

Policy Committee

Wednesday, 10 February 2016 at 10:30

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

AGENDA

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| 3 | Declarations of Interests by Members and Officers:- (see note below)
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(b) Private Interests (pecuniary and non-pecuniary) | |
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Notes

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

Customer Services Centre 0300 500 80 80

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

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

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

Meeting **POLICY COMMITTEE**Date **Wednesday 6 January 2016 at 10.30 am****membership**

Persons absent are marked with `A`

COUNCILLORS

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

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

John Knight
David Martin
Diana Meale
Philip Owen
John Peck
Martin Suthers OBE
Stuart Wallace
Muriel Weisz

ALSO IN ATTENDANCE

Councillor Pauline Allan
Councillor Roy Allan
Councillor Alan Bell
Councillor Nicki Brooks
Councillor Steve Calvert
Councillor Steve Carroll

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

OFFICERS IN ATTENDANCE

David Pearson

Deputy Chief Executive

Irene Kakoullis
Colin Pettigrew

} Children, Families & Culture

Tim Gregory

Place

Carl Bilbey
Martin Done
Keith Ford
Jayne Francis-Ward
Catherine Munro
Neil Robinson

} Resources

MINUTES

The Minutes of the last meeting held on 9 December 2015, having been previously circulated, were confirmed and signed by the Chairman.

APOLOGIES FOR ABSENCE

None.

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

- Councillor David Martin had replaced Councillor Jason Zadrozny.

DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS

None

ACCESSIBILITY STRATEGY (SUPPORT TO SCHOOLS) FOR NOTTINGHAMSHIRE**RESOLVED: 2016/001**

That the proposed Accessibility Strategy (Support to Schools) for Nottinghamshire be approved.

ADAPTATIONS TO PROPERTY POLICY – FOSTER CARERS, ADOPTIVE PARENTS AND SPECIAL GUARDIANS**RESOLVED: 2016/002**

- 1) That the proposed Adaptations to Property Policy –Foster Carers, Adoptive Parents and Special Guardians be approved.
- 2) That the Process Flowchart and Information for Social Workers be noted.

NOTTINGHAMSHIRE FAMILY AND PARENTING STRATEGY 2015-17**RESOLVED: 2016/003**

That the proposed Nottinghamshire Family and Parenting Strategy 2015-17 be approved.

HEALTHWATCH NOTTINGHAMSHIRE EXTENSION OF CONTRACT AND FUNDING 2016/18**RESOLVED: 2016/004**

- 1) That the contract with HealthWatch Nottinghamshire be extended to March 2018 with a reduction in funding of £42,000 for 2016 to 2017 with further discussion with regard to funding for 2017 to [Page 4 of 124](#)

- 2) That future efficiencies through alternative models and funding arrangements be explored for HealthWatch Nottinghamshire and any proposals be brought back to a future meeting of Policy Committee for approval with a view to any new arrangement starting in 2018.
- 3) That a request for funding of £50,000 from contingency for 2016/17 be submitted to Finance and Property Committee

SCHOOL AND EARLY YEARS FUNDING: AGREEMENT OF THE LOCAL FUNDING FORMULA FOR 2016-17

RESOLVED: 2016/005

That the recommendations of the Schools Forum to distribute available funding between Nottinghamshire schools, academies and early year providers in 2016-17 be approved.

TRADING SERVICES: SCHOOLS CATERING SERVICE AND FACILITIES MANAGEMENT PRICING STRUCTURE 2016/17 & 2017/18

RESOLVED: 2016/006

- 1) That charges made by NCC for the catering service provided to schools be set at £2.22 and £2.29 a meal for 2016/17 and 2017/18 respectively.
- 2) That a 5% per annum increase in charges for Cleaning and Landscape Services in 2016/17 and 2017/17 be approved.

The following Councillors requested that their votes against the above resolution be recorded in the minutes:-

Reg Adair	Mrs Kay Cutts MBE	Richard Jackson
Philip Owen	Martin Suthers OBE	Stuart Wallace

COUNTY COUNCILS NETWORK ANNUAL CONFERENCE: 15-17 NOVEMBER 2015

RESOLVED: 2016/007

That the report back on Member and officer attendance at the County Councils Network Conference between 15-17 November 2015 be noted.

WORK PROGRAMME

RESOLVED: 2016/008

That the work programme be noted.

The meeting closed at 11.29 am

REPORT OF THE LEADER OF THE COUNCIL**PILOT OF COMMERCIAL DEVELOPMENT UNIT****Purpose of the Report**

1. To seek approval to pilot a more commercial approach to generating surplus income that will help protect vital services.

Information and Advice

2. The financial outlook for the Council is expected to remain challenging for the foreseeable future which will make it increasingly difficult to continue to provide vital services at the same level as in the past.
3. The generation of new and existing income streams that deliver true surplus income – the amount remaining once the full cost of generating the income has been subtracted – would allow the authority to reduce the amount of savings that need to be delivered over the coming years.
4. The Council needs an easy and cost-effective way to identify the services that have the greatest potential to develop surplus income along with any investment that is required in order to maximise the opportunity. As many of the staff do not possess all the necessary commercial skills, the solution needs to find a way to support the delivery of the income at minimum risk.
5. Other local authorities, including Kent County Council and Essex County Council, are already operating successful commercial models. Over the last six months the Council has been investigating the models adopted by a number of authorities. This included a visit to Essex to hear about its Commercial Incubator model. This research, alongside discussions with internal stakeholders, has resulted in the proposal to pilot a Commercial Development Unit.

Commercial Development Unit

6. The vision for the Commercial Development Unit is:

To provide appropriate Council functions with the tools, knowledge and skills to enable them to operate commercially in order to deliver surplus income that can then be used to protect vital services for the people of Nottinghamshire.

This vision is underpinned by a set of principles (**Appendix 1**). The vision and principles will guide the approach to commercial activity undertaken by the Council.

7. The Commercial Development Unit would ensure that a consistent and strategic approach is applied in a way that meant that resource was targeted and prioritised appropriately. This would deliver a better value for money approach than each service developing or buying commercial expertise individually.
8. A detailed overview of how the Commercial Development Unit would operate is included at **Appendix 2**. In summary, the unit would consist of a small team that contained commercial experts who could develop a commercial mind-set and skills through coaching, training and support. One of the deliveries would be a series of commercial master classes.
9. This training and development would be delivered through three months of intensive support with a key output being the delivery of a full business case that would test the viability of the commercial proposal. This support would include all aspects of developing a business case such as analysis of competitors, market data, pricing, legal issues and financial forecasting. A balanced scorecard would help to identify all the areas that would need to be looked at before a service went to market. In tandem a full implementation plan would be devised to secure the resource needed from support services.
10. The business case would then go through an assessment centre. This would include a gateway review, an assessment of the skills acquired by the service and a presentation of the business case to a panel. This review of the process would provide confidence that all aspects of the business case viability had been considered. This would allow any decision to be made in full awareness of the investment needed, the expected return and any risks.
11. The Commercial Development Unit would then provide a further 12 months of intensive support to those services whose business case received the authority go-ahead. Thereafter the performance of the service would continue to be reviewed and monitored with appropriate advice and guidance provided.
12. The unit would see a new cohort of three services entering the process every three to six months. The expectation is that this would produce 18 business cases for review in the first two years of operation.
13. A financial forecast for the Commercial Development Unit concept has been undertaken with actual income figures. The financial modelling applied the following simplistic assumptions uniformly across all services apart from Services for Schools:
 - Operating costs will be 95%-100% of income generated
 - Operating costs will increase by 4% in year 1 and reduce in years 2-3
 - Income will grow by 5% each year
 - An investment of £50,000 per year is required for each of the service areas

The simplistic assumptions have been tailored specifically for Services for Schools and are as follows:

- We have removed Catering, Cleaning and Landscaping due to the high operating costs of these areas

- There is no investment of £50,000, as this would be taken from operating surplus
- We have assumed that not all individual services will return a surplus so have included a 5% loss of non-growth areas
- Overall operating costs will increase by 4% in year 1, but will reduce in years 2-3

14. These assumptions are intended to represent an average position with some services being higher and some lower. The average margin represents a 4% surplus margin.
15. The model also assumes that the staff and operational cost of the Commercial Development Unit, which is estimated at £160,000, would need to be funded through the delivery of additional surplus income.
16. The financial model indicates that a net surplus could be as much as £4 million over a five year period with the Commercial Development Unit covering its costs after year two.
17. While there is always a risk associated with operating in a more commercial way, the assessment is designed to fully expose the level of risk and only progress the business cases that stand up to scrutiny. The performance of commercial services would be monitored in the first 12 months of operating to ensure they stay on track. Investment would be withheld if income targets were not met. Regular reports would be provided to policy committee so the potential surplus is fully understood.
18. This report proposes that a small pilot project is set up to test the financial model assumptions and concept.

Commercial Development Unit Pilot

19. It is envisaged that the pilot would initially be set up using internal resource and some expert support from the commercial team at Essex County Council along with the use of some of their training and processes.
20. The pilot, which would see three services taken through the unit, would result in an evaluation report that would be brought back before members with a further recommendation on whether to proceed with the full model. This would include three full business cases and any lessons learned from the pilot.
21. The cost of the pilot would be £75,000 which would include a payment of £50,000 to Essex County Council. The additional £25,000 would be used for the purchase of market data, research and sector specific advice. In return for the £50,000 paid to Essex County Council they would provide:
- Training of staff associated with the Commercial Development Unit
 - Training materials to be used with service areas and as part of master classes
 - Support carrying out the pilot
 - Provision of processes and documentation
 - Onsite support in carrying out the pilot and reviewing / compiling business cases
 - Peer review of NCC model
 - Access to secondary market / sector data

Other Options Considered

22. Without generating surplus income, the authority will need to deliver a higher level of savings over the coming years. In the absence of a central solution, services are likely to develop a non co-ordinated approach which will be less efficient and effective.

Reason/s for Recommendation/s

23. To allow the council to test a process that potentially provides a route to generating surplus income, as well as ensuring all commercial proposals are reviewed with a full business case that allows the Council to assess the risk and chances of success with all the relevant information.

Statutory and Policy Implications

24. 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

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

Equalities Implications

26. Equalities implications have been considered as part of compiling this report.

RECOMMENDATION/S

It is recommended Policy Committee approves:

- 1) A pilot for the Commercial Development Unit as stated in this report
- 2) To provide a one-off budget of £75,000 to enable the pilot to progress
- 3) To receive an update report on progress of the pilot
- 4) To receive an evaluation report on the pilot which will include a recommendation on whether to proceed with the full model.

Councillor Alan Rhodes
Leader of the Council

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

Constitutional Comments (LM)

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

Financial Comments (SEM)

28. The financial implications are set out in the report. The initial costs would be met from the Strategic Development Fund.

Background Papers and Published Documents

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

Electoral Division(s) and Member(s) Affected

- All

Appendices

Appendix 1 – Commercial Development Unit Vision & Principles

Appendix 2 – Commercial Development Unit Overview

Appendix 1:

Commercial Development Unit Vision & Principles

Vision

To provide appropriate Council functions with the tools, knowledge and skills to enable them to operate commercially in order to deliver surplus income that can then be used to protect vital services for the people of Nottinghamshire.

Principles

- Any commercial operation should adhere to and have Nottinghamshire County Council values at its heart.
- The end aim is to generate surplus income, rather than straight profit, which should be used to the benefit of Nottinghamshire residents and service users.
- Operating commercially and generating surplus should not be at the expense of our relationships with our stakeholders, staff or service users.
- We should develop services to be able to operate commercially by providing the skills and knowledge and then provide autonomy and accountability.
- Any commercial operation should operate ethically, and have clear transparent governance and accountability.
- Changes in services to create a commercial element should take into consideration and assess impact on other non-commercial elements of the service, support functions and the whole organisation.
- Specific service knowledge is a key component of the development of any commercial service offer.
- A gateway process will assess the risk, identify the investment and justify the business case, and provide a clear exit strategy if required.
- Commercial operations should not just pass costs on to other organisations or individuals but should look to deliver superior value and benefits.
- The type of commercial entity should be justified through the business case and the legal implications of different trading entities.

Appendix 2

Commercial Development Unit Outline

Introduction

A sustained period of austerity measures has seen all local authorities operating in extremely challenging financial landscapes with grant income falling while demand for many services is rising. Nottinghamshire County Council has, like many other organisations, responded to the challenges by instituting a programme of cost cutting. But cost cutting in itself is unlikely to close the financial gap without significant reductions to service.

The need to cut costs can be reduced through income generation activity that creates a net surplus once the full costs have been taken into account. These surpluses can then be re-invested in services that benefit the residents of Nottinghamshire.

The aim of the Commercial Development Unit is to set up and support the services with the greatest potential to generate repeatable income that results in a surplus.

The Model

The model is loosely based around the successful incubator model that has been developed by Essex County Council. This model would establish a corporate approach to the assessment of a service's potential to trade at a surplus by identifying the opportunity, any required investment and potential risk / return. It is important to note that this assessment would be carried out in partnership with the service rather than something that is done to it. It enables the service to take a commercially critical look at itself and the market it would be entering. It is designed to get the service into a commercial mind set and furnish it with the tools and specialist knowledge to make a full assessment of the market, competitors, pricing and how it would operate in this market. This allows the service to have full visibility of the required investment and potential return on investment by generating a net surplus.

The Unit involves a process where the intention is that the service will move through it to eventually become self-sufficient and self-standing. This would then allow other services to enter the process.

There are six stages in the process:

- **Stage One** – services either volunteer proposals or are selected as an area which has the potential to trade commercially
- **Stage Two** – The Commercial Development Unit provides an initial quick sense check to ensure there are no obvious barriers such as legal/regulatory/statutory issues. Once selected, the unit would plan out the resources needed for a pre-assessment phase
- **Stage Three** – The service enters the process at the pre-assessment phase which would last for three months. During these three months the service would be preparing for the assessment board where it would have to present a fully-costed

business case and balanced scorecard. This phase would involve the following elements:

- Coaching, support and account management
 - Masterclass training in commercial tools and methodology
 - Sector specific research and analysis
 - Expert support – finance, HR, marketing, legal
 - Development of balanced scorecard
 - Development of business plan
- **Stage Four** – The service goes through an assessment exercise where the business case and balanced scorecard is presented to a Commercial Development & Trading Board which would examine the detail, assess its viability and makes a decision about what proposal to make out of the following three:
 - The business plan and investment is approved and it moves on to the next stage of full incubation
 - It is felt that the business plan needs further work and more preparation time is needed before being re-assessed
 - The business plan is not viable and the service leaves the process
 - **Stage Five** – If the service and the required investment is approved to move forwards, it then enters the full 12-month development period, where the service continues to receive support as it goes to market and starts trading.
 - **Stage Six** – Once it is felt that the service is up and running and operating successfully it will no longer be in the Unit but will enter a performance monitoring phase. The Unit will assess how it is performing against its agreed outcomes and make suggestions for improvements. The service will continue to report back progress to the Commercial Development & Trading Board. After three years if the service is performing it will no longer be monitored within this process.

Commercial Development Unit

The Commercial Development team will need a very specific skill set that includes the following:

- Strategic thinking and planning
- Commercial mind-set and experience
- Analytical and data driven
- Coaching and mentoring
- Relationship / account management
- Target and results focussed
- Detail orientated
- Planning skills
- Project management
- Understands the Council's values and corporate objectives

Importantly, the unit would need to possess the gravitas and respect from colleagues across the Council in order to operate effectively.

Alongside the key commercial skills, the team will need to pull in specialist advice in areas such as HR, legal, procurement and marketing, as well as sector specific advice and guidance.

It is anticipated that there will only be two specific roles within the team:

Commercial Development Business Partner – works with the service to provide coaching and mentoring throughout the process

Market & Business Data Analysis Officer – ensures the Service has all the data it needs and supports the Service in interpreting the data.

The above roles will be supported by both a Service Director & Group Manager.

The positioning of the unit within the structure is yet to be decided but it is likely to be influenced by the wider review of the senior management structure already announced by the Chief Executive.

Traded Services Board

Effective governance will be a key component of success. Both the Commercial Development Unit and the individual services need to be held to account. But equally if they are to succeed they need governance that matches the needs of business in terms of speed and responsiveness.

The Board would assess the business case, risks and required investment of the traded service. It would then make a recommendation to the service committee or policy committee. The exact make-up of the Board would need to be decided but it is proposed that it could contain the following:

- Member representation
- Chief Executive
- Section 151 Finance Officer
- Monitoring Officer
- Scrutiny Officer
- Legal counsel

Training, Coaching and Mentoring

One of the key aspects of the model is to empower services with the knowledge, skills and commercial focus to run their service as a successful commercial operation. This is achieved through a number of master classes that provide services with the tools to set out a robust business plan as well as the skills and knowledge to operate commercially. These are not standard training events, they are focused on the practical application of the subject matter in the context of which the service will be operating and will include:

- Marketing
- Sales
- People and change
- Process and structure
- Financial management

Additional training maybe required, but this is identified through both the master class and business planning process.

Whilst services are moving through the commercial development process they have weekly 1-1 progress reviews and surgeries. These meetings allow the Commercial Development Unit to monitor and gauge progress as well as ensuring internal resource is provided and any external coaching, training or advice is facilitated.

Commitment of service

In order to justify the resource needed, the service needs to commit to the process and its demands from the outset. The first level of commitment is to produce a full business case and balance scorecard for presentation at the assessment phase. After approval the service has to commit to start operating and generating a set amount of income as well as other conditions specific to the Service. This could take the form of a performance contract.

The service must report on a monthly basis the current months trading / finance, and then forecast for the next quarter and the year.

If the service is not performing to the required level this could result in the investment being removed and the service being reshaped.

Incorporation, ownership & branding

As a traded service it is not an essential requirement to become fully incorporated. Unless trading is dependant on a certain commercial vehicle, services will initially be encouraged to start trading as a fully owned in-house service. Traded companies should only be considered where the business case justifies it and once the service has shown that the surplus income set out in the business case is achievable.

As a part of the business case the service area should set out the need for its position on branding. Any move away from the authority's brand would need to be fully justified in the business case.

Business case and balance scorecard

The business case and balance scorecard is a key outcome of the incubator process. It sets the scope of change needed; the case for investment, risk, potential return on investment and timescales. It is this that allows an informed decision to be made. It also sets out the plan, milestones and targets for the first 12 months.

The main business case will contain all the elements of the balance scorecard as seen below and covers areas that explore market size, competition, finance, delivery, timescales, leadership, change management, performance management. The balance scorecard will also help to identify the service's capability gaps which will then allow a plan to be developed in terms of addressing this area.

By adopting the approach outlined, the authority will understand at the outset any development needs before a service is able to trade commercially and competitively. A decision can then be taken if the scale of change is worth the possible return on investment via a surplus.

It also allows a fuller impact assessment on other internal services, such as legal, HR, finance, ICT and communications, and systems such as payroll and BMS. This will also assist support services in their planning as they will have an idea of the scale of change as delivery models change and more services consider commercial operations.

The balance scorecard is a strategic planning and management system that is used extensively in business to align business activities to the vision and strategy. It can also be used as a way to assess the needs of a service before it embarks on a route to increased commercialisation.

Balance scorecards come in many shapes and sizes but the following has been developed with the council services in mind and the type of areas that need to be assessed before any decision can be taken about investment.

Sales & Marketing		Systems & Processes	
Size of Market and sales potential	Market Access & Routes to Market	Extent of organisational change needed	Balance of NCC work and surplus generating
Competitive position	Brand Awareness	System & Process Change	Access needed to NCC systems & Processes
Staff Capability	Commercial Capability	Ongoing costs	Margin & Surplus Potential
Leadership & Management	Culture change required	Scalability	Current & Potential income streams
People & Change		Financial Management	

Implementation Plan

In addition to the business plan a separate implementation plan will be devised that will set out the required internal resource required to take the service to market. This will allow support services such as finance, HR and IT to understand the requirement and commitment of resources required.

Any support service that is supporting the implementation and / or commercial operation will be compensated for the provision of its service.

Costs and return on investment

There will need to be investment in the right service areas if the authority is going to generate surplus income. The Commercial Development Unit will enable services to fully understand their cost base and also those areas where there is the potential for return on investment. The running costs of the Unit would be recouped from the total surplus made from services that are helped by the Unit to operate more commercially.

The costs of the unit are projected to be in the region of £160,000 the costs will be relative to the number of services going through the development unit at any one time. The financial forecast has assumed three services going through the process at any one time. Based on this model the Unit will generate a surplus in year two. As more services enter the process and as more services that have left the Unit mature the amount of surplus will increase leading to long-term sustainable surplus growth.

An important factor in both the recovery of the Unit's operating costs and ability to generate a surplus is the size and potential of the service area. Financial modelling has shown that in order to achieve a return on investment that generates a worthwhile surplus and covers the Unit costs early in the lifecycle that only services that generate or have the potential to generate an income of £500,000 or more should be considered for the first five cohorts. Anything below this is unlikely to provide the required payback. This should not prevent those services that have high potential growth that are not currently generating this level of income entering the Unit.

The financial modelling and forecasting has been based on a number of principles and simplistic assumptions that have been uniformly applied:

- Income estimates have been taken from actual income (not including grant and academy income)
- Operating costs is estimated to be 90%-100% of the income
- Operating costs estimated to grow at a rate of 4% in year one and then reduce in years two and three
- Income estimated to grow by 5% year on year
- The CDU will cover its costs from the surplus
- Services for Schools does not include Catering, Cleaning or Landscaping
- Some services within Services for Schools will make a loss

There are a number of elements that would change the return such as a change in the operating cost or levels of growth, but as a forecast made with the above assumptions then the return would be:

Year	1	2	3	4	5
	-£145,620	£329,869	£577,641	£1,185,187	£2,061,508

Over five years the CDU and services operating commercially could generate up to £4 Million in surplus income.

Next Steps

The most important part of this process is the gateway review element, as it is this that indicates the viability of the commercial service. It is proposed that a pilot is run that takes two service areas through the first three stages in order to deliver a full business case. This would then be reviewed as a proof of concept prior to seeking any further approval.

Using existing NCC staff along with support from staff at Essex County Council would allow the concept to be tested quickly without the need to recruit to the Unit. It would also help us

to set up many of the required processes and ensure they are fit for purpose in a quick and efficient manner.

**REPORT OF THE CHAIR OF THE CHILDREN AND YOUNG PEOPLE'S
COMMITTEE**

NOTTINGHAMSHIRE EARLY YEARS IMPROVEMENT PLAN 2015-2017

Purpose of the Report

1. To seek approval of the proposed Early Years Improvement Plan 2015-17 (attached as **Appendix 1**).

Information and Advice

2. Education is central to improving life chances for children and young people. Nottinghamshire County Council works with a range of partners to ensure that children receive an outstanding education from the earliest ages.
3. Securing a successful start for the youngest children, and particularly those from disadvantaged backgrounds, is crucial. It can mean the difference between gaining seven B grades at GCSE compared with seven C grades and is estimated to be worth £27,000 more in an individual's salary over the course of their career.
4. By the age of three years, children from poorer background will have heard on average 30 million fewer words than children in high income families. 61% of these children have no books at home.
5. Early education can make a fundamental difference to life chances, but only if the child receives high quality early education at a young enough age.
6. School readiness is a concept of how prepared a child is to succeed in statutory education. With no clear consensus on a definition, it is widely recognised that all those who have contact with a child in their early years has an impact on their readiness for learning, including midwives, health professionals, children centres and early years providers. Parents and carers have the greatest impact as primary carers and educators.
7. Currently the good level of development (GLD) is used to assess a child's readiness to access formal learning and children are defined as having reached a GLD at the end of the Early Years Foundation Stage if they have achieved at least the expected level in the early learning goals in the prime areas of learning (personal, social and emotional development, physical development and communication and language) and in the specific areas of mathematics and literacy.

National Context

8. Early Years education and childcare has traditionally received a considerably lower profile in the media and in political debate than education for school-age children. However, early education and increased access to high quality early education and care are now key priorities, in order to improve educational outcomes for young children and to remove barriers for parents accessing work.
9. Government Early Years statutory duties are as follows:
 - a) 15 hours of free childcare for all 3 and 4 year olds
 - b) 15 hours of free childcare for eligible 2 year olds (Free School Meal (FSM) eligible)
 - c) Early Years Pupil Premium for children aged 3 and 4 years eligible for FSM
 - d) Looked After Children (LAC) Pupil Premium for all LAC of pre-school age.
10. As a result of the recent spending review, the Government has confirmed that they will continue to fund the 2 year childcare entitlement for disadvantaged children. The Government also announced the introduction of a new national funding formula for schools, high needs and early years. A detailed consultation will be launched in 2016 with the intention to implement the new formulae in 2017-18. It is not yet known what the impact of this will be for the 2017-18 Early Years local funding formula.
11. Central Government will be introducing 30 hours of free childcare for 3 and 4 year olds from September 2017. This will be offered in some local authority areas from September 2016 through the Early Implementer Programme to which the Council has applied.
12. All 3 and 4 year olds will continue to benefit from 15 hours a week of early education. The additional 15 hours will be available to families where both parents are working (or the sole parent is working in a lone parent family), and each parent earns a weekly minimum equivalent to 16 hours at national minimum wage or living wage, and less than £100,000 per year. 'Working' will include employed and self-employed people. Families where one parent does not work (or neither parent works) will not be eligible for these additional hours.

The Early Years Improvement Plan 2015 - 17

13. The Early Years Improvement Plan 2015-17 builds on previous success and seeks to address some of the issues identified to improve life chances for some of the most vulnerable children in the County.
14. The Plan is attached as **Appendix 1**. The Plan includes the following four priorities with supporting outcome indicators.
15. **Priority 1:** Ensure that early childhood services are working effectively together to provide early help for children and families to meet identified need.
 - a. providers are knowledgeable and effective in identifying and assessing needs of the 0-5 years population across Nottinghamshire
 - b. more vulnerable families and children have their needs met through effective engagement with Children Centre Services

- c. children and families experience seamless interventions and services from Health Visiting and Children Centre services
 - d. more children are identified earlier with development delay and are offered appropriate early support
 - e. more eligible children are identified for early education places
16. **Priority 2:** Ensure there are sufficient, sustainable, high quality, inclusive and safe early education and childcare provision
- a. children and families in disadvantaged areas have access to sufficient and sustainable early education and childcare places
 - b. children and families have access to high quality Early Years provision
 - c. children with additional needs have their needs effectively met through early education support
 - d. children are effectively safeguarded
17. **Priority 3:** Improve school readiness, especially those children most vulnerable
- a. all stakeholders have a shared understanding of School Readiness
 - b. more children achieve a good level of development, including those most vulnerable, i.e. those in receipt of FSM, are LAC, or EAL, SEND, boys and children of teenage parents
 - c. children have a good home learning environment
 - d. children's progress is effectively tracked
 - e. all children, particularly LAC, FSM, and English as an Additional Language (EAL) children are effectively supported upon transition
18. **Priority 4:** Effective Parental engagement
- a. parents are better informed about services available for them and their child/family
 - b. parents are supported to prepare their child/ren for learning
 - c. parents are effectively supported as their child moves between settings
 - d. parents have access to volunteering opportunities that support their child's/own learning
 - e. parents have access to opportunities to inform and influence service design and delivery

Other Options Considered

19. No other options have been considered as this plan delivers on the statutory duties of the Local Authority and is developed in partnership with early years providers and advisors.

Reason/s for Recommendation/s

20. The Early Years Improvement Plan sets out actions required to ensure the Council meets its statutory obligations and continues to improve outcomes for young children and their families.

Statutory and Policy Implications

21. 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 services), the public sector equality duty, safeguarding of children and adults at risk, 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

22. The delivery of the Government's initiative to increase access and uptake of childcare provision for 2, 3 and 4 year olds requires additional childcare places. This may result in a requirement for additional funding for one off capital costs; for example, improvements to a classroom to support schools planning on lowering their age range. This will need to be kept under review as there is no local funding available to meet these costs.
23. It is currently unclear what resources will be made available by the Government when the increased 30 hours of free childcare for 3 and 4 year olds is launched in September 2017. It is also unclear if local authorities who are successful as an 'early implementer' will receive any additional funding.

Safeguarding of Children and Adults at Risk Implications

24. With more children taking up their childcare entitlement, safeguarding practice has become more important for many Early Years providers who have sought additional support. A safeguarding self-evaluation tool has been welcomed widely by the sector, together with stronger links established with the Local Authority Designated Officer and Children Centres.
25. Safeguarding training and events will continue to be promoted to all Early Years providers, including the Prevent duty and the new responsibilities placed on all Early Years providers.

Implications for Service Users

26. Service users will be able to access a wider range of high quality childcare provision to enable them to access increased employment opportunities.

RECOMMENDATION/S

- 1) That the Committee approves the proposed Early Years Improvement Plan 2015-17 (attached as **Appendix 1**)

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

For any enquiries about this report please contact:

Jude Burgess
Team Manager, Performance and Quality
T: 0115 9773251
E: jude.burgess@nottscc.gov.uk

Constitutional Comments (LM 08/01/16)

27. The recommendations fall within the Terms of Reference of the Policy Committee.

Financial Comments (SS 11/01/16)

28. The financial implications of the report are contained within paragraphs 22 and 23 above.

Background Papers and Published Documents

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

Nottinghamshire Childcare Sufficiency Assessment, May 2015.

Nottinghamshire Early Years Improvement Plan 2015-17 – report to Children and Young People’s Committee on 18 January 2016

Electoral Division(s) and Member(s) Affected

All.

C0766

EARLY YEARS IMPROVEMENT PLAN September 2015 - August 2017

Priority 1: Ensure that early childhood services are working effectively together to provide early help for children and families to meet identified need

Outcome	Key Tasks	Milestone	Measure of success
Providers are knowledgeable and effective in identifying and assessing needs of the 0-5 population across Nottinghamshire	Contribute to the development of the Joint Strategic Needs Assessment	January 2016	Completion of the Early Childhood Joint Strategic Needs Assessment
	Data analysis workshops for key partners	August 2016 2017	Joint Strategic Needs Assessment, Early Years Foundation Stage Profile and Child Poverty data analysis effectively informs county and local providers and shows demonstrable improvement to outcomes of children Early Years Foundation Stage Profile results
More vulnerable families and children have their needs met through effective engagement with Children Centre Services	Children Centres effectively support vulnerable children and families with sustained engagement	From April 2016	Successful delivery of children centre outcomes framework
	Children Centres to work with Family Nurse Partnership to encourage teenage parents to access Children Centres services		
	Establish clear Interface between early years sector and the new Family Service and Children's Social Care	From Nov 2015	Feedback from early years practitioner showing Increased confidence in use of early help processes Early Help data set
Children and Families experience seamless interventions and services from Health Visiting and Children Centre services	Review opportunities to identify vulnerable children via an integrated Healthy Child Programme pathway for Health Visitors and Children Centres	April 2016	Successful practice alignment

	Successful commissioning of the Healthy Child Programme	March 2017	Procurement of the Healthy Child Programme includes representation from Children Centre Commissioners. Commissioned contract for HV/SN aligns effectively with Children Centres contract Service specifications for Children Centre and Healthy Child Programme have elements of integration
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Outcome	Key Tasks	Milestone	Measure of success
More children are identified earlier with development delay and are offered appropriate early support.	Implement and monitor the effectiveness of the Integrated Review	April 2016	Successful implementation Parents feedback
	Assess for first language development of all English as an Additional Language (EAL) children on entry	August 2017	All EAL with additional needs are identified and offered support
	Trial new way of working to meet needs of children with language delay	August 2017	Language outcomes as measured by the standardised language use inventory assessment. Parent satisfaction
	Monitor effectiveness of practice alignment between Children Centres Speech and Language Therapist (SLT) and Specialist SLT service	August 2017	Children continue to benefit from seamless SLT services.
More eligible children are identified for early education places	Review, revise and share practice to increase take up, informed by regional learning, through the local leaders for 2 year places	Ongoing	Increased sustained take up of 2 year places
	Health Visitors to promote benefits of early education, and identify children potentially eligible for early education place at 2 years at the two year check	Annual review (August 2016, 2017)	More eligible children are accessing their early education place. Take up rates of early education places by eligible 2 year olds

	Children Centres actively promote and support sustained take up of early education places	August 2017	Increased take up rates of cared to learn grant by teenage parents Successful delivery of the Children Centres outcomes framework
	Implement and promote the Early Years Pupil Premium	Eligibility checker tool in place by Oct 2015	Increased number of 3 and 4 year old children identified and accessing Pupil Premium funding

Priority 2: Ensure there are sufficient, sustainable, high quality, inclusive and safe early education and childcare provision

Outcome	Key Tasks	Milestone	Measure of success
Children and Families in disadvantaged areas have access to sufficient and sustainable early education and childcare places.	Complete capital developments for 2 year olds	Completed on time and in budget by March 2016	Capital developments are completed on time and in budget. Capital developments evidence increased places in localities where childcare sufficiency is poor.
	Work with School Place Planning, to undertake annual Childcare (and Early Education places) Sufficiency Assessment	January 2016	Data is sufficiently robust to inform future planning for early years places.
	Prepare for implementation of extended hours for 3 & 4 year olds	Implementation of pilot 09/2016	Successful application Supply meets demand Parents satisfaction
	Ensure local provision is funded appropriately by keeping abreast of the review of the national Early Years Single Funding formula	March 2017	Sustain levels of provision
	Establish effective audit arrangements re the provider agreement.	August 2017	Majority of providers audited are compliant with the requirements of the Provider Agreement for EEF. Actions identified and monitored to ensure compliance where necessary
	Establish clear working arrangements with the newly established Childminding Agency - @Homechildcare	April 2016	Childminders feedback they are effectively supported Ofsted rating
Children and Families have access to high quality Early Years provision	Review annual conversation process for Children Centres and early years providers	December 2015	Annual Conversation RAG (Red, Amber, Green) ratings Ofsted results
	Implement quality improvement processes through locality based Early Years Quality and Attainment Team	August 2017	More early years provision is Ofsted rated as Good or Outstanding Provider Network referrals
	Prepare and deliver a comprehensive annual workforce development plan that is cost recoverable	April 2016	Annual Plan Sold service offer in place

Outcome	Key Tasks	Milestone	Measure of success
	Provide information, advice and guidance re new Common Inspection Framework	Autumn/Spring terms	Feedback from Early Years providers Ofsted inspection reports
	Develop joint working arrangements with Teaching schools, Early Childhood Services and Education Improvement Service	December 2015	Common understanding of roles and responsibilities Network established with Teaching schools
	Produce termly newsletters to update the sector on key national/local policy developments	Autumn, Spring, Summer terms	Three newsletters produced. Positive feedback from sector
	Deliver support and guidance through Language Lead Networks.	August 2017	Attendance at Language Lead Networks Numbers of accredited Language Leads
	Maintain number of accredited Language Leads		
	Assessment of complaints to inform action planning for improvement	Quarterly	Reduction of complaints by parents and carers re PVI provision. All complaints have associated improvement plans
Children with additional needs have their needs effectively met through early education support	Support and contribute to the Council's Ofsted inspection of SEND services	August 2017	Successful inspection report
	Deliver support and guidance through SENCo networks and training programmes	August 2017	Needs met, expected outcomes achieved Parental feedback
	Review increased needs/demands for additional support and future resourcing inc DCATCH funding (Disabled Children's Access To Child Care)	August 2017	Extension of provision for two year olds and 30 hours aligned to DCATCH budget
	Provide advice and training on teaching and learning for EAL children	ongoing	Feedback from Providers
Children are effectively safeguarded	Establish local 'Safer Settings' networks to strengthen safeguarding practice	August 2017	Increased confidence and skills of providers.
	Ensure available training and information reflects NSCB (Notts Safeguarding Children's Board) requirements	August 2017	Providers have up to date policies and procedures in place to safeguard children (in line with Ofsted & NSCB requirements)??
	Provide inclusion and equalities training, including British Values and the Prevent Duty	August 2017	Feedback form early years providers Ofsted reports
	Monitor use of EY Safeguarding Tool	August 2017	Providers evidence effective safeguarding practice. Fewer concerns raised by Ofsted

Priority 3: Improve school readiness, especially those children most vulnerable

Outcome	Key Tasks (SMART)	Milestone	Measure of success
All stakeholders have a shared understanding of School Readiness	Produce statement to describe readiness for learning for under 4's	April 2016	Shared definition and understanding across Early Childhood Services and parents Leaflet published and used
	Produce NCC pledge of commitments Toolkit devised for county use	February 2016	Pledge produced and promoted to parents and partners
	Develop training on Child development and effective Early Years Pedagogy widely available	August 2017	Clear exemplars of good practice that supports school readiness/use of EYPP available/promoted for use by practitioners
	Dissemination of new e-learning focusing on child development	August 2017	
	Contribute to local initiatives such as Early Years Hubs, Closing the Gap projects	August 2017	Pilot evaluations
More children achieve a good level of development, including those most vulnerable, ie those in receipt of FSM, are LAC, or EAL, SEND, boys and children of teenage parents.	District analysis of EYFSP to effectively target action to meet local need	November 2016	Narrowing the % gap for all identified vulnerable groups to be similar or better than national. in children in households eligible for FSM (free school meals), LAC (Looked After children), EAL, SEND, children of teen parents, achieving a good level of development and/or making good progress from their starting point Successful delivery of localised Attainment plans Successful delivery of children centre outcomes framework
	Delivery of children centre outcomes framework	August 2017	
	Monitor the impact of the Early Years Pupil Premium through early years tracking systems	August 2017	% of children achieving a good level of development at end of EYFS – at least national
	Identify all LAC children in EYFS and ensure information is shared with all relevant partners	August 2017	Successful delivery of the LAC strategy

Outcome	Key Tasks (SMART)	Milestone	Measure of success
	Ensure all identified children have a PEP in place	August 2017	Needs of LAC identified and appropriately addressed through effective multi-agency working. Parents/Carers feedback
	LAC children are supported to take up their early education places where it is appropriate to do so	August 2017	
	Provide training/support to Social workers to work with Early Years providers to complete EYFS Personal Education Plan(PEP)	August 2017	
	Support early education providers through Continuous Professional Development to track and improve progress of LAC children	August 2017	
	Ensure appropriate arrangements are in place to effectively support LAC on transition between settings	August 2017	
	Provide advice and training on working with EAL children including assessment, planning and tracking progress	August 2017	Children with EAL make good progression from their starting point
	Effective delivery of Home Talk and Children's Centre SLT	August 2017	Home Talk goals NCFP SLT outcomes
	Support delivery of Everyone Health	August 2017	Improved attainment levels for boys
	Promote active outdoor education	August 2017	Improved Body Mass Index
	Establish a multiagency response to review and implement the continence and enuresis policy for schools and early years	August 2017	More children are dry on entry to school
	Use local networks to promote and support best practice across the early years sector	ongoing	Increased confidence of Leaders, Managers and Children Centre Coordinators in early Intervention and tracking of cohorts, self-evaluation of teaching and learning in their provision. Shared expertise through district networks and peer to peer focus on "strong visionary leadership"
Children have a good home learning environment	Support early years providers to promote home learning and parents role as prime educators	August 2017	Parents' confidence in creating effective home learning environments

Outcome	Key Tasks (SMART)	Milestone	Measure of success
	Explore/expand best practice such as REAL, Early Words, Home Learning Environment Index tool	August 2017	
	Roll out Let's Play	August 2017	
	Roll out ELKAN		
Children's progress is effectively tracked.	Work in-conjunction with CAPITA to further develop the Early Years tracker.	April 2016	Successful development of a local tracking tool linked to council processes Effective evidence of the impact of the use of EYPP. Schools are better informed about the children who enter the foundation stage
All children, particularly LAC, FSM, and EAL children are effectively supported upon transition	Establish linked teacher by district to Virtual Head-teacher	August 2017	All carers of LAC report, through the PEP, and (%) of parents of two year olds, a positive experience upon transition
	Co-produce good practice guidance on transition to share with parents/partners		Schools report an increase in children ready to learn on entry Parent feedback

Priority 4: Effective Parental Engagement			
Outcome	Key Tasks (SMART)	Milestone	Measure of success
Parents are better informed about services available for them and their child/family	Review commissioning arrangements for Family Information Service	January 2016	Future service is secure with performance management arrangements in place which evidence progress and impact
	Develop consultation plan to gauge levels of parental satisfaction	August 2017	Parental satisfaction levels
	Development of high level communications plan which will include work with the NCC Digital First team to update/maintain NCC Early Years webpages and the Notts Help Yourself website	Annual review (August 2016, 2017)	Website information is updated on a regular basis and reviewed quarterly Annual review of communications plan
Parents are supported to prepare their child/ren for learning	Develop a NCC Pledge	May 2016	Parents feedback regarding knowledge/confidence Increased take up of early education places
	Home learning environments – inc ELKAN, and Let's Play	May 2016	Results of SLT research study into impact of ELKAN course on home learning environments
	Implement the Family and Parenting Strategy	August 2017	Successful delivery of the strategy
	Implement comprehensive marketing strategy to promote value of early education places for eligible two year olds, including use of social media	August 2017	Increased take up of 2 year old places
Parents are effectively supported as their child moves between settings	Develop good practice guide around transition	August 2017	Feedback from parents
Parents have access to volunteering opportunities that support their child's/own learning.	Promote opportunities available to parents across the early years sector through district Early Years Attainment groups	August 2017	Parents feedback that they are informed and supported to access local volunteering opportunities
Parents have access to opportunities to inform and influence service design and delivery.	Implementation of children centre core offer	August 2017	Successful delivery of the Children Centres outcomes framework
	Develop consultation plan to gauge levels of parental satisfaction.	August 2017	Parental satisfaction

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

1. This report seeks approval of the proposed policy for the 2016/17 financial year in respect of those post-16 students following courses in educational institutions other than schools.

Information and Advice

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

them to determine a policy under which no financial support would be offered to these students. Local authorities are not held to be fettering their discretionary powers as long as they make such an annual 'determination' before 31 March of the year preceding the financial year to which the determination applies.

7. Committee must therefore determine, before 31 March 2016 in respect of the financial year 2016/17, how to exercise the power granted by the regulations to make post-compulsory education awards. There are three options:
 - (a) to make no such awards in any circumstances and not make any provision for considering applications; or
 - (b) to make such awards generally and consider applications from all students; or
 - (c) to make such awards only in respect of certain groups or categories of students.
8. The transfer of the functions of the County Council's Student Finance Service to the national provider Student Finance England with effect from 31 March 2011 meant that there was no longer an obligation upon the County Council to consider requests for funding from higher education students following non-designated courses, or in other specific circumstances, such as transfers of course or repeat periods of study.
9. Colleges of further education and universities receive funding to provide financial support for students on full-time courses. It is therefore proposed that the County Council should determine not to make any awards in any circumstances to further education (FE) and higher education (HE) students, and not to make any provision for considering applications, other than for children and young people for whom the Council acts as corporate parent as described in paragraph 11 below.
10. The national scheme of Education Maintenance Allowances closed to all students studying in England at the end of the 2011/12 academic year. The annual allocation of Learner Support Funds allocated to the County Council by the YPLA to assist students in post-16 education in schools was withdrawn with effect from the end of the 2010/11 academic year. They have been replaced by the 16-19 Bursary Fund, administered by schools, colleges and training providers. There are also other sources of funding for post-16 students, such as the 16-18 Residential Bursary. It is therefore proposed that the County Council should determine not to make any awards in any circumstances to post-16 students in schools, and not to make any provision for considering applications.
11. The Council reserves the right, in its role as the corporate parent for those children and young people within its care, to make an award to such children and young people where there are exceptional circumstances. Such an award will only be made when approved by the Service Director with responsibility for Children's Social Care.

Other Options Considered

12. It is open to the County Council not to make a determination under the regulations. This would mean the Council would have to consider any applications for financial assistance on their individual merits or through a specific scheme of support. In either case additional

budget provision would have to be made available to underpin such arrangements but this is not regarded as a funding priority for the Council at the present time.

Reason/s for Recommendation/s

13. As explained in the report, if it is to limit the use of its discretionary powers to offer support to students entering school sixth form, further education college courses or non-designated courses of higher education in the 2016/17 financial year, the County Council has to make an annual 'determination' by 31 March 2016 in accordance with the Local Education Authority (Post-Compulsory Education) Awards Regulations. In recent years the County Council has made such a determination each year, reflecting the fact that it no longer has any specific budget provision available for new cases that fall to be considered under these discretionary powers. A survey in 2011 of 14 local authorities around the country found that none of them made awards to these students and had not done so for many years.

Statutory and Policy Implications

14. This report has been compiled after consideration of implications in respect of finance, the public sector equality duty, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below.

Implications for Service Users

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

Financial Implications

16. The draft budget for Children and Young People's Services for 2016/17 anticipates that a determination will be made as recommended in this report.

RECOMMENDATION/S

- 1) That Committee determines that during the year 1 April 2016 – 31 March 2017 Regulation 3 (1) of the The Local Authority (Post-Compulsory Education Awards) Regulations 1999 shall not apply to Nottinghamshire County Council and that in consequence the County Council will have no powers to make post-compulsory education awards to post-16 students entering new courses in schools or in further or higher education in 2016/17 in any circumstances, other than for those children and young people for whom the Council acts as corporate parent.

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

For any enquiries about this report please contact:

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

Constitutional Comments (LM 11/01/16)

17. The recommendations fall within the Terms of Reference of the Policy Committee.

Financial Comments (SS 11/01/16)

18. The financial implications of the report are contained within paragraph 16 above.

Background Papers and Published Documents

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

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

Financial support for students in post-16 education – report to Children and Young People’s Committee on 18 January 2016

Electoral Division(s) and Member(s) Affected

All.

C0765

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

INTEGRATING SOCIAL CARE AND HEALTH IN NOTTINGHAMSHIRE

Purpose of the Report

1. The purpose of the report is to provide an update on the integration of social care and health across Nottinghamshire. The report:
 - a) describes the national policy and legislative landscape for the integration of health and social care
 - b) identifies the possible benefits and risks arising from integration for social care
 - c) identifies progress in planning and implementation to date
 - d) identifies some of the future implications for the County Council.

Information and Advice

National legislation and policy

2. More people are living longer and there are more people with disabilities who need care and support. Social care provides support, care and safeguards for those people in our communities who have the highest level of need, and for their carers. Good care and support transforms lives, helping people to live good lives, or the best they can, in a variety of circumstances. It enhances health and wellbeing, increasing independence, choice and control.
3. Closer integration between health and social care is a fundamental part of national policy to promote health and wellbeing, deliver better outcomes for service users and promote ease of access. It is as much about integrating parts of the health service, such as hospitals, community health providers and General Practice, as it is about integrating health with social care. National and international evidence does not yet offer any robust research to show that integration will deliver the level of savings required across the whole system. Nevertheless, there is a national and local move to integration, and the County Council is a key player.
4. Integration is not a new policy issue, however, recent drivers have set out clearer expectations in relation to scale and pace. Current key drivers on integration are: the Care Act 2014; the Better Care Fund; the NHS Five Year Forward View and the 2015 Challenge Manifesto. In March 2015, the national Association of Directors of Adult Social Care (ADASS) published 'Distinctive, Valued, Personal. Why Social Care Matters: The Next Five Years'. This outlined the necessary steps to ensure a safe, secure and joined up personalised care and health system for older and disabled people.

5. The 2015 determination of the Greater Manchester Health and Social Care devolution paved the way for announcements of the Government's commitment to devolving power across the country. The Policy Committee has been involved in detailed deliberation of the national policy and proposals in relation to devolution. As part of the reforms there is the potential for greater devolution of health responsibilities, particularly in the context of the integration of health and social care. That said, these developments are at early stages compared to the current joint working across Nottinghamshire.

Spending Review and Autumn Statement 2015

6. The Spending Review confirmed that the NHS will receive £10 billion more in real terms by 2020-21 compared to 2014-15. The focus is on ensuring that everyone will be able to access services in hospitals 7 days a week and GP services in the evenings and weekends, resulting in faster diagnosis, more effective treatment, greater choice of services and improved rates of hospital admission avoidance.
7. The Spending Review creates the local option of a social care precept (2% increase in Council Tax above the existing threshold), available for local authorities which are responsible for adult social care.¹
8. The Government has reinforced it is committed to introducing the Dilnot reforms to social care, which extends support to a wider range of people in paying their care costs. It was the original intention to introduce these reforms, which are part of the Care Act, by April 2016. The cap on care costs and extension of means tested support will now be introduced and funded from April 2020. The deferred payments scheme already means that no one will be forced to sell their home in their lifetime to pay for care.
9. The previous (2013) Spending Review established the Better Care Fund (BCF). The BCF is intended to drive the integration of funding for health and social care, and enable services to be commissioned together. In 2015/16 the NHS and local authorities in England shared £5.3 billion in pooled budgets. The Spending Review states that '*The Government will continue the Better Care Fund, maintaining the NHS's mandated contribution in real terms over the Parliament. From 2017 the government will make funding available to local government, worth £1.5 billion in 2019-20, to be included in the Better Care Fund.*'² The majority of this funding is back-loaded and coupled with a reduction in government grants of 30% in 2016/17, creates significant additional pressures over the next two financial years.
10. The BCF has set the foundation, but Government has indicated its intentions to move further and faster to deliver joined up care. The Spending Review states that: '*by 2020 health and social care are integrated across the country. Every part of the country must have a plan for this in 2017, implemented by 2020. Areas will be able to graduate from the existing Better Care Fund programme management once they can demonstrate that they have moved beyond its requirements, meeting the government's key criteria for devolution.*'³ This links emerging plans for integration with devolution.

¹ HM Treasury, Spending Review and Autumn Statement 2015, Paragraphs 1.107 and 1.108

² HM Treasury, Spending Review and Autumn Statement 2015, Paragraph 1.110

³ HM Treasury, Spending Review and Autumn Statement 2015, Paragraph 1.112

11. Following the Spending Review '*Delivering the Forward View: NHS planning guidance 2016/17 – 2020/21*' was published. The planning guidance requires that health and care systems come together to create their own ambitious plans for implementing the Forward View in the form of Sustainability and Transformation Plans (STP). STPs will be overarching strategic plans covering the period between October 2016 and March 2021. These plans will be submitted nationally in June 2016 and will be formally assessed in July 2016. They must include better integration with local authority services, (including but not limited to prevention and social care) and reflect health and wellbeing strategies. The STP will need to create a clear overall vision with an associated place based plan for the area. Clinical Commissioning Groups (CCGs) have also been asked to consider their "geographies" for sustainability and transformation and make proposals to NHS England by 29 January 2016. This should be determined by taking into account existing natural communities, existing working relationships, scale of transformation ambition and requirement, public health programmes, the fit with other footprints, for example plans to become paper free through use of new technology, other units of planning and collaborative commissioning arrangements.
12. As part of the Transforming Care Programme, plans are being submitted to the Department of Health and NHS England (NHSE) to improve services for people with learning disabilities. This follows the publication in December 2012 of the Department of Health's report *Transforming care: A national response to Winterbourne View Hospital*, which outlined a programme of action to transform learning disability services. Subsequent reports, including *Transforming Care for People with Learning Disabilities – Next Steps*, published in January 2015, have acknowledged the joint work undertaken to date across the NHS and local authorities to improve services. However, these reports outline the need for further transformation of services for people with learning disabilities and/or autism, including people with mental health needs and people who display challenging behaviour. The objective is for local authorities and NHS commissioners to further develop and strengthen community based services, and to reduce reliance on long stay in-patient beds and close a proportion of the in-patient facilities. The Nottinghamshire health and social care communities, including Nottingham City, have been identified as one of five fast track areas required to develop their plans to transform local learning disability services.
13. At the end of October 2015, NHSE, together with the Local Government Association (LGA) and ADASS, published '*Building the Right Support*', a national plan and service model for people with learning disabilities and/or autism spectrum disorders. All health and social care communities across the country are required to transform their learning disability services in line with the new service model. The Nottinghamshire Transforming Care Partnership (TCP) consists of the County Council, the six county CCGs, the City Council, the City CCG and NHSE Specialised Commissioning. The TCP has had its plan approved by NHSE and has commenced implementation of the plan, with a view to pooling the health and social care budgets.
14. The Government does not intend to impose a national model of integration and accepts that integration will vary according to local need and history. Some parts of the country are already demonstrating different approaches, which reflect models that the Government supports. These include:
 - Devolution deals (such as Greater Manchester)

- Joining up health and social care across a large urban area
 - Accountable Care Organisations (such as Northumberland) with a single partnership responsible for meeting all health and social care needs
 - Lead Commissioners, such as the NHS in North East Lincolnshire which is spending all health and social care funding under a single plan.
15. Nationally, the transformational work in Nottinghamshire has been recognised. Nottinghamshire was the only two tier Council to be a fast track site for the Better Care Fund, the South and mid-Notts areas are Integration Pioneers and three Vanguard sites are running across the County. The Vanguard sites are leading on the development of the new integrated models of care, set out in the NHS Five Year Forward View and were selected following a rigorous process. In Rushcliffe, a local partnership is developing a multi-speciality care provider (MCP) in primary care. Mid-Nottinghamshire is developing a primary and acute care system (PACS) and Nottingham City is implementing 'enhanced health in care homes. This aims to provide better, joined-up health, care and rehabilitation services for older people in residential and nursing care. This range of initiatives provides many local opportunities to share learning and link into the national networks and support.

Integration – models, benefits and risks

16. A Members workshop was held on 1 June 2015 at which key considerations regarding integration were identified. These included:
- Balancing strategic consistency and economies of scale with local need
 - Maintaining the Council's statutory duties and underpinning social care principles
 - Performance
 - Workforce
 - Leadership
 - Finance
 - Governance.
17. Based on this work, a set of guiding principles for integration has been agreed (attached as **Appendix 1**). The establishment of a Members Reference Group to drive local integration were approved by the Adult Social Care and Health Committee on 29 June 2015, underpinned by these principles.

Models of integration

18. Integration can take many forms and be applied to both the direct frontline provision of services, strategic commissioning and contractual arrangements. It is important to fully appraise all the options, in order to identify the most proportionate and least resource intensive way of achieving the desired benefits of integration. At its simplest, integration can be about aligning and/or co-locating services to better deliver jointly agreed objectives. It can also involve significant movement of staff and other organisational changes. It can also include the delegation of functions from one organisation to another, pooling of budgets and/or the establishment of a separate vehicle to deliver these functions. Under any circumstances responsibility for social care duties as set out in the Care Act and other legislation remains with the local authority.

19. NHS models of integration have their main focus on joining up the work across health providers, for example, acute hospitals, community health providers and General Practice. This is because many of health's key objectives, such as shifting treatment from within acute hospitals into the community and avoiding hospital admissions, require commitment and action from more than one health provider (and often social care as well). Part of the work of the Vanguard sites is to explore new types of contracts and payment mechanisms. The aim is to move away from the current system, which pays providers based on the number of treatments they provide, to payment based on the outcomes, for example, reducing the local rate of hospital re-admissions. National NHS models strongly promote a focus on new financial payment mechanisms and contracts as important pre-requisites to transformation and integration. As yet the models do not sufficiently address or evaluate how they will benefit social care, or enable and improve the delivery of social care's different system, which is based on highly personalised care and support to individuals.
20. The current landscape for strategic commissioning and service delivery across the County adds complexities to partnership working and the resources required to do this. There are multiple levels of governance presently across Nottinghamshire, with the County and City Councils, seven Clinical Commissioning Groups (CCGs), three acute trusts, a mental health trust, two community providers and seven District Councils. Recently, three transformation Planning Areas have emerged to drive the local plans; South Notts; 'Better Together'; mid-Notts and Bassetlaw.
21. Nottinghamshire's Clinical Commissioning Groups are considering different integrated models at a different pace. The Council's guiding principles have been key to ensuring a consistent message across the three areas. They are helping to ensure that the Council can sustain the quality of its delivery of social care, retain economies of scale (whilst responding flexibly to local need) and avoid fragmentation of services. Some countywide services already deliver excellent outcomes, such as the Customer Service Centre and Adult Access Team, (which resolve 70% of all incoming contacts to the Department). The Council's current position is not to change such arrangements unless it is assured that any new model is cost effective and able to deliver improved outcomes. Equally, it may be that it will be better and more sustainable to continue to deliver some specialised services on a countywide basis, for example, the Deprivation of Liberty Safeguards (DoLS) Service.
22. Although the three Planning Areas are geographically different and the needs of residents may vary, the suggested models for service delivery do have common themes. These common themes are to establish:
 - proactive GP led care of the over 75's and patients at risk of admission
 - local multi-disciplinary teams (social workers, GPs, nurses, therapists, voluntary sector)
 - systematic profiling of the local population and targeting of services at people most at risk
 - new models for community services
 - prevention, early intervention, information and advice services that can evidence they support people to maintain their independence; and voluntary sector support to encourage people to become more self-reliant by developing skills to manage their own health and care.
23. Structural re-organisation and formal financial arrangements, such as pooled budgets, can be important enablers. These require resources to implement and should only be

progressed once it has been determined that the desired outcomes cannot be delivered in a simpler way. An incremental approach is being taken locally by social care, working with health partners to scrutinise national new models on their ability to meet both social care and health needs and those of the Council. Where necessary, models are being tailored and adjusted to avoid rushing into a one-size fits all approach. The work is further guided by learning from successful models of integration, which suggests that they should incorporate:

- an agreed unified vision, based on the benefits of local people
- jointly agreed outcomes
- robust governance arrangements
- aligned funding, structure and levers
- agreed geography
- cultural change
- co-production of changes with local people.

Governance

24. The Council's governance arrangements are set out in the constitution. These are discharged through Elected Members and officers, within a scheme of delegation. Social care functions and responsibilities of the Council can be contracted to a different organisation but the decision-making and accountability for its social care duties (as set out in the Care Act 2014 and other key legislation) remains with the Council.
25. In considering any options for integrated models, Members must be assured that there is a robust and transparent process of governance in place which provides the Council with oversight of activity, quality, scrutiny of outcomes, workforce issues and financial assurance.

Strong leadership of social care

26. Previous experience of seconding staff under health management has sometimes resulted in a loss of focus on core social care priorities and dilution of professional support for staff. For these reasons, staff in the Council's mental health teams, previously seconded into integrated teams were then returned to the Council's direct line management. Structural change and re-organisation can be enablers to achieve improved outcomes, but in themselves are often not solutions. Any such integration of this nature should only be made under the conditions that:
 - a) social care's distinctive role is visible and valued
 - b) there is the ability to retain professional accountability for staff including statutory roles
 - c) existing transformation programmes and new approaches in social care can be driven at pace
 - d) there are strategies in place to manage demand and promote independence across organisational boundaries.

Financial Considerations

27. The total spend across the County of Nottinghamshire is made up of an approximate £1.339 billion base budget of the Clinical Commissioning Groups for health services and

£206 million base budget for Nottinghamshire County Council for adult social care. A prerequisite to integration is an agreed financial allocation model across the Planning Areas.

28. This model must support the effective management of social care budgets within a system where the majority of spend is managed through individually commissioned packages of care (personal budgets). Pooled budgets between commissioners could be a key enabler to deliver change in a financially transparent way, provided that:
- social care spend is effectively tracked and monitored
 - a proportionate amount of the Council's current and future savings are delivered
 - funding flows mirror the shift of services from acute to community bases
 - arrangements for capitated budgets paid based on outcomes fit alongside a system of individually commissioned personal budgets and maintain the volume and diversity of social care providers within the market
 - work is undertaken to identify which of the Council's statutory provisions underpin any pooling arrangements
 - the Council retains its ability to charge for its service and maintain income levels
 - Accountable Body arrangements do not negatively affect the Council's VAT arrangements
 - if a separate pooled budget is required then the relationship with the BCF and the Health and Wellbeing Board needs clarifying.
29. It is important that as transformation plans move forward, a baseline of the local social care budgets and activity is established. Partnerships will need to ensure that funding can follow any increased demand on social care which results from treating more people with more complex needs in the community. Equally, the financial model must be flexible enough to share the benefits of savings made in one part of the system (hospitals) across all of the system, so as to avoid cost-shunting.

Progress highlights to date in the 3 transformation Planning Areas

30. Since the establishment of the six Clinical Commissioning Groups, the Council has had greater influence over the development of local health services through representatives of the local District teams on their respective Urgent Care Working Groups and local integrated care teams. Local System Resilience Groups (SRGs) have similarly enhanced the ability to respond quickly with health partners to rapidly developing issues such as winter pressures and hospital black alerts. In addition providers such as homecare increasingly work within a geographical district and are being engaged in their local urgent care systems.

Mid-Nottinghamshire 'Better Together' partnership:

- a) The Better Together partnership has a jointly agreed five year vision, associated plan (due for refresh in 2016), a jointly agreed outcomes framework and a governance structure. Key elements of the strategy include:
- Local Integrated Care Teams (LICTS) These 8 teams each have a social worker employed within the team. They commenced in December 2015

- Self-Care Hub based at Ashfield Health and Wellbeing Village commenced in July 2015
 - Transfer to Assess schemes to support hospital discharge
 - Call for Care (a service focussed on avoidable hospital admissions). This commenced at a restricted level in November 2015. The aim is to include social care pathways from April 2016
 - Specialist Intermediate Care Teams and Crisis Response (SICT) (not yet implemented).
- b) The Council has longstanding coterminous services with the District Councils, and shared arrangements for services such as supported living/extra care. One example of innovative and integrated working focussed on accelerated discharges from hospital is a pilot project with Mansfield District Council. A named Housing Officer works alongside health and social care staff at King's Mill Hospital as part of the discharge service and is able to offer solutions to issues such as inappropriate housing, and homelessness.
- c) On 2 November 2015, the Adult Social Care and Health Committee gave approval for the Council to be a signatory to a Memorandum of Understanding (MoU). The MoU commits partners to develop an Alliance Agreement contract that will support delivery of the Better Together programme objectives. The aim is to have an approved Alliance Transition Agreement for April 2016. A Memorandum of Understanding has been agreed which sets out how partners will work together to complete this. This will run in shadow form for one year, whilst further work is progressed during 2016/17 to develop the more detailed aspects of the Alliance. The key issues being explored currently include:
- Governance arrangements
 - Membership of the Alliance, including social care representation, District Council involvement and levels of membership with associated responsibilities
 - Principles that will shape the risk and reward mechanism
 - The nature of the outcome-based contracts to be awarded to NHS providers in 2016/17.

Bassetlaw Integrated Care Board:

- a) Partners in Bassetlaw have established an Integrated Care Board. A new model of integration has recently been proposed, which is to develop an Accountable Care Partnership across the District. In addition, a consortium of GP practices in Bassetlaw has applied to become a "Primary Care Home" model of integrated care.
- b) Two social workers have been funded by the CCG to work within the Integrated Neighbourhood Teams (INT) until 31 March 2016 and the district social work assessment teams have been aligned to the boundaries of these INT's. This will support closer working between social care and health, for the benefit of people with the most complex health and care needs.
- c) Intermediate Care beds at James Hince Court are working well for people who can be discharged from hospital but who still need up to 3 weeks of additional therapy and rehabilitation.

- d) Social work cover at Bassetlaw Hospital is provided at the front end (Emergency Department).
- e) A further priority for 2016 is the development of a Falls Strategy for Bassetlaw.
- f) A Social Care, Health and Housing sub-group was set up in June 2015. This has proved useful for developing relationships and enabling relevant strategic discussions, particularly in relation to Mental Health service developments.

South Nottinghamshire:

- a) The Greater Nottingham Health and Care Partners (GNHCP) is made up of partners across South Nottinghamshire and the City of Nottingham. Partners are developing their vision for health and social care services through work-streams focussed on new ways of commissioning, urgent care, planned care and integration. The overarching integration programme focuses upon integrated care teams (Care Delivery Groups), alignment of reablement and Intermediate Care, points of access and transfer to assess schemes.
- b) A data analysis exercise between all partners is underway to show the financial risks and benefits in a population based health and care system and to consider the efficacy of the accountable care philosophy.
- c) Rushcliffe CCG is developing a Multispecialty Community Provider Vanguard. This includes front-end identification and citizen initiatives, and improved social care interfaces with the emerging Integrated Practice Units.
- d) Social care is also involved as a key partner in working groups to implement the Urgent Care Vanguard pathways around Mental Health, GP front door and the clinical navigation. This work is focussed on enabling social care pathways within these work streams.

Other Options Considered

- 31. The work to develop integrated models includes exploration of a range of options. The Members Integration Reference Group is evaluating these options, in order to enable a consistent approach across the County, shape the direction of work and appraise different models against the agreed principles.

Reason/s for Recommendation/s

- 32. This report is an update on progress and requires no decisions. As minimum national requirements and local proposals develop, further reports will be made to Policy Committee and Full Council regarding implications for the Council regarding policy and resources.

Statutory and Policy Implications

- 33. 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

services), the public sector equality duty, safeguarding of children and adults at risk, 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

34. There are no direct financial implications arising from this report. Any financial implications arising from any integration of services will be set out in detail in future reports to the appropriate committee.

Implications for Service Users

35. The three transformation programmes have common objectives for service users. People will receive the right care at the right time in a place closer to home, wherever possible. The new model will mean that people will only need to go into hospital when they require specialist help and will be able to remain living in their familiar surroundings at home with the support they need to do so.
36. Service users will have a named person responsible for co-ordinating their care and all of the people involved in that care will have the information they need about the person, and will work closely with each other to ensure that the care being delivered is seamless.
37. People will have more information about their own condition and support to help both themselves and their carers to become more involved in decisions about how their care is planned and delivered.

Ways of Working Implications

38. Social care staff are developing a number of new ways of working in order to be able to manage the increasing number of referrals. This includes use of mobile tablet devices, telephone assessments and asking people who are able to, to come to clinics for social care and Occupational Therapy assessments. Clinics are being co-located alongside community health provision such as Ashfield Health and Wellbeing Centre.
39. One of the benefits of co-locating social care staff in local integrated care teams is that health staff have greater understanding of the role of social care. This includes advice on what constitutes an appropriate referral, what advice and guidance exists as an alternative to referral and a menu of options for eligible service users. Options for increased co-location of staff are being considered during the development of the corporate Smarter Ways of Working Plans.

RECOMMENDATION/S

- 1) To note progress to-date with developing integrated models for health and social care in Nottinghamshire

Councillor Muriel Weisz
Chair of the Adult Social Care and Health Committee

For any enquiries about this report please contact:

Sue Batty
Service Director Mid Nottinghamshire
T: 0115 9774632
E: sue.batty@nottscc.gov.uk

Constitutional Comments

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

Financial Comments (KAS 19/01/2016)

41. The financial implications are contained within paragraph 34 of the report.

Background Papers and Published Documents

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

- The Care Act 2014
- The Better Care Fund
<http://www.nottinghamshire.gov.uk/care/health-and-wellbeing/health-and-wellbeing-board/better-care-fund>
- The NHS Five Year Forward View - NHS England October 2014
- The 2015 Challenge Manifesto - NHS Confederation 2014
- Distinctive, Valued, Personal. Why Social Care Matters: The Next Five Years - by the national Association of Directors of Adult Social Care (ADASS), March 2015
- Health and Social Care Integration in Nottinghamshire - report to the Adult Social Care and Health Committee, 29th June 2015
- Developing the Mid-Nottinghamshire Better Together Programme – Commissioner Provider Alliance Agreement - report to the Adult Social Care and Health Committee , 2nd November 2015

Electoral Division(s) and Member(s) Affected

All.

ASCH370

GUIDING PRINCIPLES

Areas	Principles
Outcomes	Achieves better outcomes for the citizens of Nottinghamshire through improving health and well-being
Co-production	Ensures services are planned and developed in a way that engages with the community (including service users, carers, the local community and the providers of services)
Rights	Service user and carers' rights are respected and enshrined
Policy making	Ensures that social care statutory duties are met
	Ensures the delivery of the Redefining Your Council (RYC) Transformation programme
	Ensures the requirements of the Care Act are met and fully implemented
	Ensures the underpinning Nottinghamshire Adult Social Care Strategy is delivered
	Ensures the ethos of social care is embedded in new arrangements
Performance	Maintains high performance areas and improves performance overall
Finance	Ensures that social care budgets continue to be effectively managed
	Future savings required from the ASCH budget are taken fully into account
	The relevant risks are understood and appropriate plans are in place.
Access to advice, information and advocacy	Enables a joint approach to a wide range of information and advice is offered in a proactive way and access to advocacy is provided
Workforce	Supports a shared and jointly developed workforce strategy which applies across health and social care professions
	Promotes the values, identity and skills of social care as a profession and these are maintained and developed through learning and research
Leadership	Ensures a balanced partnership with a strong contribution from social care, and social care leadership maintained at the highest level.
Demand management	Ensures that success with demand management from point of access to

	social care through to assessment and review is sustained and built on by embedding promoting independence
People are safe	Ensures effective safeguarding and deprivation of liberty arrangements are in place
	Ensures people can take risks to promote independence and well-being
Personalisation	Promotes choice and control to the service user and progresses integrated personal health and care budgets as one way of delivering this
Early intervention, prevention, promotion of independence and well-being	Ensures people have access to the right support at the right time to promote independence
Partnerships	Fosters integration/alignment with the wider Council and other partners, such as district councils, the community and voluntary sector and the independent care sector.
Strategic commissioning and market development	Ensures an effective approach to commission and deliver services jointly across the County for older adults, people with learning disabilities, physical and sensory disabilities and mental ill-health.
	Develops and maintains a diverse range of choice and quality of care and support services in the local market, which are viable and sustainable.
	Ensures that services commissioned are well monitored for quality and outcomes.
Continuity	Ensures the delivery of a large scale, complex social care service can be effectively managed alongside the health elements in the transition to any new model
	Countywide services such as the Customer Service Centre or the reviewing teams are maintained until there is sufficient evidence base that they can be incorporated into integrated delivery models

REPORT OF THE CHAIR OF THE TRANSPORT AND HIGHWAYS COMMITTEE

HIGHWAYS AND FLEET MANAGEMENT JOINT VENTURE COMPANY

Purpose of the Report

1. Following the December 2015 Gateway Review of the Highways and Fleet Management Joint Venture project, and in line with recommendations agreed at the 20 May 2015 Policy Committee meeting, the Chief Executive undertook to provide a further progress report to Policy Committee in February 2016. This paper fulfils that commitment.

Information and Advice

Authorisation

2. On 20 May 2015 Policy Committee approved the establishment of a joint venture company with CORMAC, a company wholly owned by Cornwall Council, to deliver highways and fleet management services for Nottinghamshire with a target go-live date of 1 April 2016.
3. In consultation with Group Leaders and relevant officers, responsibility was delegated to the Chief Executive to finalise the contractual arrangements and report progress to the Policy Committee.
4. Once the company is in operation, Elected Members will receive regular reports, via the Transport and Highways Committee in relation to the contract performance of the new company. The County Council will continue to set Highways policy and strategy, will determine priorities and will approve the Highways Capital Programme.
5. The primary benefit from the establishment of these new arrangements will be the long term sustainability of a quality Highways service. This will predominantly be achieved by increasing the commerciality of the service and will include greater cost control and transparency, driving efficiency and productivity benefits, operating in a more agile and flexible way and all linked to access to and use of a well-established and successful commercial bid team.
6. On 12 May 2015, Cornwall Council Cabinet also authorised CORMAC to progress the project.

Progress

7. Following Policy Committee approval, and in collaboration with the joint venture partner, a project was established. Progress was reported to the cross-party Member Reference Group

in July, September, October and December 2015. In August, the Chief Executive held a Project Review involving members of the Corporate Leadership Team, CORMAC and NCC’s external legal advisors. Since June 2015 regular briefings have been provided to the staff concerned and face to face staff briefings were undertaken in May and December with the Corporate Director and directors from CORMAC.

- 8. The selection process for the company Managing Director was completed in October 2015.
- 9. The process to develop a company name was completed in November. The selected name (Via East Midlands Ltd), general brand values and look were shared with the cross-party Member Reference Group in December.
- 10. A formal Gateway Review of the project was undertaken in November 2015 by Local Partnerships, a joint venture between Her Majesty’s Treasury and the Local Government Association. The review team was provided with over 40 project documents, conducted a number of interviews and concluded that:

“the proposed JV is a workable and innovative solution which is well conceived and has a good chance of delivering its intended outcomes.”

- 11. The review team made a number of recommendations to support the final stages of the project which are detailed below with associated actions.

Recommendation	Action
12. Develop a simple high level programme to clearly articulate key milestones and a critical path to delivery.	A summary project plan has been produced and shared with the Programme Board since June 2015. The critical path is now clearly defined, articulated and understood.
13. Reconsider the membership the Chief Exec and Section 151 Officer on the new company board owing to the potential for a conflict of interest between their duties for the new company and their roles at NCC.	The Chief Exec and Section 151 Officer will commence as NCC board members. This arrangement will be reviewed at an appropriate time.
14. Establish the Highway and Fleet Management client function.	This work is underway, to be agreed by March to ensure the staff are excluded from the list of people transferring to the new company.
15. Review longer term corporate requirements for back office and client functions.	NCC was already aware of this need.
16. Provide additional resource to lead the project through mobilisation, pending the arrival of the new managing director.	Consideration is being given to appointing a senior external manager to lead the mobilisation phase.

<p>17. Develop a separate risk register to capture the potential strategic risk impacting on NCC.</p>	<p>The Gateway Review concluded that Finance would lead this work. The Highways and Fleet Management Joint Venture project team will ensure that appropriate risks associated with the project are fed into the risk register.</p>
<p>18. Develop a strategy and change programme to define and embed cultural change within the new company.</p>	<p>In consultation with NCC, CORMAC is leading on developing the cultural change strategy. The brand values will be incorporated into this work which will involve staff engagement. The new company MD will be involved as soon as possible. The cultural change programme will run beyond company go-live. This will be actioned as part of a wider review of management structures in the near future.</p>

19. In December the Chief Executive wrote to Group Leaders detailing the actions being undertaken in response to the Gateway Review and, as there was a high degree of confidence that the project remained viable, recommended its continuance into the final stages of completion.

20. Cornwall Council initiated its own due diligence which commenced in early January using PricewaterhouseCoopers to provide a view of the robustness of the new company's financial plans as described in the draft business plan and other documents. This work is expected to have been completed by the end of January.

21. The proposed implementation date is under review with the possibility of a short delay to ensure a robust go-live. This consideration must be associated with the outcome of the Cornwall due diligence in case the due diligence identifies additional work to be done. Therefore, any proposed change to the implementation date will be provided as a verbal update to Policy Committee at the meeting.

22. In January, the Highways and Fleet Management Joint Venture project placed additional emphasis on operational implementation, including the creation of a mobilisation plan. Joint working between CORMAC and NCC managers who will join the new company was stepped up. The mobilisation work includes:

- Extensive communication with staff
- The introduction of commercial management processes
- Staff training on new systems and processes
- Migration of data to new systems
- Essential registrations, eg transport O'Licence, VAT, Construction Industry Scheme (CIS)
- Branding (vehicles, workwear, signage)
- Liaison with external bodies (eg local councils, services, customers, suppliers)
- The establishment of the new company's support services relationships

23. The key governance and contractual milestones are:

- Company name and brand (Completed)
- Selection of Managing Director (Completed)
- NCC due diligence (Completed)
- Cornwall Council due diligence (Completed)
- Business plan
- Shareholders Agreement and Articles of Association
- Company set-up
- Appointment of company board
- Service and support service contracts
- Establishment of client team
- TUPE transfer

24. Work is underway to achieve all of the outstanding milestones.

Other Options Considered

25. An options appraisal was undertaken in 2014.

Reason/s for Recommendation/s

26. To enable Members to be updated on the latest situation with this project.

Statutory and Policy Implications

27. 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

28. The financial implications are set out in the draft business plan which formed part of the due diligence undertaken by Local Partnerships on behalf of NCC and by PricewaterhouseCoopers on behalf of Cornwall Council.

Human Resources Implications

29. These were set out in the 20 May 2015 Highways and Fleet Management Joint Venture Policy Committee paper.

Public Sector Equality Duty implications

30. An equality impact assessment has been undertaken and is available as a background paper to this report.

Implications for Service Users

31. As described in the 20 May 2015 report to Policy Committee, access by the general public to highways will remain via the Customer Service Centre, as at present. The new service delivery model will ensure high quality highways services throughout Nottinghamshire for the foreseeable future.

Implications for Sustainability and the Environment

32. It is not expected that there would be any adverse implications as the Council will retain responsibility for Policy

RECOMMENDATION/S

33. Policy Committee is invited to note the progress of this project.

Tim Gregory
Corporate Director Environment & Resources

For any enquiries about this report please contact:

Gary Woodhouse
Project Manager
Programmes and Projects Team
Tel: 0115 97 73494

Constitutional Comments

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

Background Papers and Published Documents

35. EQIA
Gateway Review report

Electoral Division(s) and Member(s) Affected

36. Not applicable

REPORT OF THE LEADER OF THE COUNCIL

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

Purpose of the Report

1. This report updates Policy Committee on the progress made towards the outcomes and actions set out in the second year of the Strategic Plan 2014-18 and against the programmes and projects within Redefining Your Council for the period April – December 2015.

Background

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

Strategic Plan – Report on Progress

4. **Appendix A** provides Members with a summary of progress for the first 9 months of 2015-16. The appendix shows progress against the key indicators for each strategic priority, showing current and previous achievement against target. Where comparisons can be made with other local authorities an appropriate national benchmark figure is included for comparison. Further detailed service performance information is also reported to each Service Committee on a quarterly basis.
5. A brief explanation of progress against each ongoing action is also included. This has been prepared in agreement with the appropriate manager with lead responsibility for its achievement. Achievement of the stated actions can involve a number of different services leading on individual tasks and also working in co-operation with each other.

Redefining Your Council – Report on Progress

6. **Appendix B** provides Members with a summary of progress in delivering Redefining Your Council programmes and projects for the three months to September 2015. It also provides an

overview of key delivery milestones for the three months to the end of December 2015, along with key risks to delivery.

7. Key highlights from across the portfolios for the period September to December 2015 include:
 - Progress in piloting and adopting new, transformational ways of working within Adults Social Care with a more efficient approach to undertaking social care assessments and other contacts with customers.
 - Progress in joint work and integration between Adult Services and Health such as social workers joining the Integrated Neighbourhood Teams in Bassetlaw; awareness raising amongst Health staff of the new Social Care offer and actions to speed up hospital discharges.
 - The launch of the new Family Service; completion of the consultation on new proposals for children's centres; and the contract signing with the Royal Society for the Protection of Birds (RSPB) for the Sherwood Forest Visitor Centre.
 - Completion of the roll-out of more than 1,000 tablet devices to Adults and Children's Social Care staff to improve working practices and productivity.
 - Significant benefits arising from the negotiations around the Devolution Deal (including unblocking of Midland Mainline electrification and £1.25 million secured for an HS2 Growth Study for Toton).
 - Launch of the new, streamlined County Council website, creating a solid platform to shift services on-line to save money and improve customer access.
 - Commencement of Smarter Working approach being deployed at Lawn View House.
8. The quarter to March 2016 promises to be particularly significant in respect of undertaking the final preparation and decision making associated with the establishment of alternative delivery models for Highways; Libraries and Property services, all of which are due to 'go live' on 1st April 2016. Also in this quarter an announcement is expected on the outcome of Devolution Deal negotiations.
9. **Appendix C** complements **Appendix B** and provides a full status report as at December 2015, for all savings projects and some other strategically significant projects by Portfolio. This status report is produced on a monthly basis from individual project highlight reports. Following feedback, an additional column has been introduced to show where permanent savings are to be or have been made but not as originally planned.
10. The overall financial position set out in the status report, including savings at risk, is contained within the body of the financial monitoring report that is regularly considered by Finance and Property Committee.
11. As Members are aware each project is RAG (Red; Amber; Green) rated as outlined in the status key within the Appendices. It is worth noting that, based on good practice from elsewhere, the County Council has used an 'experiencing obstacles' (yellow) category for some years. This gives project managers a chance to highlight that aspects of a project are 'off target' without this necessarily meaning that there will be a resultant risk to overall savings delivery (e.g. some slippage in tasks within the plan etc). In effect, the 'experiencing obstacles' category provides an early warning that action needs to be taken to rectify a problem and / or stop a position worsening so the project becomes 'at risk.'
12. Within a portfolio(s) of programmes and projects of the scale of that being undertaken by the County Council, it is to be expected that some projects will have delivery issues or fail ultimately to deliver, despite best endeavours. This is particularly the case where change has been overlaid on change and where projects are more transformational.

Other Options Considered

13. None.

Reason/s for Recommendation/s

14. To ensure effective and proportionate performance reporting on the Strategic Plan and Redefining Your Council is provided to Policy Committee on a quarterly basis as requested by Members and as set out in the constitution.

Statutory and Policy Implications

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

RECOMMENDATION/S

It is recommended that:

1. Policy Committee note progress against the Strategic Plan and Redefining Your Council.

Councillor Alan Rhodes
Leader of the Council

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

Constitutional Comments

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

Financial Comments (SES 26/01/16)

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

Background Papers

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

Nottinghamshire County Council Strategic Plan 2014 – 2018
Full savings Projects Status Report (as at December 2015)

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

STRATEGIC PLAN Priority 1 - Supporting safe and thriving communities

Key Indicators

Outcome	Indicator	National	Target	Latest	Previous	Good is
1.1	Percentage of assessments leading to an on-going children's social care involvement (Q3 Dec 2015)	66.5%	Higher than 14/15 (56%)	55.3%	49.5%	High
1.1	Percentage of those children remaining in long-term placements (Q2 Sept 2015)	66%	Better than national	72.9%	73.7%	High
1.1	Proportion of adult service users who were satisfied that their outcomes were achieved (Annual 2015/16)	N/A	New Measure*	88%	N/A	High
1.2	All recorded crime (Monthly to end of Nov 2015)**	N/A	40,873	42,255	42,505	Low
1.3	People killed or seriously injured in road traffic collisions (Annual 2014/15)	N/A	434	343	345	Low
1.4	Number of tailored interventions to protect vulnerable residents based on the risk, threat and harm to the individual (Annual 2014/15)	N/A	300	142	76	High

Summary

Priorities this year are focussing on developing new and innovative ways of working to better support the most vulnerable children and adults. The Looked After Children and Care Leavers strategy is in place and services are being developed for our looked after children including improved placement provision. Actions are under way to build on existing relationships with key partners and significant moves to change to more joined up ways of working are being implemented to achieve the milestones in this priority.

Key Actions and Milestones

Outcome	Milestone
1.1	Improve interfaces between children's social care, early help and universal services bringing together the Multi-Agency Safeguarding Hub and the Early Help Unit. Progress Work is ongoing to bring these key services together, with the Family Service going live 1st November 2015.
1.1	Review & Update the Looked After Children and Care Leavers Strategy to develop services for our looked after children, including improved placement provision and health/education outcomes. Progress The Looked After Child and Care Leavers Strategy 2015-2018 has now been developed and is being monitored at Corporate Parenting Sub-Committee on a quarterly basis.
1.2	Develop effective partnerships between Public Health, Trading Standards, Community Safety and Social Care to continue to develop new ways to address issues threatening the safety of vulnerable people. Progress Recruitment process completed for a social worker to be seconded into the community safety team, initially for a 12 months period commencing Jan/Feb 16. The social worker will work with partners to improve mental health representation at vulnerable persons panels around the county to improve outcomes for vulnerable people who fall below existing social care/mental health service thresholds.
1.3	Implement and monitor the Annual Road Safety Plan for 2015/16. Progress The 55 actions in the Road Safety Plan which were reviewed in September 2015. 2 actions have been cancelled, 1 has been postponed, but all others are on target or completed.
1.4	Increase and improve work with agencies and organisations to protect residents from frauds, scams and other crimes by building on partnerships with police and social care. Progress Trading Standards Officers (TSOs) attended a number of social care/health care team meetings to raise awareness of mass marketing scams, which has increased the number of referrals and joint visits to protect vulnerable repeat scam victims. TSOs strengthened links with Notts Police colleagues around a joined up approach to scams prevention work, which included a joint TS/Police scams presentation at a mental health services event for over 65s.

Pressures / Challenges

Key challenges

Ensure a wide range of services work consistently together and adhere to the guidelines in the Pathway to Provision, especially with the introduction of the new Families Service.

Achieve better health/educational outcomes for looked after children & Care Leavers to be in line with the national standard. Closer working with Health will be required to achieve this.

Drive existing Boards & Partnerships to tackle crime and disorder more effectively.

Create new and innovative solutions that will be easily adopted by partners in the face of change. For example the work with Royal Mail on reducing mass marketing scams.

* As this was a new measure for this year, no data was available to set a meaningful target. Performance in 2015/16 will inform the target for 2016/17

** December figures not yet available due to changes in access to the relevant data

STRATEGIC PLAN Priority 2 - Protecting the environment

Key Indicators

Outcome	Indicator	National	Target	Latest	Previous	Good is
2.1	Number of visitors to Country Parks (Rufford and Sherwood) (Q3 Dec 2015)	N/A	820,000	612,816	453,945	High
2.2	Percentage of household waste reused, recycled or composted (Q3 Dec 2015)	N/A	44.0%	43.00%	42.78%	High
2.2	Percentage of Local Authority Municipal Waste Land filled (Q3 Dec 2015)	N/A	15.00%	15.00%	26.00%	Low
2.2	Number of volunteer hours for natural and historic environment projects (annual 2014/15)	N/A	2,605	2,364	N/A	High
2.3	Change in weather corrected carbon emissions from energy use in Council buildings (annual 2014/15)	N/A	67,457	64,195	N/A	Low

Summary

The percentage of waste sent to landfill has continued to decrease. The economic recovery has seen an overall growth in waste which is putting added pressure on the reduced budgets. The use of recovery facilities in Nottingham City and Sheffield during 2015/16 will help us in achieving lower amount of waste sent to landfill.

The Council continues to promote public transport through the Greater Nottinghamshire bus Quality Partnerships. Development and monitoring of each quality bus partnership is ongoing with Beeston SQBP and WorksopVQBP.

Key Actions and Milestones

Outcome	Milestone
2.1	Deliver the agreed operating model for Sherwood Forest Visitor Centre. Progress The contract has now been signed with RSPB led consortium for the future build and management of Sherwood Forest Visitor Centre with the aim of the centre being built by winter 2017 and for the public opening in 2018 (subject to Planning Permission).
2.1	Develop proposals for programmes and projects at a landscape scale to benefit biodiversity, heritage, local people and the economy, working closely with the Local Nature Partnership and colleagues in Derbyshire County Council Progress Funding has been successfully secured for the development stage of a Landscape Partnership Scheme for Sherwood Forest. A Project Development Manager is now in post and work is underway towards the submission of a Stage 2 application for Heritage Lottery Funding of c. £3.5m in 18 months' time.
2.2	Utilise Eastcroft Energy and Sheffield Energy Recovery Facility to reduce reliance on landfill Progress The Council has made significant progress on the utilisation of the Eastcroft Energy site as a result of the improved availability and deliveries to the Sheffield Energy Recovery facility. The strategic performance indicators related to the landfill diversion are on course to be comfortably met in 2015/16 despite recycling levels being static. Actions are now agreed to improve recycling performance at District Council level in 2016/17.
2.5	Support bus quality partnerships including the Mansfield Statutory Quality Bus Partnership, and introduce Voluntary Quality Bus Partnerships (VQBP) for Worksop and Beeston Progress We continue to promote public transport through the Greater Nottingham bus Quality Partnership, North Notts Bus Quality Partnership and the Public Transport Integration Board. We have developed and are monitoring each of the Quality Bus Partnership schemes notably Beeston SQBP which was implemented in August 2015 and the Worksop VQBP implemented in November 2015.

Pressures / Challenges

Key challenges

Central government has announced that Councils will be asked to match some of the funding of their Heritage Lottery Fund bids if they are successful. The Council has now identified a significant risk to the match funding for Stage 2 application. This is likely to apply to the majority of new Landscape Partnership Schemes, discussions have been initiated with partners to identify a way forward and the issue will be also be raised with HLF locally and nationally.

Economic recovery is driving waste growth (it increased by 2.5% in 2014/15) and this, combined with the reduction in budgets, is limiting the ability to deliver improved recycling and composting services.

Changes in funding for local bus services and public transport infrastructure may impact on commercial services and in turn on the Quality Bus Partnership commitments. The Devolution deal and Buses Bills; will impact on local governance arrangements as the elected mayor will be given the enabling powers to change the way bus services are provided. There is also likely to be a change in the methodology for transport funding which may impact on bus service and infrastructure provision.

STRATEGIC PLAN Priority 3 - Supporting economic growth and employment

Key Indicators

Outcome Indicator	National	Target	Latest	Previous	Good is
3.1 Number of development schemes brought forward by the County Council and partners that are prioritised in future Growth Plans (annual 2015-16)	N/A	4	4	4	High
3.3 Total number of premises passed by a fibre-based broadband infrastructure (Q3 Dec 2015)	N/A	23,268	21,916	18,671	High
3.5 Percentage of young people aged 16-17 not in education, employment or training (NEET) (Q2 Sept 2015)	N/A	2.6%	1.1%	1.1%	Low
3.5 Number of young people taking up apprenticeships through the Council's investment in youth employment (Q3 Dec 2015)	N/A	82	74	51	High

Summary

The Council is leading on a number of significant investment programmes such as Better Broadband for Nottinghamshire and the development along the Robin Hood Line and previously made a submission for Enterprise Zone status for sites along a proposed extension to the Robin Hood Line. The latter was not successful but efforts continue to support development at key sites across the County.

As part of supporting employment, the Council is working with Futures to promote and encourage the take-up of apprenticeships across small and medium enterprises.

Key Actions and Milestones

Outcome Milestone

3.1	Support Nottinghamshire projects to access capital investment through the D2N2 Strategic Economic Plan, Growing Places Fund, Regional Growth Fund and the Nottinghamshire Investment Fund
Progress	While the Council is leading on the proposed re-opening of the Dukeries section of the Robin Hood Line to Ollerton and Edwinstowe, the submission for Enterprise Zone status at sites along the route was not approved by Government. Efforts continue with the respective sites to secure support to their development through other opportunities. 4 sites at Rolls-Royce Hucknall, Berry Hill and the two Nottingham EZ sites at Boots and Beeston Business Park are being directly supported by the Council to secure support through D2N2 LEP related routes. A number of Nottinghamshire based proposals are the subject of an anticipated Local Growth Fund call.
3.3	Deliver phases 4-6 of the Better Broadband for Nottinghamshire programme and secure additional investment through contract 2
Progress	The Better Broadband for Nottinghamshire Programme is currently in Phase 6 of delivery. The roll-out is proceeding as scheduled. The figure above relates to total homes [premises] passed in Q3 2015-16. The figure is below the target as the indicator has been over delivered in previous quarters and remains ahead of schedule for project completion.
3.3	Invest in Hucknall town centre improvement scheme to regenerate the town centre
Progress	Work on the scheme started in October 2015 and the demolition phase was completed just before Christmas. The main contractor takes ownership of the site and will start construction of the new road on 11th January 2016. The new road will open to traffic in October 2016 with the pedestrianisation completed for Spring 2017.
3.4	Continue to pay all central employed staff the Living Wage Foundation rate as a minimum.
Progress	As part of its commitment to fair pay and modelling this as good practice to other employers in Nottinghamshire, the Council adopted the Living Wage Foundation Living Wage rate and implemented this for its lowest paid frontline employees from 1st April 2014. The current Living Wage Foundation rate is £8.25p an hour, inclusive of annual increases in the rate each November 2015.
3.5	Work with Futures as part of the Economic Development Strategy to promote the benefits of apprenticeships, encouraging take-up across small and medium sized enterprises. Support young people to be 'employment ready' through the provision of pre-apprenticeship training
Progress	136 Nottinghamshire SMEs (small and medium-sized enterprises) have taken on an apprentice for the first time as a result of the County Council's investment in apprenticeships through Nottinghamshire Futures. 17 of those 136 Nottinghamshire SME's have since taken on a second apprentice.

Pressures / Challenges

Key challenges

The implications of the Government's new National Living Wage of £7.20p per hour, to be introduced from April 2016, are currently being considered. This is likely to impact on partners and the cost of contracted services as the rate will become mandatory for all workers over 25.

The final quarter of 2015/16 will likely see the launch of further D2N2 LEP related funding including Local Growth Fund and Growing Places Fund. Work to suitably position projects driven by partners and the private sector will be important to maximise the economic impact across the County.

STRATEGIC PLAN Priority 4 - Providing care and promoting health

Key Indicators

Outcome	Indicator	National	Target	Latest	Previous	Good is
4.2	The number of older adults currently in long term care (Monthly to end of Dec 2015)	1016	2,441	2462	2524	Low
4.2	The number of younger adults currently supported in long term care (Monthly to end of Dec 2015)	266	675 (tbc)	666	669	Low
4.3	Proportion of service users who found it easy to find information about support (Annual 2014/15)	75%	77%	76%	70%	High
4.3	Proportion of carers who found it easy to find information about support (Annual 2014/15)	66%	66%	61%	66%	High
4.5	Percentage of identified Health and Wellbeing Board partners that have signed the tobacco declaration (Q3 Dec 2015)	N/A	100%	93%	93%	High
4.5	Percentage of identified Health and Wellbeing Board partners that have tobacco declaration action plans agreed and in place (Q3 Dec 2015)	N/A	100%	40%	33%	High

Summary

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

Key Actions and Milestones

Outcome	Milestone
4.1	We will support the development of new Extra Care Housing and Supported Living Services for older and disabled adults
Progress	The development of Extra Care services for older adults remains on target. Schemes are now open at Gedling (St. Andrews House) and Bilsthorpe, delivering 24 units of Extra Care accommodation for use by County Council Service Users. Work continues on the development and implementation of Extra Care schemes across the County - with four new schemes set to open by the end of 15/16, and additional schemes in development in order to deliver 160 new Extra Care places by March 2018.
4.2	Through our 'Living at Home Programme' and the expanded use of Assistive Technology we will support people to remain independent in their own homes and avoid or delay the need for residential care
Progress	There has been an increase in the number of referrals for Assistive Technology and the number of people supported in residential or nursing care homes is reducing gradually.
4.4	We will develop Leivers Court in the South, Bishops Court in Mid Notts and James Hince Court in Bassetlaw to facilitate faster discharge from hospital and to provide intermediate care in a setting for a more comprehensive assessment, reducing the likelihood of people being admitted to residential care direct from hospital
Progress	Facilities have now ben developed and are in use. There are 15 assessment beds at Leivers Court being used to facilitate discharges from QMC, City Hospital and Lings Bar. James Hince Court in Bassetlaw has 10 Intermediate Care beds and 10 Assessment Beds. There are 15 Assessment Beds in Newark & Sherwood, 10 at Woods Court and 5 at Bishops Court.
4.5	We will ensure that all partners have signed the Tobacco Declaration for Nottinghamshire
Progress	The Declaration is being rolled out in 3 phases: Phase 1 (HWB members) 93% of members have signed the Declaration. Phase 2 (Other NHS and significant public bodies) 2 NHS Trusts have signed along with Notts Fire and Rescue Service. Other organisations have agreed to sign. Phase 3 (Private sector employers) 4 have signed through the Wellbeing@Work Scheme.
4.5	We will ensure that all partners have action plans to achieve their organisational and Health & Wellbeing Board aspirations with regards to Tobacco Control
Progress	Phase 1 (HWB members) 40% of members have a finalised action plan and 53% have a draft plan. Phase 2 (Other NHS and significant public bodies) 2 NHS Trusts have an action plan along with Notts Fire and Rescue Service (draft).

Pressures / Challenges

Key challenges

Nottinghamshire County Council continues to work closely with a wide range of partners, such as district councils, housing providers, care providers and construction contractors, in order to deliver its Extra Care Strategy. Effective multi-agency partnership working is key to delivering the success of Extra Care Housing. It is recognised nationally that the funding of Extra Care schemes is particularly complex, with a public subsidy usually required to ensure scheme viability.

The success of Assistive Technology services and the continued increase in referrals is placing some stress on the AT budget. Action is being taken to reduce costs through improved recycling rates, challenging some equipment requests, and negotiating partnership arrangements with other service providers which may reduce equipment requirements in some cases.

STRATEGIC PLAN Priority 5 - Investing in our future

Key Indicators

Outcome	Indicator	National	Target	Latest	Previous	Good is
Percentage of pupils at the end of the key stage achieving:						
5.1	A good Level 4 (4B+) in reading, writing and maths - KS2 (Annual 2015)	69.0%	Above national	69.1%	67.2%	High
5.1	The average point score per entry - KS5 (annual 2015 provisional results inc. colleges)	214.8	N/A	208.4	208.7	High
Percentage of pupils attending good or outstanding:						
5.1	Primary schools (Qtr 2 Sept 2015)	84.1%	82.0%	83.9%	83.6%	High
5.1	Secondary schools (Qtr 2 Sept 2015)	77.8%	82.0%	80.6%	79.1%	High
Attainment gap for pupils eligible for free school meals at any point in the past 6 years (FSM6) and the rest						
5.2	FSM6 gap for Level 4+ in reading, writing and maths - KS2 (Annual 2015)	14.0%(p)	16.0%	16.8%	17.4%	Low
5.4	Children aged 0-4 from low income areas seen at children's centres (Qtr 2 Sept 2015)	N/A	65.0%	52.2%	46.5%	High
5.4	First time entrants to the Youth Justice System aged 10-17 per 100k (Qtr 1 Jun2015)	N/A	306	68	65	Low

Summary

Priorities focus on ensuring we invest in our future so that children and young people are supported to achieve their full potential.

The priority has a focus on ensuring high educational outcomes and that we reduce the inequality gap. Key actions support strong partnership working within schools.

A range of indicators ensure we prepare children for school through children's centres, take up of early education places and outcomes in the EY Foundation Stage.

There is also a focus on early help with identifying children, young people and families at risk through the expansion of the Troubled Families programme.

Key Actions and Milestones

Outcome Milestone

5.1 Revise and strengthen School Improvement Strategy by:

Holding Teaching School Alliances (TSA's) and other partnerships to account for the outcomes of their schools, ensuring partnerships are focussed on improving leadership and quality of provision in their schools and Improving KS5 outcomes through school networks

Progress Schools are able to view outcomes within their partnerships groups through the roll out of FFT Collaborate

5.2 Continue to implement the Closing the Educational Gap (CtG) Strategy by:

Expanding the CtG Strategy across the county especially in the localities of Worksop, Gedling and Mansfield and Improving the effectiveness of the Virtual School

Progress Together for Worksop / Mansfield are in its early phase but already partnerships between schools are developing well

5.3 Reviewing the School Place Planning Strategy and development of an early years strategy

5.4 Review children's centres outcomes framework and establish a county wide cluster delivery model

Progress Work continues with representatives from various services (including NCFP) to develop the new framework for April 2016

5.4 Implement the expanded Troubled Families programme to identify those in need of early support

Progress On track. Existing Cases have been migrated and the new Families service is now live.

Pressures / Challenges

Key challenges

To close the education gap for pupils who are eligible for FSM and their peers. Although we have seen a decrease in the gap at KS2, the gap at Early Years Foundation Stage and KS4 has increased and remains above target

Achieving better outcomes for looked after children.

To improve KS5 outcomes in schools and colleges and increase the percentage of pupils achieving Level 3 by age 19. In 2013/14 only 50.5% of young people attained a level 3 qualification against a National average of 59.9%

Redefining Your Council – Adult and Health Portfolio as at December 2015

Progs.	<ul style="list-style-type: none"> • Adult Social Care Strategy & market development – preventing & reducing care needs by promoting independence • Integration with health – implementing joined-up working practices and initiatives with health • Public Health Outcomes – working with key stakeholders to establish how to allocate the current budget • Care Act Implementation – implementing the changes needed for the next stage of the Care Act • Direct Services Provision – developing different ways of delivering services 	
Benefits to be delivered	<ul style="list-style-type: none"> • Promoting independence and preventing, reducing and delaying the need for care and support (including providing information and advice to encourage people to look after themselves and each other) • Better and more joined-up working with partners (e.g. health) to improve outcomes for service users • More efficient, flexible and mobile staff by using technology to maximise staff time and help manage demand • Providing services that are creative, sustainable, value for money and legally compliant 	
Key achievements in last 3 months		Expected delivery over next 3 months
<ul style="list-style-type: none"> • The Adult Social Care Strategy and Care Act videos have been launched. These explain what is social care and how the Council supports people to maintain their independence. The audience is staff, Members, partner organisations and the public. The videos can be found at notts.cc/care-act-films • Staff engagement events have been held to help raise awareness about how to implement the Adult Social Care Strategy in their day to day work. Information from these events is being used to inform the Workforce Development Plan and cultural change plan. • New activity and performance reports have been produced which enable a better understanding the current position of the service and improved evidence-based decisions for future plans. • The Customer Service Centre is increasingly using 'Nottinghamshire Help Yourself', an online directory of support available in Nottinghamshire, to help resolve queries as early as possible with personalised information and advice • New ways of working have been developed and are being piloted; this includes the use of assessment clinics in two districts and the automatic booking of appointments for customers with social care staff in another two districts. The greater use of telephone assessments and reviews, where appropriate, is being encouraged. • New hospital discharge arrangements, such as staff working at weekends or over the holiday period, speed up people being discharged from hospital. 		<ul style="list-style-type: none"> • A development programme targeted at Team Managers is being planned, this is an extension of the Corporate Leadership Programme and will look to develop areas such as performance management and coaching to further support managers and help teams to adopt the Adult Social Care Strategy • Development of 'performance dashboards' that display relevant performance information allowing managers to monitor their team contribution to achieving the Social Care Strategy • Developing district based plans on how to roll out new ways of working, such as assessment clinics and scheduling appointments. This is in response to increased demand for assessments with reduced resources. • Development of a business case to establish a council owned company for the delivery of some adult social care services in consultation with key stakeholders. • Integrated Care teams in place across South Nottinghamshire enabling improved and more joined-up care and support provision. • Go live with online forms for carers that allow them to make contact and complete their assessments in a more convenient, flexible and more efficient way. • Improvements to the first point of contact for customers by improving the quality of advice and information. This will increase further the proportion of customers whose enquiries are resolved without having to wait for an

<ul style="list-style-type: none"> • ‘Have your say’ on proposals to establish a council owned company for the delivery of some adult social care services has been launched with the public. These services include County Enterprise Foods (the meals at home service), day services and short breaks to give carers a break from their caring role. • The cross-party Members Reference Group on Health Integration continues to meet to debate the key topics for an integrated health and social care system. These debates are informing proposals and key decisions for ASCH Committee. One example of this is the Better Together Memorandum of Understanding (Mid-Nottinghamshire) which was agreed and signed off at November ASCH Committee. This enables work to proceed to create an Alliance across the NHS, the Council and voluntary sector organisations working in Mansfield, Ashfield and Newark & Sherwood. • To raise awareness about the new social care offer an event was held with health commissioners and providers across the County. Key actions included developing shared messages for frontline staff across all organisations about what the public can expect from both health and social care, based on the shared principle of keeping people independent at home. • In Bassetlaw social workers have now joined the Integrated Neighbourhood Teams, a good example of health and social care joining-up to deliver better outcomes for service users. • Awarded contracts, to commence April 2016 for sexual health services (joint contract with Nottingham City and oral health promotion service). • Completed inward transfer of Family Nursing and Health Visiting commissioning responsibilities from NHS to the County Council. 	<p>assessment. Better outcomes through effective signposting will be monitored through a customer survey.</p> <ul style="list-style-type: none"> • Further work to increase the shared understanding of the NHS in Nottinghamshire about the implications of the Adult Social Care Strategy on how we deliver services. • Further work to develop the Better Together Alliance in Mid-Nottinghamshire, so that the Council can consider whether to join the formal Alliance from April 2016. • Phase 2 of Health Visiting, Family Nursing and School Nursing service modelling and consultation to take place, in preparation for re-commissioning during 2016/17.
<p>Key risks to delivery</p>	<ul style="list-style-type: none"> • Managing demand for services when there are increasing pressures from rising demographics and increased responsibilities from legislation. • Maintaining service quality as much as possible in the face of falling budgets and the continued need to find savings. • Maintaining care provision in the face of increased costs and problems with staff recruitment and retention. • Enabling alternatives to paid support through the development of community based support in order to reduce demand.

Redefining Your Council – Children’s & Culture Portfolio as at December 2015

Progs.	<ul style="list-style-type: none"> • Integration of Family Support Services – delivering locality focussed support to children and families • Improving Outcomes for Children and Young People with Disabilities – establishing an integrated service across social care, education and health • Integrated Commissioning of Children’s Health Services – an integrated approach to community health services • Transformation of Children’s Social Care – ensuring support for vulnerable children is outcome-focused and provided by a suitably skilled workforce. Placements for Looked After Children will achieve the required outcomes at lower cost • Cultural Services Transformation – redesigning services and using alternative service delivery models 	
Benefits to be delivered	<ul style="list-style-type: none"> • Easier access to services in the right place, at the right time, with seamless transitions between services • Maintaining good quality services, maximising resources, reducing unit costs and being legally compliant • Working better with partners – reducing the need for families to continually repeat the same information • Supporting children and young people to live at home, with their families, wherever safe and possible to do so, or moving to alternative permanent placements (e.g. adoption) as quickly as possible, minimising time spent in care • Delivering services in different ways to make them more sustainable 	
Key achievements in last 3 months (Oct- Dec)		Expected delivery over next 3 months (Jan-March)
<ul style="list-style-type: none"> • Contract signed with the RSPB for the Sherwood Forest Visitor Centre. • Family Service launched in November 2015, with locality based operations. • Decision taken to extend Social Work Support Officer pilot until March 2016 to enable further monitoring of benefits. • Preferred operating model for Single Assessment selected. • Consultation on the future provision of children’s centres complete. • Consultation on the new Fostering Services structure complete. • Consultation launched on the staff structure for Improving Outcomes for Children and Young People with Disabilities. • Consultation launched on the name for the new Information Advice & Support provision in line with the SEND reforms. • Joint bid with Public Health submitted to the Local Governemet Association Digital Transformation fund to support the integration of children’s disability services across local authority and health services. • Market development event held on the provision of short breaks for children with disabilities, and their carers. 		<ul style="list-style-type: none"> • Contract signature with Inspire, the new culture, learning & libraries company. • Proposals prepared on the design of the new Sherwood Forest Visitor Centre. • Committee consideration of the soft-market testing of the commercial offer for Rufford Country Park. • Decision on whether to continue with the Social Work Support Officer role, following evaluation of the pilot. • New forms for Single Assessment implemented to reduce duplication. • Outcome of Children’s Centres consultation reported to Committee. • New Fostering Service structure considered by Committee. • Consultation launched on Foster Carer’s payments, leave and support arrangements. • Business processes in Adoption and Fostering reviewed, using LEAN+ methodology. Revised and streamlined processes for assessment, training, enquiries and supervision designed and approved. • Transitions strategy finalised for young people with disabilities, as they move from Children’s to Adults Services. • Integrated Disability Service structure considered by Committee.

	<ul style="list-style-type: none"> • New Information, Advice & Support service launched for Children and Young People with disabilities.
Key risks to delivery	<ul style="list-style-type: none"> • The completion of the service level agreements delay the start of the new culture, learning & libraries company. • The higher thresholds for the new Family Service impact on demand for Children's Social Care. • The new staff structure proposed in "Improving Outcomes for Children and Young People with Disabilities", may not have access to the same ICT system, due to the Mosaic upgrade. • Due to proposed changes to Foster Carers payments, leave and support arrangements, there is a risk that some existing foster carers may decide to leave the authority.

Redefining Your Council – Place Portfolio as at December 2015

Progs.	<ul style="list-style-type: none"> • Highways Transformation – changing the way the highways service is delivered to maximise quality and cost efficiencies • Transport – changing how transport services are delivered, focusing on partnership working and reviewing policies • Energy and waste – reducing energy use, increasing power generation from the Council’s estate and improving recycling • Alternative Service Delivery Model for Catering and Facilities Management – establishing the best delivery model • Economic Development & Combined Authority - shaping and responding to changes to the operating context for economic development (including proposals for a Combined Authority and a potential Devolution Deal) • Community Empowerment & Resilience - enabling Nottinghamshire communities to be more empowered and resilient in order to delay or prevent the need for public services intervention 	
Benefits to be delivered	<ul style="list-style-type: none"> • Better value for money and more sustainable services by moving services into different delivery models • Improved customer satisfaction and quality of services • Reduced duplication, improved processes and maximising opportunities of new technology – more efficient services • Delaying and preventing the need for services and providing services at lower costs by working more closely with partners • Increasing economic growth and improving economic prosperity in Nottinghamshire • Reducing the Council’s carbon footprint and becoming more energy efficient 	
Key achievements in last 3 months		Expected delivery over next 3 months
<ul style="list-style-type: none"> • Ongoing negotiation with the Government on the proposed Devolution Deal for Derbyshire and Nottinghamshire • Unblocking of Midland Mainline electrification achieved as part of Devolution Deal negotiations • £1.25 million secured for an HS2 Growth Study for Toton as part of Devolution Deal negotiations • Key approvals secured for the Property Joint Venture with SCAPE; staff TUPE consultation launched. • Approach on Asset Management Planning and rationalisation agreed following completion of suitability modelling. Successful application and award of One Public Estate funding. • Redesign work undertaken on new Corporate Transport Solutions service. • State of Voluntary and Community Sector in Nottinghamshire Report issued and launch events, attended by over 100 partner organisations, held. • Key progress in the development of a Highways Company including development of the Heads of Terms and contract specification; agreement to name and branding; selection of a preferred 		<ul style="list-style-type: none"> • Announcement on Devolution Deal and formal sign off anticipated. • Resourcing of devolution / Combined Authority model to be agreed and confirmed, with interim staffing resources appointed. • County Council consideration of the deal proposal and governance arrangements to be scheduled. • Property Joint Venture - Service contract and shareholder agreement completed; new company established; new accommodation secured; and new interim Managing Director appointed; • Integration of Asset Management Planning project into the Smarter Working Programme. • Testing of the online waste permit application system undertaken ready for implementation from 1 April 2016. • Implementation of the Total Transport Feasibility and Pilot Fund projects, integrating NCC services with that of other non-emergency transport providers (e.g. Health) • Corporate Transport Solutions in shadow operation from early 2016 and a restructure of the wider Transport & Travel Service. • Follow-up to State of Voluntary and Community Sector events to shape the Community Empowerment and Resilience Programme with partners.

<p>candidate for Managing Director; and a positive external project gateway review conducted to assure the project and provide due diligence for the Council.</p>	<ul style="list-style-type: none"> • Cornwall County Council complete their due diligence on the Highways Company; Heads of Terms completed and contract signed. • Launch new Highways Company brand and name to partners and stakeholders, including the public.
<p>Key risks to delivery</p>	<ul style="list-style-type: none"> • Using new operating models which are previously untested by the Council • Ensuring integrated services meet the different needs and strategies of all organisations involved • Ensuring there is a collaborative approach across key stakeholders to effect economic and community development • Protecting service quality as much as possible in the face of reduced budgets • Property JV- main risk is timing and ICT requirements • Change of service delivery model causes diversion of resources and focus away from other priority work areas as identified above

Redefining Your Council – Resources Portfolio as at December 2015

Progs.	<ul style="list-style-type: none"> • Smarter Working – changing attitudes towards the workplace and supporting staff to be more efficient and flexible • Customer access and digital development – designing digital tools that better meet the needs of customers • Workforce development – developing employee skills to help them respond to the new working environment • Performance management and benchmarking – better management information to feed decision-making • Integrated commissioning and procurement – aligning the approach to these areas plus contract management • Reform of corporate services and functions – reviewing corporate support functions and determining the best model 	
Benefits to be delivered	<ul style="list-style-type: none"> • Quicker and easier access to services and information by delivering a significantly improved website • Costs savings arising from fewer Council-owned buildings • More agile, flexible and productive staff – better outcomes for customers and value for money • Better partnership working with other organisations – improving outcomes for customers and value for money • Reliable and timely data available to inform decisions and improve performance of services 	
Key achievements in last 3 months		Expected delivery over next 3 months
<ul style="list-style-type: none"> • Externally conducted Gateway Review completed and recommendations made for taking the Smarter Working Programme forward • The roll out of tablet devices to Social Care staff has been completed. • Commencement of Smarter Working approach being deployed at Lawn View House. • Technology partner appointed to develop a new and integrated business reporting and intelligence system for the Council • The new, streamlined County Council website launched, following user testing with members of the public. The website features a responsive design to make it easier to use on mobile phones and tablets and creates a solid platform to shift services on-line to save money and improve customer access. • New Social Media policy implemented to enable a more strategic approach to customer engagement. 		<ul style="list-style-type: none"> • Plans to produce a five year property asset management plan, working with Property and managers from across services, incorporated into the scope of the Smarter Working Programme • Roll out of Lync telephony across all main administrative buildings • Commencement of the ‘discover and design’ phase of the Business Reporting and Management Information (BRMI) project, including the production of initial project plan and identification of high level business requirements • Authentication tool in place to validate the eligibility of on-line applicants for things such as concessionary travel passes and waste permits etc. The tool will enable the channel shift of these and other key customer journeys. • Consultation with key stakeholders undertaken and a model developed for the future delivery of business support services across the Council. • Developed an agreed Council-wide approach and action plan for cost effective customer access based on a single front door and maximised use of digital channels supported by the Customer Services Centre. • Consultation on a draft Workforce Development Strategy commenced.
Key risks to delivery	<ul style="list-style-type: none"> • Staff embracing new ways of working and be more flexible in how and where they work • Staff and customers making the best use of new tools and technology • Complex partnership arrangements across Nottinghamshire. • The local property market will affect the ability to reduce the Council's property estate • Insufficient business engagement leading to delayed and / or weak business requirements definition in respect of performance reports. 	

Project Status Report as at December 2015

Status Key

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

Portfolio	Project Name	Project Status (Last Month) September 2015	Project Status (This Month) October 2015	Cashable Benefits						Projected At Risk / Slippage & Over Achievement					Savings delivered in an alternative way	Net at risk amount
				2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	Total (£000)s		
Adult Social Care & Health	Care and Support Centres (OfC C03)	On Target	On Target	0	492	1,995	1,688	171	4,346	0	0	0	0	0	0	0
Adult Social Care & Health	Savings from the Supporting People budget	On Target	On Target	1,250	1,950	0	0	0	3,200	0	0	0	0	0	0	0
Adult Social Care & Health	Reducing the average community care personal budget - Younger Adults (C02)	On Target	On Target	1,369	925	173	0	0	2,467	0	0	0	0	0	0	0
Adult Social Care & Health	Various options to reduce the cost of the intermediate care service	Experiencing Obstacles	On Target	540	800	800	0	0	2,140	0	0	0	0	0	0	0
Adult Social Care & Health	Direct Payments (OfC C01)	On Target	On Target	98	1,671	0	0	0	1,769	-1,402	0	0	0	-1,402	0	-1,402
Adult Social Care & Health	Redesign of Assessment and Care Management Functions & Organisational Re-design (B07/08)	On Target	On Target	1,194	250	0	0	0	1,444	0	0	0	0	0	0	0
Adult Social Care & Health	Living at Home Phase II (A01)	On Target	On Target	631	555	158	0	0	1,344	0	0	0	0	0	0	0
Adult Social Care & Health	Day Services (C07)	On Target	On Target	220	490	0	0	0	710	0	0	0	0	0	0	0
Adult Social Care & Health	Residential Short Breaks Services (C06)	On Target	On Target	250	250	0	0	0	500	0	0	0	0	0	0	0
Adult Social Care & Health	Cease NHS short breaks service (Newlands)	On Target	On Target	460	0	0	0	0	460	0	0	0	0	0	0	0
Adult Social Care & Health	Development of a single integrated meals production and delivery service	On Target	On Target	0	293	0	0	0	293	0	0	0	0	0	0	0
Adult Social Care & Health	Partnership Homes	On Target	On Target	-84	0	292	0	0	208	0	0	0	0	0	0	0
Adult Social Care & Health	Ensuring cost-effective day services	On Target	On Target	50	150	0	0	0	200	0	0	0	0	0	0	0
Adult Social Care & Health	Short Term Prevention Services	On Target	On Target	0	200	0	0	0	200	0	0	0	0	0	0	0
Adult Social Care & Health	Reduction in staff posts in the Joint Commissioning Unit	On Target	On Target	0	149	0	0	0	149	0	0	0	0	0	0	0

Portfolio	Project Name	Project Status (Last Month) September 2015	Project Status (This Month) October 2015	Cashable Benefits						Projected At Risk / Slippage & Over Achievement					Savings delivered in an alternative way	Net at risk amount
				2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	Total (£000)s		
Adult Social Care & Health	Reduce no. of social care staff in hospital settings by 15%	On Target	On Target	147	0	0	0	0	147	0	0	0	0	0	0	0
Adult Social Care & Health	Strategic Commissioning - Review of Contracts	On Target	On Target	86	43	0	0	0	129	0	0	0	0	0	0	0
Adult Social Care & Health	Gain alternative paid employment for remaining Sherwood Industries staff	On Target	On Target	0	35	35	0	0	70	0	0	0	0	0	0	0
Adult Social Care & Health	Care Act	On Target	On Target	0	0	0	0	0	0	0	0	0	0	0	0	0
Adult Social Care & Health	Reducing the Costs of residential Placements - Younger Adults (OfC C06)	Experiencing Obstacles	Experiencing Obstacles	500	1,000	1,000	0	0	2,500	300	-300	0	0	0	0	0
Adult Social Care & Health	Reducing Community Care spend - Older Adults (C01)	Experiencing Obstacles	Experiencing Obstacles	1,953	224	173	0	0	2,350	895	-699	0	0	196	196	0
Adult Social Care & Health	Reduction in long-term care placements (C03)	Experiencing Obstacles	Experiencing Obstacles	550	423	0	0	0	973	237	-237	0	0	0	0	0
Adult Social Care & Health	Various contract changes by the Joint Commissioning Unit	Experiencing Obstacles	Experiencing Obstacles	179	190	0	0	0	369	0	150	0	0	150	0	150
Adult Social Care & Health	Increasing income for Short Breaks	Experiencing Obstacles	Experiencing Obstacles	212	0	0	0	0	212	0	0	0	0	0	0	0
Adult Social Care & Health	Reduction in Trading Standards staffing and increased income generation	Experiencing Obstacles	Experiencing Obstacles	195	0	0	0	0	195	37	-37	0	0	0	0	0
Adult Social Care & Health	Older Adults Residential Care Banding (OfC C02)	Experiencing Obstacles	Experiencing Obstacles	0	100	0	0	0	100	0	0	0	0	0	0	0
Adult Social Care & Health	Handy Persons Preventative Adaptation Service	Experiencing Obstacles	Experiencing Obstacles	100	0	0	0	0	100	0	0	0	0	0	0	0
Adult Social Care & Health	New ASC ASDMs	On Target	Experiencing Obstacles	0	0	0	0	0	0	0	0	0	0	0	0	0
Adult Social Care & Health	Registration Service Income Generation	Experiencing Obstacles	Experiencing Obstacles	0	0	0	0	0	0	0	0	0	0	0	0	0
Adult Social Care & Health	Managing Demand in Younger Adults	At Risk	At Risk	200	0	0	0	0	200	200	0	0	0	200	200	0
Adult Social Care & Health	Development of reablement in Physical Disability services	At Risk	At Risk	150	0	0	0	0	150	150	0	0	0	150	150	0
Adult Social Care & Health	Quality Assurance and Mentoring Package	Compromised	Compromised	0	75	0	0	0	75	0	75	0	0	75	75	0
Adult Social Care & Health	To create a single integrated safeguarding support service for the council	Compromised	Compromised	0	70	0	0	0	70	0	70	0	0	70	70	0
Adult Social Care & Health	Expansion of community-based care and support options	Compromised	Compromised	50	0	0	0	0	50	50	0	0	0	50	0	50
Adult Social Care & Health	Targeting Reablement Support (C13)	Closed or Completed	Closed or Completed	755	0	0	0	0	755	0	0	0	0	0	0	0
Adult Social Care & Health	Group Manager Restructure	Closed or Completed	Closed or Completed	200	0	0	0	0	200	0	0	0	0	0	0	0
Adult Social Care & Health	Restructure of Adult Care Financial Services (ACFS) and a reduction in posts	Closed or Completed	Closed or Completed	121	0	0	0	0	121	0	0	0	0	0	0	0

Portfolio	Project Name	Project Status (Last Month) September 2015	Project Status (This Month) October 2015	Cashable Benefits						Projected At Risk / Slippage & Over Achievement					Savings delivered in an alternative way	Net at risk amount
				2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	Total (£000)s		
Adult Social Care & Health	Reduction in supplier costs - Younger Adults	Closed or Completed	Closed or Completed	100	0	0	0	0	100	0	0	0	0	0	0	0
Adult Social Care & Health	Community Safety - Reductions to Net Budget	Closed or Completed	Closed or Completed	66	0	0	0	0	66	0	0	0	0	0	0	0
Adult Social Care & Health	Redesign of Home Based Services	Closed or Completed	Closed or Completed	0	0	0	0	0	0	0	0	0	0	0	0	0
Adult Social Care & Health	Service Restructuring	Closed or Completed	Closed or Completed	0	0	0	0	0	0	0	0	0	0	0	0	0
Adult Social Care & Health Totals				11,542	10,335	4,625	1,688	171	28,361	467	-978	0	0	-511	691	-1,202

Exceptions Details by Project		
Portfolio & Status	Project Name	Mitigation Detail
Adult Social Care & Health Experiencing Obstacles	Reducing the Costs of residential Placements - Younger Adults	Deliverability & profile of savings to be reviewed following trend analysis of provider visits which commenced in November 2015.
	Reducing Community Care spend - Older Adults	The projected savings shortfall is anticipated to be made up by over-delivery in related areas.
	Reduction in long-term care placements	Between year slippage profile to be reconsidered. There are also concerns regarding the proposed plan to cap all rents to local housing allowance levels and introduce discretionary payments for higher rent schemes as this may reduce the availability of supported housing places.
	Various contract changes by the Joint Commissioning Unit	Negotiations are ongoing with partners in respect of overall funding contributions.
	Increasing income for Short Breaks	The service is short on income from the Health Service, underachievement being offset by underspends on staffing.
	Reduction in Trading Standards staffing and increased income generation	The service is forecasting a small overspend and so not achieving all the current savings. £37k underdelivery projected to be made up 16/17.
	Older Adults Residential Care Banding	Saving projections currently being finalised.
	Handy Persons Preventative Adaptation Service	Negotiations are ongoing with the Clinical Commissioning Groups to gain the additional contribution.
	New ASC ASDMs	Finalisation of Outline Business Case delayed by circa one month.
	Registration Service Income Generation	£47k 14/15 savings not achieved in full. Project to continue to be monitored until savings achieved.
Adult Social Care & Health At Risk	Managing Demand in Younger Adults	Project proving unable to deliver as planned, the department will find savings in another way (budget(s) for this to be identified).
	Development of reablement in Physical Disability services	Project proving unable to deliver as planned, the department will find savings in another way (budget(s) for this to be identified).
Adult Social Care & Health Compromised	Quality Assurance and Mentoring Package	Market has not proved receptive to project as planned, savings to be offset by a new proposal going forward as part of the current budget setting consultation.
	To create a single integrated safeguarding support service for the council	It has not been possible to integrate Childrens and Adults service and as a result savings will not be achieved. Each department will find savings from elsewhere (budget(s) for this to be identified).
	Expansion of community-based care and support options	Project proving unlikely to be delivered, final assessment of deliverability currently being undertaken.

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				2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	Total (£000)s		
Childrens, Families & Culture	Early Years and Early Intervention (B12) & (OfC B05)	On Target	On Target	200	3,300	0	0	0	3,500	0	0	0	0	0	0	0
Childrens, Families & Culture	Integrated Family Support Model (OfCB09)	On Target	On Target	0	0	1,000	0	0	1,000	0	0	0	0	0	0	0
Childrens, Families & Culture	Libraries, Archives, Information and Learning (B13 & (OfCA15)	On Target	On Target	125	625	0	0	0	750	0	0	0	0	0	0	0
Childrens, Families & Culture	Young People's Service	On Target	On Target	675	0	0	0	0	675	0	0	0	0	0	0	0
Childrens, Families & Culture	Sherwood Forest (OfC A15 & A16)	On Target	On Target	160	50	100	295	0	605	0	0	0	0	0	0	0
Childrens, Families & Culture	Support to Schools Service – Education Improvement	On Target	On Target	550	0	0	0	0	550	0	0	0	0	0	0	0
Childrens, Families & Culture	Targeted Support and Youth Justice Cost Reductions	On Target	On Target	500	0	0	0	0	500	0	0	0	0	0	0	0
Childrens, Families & Culture	Cultural and Enrichment Services	On Target	On Target	420	50	0	0	0	470	0	0	0	0	0	0	0
Childrens, Families & Culture	Support to Schools	On Target	On Target	370	0	0	0	0	370	0	0	0	0	0	0	0
Childrens, Families & Culture	CYP Sports & Arts - Service redesign including arm's length operation	On Target	On Target	0	200	150	0	0	350	0	0	0	0	0	0	0
Childrens, Families & Culture	Rufford Abbey Country Park - Improve customer offer and reduce revenue costs	On Target	On Target	0	0	303	0	0	303	0	0	0	0	0	0	0
Childrens, Families & Culture	Recharge to Schools Budget	On Target	On Target	175	125	0	0	0	300	0	0	0	0	0	0	0
Childrens, Families & Culture	CFCS Management Structure Review	On Target	On Target	110	185	0	0	0	295	0	0	0	0	0	0	0
Childrens, Families & Culture	Restructure of the Quality and Improvement Group	On Target	On Target	0	125	125	0	0	250	0	0	0	0	0	0	0
Childrens, Families & Culture	Targeted Support and Youth Justice	On Target	On Target	100	100	0	0	0	200	0	0	0	0	0	0	0
Childrens, Families & Culture	Outdoor Education - Income generation and efficiency savings	On Target	On Target	84	45	25	0	0	154	0	0	0	0	0	0	0
Childrens, Families & Culture	Planning, Performance and Quality Assurance Group	On Target	On Target	150	0	0	0	0	150	0	0	0	0	0	0	0
Childrens, Families & Culture	Arts Development Service - Staffing Reduction	On Target	On Target	0	149	0	0	0	149	0	0	0	0	0	0	0
Childrens, Families & Culture	Cultural and Enrichment Services	On Target	On Target	130	0	0	0	0	130	0	0	0	0	0	0	0
Childrens, Families & Culture	Sports Development - Reduction of revenue funding	On Target	On Target	0	0	108	0	0	108	0	0	0	0	0	0	0
Childrens, Families & Culture	School Access	On Target	On Target	50	50	0	0	0	100	0	0	0	0	0	0	0
Childrens, Families & Culture	Children's Social Care Management Review	On Target	On Target	80	0	0	0	0	80	0	0	0	0	0	0	0
Childrens, Families & Culture	Social Work Practices Pilot	On Target	On Target	0	0	0	0	0	0	0	0	0	0	0	0	0
Childrens, Families & Culture	CDS/SEND/Health Integration	On Target	On Target	0	0	0	0	0	0	0	0	0	0	0	0	0
Childrens, Families & Culture	Looked After Children placements (B16) & (OfCA09)	At Risk	At Risk	909	2,405	2,033	334	0	5,681	38	655	1,450	334	2,477	0	2,477

Portfolio	Project Name	Project Status (Last Month) September 2015	Project Status (This Month) October 2015	Cashable Benefits						Projected At Risk / Slippage & Over Achievement					Savings delivered in an alternative way	Net at risk amount
				2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	Total (£000)s		
Childrens, Families & Culture	SEND Home to School Transport (OfC B06)	Compromised	Compromised	0	300	500	0	0	800	0	300	500	0	800	0	800
Childrens, Families & Culture	Independent Travel Training	Compromised	Compromised	0	300	0	0	0	300	0	300	0	0	300	0	300
Childrens, Families & Culture	Children's Disability Service (C16) & (OfCC08)	Closed or Completed	Closed or Completed	407	0	0	0	0	407	0	0	0	0	0	0	0
Childrens, Families & Culture	Country Parks and Green Estates	N/A	N/A	0	0	0	0	0	0	0	0	0	0	0	0	0
Childrens, Families & Culture	Accelerated delivery of Green Estates Strategy	N/A	N/A	0	0	0	0	0	0	0	0	0	0	0	0	0
Childrens, Families & Culture Totals				5,195	8,009	4,344	629	0	18,177	38	1,255	1,950	334	3,577	0	3,577

Exceptions Details by Project		
Portfolio & Status	Project Name	Mitigation Detail
Childrens, Families & Culture At Risk	Looked After Children placements	Project not deliverable as originally planned. Position to be considered in the context of budget pressures for Children's Services
Childrens, Families & Culture Compromised	SEND Home to School Transport	Projects not deliverable as originally planned. Analysis taking place as to whether these savings can be delivered as part of the Integrated Transport Hub project.
	Independent Travel Training	

Portfolio	Project Name	Project Status (Last Month) September 2015	Project Status (This Month) October 2015	Cashable Benefits						Projected At Risk / Slippage & Over Achievement					Savings delivered in an alternative way	Net at risk amount
				2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	Total (£000)s		
Place	Reduce street lighting energy costs (A41)	On Target	On Target	500	700	0	0	0	1,200	0	0	0	0	0	0	0
Place	Veolia Revised Project Plan (RPP) Contract Negotiations	On Target	On Target	1,000	0	0	0	0	1,000	0	0	0	0	0	0	0
Place	Reducing Local Bus Service Costs (OfC C09)	On Target	On Target	250	350	220	0	0	820	0	0	0	0	0	0	0
Place	Reduction in Planned Maintenance Budget	On Target	On Target	0	519	0	0	0	519	0	0	0	0	0	0	0
Place	Introduce a range of measures associated with HWRC's	On Target	On Target	505	0	0	0	0	505	0	0	0	0	0	0	0
Place	Establishment of fund for replacing worn out integrated transport measures	On Target	On Target	200	200	0	0	0	400	0	0	0	0	0	0	0
Place	Contract Savings	On Target	On Target	0	350	0	0	0	350	0	0	0	0	0	0	0
Place	Restructuring - staff reductions	On Target	On Target	311	0	0	0	0	311	0	0	0	0	0	0	0
Place	Reduction in County Offices Maintenance	On Target	On Target	200	100	0	0	0	300	0	0	0	0	0	0	0
Place	Concessionary Travel Scheme	On Target	On Target	100	100	100	0	0	300	0	0	0	0	0	0	0
Place	Restructuring - staff reductions	On Target	On Target	284	0	0	0	0	284	0	0	0	0	0	0	0
Place	Rationalisation and staffing reductions	On Target	On Target	50	200	0	0	0	250	0	0	0	0	0	0	0
Place	Restructuring - staff reductions	On Target	On Target	217	0	0	0	0	217	0	0	0	0	0	0	0
Place	Renegotiation of Waste Management Contracts	On Target	On Target	200	0	0	0	0	200	0	0	0	0	0	0	0
Place	Provide financial support to Waste Collection Authorities to introduce kerbside Green Waste Collections	On Target	On Target	200	0	0	0	0	200	0	0	0	0	0	0	0
Place	Efficiencies through more effective pothole repair & patching service	On Target	On Target	100	100	0	0	0	200	0	0	0	0	0	0	0
Place	Reduce contribution to Highways Safety Shared Service	On Target	On Target	100	100	0	0	0	200	0	0	0	0	0	0	0
Place	Reduction of discretionary spend	On Target	On Target	100	100	0	0	0	200	0	0	0	0	0	0	0
Place	Staffing Reductions in Transport & Travel Services	On Target	On Target	150	0	0	0	0	150	0	0	0	0	0	0	0
Place	Introduction of charges for the acceptance of non-Household Waste at recycling centres.	On Target	On Target	150	0	0	0	0	150	0	0	0	0	0	0	0
Place	Reduction in Property Staffing	On Target	On Target	100	0	0	0	0	100	0	0	0	0	0	0	0
Place	Increased efficiency by Highways Operations Group	On Target	On Target	0	100	0	0	0	100	0	0	0	0	0	0	0
Place	Increase charges for Blue Badges	On Target	On Target	40	56	0	0	0	96	0	0	0	0	0	0	0
Place	Removal of Robin Hood Line subsidy	On Target	On Target	80	0	0	0	0	80	0	0	0	0	0	0	0
Place	Deliver Road Safety Education as part of public health commissioning for Nottinghamshire	On Target	On Target	79	0	0	0	0	79	0	0	0	0	0	0	0

Portfolio	Project Name	Project Status (Last Month) September 2015	Project Status (This Month) October 2015	Cashable Benefits						Projected At Risk / Slippage & Over Achievement					Savings delivered in an alternative way	Net at risk amount
				2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	Total (£000)s		
Place	Passenger Transport Facilities Charge	On Target	On Target	15	23	25	0	0	63	0	0	0	0	0	0	0
Place	Increased income from various service areas	On Target	On Target	30	30	0	0	0	60	0	0	0	0	0	0	0
Place	Reduction in Rights of Way Service	On Target	On Target	50	0	0	0	0	50	0	0	0	0	0	0	0
Place	Publicity & Transport Infrastructure	On Target	On Target	10	20	20	0	0	50	0	0	0	0	0	0	0
Place	Income generation	On Target	On Target	24	24	0	0	0	48	0	0	0	0	0	0	0
Place	Shared Service for Central Processing Unit	On Target	On Target	25	0	0	0	0	25	0	0	0	0	0	0	0
Place	Increased Highways Income from additional housing development activity	On Target	On Target	10	13	0	0	0	23	0	0	0	0	0	0	0
Place	Integrated Transport Programme	On Target	On Target	0	0	0	0	0	0	0	0	0	0	0	0	0
Place	Broadband	On Target	On Target	0	0	0	0	0	0	0	0	0	0	0	0	0
Place	Highways Contract savings	On Target	On Target	0	0	0	0	0	0	0	0	0	0	0	0	0
Place	Joint Venture for Property Services	On Target	On Target	0	0	0	0	0	0	0	0	0	0	0	0	0
Place	Highways JV (OfC B13)	Experiencing Obstacles	Experiencing Obstacles	0	300	750	0	0	1,050	0			0	0	0	0
Place	Devt Mgmt restructuring - staff reductions. Income generation.	Experiencing Obstacles	Experiencing Obstacles	0	3	0	0	0	3	0	0	0	0	0	0	0
Place	Efficiencies & Local Bus Service reductions	Closed or Completed	Closed or Completed	1,000	0	0	0	0	1,000	0	0	0	0	0	0	0
Place	Reduce the financial contribution to HealthWatch Nottinghamshire	Closed or Completed	Closed or Completed	50	0	0	0	0	50	0	0	0	0	0	0	0
Place Totals				6,130	3,388	1,115	0	0	10,633	0	0	0	0	0	0	0

Exceptions Details by Project		
Portfolio & Status	Project Name	Mitigation Detail
Place Experiencing Obstacles	Highways JV	Timescales for 'go live' are very tight. Programme Board to make a decision on launch date by end of January.
	Devt Mgmt restructuring - staff reductions. Income generation.	Discussions taking place to secure final element of income generation.

Portfolio	Project Name	Project Status (Last Month) September 2015	Project Status (This Month) October 2015	Cashable Benefits						Projected At Risk / Slippage & Over Achievement					Savings delivered in an alternative way	Net at risk amount
				2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	Total (£000)s		
Resources	Business Support Services Review (ASCH&PP and CFCS) (A07/A15)	On Target	On Target	895	508	400	400	0	2,203	0	0	0	0	0	0	0
Resources	Ongoing development of digital improvements to legal services procedures	On Target	On Target	500	200	150	0	0	850	0	0	0	0	0	0	0
Resources	Restructure, efficiencies and cost reductions in the Business Support Centre	On Target	On Target	500	200	0	0	0	700	0	0	0	0	0	0	0
Resources	Finance & Procurement Staffing Reductions	On Target	On Target	250	250	0	0	0	500	0	0	0	0	0	0	0
Resources	Review of the in-house Document Services team	Experiencing Obstacles	On Target	98	193	140	0	0	431	0	0	0	0	0	0	0
Resources	Customer Service Centre - efficiencies and shift to more cost effective access channels	On Target	On Target	200	120	0	0	0	320	0	0	0	0	0	0	0
Resources	Business Support Centre- Maintain an in-house service and explore the opportunities to sell services to other organisations	On Target	On Target	0	0	300	0	0	300	0	0	0	0	0	0	0
Resources	Reductions in Communications and Marketing	On Target	On Target	174	25	25	0	0	224	0	0	0	0	0	0	0
Resources	Staffing reductions to reflect streamlined financial procedures	On Target	On Target	110	90	0	0	0	200	0	0	0	0	0	0	0
Resources	To retain the Customer Service Centre in-house and identify new opportunities to develop the services on offer	On Target	On Target	0	0	200	0	0	200	0	0	0	0	0	0	0
Resources	Redesigned Human Resources service offer	On Target	On Target	0	184	0	0	0	184	0	0	0	0	0	0	0
Resources	Reduction in provision of ICT equipment replacement	On Target	On Target	100	0	0	0	0	100	0	0	0	0	0	0	0
Resources	ICT Licences	On Target	On Target	80	0	0	0	0	80	0	0	0	0	0	0	0
Resources	ICT Services Telephone Network	On Target	On Target	70	0	0	0	0	70	0	0	0	0	0	0	0
Resources	Changing the Council's banking partner to save money	On Target	On Target	62	0	0	0	0	62	0	0	0	0	0	0	0
Resources	Customer Service Centre - generation of additional income and sharing of services with other public sector providers	On Target	On Target	50	0	0	0	0	50	0	0	0	0	0	0	0
Resources	Democratic Services	On Target	On Target	17	0	0	0	0	17	0	0	0	0	0	0	0
Resources	Digital First	On Target	Experiencing Obstacles	0	0	0	0	0	0	0	0	0	0	0	0	0
Resources	BRMI	At Risk	At Risk	0	0	0	0	0	0	0	0	0	0	0	0	0
Resources	Shared service for Internal Audit	Experiencing Obstacles	Closed or Completed	0	75	0	0	0	75	0	75	0	0	75	75	0
Resources	Legal services - redesign staffing structure	Closed or Completed	Closed or Completed	408	12	0	0	0	420	0	0	0	0	0	0	0

Portfolio	Project Name	Project Status (Last Month) September 2015	Project Status (This Month) October 2015	Cashable Benefits						Projected At Risk / Slippage & Over Achievement					Savings delivered in an alternative way	Net at risk amount
				2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	Total (£000)s		
Resources	Review Human Resources activity & support - increased self service	Closed or Completed	Closed or Completed	0	47	0	0	0	47	0	0	0	0	0	0	0
Resources	Ways of Working	On Target	Closed or Completed	0	0	0	0	0	0	0	0	0	0	0	0	0
Resources	Centralising information management, performance and data functions	Closed or Completed	Closed or Completed	0	0	0	0	0	0	0	0	0	0	0	0	0
Resources Totals				3,514	1,904	1,215	400	0	7,033	0	75	0	0	75	75	0

Exceptions Details by Project		
Portfolio & Status	Project Name	Mitigation Detail
Resources Experiencing Obstacles	Digital First	Technical difficulties with build of internet site, contingency plan is in place.
Resources At Risk	BRMI	Technology Partner now appointed following delay. Project expected to return to 'on target' next month once revised plan in place.

All Portfolios Totals	26,381	23,636	11,299	2,717	171	64,204	505	352	1,950	334	3,141	766	2,375
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REPORT OF THE LEADER**NOTTINGHAMSHIRE ANNUAL RESIDENTS' SATISFACTION SURVEY 2015
FINDINGS****Purpose of the Report**

1. To present the findings from the 2015 Nottinghamshire Annual Residents' Satisfaction Survey, consider the results and actions required as well as considering future arrangements for the survey.

Information and Advice

2. This annual satisfaction survey for the County Council has been undertaken since 2012 and aims to measure headline satisfaction and residents' views about the Council, its services and the local area. Whilst the methodology has remained the same, there have been changes in the economic and social climate both at local and national level that inevitably influence residents' opinions.
3. The information gained from the annual satisfaction survey helps the Council to understand the views and priorities of local residents and provides monitoring data for key performance indicators.
4. This survey has been undertaken by an independent research company, Enventure Research since 2012 and this was the final year of the current commissioned arrangements. As in the previous three years the 2015 Nottinghamshire Annual Residents' Satisfaction Survey used face-to-face interviews with residents, who are representative of the Nottinghamshire population. Face-to-face interviews are considered to be the best methodology as this allows people to fully express their real views in a direct way. This technique is also acknowledged for producing robust population based samples which stand up to scrutiny. The survey, as in previous years, took place during the month of October.
5. Local based quota sampling techniques were used to achieve a representative sample of the Nottinghamshire population (circa 785,000 based on the Census 2011 data). Quotas were set based on district, gender, age, working status and ethnicity as well as disability and ward classification.
6. The brief was to undertake a minimum of 150 face-to-face interviews in each of the seven districts, making a total county sample size of 1,050; in practice more interviews were conducted and a sample size of 1,081 was achieved. This response rate has

achieved a 95% confidence interval meaning the results are accurate to approximately +/- 3%.

7. This survey costs £13,796, with the County Council contributing £9,796 and the balance funded by the Nottinghamshire's Police and Crime Commissioner (NPCC). The survey also contained additional bespoke questions as requested from the NPCC.

Summary of key findings from the 2015 annual residents' satisfaction survey

8. The research report captures local people's views, experiences and perceptions and includes tables and charts broken down by geographical areas, and demographic subgroups including age, gender and working status. The report which also contains the data requested by the NPCC is available as a background paper. The survey is conducted during October through on-street interviews with residents. October is often a cold month and may not be conducive to community engagement. It is therefore proposed that the 2016 survey is conducted at a different time of the year.
9. In order to understand how levels of satisfaction and perceptions have changed, comparisons have been made with the 2013 and 2014 survey results, the most recent baseline data for performance reporting, that also used the same methodology. It must be emphasized that resident's responses and opinions are often influenced by local, national and international media.
10. In overall terms the results, when compared to last year, indicate that residents:
 - would speak more positively about the County Council
 - are more satisfied with their local area
 - feel very well or fairly well informed by the County Council

The results for: satisfaction with the County Council; value for money provided by the County Council; and ability to influence decision making are in line with the 2013 levels.

Satisfaction with the local area

Understanding how people feel about where they live provides important context to help Nottinghamshire County Council understand attitudes on other local issues. Respondents were asked how satisfied or dissatisfied they were with their local area as a place to live (their local area was defined as the area within 15-20 minutes' walking distance from their home). 82% of respondents indicated that they were satisfied with their local area. This is an increase of 2 points from 2014, and 4 points from 2013.

Satisfaction with the local area as a place to live

Respondents were asked how much of a problem certain types of anti-social behaviour were in their local area. The table below summarises the 2015 results together with the previous two years. The majority of respondents felt that each of type of anti-social behaviour is not a problem, and overall people are more satisfied with their local areas as seen in the table below:

Anti-social behaviour type	Problem in 2013	Problem in 2014	Problem in 2015	Net Change 2014 to 2015
Vandalism, graffiti and deliberate damage to property or vehicles	13%	16%	10%	-6%
Rubbish or litter lying around	24%	26%	22%	-4%
Noisy neighbours or loud parties	14%	11%	14%	+3%
Abandoned or burnt out cars	3%	2%	2%	=
Groups of people hanging around the streets	19%	18%	18%	=
People being drunk or rowdy in public places	17%	17%	16%	-1%
People using or dealing drugs	20%	20%	18%	-2%
People being attacked/harassed because of their skin colour/ethnic origin/religion	5%	5%	4%	-1%

Community safety and community cohesion

Perceptions of crime and safety are often central to whether residents see an area as a good place to live or not. In Nottinghamshire, 95% of respondents *feel safe during the day* (one percentage point increase from 2014), and just under three-quarters (74%) feel safe outside at night (constant with the 2014 rating of 74%).

From the table above, only 4% of respondents felt that “People being attacked/harassed because of their skin colour/ethnic origin/religion” was a problem, and the majority feel safe in the local area. However 48% agree that people from different ethnic backgrounds get on well together in their local area.

Advocacy

Respondents were asked to indicate which one of a number of statements came the closest to how they felt about Nottinghamshire County Council. Four in ten (39%) stated that they speak positively about the Council, either without being asked, or if they are asked. This represents an increase of 4 and 6 points respectively since 2014 and 2013 surveys.

Information provision

Generally, people’s attitudes to various aspects of the local area and local public services are influenced by how well they feel informed. In Nottinghamshire, 54% of respondents feel informed about the services and benefits provided by the Council. This represents an increase of 1 percentage point since 2014 and 4 points since 2013.

Council satisfaction

This indicator gauges overall attitudes and is generally considered to be a key perceptual indicator of how well regarded the Council is by its residents. The satisfaction rating (fairly to very satisfied) has decreased by 2 percentage points since 2014 from 61% to 59%, but remains above the 2013 level of 58%. The decrease is within +/-3% confidence range which does not necessarily mean that performance has changed.

Value for money

A major influence of satisfaction with the County Council is feeling that it provides value for money. 43% of respondents agree that the County Council provides good value for money, compared 22% that disagree. The “agree” results are in line with the 2013 results but 4 percentage points below 2014.

Local decision making

Respondents in Nottinghamshire were asked the extent to which they agree/disagree that they can influence decisions affecting their local area. A total of 28% agree they can influence decisions affecting their local area. This is the same level as level in 2013.

Helping out and getting involved

The proportion of respondents who volunteer regularly in Nottinghamshire (participate in voluntary unpaid activities in a typical week) has remained consistently around 16%.

Response to findings

11. There are some areas of work that need to be progressed based on changes in the level of satisfaction. This work would include mapping of activity that may have contributed to changes in the level of satisfaction with the Council, value for money, people’s perception of being able to influence local decision making, and community cohesion. These areas will be further considered by the Corporate Leadership Team and a further report presented to this Committee.
12. Tracking changes in satisfaction alongside questions on other related issues about residents’ local areas can provide valuable information on what is driving resident perceptions and therefore what the Council can do to better serve their local communities. Many additional factors will influence resident views of councils at a local level, including local demographics, and significant changes in services across the public sector resulting from budgetary pressures. It is important therefore that these results are seen as part of a wider approach to understanding and responding to local communities at a local level.
13. The next annual satisfaction survey will be undertaken this year. The service provided by the current research company has been delivered to agreed timescales and costs. However, in order to meet the County Council’s procurement requirements, it is necessary to undertake a further procurement exercise. The future cost for the survey will be met from the Communications and Marketing budget, with contributions from NPCC and possibly other statutory service partners that may want participate in future surveys. The outcome of the procurement will be presented to this Committee.

Other Options Considered

18. The survey cost of £13,796 was met by the County Council contributing £9,796 and NPCC £4,000. This is considered to be good value for money when compared to other similar surveys which would, as established through the tender process in 2012, cost in excess of £20,000. The survey provides important information on residents’ views about the Council, services and the local area.

Reasons for Recommendations

19. The reasons are to: inform Members about the findings of the latest survey; develop the Council's service and delivery plans in line with residents' views and priorities. The current commissioning arrangements from Enventure Research ended in 2015 and a new procurement exercise is therefore required.

Statutory and Policy Implications

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

RECOMMENDATIONS

It is recommended that elected members:

- 1) Note the results of the 2015 Nottinghamshire Annual Residents' Satisfaction Survey.
- 2) Agree that the results are used to inform development of the Council's service and delivery plans.
- 3) Approve that a procurement exercise is undertaken to commission the residents' survey for future years, and to present the outcome at a future meeting of this Committee.

Councillor Alan Rhodes
Leader of the County Council

For any enquiries about this report, please contact:

Raj Sharma
Senior Consultation Officer
0115 9772937
raj.sharma@nottsc.gov.uk

Constitutional Comments (SLB 07/01/2016)

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

Financial Comments (SES 07/01/16)

The financial implications are set out in the report.

Background Papers and Published Documents

Final report

Electoral Division(s) and Member(s) Affected

All

REPORT OF THE LEADER

'LESSONS FROM SREBRENICA' DELEGATION TO BOSNIA – 20-23 MARCH 2016

Purpose of the Report

1. To seek approval for the involvement of the Chair of Community Safety Committee (Councillor Glynn Gilfoyle) in a delegation to Bosnia organised by the charitable organisation Remembering Srebrenica.

Information and Advice

2. Remembering Srebrenica is dedicated to raising awareness and learning lessons from the genocide committed at Srebrenica in Bosnia and Herzegovina in 1995. The charity's overall aim is to teach current and future generations about the consequence of hatred and intolerance.
3. Part-funded by the Department for Communities and Local Government (DCLG), the charity runs a sizeable education programme called 'Lessons from Srebrenica'. This involves taking delegations of 'key influencers' to Bosnia to engage with key political and religious figures, as well as the survivors of the genocide and the mothers of those killed, in order to learn how a seemingly integrated society imploded.
4. Remembering Srebrenica covers all costs of these delegations (airfare, accommodation, travel, food) exclusive of those incurred within the UK. In return the charity asks that participants make a pledge to do something concrete here in the UK on their return to tackle intolerance and discrimination and promote social cohesion, such as commemorative memorial events or educating young people about the genocide.
5. Last year, a number of Council leaders and lead members were taken in such delegations to Srebrenica and all came back to hold civic events which brought communities together to remember the victims of genocide. Councils involved previously include the London Borough of Barking and Dagenham, Birmingham City Council, Hammersmith and Fulham London Borough Council, Leeds City Council, Lewes District Council, Bradford Metropolitan District Council.
6. The next delegation takes place on 20-23 March 2016 and confirmation of involvement is needed in early February (ahead of the next meeting of Community Safety Committee on 1 March 2016).

Other Options Considered

7. To not involve the Chair of Community Safety Committee in this delegation but that would prevent the Council from sharing learning about this genocide in order to help better promote community cohesion and tolerance within Nottinghamshire.

Reasons for Recommendation

8. The Chair of Community Safety Committee is the most appropriate Member to be involved in this delegation in light of the Committee's remit.

Statutory and Policy Implications

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

Financial Implications

10. The only potential cost to the Council will be in relation to the Member's travel from home to Heathrow Airport and back, which will be met from the relevant Member Support budget. All other costs of the delegation are covered by the charity as detailed in paragraph 4 above.

RECOMMENDATION

That approval be given for the Chair of Community Safety Committee to be involved in the 'Lessons to Srebrenica' Delegation to Bosnia on 20-23 March, organised by the Remembering Srebrenica charitable organisation.

COUNCILLOR ALAN RHODES
Leader of the Council

For any enquiries about this report please contact:

Keith Ford, Team Manager, Democratic Services Tel. 0115 9772590 keith.ford@nottscc.gov.uk

Constitutional Comments (SLB – 01/02/16)

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

Financial Comments (RWK – 01/02/16)

The financial implications are set out in the report at paragraph 10

Background Papers

- E-mail invitation from Remembering Srebrenica to Councillor Glynn Gilfoyle dated 25 January 2016.

Electoral Division(s) and Member(s) Affected

All

REPORT OF THE LEADER OF THE COUNCIL**CITY OF NOTTINGHAM AND NOTTINGHAMSHIRE ECONOMIC
PROSPERITY COMMITTEE AND D2N2 LOCAL ENTERPRISE PARTNERSHIP****Purpose of the report**

1. To update Policy Committee on the work of the City of Nottingham and Nottinghamshire Economic Prosperity Committee and on the work of the D2N2 Local Enterprise Partnership.

Background

2. At its meeting in November 2015, Policy Committee requested an update on the work of the Nottingham and Nottinghamshire Economic Prosperity Committee (EPC) and on the work of the D2N2 Local Enterprise Partnership (LEP). This progress report is offered in response to that request and will form the basis of six-monthly progress reports going forward.
3. The D2N2 LEP was established in December 2010 in response to significant changes to the economic development landscape that were introduced by the then coalition government. Since 2010, Local Enterprise Partnerships have become well established across England and the current government remains fully supportive of them as the principal vehicles for driving economic growth and regeneration. The Derby, Derbyshire, Nottingham and Nottinghamshire (D2N2) Local Enterprise Partnership is chaired by Peter Richardson, a Derbyshire businessman. The Leader of the County Council is a Board Member.
4. The LEP is responsible for significant growth resources that are allocated to the area by the government, including the Local Growth Fund, European Structural and Investment Funds, the Growing Places Fund, Skills Capital funding and other, smaller revenue funding streams relating to business support and skills development.
5. A Sub Committee of the LEP Board has been established to provide oversight and strategic input to the management of the European Structural and Investment Funds programme, which runs until 2020. This Sub Committee meets on the same cycle as the D2N2 Board as the majority of Board members also sit on the Sub Committee. The Sub Committee considers recommendations from the government's Growth Team (based at the Department for Communities and Local Government) on projects that have applied for European funding support and advises the Growth Team on which projects should go forward to funding agreements.
6. The Leader of the Council has a seat on the D2N2 LEP Board and the Chief Executive acts as an advisor. Cllr Diana Meale is the County Council's representative on the D2N2 ESIF

Sub Committee and Tim Gregory, Corporate Director, Place, has observer status on this Sub Committee.

7. A number of schemes in Nottinghamshire have benefitted from investment through the LEP's capital resources:
 - i. Harworth Access Road
 - ii. Vision West Notts University Centre
 - iii. Rolls Royce Hucknall
 - iv. Lindhurst / Berry Hill
 - v. Medicity (Enterprise Zone)
 - vi. Newark Southern Link Road
 - vii. A57 / A60 improvements in Worksop
 - viii. Better Broadband for Nottinghamshire

Further schemes including the proposed reopening of the Dukeries Line to Ollerton, a town centre regeneration programme and extensions to the Creative Village in Worksop and the Retford Enterprise Centre are currently being developed for the next round of the Local Growth Fund.

8. The LEP has also successfully launched the Growth Hub for the D2N2 area. This co-ordinates access to business support for companies across the area, with a focus on companies that demonstrate higher growth potential in the LEP's priority sectors. The Growth Hub is due to benefit from investment through the European Structural and Investment Fund programme and the County Council has committed to supporting this with an annual contribution of £50,000 for the next three years, to ensure an enhanced level of service in Nottinghamshire (approved at Economic Development Committee on 3rd November 2015).
9. The Nottingham and Nottinghamshire Economic Prosperity Committee (EPC) was formally established at the beginning of 2014. It replaced the previous Notts Leaders meetings and the Joint Leadership Board and was set up to reflect the requirement for a more formal arrangement in Nottinghamshire to support work with the D2N2 LEP. A similar Prosperity Committee was also established for Derby and Derbyshire. The EPC meets in public and the Leader of the County Council is currently in the chair. All of the Leaders of local authorities in Nottinghamshire are members of the EPC and all of the Chief Executives attend in an advisory capacity.
10. The EPC has responsibility for strategic issues related to growth and economic development in Nottingham and Nottinghamshire. It is steering the development of a single Growth Strategy for Nottingham and Nottinghamshire as well as considering strategic priorities such as employment and skills, infrastructure and place marketing. The EPC has a recognised role in terms of advising the D2N2 LEP on investment priorities for the area, in particular with regard to the Local Growth Fund, where the EPC considers projects from across the area and proposes priorities for endorsement to the D2N2 LEP.
11. The EPC regularly receives updates on the European Structural and Investment Fund (ESIF) programme and on the Better Broadband for Nottinghamshire programme and has supported the County Council's efforts to secure additional resources in terms of the latter.

12. Finally, the EPC has oversight of the Nottinghamshire authorities' Business Rates Pool (excluding the City of Nottingham) in so far as the agreement to allocate a proportion of the pool to support economic development and growth in the county area and the development of the Combined Authority is concerned.

Recent priorities

13. The business of both the D2N2 LEP Board and the Nottingham and Nottinghamshire EPC has been dominated in recent months by the proposed Devolution Deal which includes the establishment of a single Combined Authority with directly elected Mayor. Indeed, alongside the D2N2 Board and Nottingham and Nottinghamshire EPC, the Leaders of all 19 authorities in Derbyshire and Nottinghamshire have been meeting on a frequent basis to discuss these proposals, the negotiations with government and the requirements for implementation should a deal be reached.

14. At its most recent meeting on 18th January, the D2N2 Board considered reports on the Nottingham and Derby Enterprise Zones, Growing Places Fund, Skills and Employment Commission and the work of the Infrastructure and Investment Board (which oversees the LEP's capital investment programme).

15. The EPC last met on 18th December 2015. At this meeting, Leaders considered reports on the D2N2 European Structural and Investment Fund (ESIF) programme and opportunities for Nottinghamshire and Leaders also gave their support to a proposed bid for ESIF resources by Nottinghamshire County Council for a digital business support programme. Discussion items included the devolution deal and a proposed approach to the next round of Local Growth Fund resources. Finally, the EPC also agreed to support the change of secretariat for the Committee from Nottingham City Council to Nottinghamshire County Council to reflect the change in chairmanship.

16. The EPC meets again on Friday 19th February where it is scheduled to discuss the Combined Authority proposal, the spending plan for the Combined Authority, progress with Marketing Nottingham and Nottinghamshire and the Nottinghamshire Business Investment Zone programme.

Other options

17. None considered as this is a progress report.

Reason/s for Recommendation/s

18. To provide information on the Nottingham and Nottinghamshire Economic Prosperity Committee and D2N2 Local Enterprise Partnership for Policy Committee, as requested by Members in November 2015.

Statutory and Policy Implications

19. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, 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 in the body of the report.

Financial Implications

20. The County Council has contributed £62,500 per year towards the core running costs of the D2N2 Local Enterprise Partnership since 2011-12, although this arrangement is under review for the next financial year pending decisions on the Combined Authority. This contribution has been matched by the other upper tier councils and has enabled D2N2 to draw down £250,000 per year from the government to support ongoing revenue costs. The County Council contributes £3,500 per year towards the secretariat costs for the City of Nottingham and Nottinghamshire Economic Prosperity Committee. Similar contributions are made by every Nottinghamshire council.

RECOMMENDATIONS

It is recommended that Policy Committee notes this report.

COUNCILLOR ALAN RHODES
Leader of the Council

Report author: Matt Lockley, Acting Programme Director, Economic Development and Devolution

For any enquiries about this report please contact: Matt Lockley, ext 72446

Constitutional Comments

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

Financial Comments (SES 26/01/16)

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.

Establishment of the Nottingham and Nottinghamshire Economic Prosperity Committee; report to Full Council, 16th January 2014, published.

Consultation response: proposal to amend legislation relating to Combined Authorities and Economic Prosperity Boards; report to Policy Committee, 4th June 2014, published.

Economic Development Update; report to Policy Committee, 10th September 2014, published.

Proposals for a Nottingham and Nottinghamshire Combined Authority; report to Economic Development Committee, 18th November 2014, published.

Establishment of the Nottingham and Nottinghamshire Combined Authority; report to County Council, 15th January 2015, published.

Up to November 2015, all published reports to the Nottingham and Nottinghamshire Economic Prosperity Committee are available here:

<http://committee.nottinghamcity.gov.uk/mgCommitteeDetails.aspx?ID=416>.

From December 2015, all published reports to the Nottingham and Nottinghamshire Economic Prosperity Committee are available here:

<http://ws43-0029.nottscc.gov.uk/dmsadmin/Meetings.aspx>

Electoral Division(s) and Member(s) Affected

All

**REPORT OF THE LEADER OF THE COUNCIL
THE WORK OF EAST MIDLANDS COUNCILS**

Purpose of the Report

1. To inform members of the work of East Midlands Councils

Information and Advice

2. Members have requested a regular update report on the work and activities of East Midlands Councils. The Executive Director of East Midlands Councils has agreed to produce a quarterly report for Members. The first of those reports on the work of East Midlands Councils is attached at Appendix 1.

Other Options Considered

3. None

Reason/s for Recommendation/s

4. Members have requested regular updates on the work of East Midlands Councils.

Statutory and Policy Implications

5. 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

6. There are no direct financial implications arising from this report.

RECOMMENDATION/S

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

Councillor Alan Rhodes
Leader of the Council

For any enquiries about this report please contact:
Jayne Francis-Ward, Corporate Director – Resources

Constitutional Comments (SLB – 22/1/16)

7. This report is for noting only.

Financial Comments (SES - 26/01/16]

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

Background Papers and Published Documents

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

- None

Electoral Division(s) and Member(s) Affected

- All

**Report to Policy Committee
East Midlands Councils**

1. Background

- 1.1 East Midlands Councils (EMC) is the membership organisation for the region's local councils. It is a voluntary membership body that focuses on issues of significance and common priorities for councils in the East Midlands and where a collective approach is likely to be effective.
- 1.2 It also provides training and development programmes for councillors and staff of councils in EMC membership (at no additional or marginal cost), access to low-cost services and consultancy, e.g. recruitment and HR, and governance and organisational change support.
- 1.3 Nottinghamshire County Council is a leading member council of EMC and two councillors are members of EMC:
- Cllr Alan Rhodes (member of EMC Executive Board, and Improvement & Transformation Board).
 - Cllr Kay Cutts (member of the Regional Migration Partnership).
- 1.4 EMC also hosts lead members networks for 'portfolio holders' of Children's Services, Adult Social Care and Health and Wellbeing Board.
- 1.5 The following policy areas have been agreed by the Executive Board as priority policy areas:

2. Midlands Engine

- 2.1 Following the Chancellor's speech in Derby on the 1st June 2015 announcing the Midlands Engine concept, LEPs and Councils across the Midlands have been working together to develop an initial proposition that was launched in December 2015 by the Business Secretary the Rt Hon Sajid Jarvid MP.
- 2.2 The prospectus responds to Government ambitions announced earlier in 2015 that the Midlands economy could grow by £34 billion by 2030, if it matched the predicted growth rate for the UK, and that a further 300,000 jobs could be created by the end of this Parliament in the Midlands region. It is based on enhanced collaboration around five strategic areas:

- Promotion – to both domestic and foreign investors
- Transport (through Midlands Connect)
- Innovation
- Finance for business
- Skills

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/482247/midlands-engine-for-growth.pdf

- 2.3 To deliver on these high level aspirations, councils and LEPs in this region need to be clear and agree the priority interventions for the economies in the East Midlands and, through the joint development and agreement of an implementation plan, how the Midlands Engine should support their delivery.
- 2.4 Formal governance will need to be agreed by council leaders. It is suggested that particular consideration is given to the following issues:
- Clear leadership role for local government to provide democratic legitimacy.
 - Balance between East and West Midlands to underpin collaborative working.
 - Strategic oversight through senior political leadership coupled with expert input on each theme.
 - Effective and appropriately resourced secretariat, enabling good analysis, communications and underpinning efficient decision making.
 - Avoidance of duplication with existing governance bodies.

3. Midlands Connect

- 3.1 Midlands Connect is a key component of the Midlands Engine initiative, although it pre-dates its inception by 18 months. Initial work funded by LEPs demonstrated the economic potential of improving connectivity between key centres of economic activity across the Midlands.
- 3.2 Following this, the Chancellor announced in his 2015 summer budget an allocation of £5 million to support the development of a strategic transport strategy for the Midlands by March 2017 which will seek to agree key investment priorities that will boost the Midlands economy, for delivery by Highways England, Network Rail and HS2 Ltd from 2020 onwards.
- 3.3 To draw down the Government funding, LEPs and Local Transport Authorities submitted a work programme and confirmed governance structures (as agreed by EMC Executive Board). The new arrangements were formally launched at a major event at the Derby Roundhouse on the 22nd October 2015, with Transport

Minister Robert Goodwill MP and the Executive Chairman of HS2 Ltd Sir David Higgins in attendance.

- 3.4 Sir John Peace has been confirmed as the Independent Chair of Midlands Connect.

4. HS2 Update

- 4.1 The Government published its latest HS2 command paper on the 30th November 2015, (<https://www.gov.uk/government/publications/hs2-phase-two-east-and-west-the-next-steps-to-crewe-and-beyond>) that confirms the Government's intention to advance construction of the line to Crewe, and sets out the Government's vision for the Eastern Leg of HS2 between Birmingham, the East Midlands, South Yorkshire and Leeds.
- 4.2 A formal route announcement for the Eastern Leg will not be made until late 2016 after further detailed work on key sections of the proposed line is completed. However, the Government has confirmed its support for a Hub Station serving the East Midlands located Toton, and strongly welcomed the work of councils and business leaders through EMC's HS2 Leadership Board to secure a regional consensus on station location.
- 4.3 As a result the Government has made available £1.25 million to support the development of an HS2 Growth Strategy for the East Midlands which will address connectivity and economic development issues related to both the Hub Station at Toton and the maintenance depot at Staveley. It is worth noting that similar support has not yet been made available to South Yorkshire (where there is no consensus on station location), or Leeds (where further technical work is required on the revised station proposal).

5. East Midlands Infrastructure Priorities for 2015.

- 5.1 At the EMC AGM in July 2015, Members agreed to lobby on five infrastructure priorities for 2015.

Priority	Progress
Midland Main Line Market Harborough Enhancement	Growth deal funding is in place to cover most of the cost of the scheme, but there is still likely to be a shortfall. Network Rail is undertaking work to better define costs and outputs and the scale of further contributions.

A5 (M42-M69) Strategic Enhancement	Funding for the Longshoot to Dodwells section was included in the Government's Roads Investment Strategy. There has been positive feedback on the prospects of funding for scheme development across the full route – but as yet no formal announcements.
Newark Strategic Road and Rail Enhancement	Network Rail has made available resources to explore proposals for a 'Newark flyover'. Development money for the A46 Newark Northern bypass was announced in the Government's Roads Investment Strategy.
North Leicestershire Strategic Rail Enhancement (including Burton-Leicester re-opening)	A study to develop proposals for further rail investment has been let by the Leicester and Leicestershire LEP.
A14 Enhancement	Proposals for a new Junction 10a at Kettering were announced in the Government's Roads Investment Strategy

5.2 The last four of these priorities are being taken forward through the Midlands Connect process, particularly the prioritisation of investment opportunities; and the forthcoming Budget offers an opportunity to make further progress.

5.3 In relation to the Market Harborough rail scheme, this has been caught up in the 'pausing' and subsequent 'un-pausing' of the Midland Main Line electrification scheme. Whilst a funding gap for Market Harborough may remain, the Government appears committed to find a way to deliver the scheme as part of the revised programme of works to be fully implemented by 2023.

6. Migration – Asylum Dispersal and Syrian Resettlement

6.1 As reported to the Executive Board in September 2015, at the end of July 2015 there were 2500 supported asylum seekers in the East Midlands. The number has increased again to just over 2650 and the numbers are continuing to rise. The East Midlands has put the case for a fairer distribution of asylum seekers across the UK for some time. This was a key issue in the 2014 report on the Impact of International Migration in the East Midlands.

<http://www.emcouncils.gov.uk/write/ImpactOfMigration-6-A4-AW.pdf>

- 6.2 The Government has commenced the expansion of the existing Syrian Vulnerable Person Scheme and intends to resettle 20,000 Syrians in need of protection during this Parliament.
- 6.3 Nottingham and Nottinghamshire councils are participants in this scheme. A number of other councils, e.g. Leicester City Council, have also expressed a willingness to participate.
- 6.4 EMC hosts the Regional Migration Partnership with responsibility for regional co-ordination on migration matters, including both asylum dispersal and the Syrian resettlement scheme.

7. Working with the Region's MPs – the All-Party Parliamentary Group

- 7.1 MPs in the region met on the 5th January 2016 to re-establish the All-Party Parliamentary Group for the East Midlands. Chris Heaton-Harris (Conservative, Daventry) and Chris Leslie (Labour, Nottingham East) were unanimously elected as co-chairs.
- 7.2 It was agreed that East Midlands Councils will be the secretariat for the EM APPG, in recognition of the agreed benefits of MPs, council and business leaders working collectively on issues of common concern and importance; EMC and the East Midlands Chambers of Commerce will be developing a collective 'call for action' based on the key priorities for the region for the next meeting of the APPG scheduled for Tuesday 9th February.

Stuart Young
Executive Director,
East Midlands Councils

REPORT OF THE LEADER

'FULFILLING OBLIGATIONS TO SUPPORT MILITARY AND DEFENCE PERSONNEL' FORUM EVENT, LONDON, 2 MARCH 2016

Purpose of the Report

1. To seek approval for the attendance of the Member Champion for Armed Forces (Councillor Ian Campbell) and a relevant officer at a Forum about the Armed Forces Community Covenant being organised by Inside Government.

Information and Advice

2. An update report on the work which the Council is undertaking to implement the Armed Forces Community Covenant was submitted to Full Council on 17 September 2015. In approving the report, Council appointed Councillor Ian Campbell as the Member Champion for Armed Forces.
3. The organisation Inside Government is hosting a Forum event at the Hallam Conference Centre, Hallam Street, Central London on 2 March 2016.
4. The forum aims to provide delegates with the knowledge and expertise to effectively champion the armed services community and improve provision of services for service personnel in their localities.
5. Keynote speeches will include:-
 - The successful delivery of the Armed Forces Covenant from James Franklin, Head of the Armed Forces Covenant Team, Ministry of Defence;
 - Local Government commitment to the Armed Forces Covenant from Michael King, Chief Executive of the Local Government Ombudsman, on ensuring;
 - The role of the Voluntary Sector in supporting the Armed Forces; and
 - Meeting the needs of the Armed Forces community through Healthcare excellence from Dave Rutter, Head of Armed Forces and Veterans Health, Department of Health.
6. Case Studies will also be presented on the following subjects:-
 - Providing Excellent Standards of Mental Health Provision to the Armed Service Community;
 - Helping Ex-Servicemen and Servicewomen Throughout the Criminal Justice System;

- Supporting the Service Community Through Effective Housing Provision as a Local Authority;
 - Promoting Positive Outcomes in Education for Service Children through the Service Premium;
 - Giving Armed Forces Families the specialised support they need in the Voluntary Sector.
7. It is proposed that the Member Champion for Armed Forces and the Council's lead Community Engagement Officer attend the event.
8. The Forum will provide an opportunity for the Council's representatives to feed back on the successful Civilian Life event organised by the County Council on 12 November 2015.

Other Options Considered

9. To not send officer and Member delegates to this Forum but this would mean missing an opportunity to share best practice and learning, from a wide range of speakers and delegates, on this key issue.

Reasons for Recommendation

10. To ensure the County Council is appropriately represented at this event in order to share best practice and learning.

Statutory and Policy Implications

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

Financial Implications

9. The cost for two delegate places at the Forum will be £740 (£385 for 1st delegate, £355 for 2nd delegate). There will also be associated travelling costs. The costs for the Member Champion will come from the relevant Democratic Services budget with the officer costs funded separately.

RECOMMENDATION

That approval be given for the attendance of the Member Champion for Armed Forces and one relevant officer at the 'Fulfilling Obligations to Support Military and Defence Personnel' Forum event in London on 2 March 2016.

COUNCILLOR ALAN RHODES
Leader of the Council

For any enquiries about this report please contact:

Keith Ford, Team Manager, Democratic Services, Tel 0115 9772590 keith.ford@nottscc.gov.uk

Constitutional Comments (SLB – 20/1/16)

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

Financial Comments (RWK – 01/02/16)

The financial implications are set out in paragraph 12 of the report.

Background Papers

- Electronic flyer for the event from Inside Government.
- Report to Full Council – Armed Forces Community Covenant - 17 September 2015 - [Armed Forces Community Covenant](#) and minutes of that meeting (published).

Electoral Division(s) and Member(s) Affected

All

REPORT OF THE LEADER

COUNTY COUNCIL CIVIC SERVICE

Purpose of the Report

1. To seek approval for hospitality at the County Council Civic Service at Southwell Minster on Sunday, 26 June 2016 at 3.00 pm.

Information and Advice

2. Each year the County Council holds a Civic Service in order to formally mark the start of the Chairman's year in office and to help raise awareness of the Chairman's chosen charity.
3. Representatives from the Clergy, Parish/Town Councils, Magistrates, Lord Lieutenant, High Sheriff, County Coroner, Civic Heads, Members of Nottinghamshire County Council, District/Borough Councils, and Chief Executives within Nottinghamshire will be invited to attend. Other attendees will include representatives from the Chairman's chosen charity and the parents/guardians of the young performers involved in the Service.
4. Hospitality is provided at the discretion of the Chairman, with refreshments served at the Minster after the service.

Other Options Considered

5. Different options for holding the Civic Service are available. The specific contents and the format of the day, with reference to the estimated costs, will be finalised in conjunction with the new Chairman following their appointment at Annual Council on 12 May 2016.

Reason/s for Recommendation/s

6. To seek approval for expenditure on hospitality so that the necessary initial planning and arrangements can be made at the earliest opportunity.

Statutory and Policy Implications

7. 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

8. The estimated cost of holding the Civic Service would be £1,300 as detailed in the table below to be met from the County Hospitality budget. This forecast is based on the actual costs of last year's Civic Service.

Item	Cost
Hire of Southwell Minster, organist & staffing	£400
Refreshments following Civic Service	£400
County Arts - Musicians	£300
Printing of Order of Service	£200
TOTAL	£1,300

RECOMMENDATION/S

- 1) That approval be given to the estimated costs of £1,300 in connection with the Civic Service on 26 June 2016 at Southwell Minster being met from the County Hospitality budget.

COUNCILLOR ALAN RHODES
Leader of the County Council

For any enquiries about this report please contact:

Alison Fawley, Democratic Services Officer, Democratic Services

Constitutional Comments (SLB 18/1/16)

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

Financial Comments (SES 18/1/16)

10. 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

REPORT OF THE CORPORATE DIRECTOR OF RESOURCES

WORK PROGRAMME

Purpose of the Report

1. To review the Committee's work programme for 2015/16.

Information and Advice

2. The County Council requires each committee to maintain a work programme. The work programme will assist the management of the committee's agenda, the scheduling of the committee's business and forward planning. The work programme will be updated and reviewed at each pre-agenda meeting and committee meeting. Any member of the committee is able to suggest items for possible inclusion.
3. The attached work programme includes items which can be anticipated at the present time. Other items will be added to the programme as they are identified.
4. The Policy Committee will be asked to determine policies, strategies and statutory plans developed or reviewed by other Committees of the Council. Committee Chairmen are invited to advise the Policy Committee of any additional policy reviews that are being considered.
5. The following changes have been made since the work programme was published in the agenda for the last meeting:-
 - a. The following new items have been scheduled for the 10 February 2016 meeting (these are new items of business that are being submitted to Policy Committee to enable consideration by Members at the earliest opportunity):-
 - i) Integrating Social Care and Health in Nottinghamshire
 - ii) Fulfilling Obligations to Support Military and Defence Personnel
 - iii) County Council Civic Service
 - iv) 'Lessons from Srebrenica' – Delegation to Bosnia – 20-23 March 2016
 - b. Business Service Centre – Phase 3 of Savings Delivery – new item added to March 2016.

Other Options Considered

6. None.

Reason/s for Recommendation/s

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

Statutory and Policy Implications

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

RECOMMENDATION

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

Jayne Francis-Ward
Corporate Director - Resources

For any enquiries about this report please contact:

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

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

Constitutional Comments (SLB)

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

Financial Comments (NS)

There are no financial implications arising directly from this report.

Background Papers

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

None

Electoral Division(s) and Member(s) Affected

All

POLICY COMMITTEE - WORK PROGRAMME (AS AT 2 FEBRUARY 2016)

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>Lead Officer</u>	<u>Report Author</u>
9 March 2016			
Business Service Centre – Phase 3 of Savings Delivery	Approval of Phase 3 of Savings Delivery.	Marjorie Toward	Sarah Stephenson
Mid-Nottinghamshire Alliance Development Leadership Board Progress Report	Quarterly progress report on the work of the Board (as agreed at Policy Committee on 11 November 2015)	David Pearson	Wendy Lippmann / Sue Batty
20 April 2016			
Information Commissioner’s Office Audit Report and Action Plan	Update report on progress with this action plan.	Jayne Francis-Ward	Jo Kirkby
18 May 2016			
Under 16 Home to School Transport Policy 2016 and Post-16 Transport Policy 2016/17	To seek approval for updated policies.	Colin Pettigrew	Janie Goodman
Performance Reporting on the Strategic Plan 2014-18 and Redefining Your Council	To consider progress and performance against each of the Strategic Plan priorities and the programmes within Redefining Your Council	Nigel Stevenson	Celia Morris
Social Media Policy update	Update on the implementation of the Social Media Policy (as agreed at Policy Committee on 11 November 2015)	Martin Done	Clare Yau
Mid-Nottinghamshire Alliance Development Leadership Board Progress Report	Quarterly progress report on the work of the Board (as agreed at Policy Committee on 11 November 2015)	David Pearson	TBC
Smarter Working Programme	Six Monthly update report (as agreed at Policy Committee on 11 November 2015)	Jayne Francis-Ward	Iain Macmillan
The Work of East Midlands Councils (EMC)	Quarterly update (as requested by Policy Committee in November 2015).	Jayne Francis-Ward	Stuart Young, Exec Director,

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>Lead Officer</u>	<u>Report Author</u>
			EMC
15 June 2016			
Update on use of Urgency Procedure	To update Policy Committee about the number of occasions the Urgency provisions have been used and the reasons for their use.	Jayne Francis-Ward	Keith Ford
Mid-Nottinghamshire Alliance Development Leadership Board Progress Report	Quarterly progress report on the work of the Board (as agreed at Policy Committee on 11 November 2015)	David Pearson	Wendy Lippmann / Sue Batty
13 July 2016			
Review of Senior Management Structure	Review following interim structure agreed by Policy Committee on 15 July 2015.	Anthony May	Anthony May
Rural Services Network – Review of Membership	Following the initial review by Policy Committee on 15 July 2016.	Sally Gill	Heather Stokes
County Life – Evaluation Report	Annual evaluation report – as agreed by Policy Committee on 15 July 2015.	Martin Done	Martin Done