordance with the Guidelines (Section 4).
 - A copy of the response to the correspondence should then be attached and forwarded to the senior consultation officer for it to be logged on the consultation portal
 - where the Leader/Members/Chief Executive does not want/wish to respond personally, the correspondence should be forwarded to the senior consultation officer who will log it on the consultation portal, and then send it to the DTD Programme Officer for acknowledgement/full response/information.
 - 3.3 Correspondence received directly by corporate/service director/department (sent directly to the service)
 - correspondence acknowledged/responded as appropriate by corporate/service director/representative in accordance with the Guidelines (Section 4)
 - correspondence, and a copy of the response, will be forwarded to the senior consultation officer for logging on consultation portal and to and DTD Programme Officer for monitoring purposes.

- if correspondence relates to a more detailed issue that affects a specific service department, then responses will be collated and analysed by the service that will provide the senior consultation officer with the number of consultation responses and analysis of findings at the end of the consultation period. This information will be included separately in the consultation report to County Council's Finance & Property Committee on the 9th February 2015.
- 3.4 Correspondence received by Customer Service Centre (CSC)
- CSC adviser will log comments on the consultation portal
 - if correspondence is received which cannot be answered by information contained on *Doing Things Differently* web page, CSC will advise senior consultation officer
 - senior consultation officer will record correspondence on the portal and forward it to the DTD Programme Officer for acknowledgement/full response/information.
- 3.5 Correspondence received via social media (Twitter/Facebook/YouTube/LinkedIn)
- respondents should be encouraged to visit the website and use the *Doing Things Differently* consultation questionnaire to give their views/comments and or feedback
 - information received via social media will be fed back, via the senior consultation officer, to service areas for their consideration
 - all comments received via social media will be captured and analysed by the digital team and be passed to the senior consultation officer and programme officer for inclusion in Committee reports(s).

Guidelines

- 4 The following guidelines must be followed and it should be noted that correspondence passed to senior consultation officer for logging and or processing will not be retained. Original correspondence must be retained by the relevant department as appropriate.
- 4.1 General comments** – These will not be formally replied to. Anyone commenting on-line will be directed to the website for updates.
- 4.2 Letters/emails where the Leader, Members or Chief Executive have requested a response** – A personal letter/email will be sent back addressing the issues raised. DTD Programme Officer will prepare the response and progress as required. In most instances a simple formal acknowledgement letter/email, as in the example below, will be sufficient to ensure consistency and not create undue workload for the department. Only in exceptional circumstances should we enter into further detail, in order to avoid inconsistency of response and raising expectations.
- 4.3 Local MPs** – A personal letter/email will be sent back addressing the issues raised. DTD Programme Officer may want to obtain a steer from corporate/service director on the appropriate level of response. Only in exceptional circumstances should we enter into further detail in order to avoid inconsistency of response and raising expectations.
- 4.4 Key stakeholders/Partners** – Level of response to be decided by DTD Programme Officer. If a general letter/email of acknowledgement is deemed appropriate please see examples below.
- 4.5 Petitions** – Petitions should be forwarded to the Senior Consultation Officer who will record all petitions received. It is expected that in accordance with the Petitions scheme, petitions relating to *Doing Things Differently* consultation will not be individually presented to County Council meetings but responses to them will be agreed in the *Doing Things Differently* report to the Finance & Property Committee on the 9th February 2015. The Senior Consultation Officer will ensure that the relevant service department, via the DTD Programme Officer, is aware of the petition and will send a general acknowledgement letter to the petition lead or first name on the petition explaining the process that will be followed.

In the event that a petition is presented to County Council on a *Doing Things Differently* issue. The Chairman will make clear that the petition will be treated as part of the *Doing Things Differently* consultation process and a response will be provided in the *Doing Things Differently* consultation report to Finance & Property Committee on the 9th February 2015.

- 4.6 Staff comments** – DTD Programme Officer will discuss these with the line manager of member of staff. Managers must be aware that this process is not a substitute for consulting with their staff and or discussing any specific impact of their existing outline business cases (for further information see Managers Resource Centre).
- 4.7 Media Enquiries and or Matters of Media Interest** - All media enquiries and where correspondence is considered to be of high media interest, from an MP or local personality/VIP, these must be referred to the Communications & Marketing Team.

Example responses by letter and or email

Dear *Name*

County Council's Consultation on *Doing Things Differently* Budget Consultation

Thank you for the letter/email you sent to the County Council about *Doing Things Differently*. Your comments will be considered as part of the consultation process.

All correspondence received will be taken into account prior to decisions being made at the County Council Policy Committee on the 2nd July 2014.

Thank you.

Dear *Name*

County Council's Consultation on *Doing Things Differently* Budget Consultation

Thank you for the letter/email you sent to the County Council about *Doing Things Differently*. Your comments will be considered as part of the consultation process.

Unfortunately until decisions are made by County Councillors I am unable to answer your specific question about what the proposals will mean for your personal situation. However, once the next steps are clear, the Council will write to customers who use the services to explain exactly what the changes may mean for them.

In the meantime please refer to our website for the latest news: <http://www.nottinghamshire.gov.uk/>

Thank you

Key Contacts

Raj Sharma, Senior Consultation Officer on raj.sharma@nottsc.gov.uk Tel: 0115 9772937
Paula Mullin, DTD Programme Officer on paula.mullin@nottsc.gov.uk Tel: 0115 9774298
Rob Shirley, Senior Media Officer on rob.shirley@nottsc.gov.uk Tel: 0115 9772802

If you have any queries about this protocol please contact:

Raj Sharma
Senior Consultation Officer
Communications & Marketing
4th September 2014



**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 30/04/2012)

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

Financial Comments (PS 2/5/12)

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

Background Papers

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

None

Electoral Division(s) and Member(s) Affected

All

POLICY COMMITTEE - WORK PROGRAMME (AS AT 30 SEPTEMBER 2014)

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>For Decision or Information</u>	<u>Lead Officer</u>	<u>Report Author</u>
12 November 2014				
Redefining Your Council – Savings Proposals 2015/16 – 2016/17	To approve proposals and to seek approval to consult on further proposals as appropriate.	Decision	Anthony May	
Information Management Strategy		Decision		Lesley Holmes
Schools Funding Formula	Approval of the schools budget local funding formula for 2015/16, as recommended by the Schools Forum	Decision	Anthony May	Neil Robinson / Katy Adamson
Complaints Principles	Policy establishing the principles by which the Council handles complaints.	Decision	Celia Morris	Jo Kirkby
Short Breaks Policy	New policy for providing planned short breaks for adult service users and their carers	Decision	Jon Wilson	Wendy Lippmann
Performance against priorities	Summary of actions undertaken during the first six month of 2014-15 to deliver strategic plan priority outcomes and initial indications of impact.	Information	Celia Morris	Matthew Garrard
Eureka – Staff Ideas Platform	Progress Report	Information	Jayne Francis-Ward	Martin Done
10 December 2014				
Economic Development Strategy	Progress Report	Information	Jayne Francis-Ward	Celia Morris
7 January 2014				
Transformation Programme – Progress Update	Quarterly report on the progress of the Council’s Transformation Programme.	Information	Jayne Francis-Ward	Caroline Agnew
11 February 2015				
Performance against priorities	Progress update of actions underway to deliver strategic plan priority outcomes, potential risks and indications of impact.	Information	Celia Morris	Matthew Garrard
Annual Delivery Plan 2015-16	Consideration of key actions and measures to support delivery of the Council’s strategic plan priorities in 2015-16.	Decision	Celia Morris	Matthew Garrard

11 March 2015				
22 April 2015				
Economic Prosperity Committee	Annual report on the Economic Prosperity Committee which is a joint committee between the County Council, City Council and Borough/District Councils in Notts.	Information	Jayne Francis-Ward	Matt Lockley
Transformation Programme – Progress Update	Quarterly report on the progress of the Council’s Transformation Programme.	Information	Jayne Francis-Ward	Caroline Agnew
20 May 2015				
Performance against priorities	Review of final position against the first annual delivery plan and progress against the four year strategic plan.	Information	Celia Morris	Matthew Garrard
17 June 2015				
15 July 2015				
Transformation Programme – Progress Update	Quarterly report on the progress of the Council’s Transformation Programme.	Information	Jayne Francis-Ward	Caroline Agnew