

## **Finance Committee**

**Monday, 22 November 2021 at 10:30**

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

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### **AGENDA**

- |   |  |         |
|---|--|---------|
| 1 | Minutes of the last meeting held on 11 October 2021  | 3 - 6   |
| 2 | Apologies for Absence  |         |
| 3 | Declarations of Interests by Members and Officers:- (see note below)<br>(a) Disclosable Pecuniary Interests<br>(b) Private Interests (pecuniary and non-pecuniary) |         |
| 4 | Financial Monitoring Report Period 6 2021-22   | 7 - 22  |
| 5 | Children and Families Department Budget Position   | 23 - 32 |
| 6 | Resource Shortages and Contract Inflation  | 33 - 38 |
| 7 | Gedling Access Road - Progress Report  | 39 - 46 |
| 8 | ICT Strategy 2022-2025   | 47 - 54 |
| 9 | Work Programme   | 55 - 60 |

### **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 Peter Barker (Tel. 0115 977 4416) 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	FINANCE COMMITTEE
Date	11 October 2021 (commencing at 10.30am)

**Membership**

Persons absent are marked with an 'A'

**COUNCILLORS**

Richard Jackson (Chair)  
Roger Jackson (Vice Chair)

Reg Adair	Bruce Laughton
Andre Camilleri	Mike Pringle
John Clarke	Mike Quigley MBE
Jim Creamer	Lee Walters
Tom Hollis	

**OFFICERS IN ATTENDANCE**

Pete Barker	Democratic Services Officer
Rob Disney	Audit Team Leader
Claire Dyson	Risk and Insurance Manager
Paul Martin	Head of Technology and Digital
Nigel Stevenson	Service Director, Finance, Infrastructure & Improvement

**1. MINUTES OF THE LAST MEETING HELD ON 6 SEPTEMBER 2021**

The minutes of the meeting, having been circulated to all Members, were taken as read and were confirmed, and were signed by the Chair.

**2. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

**3. DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS**

There were no declarations of interest.

#### **4. FINANCIAL MONITORING REPORT PERIOD 5 2021-22**

**RESOLVED: 2021/028**

That the additional contingency requests be approved.

#### **5. RISK AND INSURANCE UPDATE**

**RESOLVED: 2021/029**

That the contents of the report be noted and a further report be brought back to Committee in 6 months' time.

#### **6. ICT OPERATIONAL PERFORMANCE Q1 2021-22**

**RESOLVED: 2021/030**

That the contents of the report be noted and a further report for the next quarter be brought to a future meeting of the Committee.

#### **7. THE DIGITAL DECLARATION - PRESENTATION**

**RESOLVED: 2021/031**

That the contents of the presentation be noted and further updates be presented to Committee as work progresses.

#### **8. CYBER SECURITY ASSURANCE**

**RESOLVED: 2021/032**

That the contents of the report be noted and a further report for the next quarter be brought to a future meeting of the Committee.

#### **9. WORK PROGRAMME**

**RESOLVED: 2021/033**

That the Work Programme be updated to reflect Members' requests.

#### **10. EXCLUSION OF THE PUBLIC**

**RESOLVED: 2021/034**

That the public be excluded for the remainder of the meeting on the grounds that the discussions are likely to involve disclosure of exempt information described in Schedule 12A of the Local Government Act 1972 and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

#### **11. CYBER SECURITY ASSURANCE**

**RESOLVED: 2021/035**

That the contents of the report be noted.

The meeting closed at 11.37am

CHAIR



**REPORT OF THE SERVICE DIRECTOR – FINANCE, INFRASTRUCTURE  
AND IMPROVEMENT****FINANCIAL MONITORING REPORT: PERIOD 6 2021/22****Purpose of the Report**

1. To provide a summary of the Committee revenue budgets for 2021/22.
2. To provide a summary of capital programme expenditure to date, year-end forecasts and approve variations to the capital programme.
3. To inform Members of the Council's Balance Sheet transactions.

**Information  
Background**

4. The Council approved the 2021/22 budget at its meeting on 25 February 2021. As with previous financial years, progress updates will be closely monitored and reported to management and Committee each month.
5. It is important to note that this Financial Monitoring report has been put together at a time when the Council is continuing to respond to the consequences of COVID19. Central Government has recognised that although there are good reasons to be optimistic about overcoming the virus it also acknowledged that many of the challenges posed by COVID19 will not go away immediately. As such, the Council has been awarded a £16.1m COVID19 grant in 2021/22 to help fund the on-going challenges associated with the virus.
6. It is also important to note that considerable uncertainty does still remain regarding the longer-term implications of recovering from the pandemic both from an expenditure and income perspective. Information continues to be developed regarding significant areas of the Authority's budget including Home to School Transport, Looked After Children (LAC) and Adult Social Care and Health Services.
7. Departments continue to identify and monitor both additional costs arising from the COVID19 crisis as well as lost income. Where costs have been incurred but may need to be shared with other organisations, sufficient documentation will be maintained to evidence the recharge at a future date.

**Summary Revenue Position**

8. The table below summarises the revenue budgets for each Committee for the current financial year. An underspend of £1.8m is currently predicted against the revised budget estimate following allocation of COVID19 grant to mitigate pandemic cost pressures. However, as a consequence of the significant levels of uncertainty and financial challenges facing the Council over the medium term, the key message to effectively manage budgets and, wherever possible, deliver in-year savings is being reinforced.

**Table 1 – Summary Revenue Position**

Forecast Variance as at Period 5 £'000	Committee	Revised Annual Budget £'000	Actual to Period 6 £'000	Year-End Forecast £'000	Latest Forecast Variance £'000
2,051	Children & Young People	155,487	62,720	157,665	2,178
(260)	Adult Social Care & Public Health	219,120	60,598	215,921	(3,199)
(1,028)	Transport & Environment	112,732	40,621	112,406	(326)
(569)	Communities	18,464	2,766	17,693	(771)
(323)	Economic Development & Asset Management	21,273	7,545	20,889	(384)
72	Policy	3,058	2,757	3,054	(4)
(28)	Finance	15,632	5,871	15,779	147
39	Governance & Ethics	7,727	3,739	7,821	94
(454)	Personnel	18,348	10,342	17,811	(537)
(500)	<b>Net Committee (under)/overspend</b>	<b>571,841</b>	<b>196,959</b>	<b>569,039</b>	<b>(2,802)</b>
	- Central items	(34,422)	(32,262)	(34,422)	-
	- Schools Expenditure	830	-	830	-
(164)	Contribution to/(from) Traders	885	2,375	1,003	118
(664)	<b>Forecast prior to use of reserves</b>	<b>539,134</b>	<b>167,072</b>	<b>536,450</b>	<b>(2,684)</b>
	- Transfer to / (from) Corporate Reserves	(1,341)	-	(1,341)	-
892	Transfer to / (from) Departmental Reserves	(7,476)	(348)	(6,591)	885
	- Transfer to / (from) General Fund	-	-	-	-
228	<b>Net County Council Budget Requirement</b>	<b>530,317</b>	<b>166,724</b>	<b>528,518</b>	<b>(1,799)</b>



## **Committee and Central Items**

### **COVID19 Pressures**

9. The Ministry of Housing, Communities and Local Government requires all local authorities to submit a monthly DELTA data collection return. This return is designed to help departments across central government to understand the impact of the COVID19 pandemic on local authority finances.
10. Nottinghamshire County Council's DELTA16 return was submitted on 24 September 2021 and forecast additional COVID19 pressures totalled £30.8m. It is proposed that these costs will be funded from a combination of specific and general COVID19 grants received from Central Government.

### **Committee Variations**

#### **Children & Young People's (£2.2m overspend)**

11. The underlying overspend is £2.2m after planned use of grant reserves and initial funding for additional costs related to COVID19.
12. The Youth Families and Social Work Division is forecasting an overspend of £0.3m. This mainly arises due to overspends on Looked After Children placements.
13. The Commissioning and Resources Division is forecasting an overspend of £1.9m, which relates to a forecast overspend on external LAC placement costs and the additional costs of children transferred from Minster View which is temporarily closed offset by a reduction in Children's Centre costs and other budgets. A report on the Minster View position is being finalised and will be reported to Children and Young People's Committee in December.

#### **Adult Social Care & Public Health (£3.2m underspend)**

14. The Adult Social Care and Public Health Department budget is currently forecasting an underspend of £3.2m, with the main reasons for the increase in underspend from last month being difficulties in recruiting to temporary and permanent vacancies (£0.8m), additional Direct Payment recoups (£0.9m), reductions in homecare commitments in Ageing Well (£0.5m) and predicted need / transition costs in Living Well (£0.5m).
15. The overall position is due to an underspend on Direct & Provider Services (£0.6m) mainly due to staffing vacancies, an underspend in Ageing Well (£2.2m) due to additional client contributions and continuing Discharge to Access (D2A) funding, an overspend in Living Well (£0.6m) due to increased costs of predicted needs and transitions and a net underspend across other budgets (£0.6m).
16. Public Health is underspending by £0.4m, which is offset by reserves movements. This is due to underspends on Sexual health, Substance misuse, Domestic violence and Mental health.
17. Staff turnover and difficulties in recruiting to vacant posts are a risk to service delivery and further mitigations are being reviewed to identify any actions that can be taken to improve the situation.

### **Communities (£0.8m underspend)**

18. The £0.8m forecast underspend comprises an underspend within Trading Standards (£0.8m), predominantly due to an underspend on the revenue and capital LIS Schemes. In addition, there is a forecast underspend in Registrars (£0.3m) due to additional income from ceremonies that were cancelled in the height of the pandemic. These ceremonies have now been rescheduled to the current financial year due to the easing of restrictions. This is offset by additional costs across a range of other services (£0.3m).

### **Personnel (£0.5m underspend)**

19. The £0.5m forecast underspend comprises an overspend within Corporate HR (£0.2m) due to maternity cover costs, an underspend in Business Support (£0.4m) due to staff vacancies and an underspend on Apprentices / Trainees (£0.2m) due to delays in recruitment as a result of the COVID19 pandemic and a small underspend (£0.1m) in document services as a result of efficiencies.

### **Central Items**

20. Central Items primarily consists of interest on cash balances and borrowing, together with various grants, contingency and capital charges.
21. Central Items includes a base contingency budget of £4.0m to cover redundancy costs, slippage of savings and other unforeseen events. Also, in 2021/22 further demand and inflationary pressures have been identified that have a degree of uncertainty with regard to likelihood, value and profiling. As such, an additional provision of £8.6m has been made within the contingency to fund these pressures should they arise. The Finance Committee or the Section 151 Officer are required to approve the release of contingency funds.
22. There has already been a call on the 2021/22 contingency budget from requests that have been previously approved by Finance Committee or the Section 151 Officer totalling £1.8m.
23. Table 1 assumes that the remaining contingency budget will be utilised in full for future requests.

### **Main areas of risk to the forecast**

24. As well as the implications arising from the COVID19 emergency the usual budget monitoring process will continue to take place throughout the year to identify all major variations to budget. Progress updates will be closely monitored and reported to management and to Committee on a monthly basis.
25. The approved 2021/22 budget was set against a background of assumptions and on-going risks, specifically with regard to the demand for Council services in the areas of Children and Adult Social Care where safeguarding takes priority. In Children's Social Care specifically, early indications suggest that significant pressures are continuing to be experienced in relation to the Children's Social Work staffing budget. This is due to the need to employ agency staff as well as the rise in costs associated with Looked After Children external placements due to accommodation issues and sustained high numbers. In addition, the average weekly cost of

placements are rising due to complexity of need, market conditions, inflation and limited capacity within the Authority's own internal residential and foster care provision. These high-risk areas will continue to be monitored closely during the year through the robust monthly budget management process and reported back to Committee. Within Adult Social Care difficulties are being experienced in recruitment and retention, particularly when many sectors are experiencing similar issues, with some starting to increase salaries and offer bonuses (sign on and retention). The position will continue to be closely monitored

26. The 2020/21 Local Government Finance Settlement set out a one-year settlement only. As such, further considerable uncertainty beyond 2021/22 will remain until the outcome of the future Comprehensive Spending Review is known.

## **Balance Sheet**

### **General Fund Balance**

27. Members approved the 2020/21 closing General Fund Balance of £32.1m at Full Council on 22 July 2021. The 2021/22 budget assumes no utilisation of the General Fund and so the closing balance is forecast to be £32.1m at the end of the current financial year. This is 5.7% of the budget requirement.

## Capital Programme

28. Table 2 summarises changes in the gross Capital Programme for 2021/22 since approval of the original Programme in the Budget Report (Council 25/02/21):

**Table 2 – Revised Capital Programme for 2021/22**

	2021/22	
	£'000	£'000
Approved per Council (Budget Report 2021/22)		108,523
Variations funded from County Council Allocations : Net slippage from 2020/21 and financing adjustments	12,681	
		12,681
Variations funded from other sources : Net variation from 2020/21 and financing adjustments	24,381	
		24,381
<b>Revised Gross Capital Programme</b>		<b>145,585</b>

29. Table 3 shows actual capital expenditure to date against the forecast outturn at Period 6.

**Table 3 – Capital Expenditure and Forecasts as at Period 6**

Committee	Revised Capital Programme £'000	Actual Expenditure to Period 6 £'000	Forecast Outturn £'000	Expected Variance £'000
Children & Young People's	33,490	7,924	30,494	(2,996)
Adult Social Care & Public Health	955	256	955	-
Transport & Environment	57,052	19,533	66,121	9,069
Communities	3,482	381	2,665	(817)
Economic Devt & Asset Mngt	37,968	8,673	37,001	(967)
Finance	10,083	4,993	10,083	-
Personnel	151	33	151	-
Contingency	2,404	-	2,404	-
<b>Total</b>	<b>145,585</b>	<b>41,793</b>	<b>149,874</b>	<b>4,289</b>

## Children and Young People's

30. In the Children and Young People's Committee, a forecast underspend of £3.0m has been identified. This relates mainly to the Schools Place Programme (£2.5m) where re-profiling is required as commitments to projects at Academies are not now expected to be made until future financial years. There is also an underspend of £0.5m against the Sharphill School capital project. It is proposed that this funding is transferred back into the School Places capital programme.

**It is proposed that the Children and Young People's capital programme is varied to reflect that the £0.5m underspend against the Sharphill School capital project is transferred back into the School Places capital project.**

## Transport and Environment

31. In the Transport and Environment Committee, an overspend of £9.1m has been identified. This mainly relates to an £8.6m forecast overspend against the Gedling Access Road project, as reported in the Gedling Access Road Progress report to this Committee meeting. In addition, the latest Salix programme to provide more energy efficient street lighting across the county has accelerated. As a result, £0.8m funding is required to be brought forward from 2022/23 into the current financial year.

32. The two forecast increases identified above are offset by £0.5m slippage against the 2021/22 Flood Alleviation and Drainage programme as delays have arisen due to technical product testing by a supplier.

**It is proposed that the Transport and Environment capital programme is varied to reflect the £0.8m required acceleration against the Salix Street Lighting programme and the £0.5m slippage identified against the Flood Alleviation and Drainage programme.**

33. Also, in the Transport and Environment Committee, the Authority has received £0.3m Department for Transport capital grant funding to improve traffic signal improvements across the county.

**It is proposed that the Transport and Environment capital programme is varied to reflect the £0.3m external funding received to improve traffic signal improvements across the county.**

34. At Finance Committee in January 2021, the Transport and Environment Committee capital programme was varied to include the £1.7m Active Travel Fund (ATF) capital grant received from the Department for Transport. This grant is being used to deliver interventions to encourage more walking and cycling across the Council. It is proposed that £0.4m of the Integrated Transport Measures budget plus £0.5m of the ATF revenue budget is used to further this programme of work.

**It is proposed that the Transport and Environment capital programme is varied to reflect £0.5m of ATF revenue budget that will be used to fund capital expenditure as well as the £0.4m contribution from the Integrated Transport Measures budget to further the ATF capital programme.**

## Communities

35. In the Communities Committee, a forecast underspend of £0.8m has been identified. This relates to slippage identified against the Libraries and Archives ICT Replacement programme as an element of the works will now be undertaken in the next financial year.

**It is proposed that the Communities capital programme is varied to reflect the £0.8m slippage identified against the Libraries and Archives ICT Replacement programme.**

## Economic Development & Asset Management (EDAM)

36. In the Economic Development and Asset Management Committee, an underspend of £0.9m has been identified which relates to the Site Clearance programme. This relates to re-profiling of expenditure pending a review of all site clearance projects.

**It is proposed that the Economic Development and Asset Management Committee capital programme is varied to reflect the £0.9m re-profiling of the Site Clearance programme.**

37. Also, in the Economic Development and Asset Management Committee, a report was presented to EDAM Committee on 2 November 2021 seeking approval to the £0.6m purchase of land for the purposes of woodland planting. It was proposed that this purchase of land is funded from Department for Environment Food and Rural Affairs external funding.

**It is proposed that the Economic Development and Asset Management Committee capital programme is varied to reflect the £0.6m purchase of land for the purposes of woodland planting, funded from external funding.**

38. The Council has also been successful in securing £0.3m of Local Authority Treescapes Funding from the Forestry Commission which will be used to fund the planting of trees across the county.

**It is proposed that the Economic Development and Asset Management Committee capital programme is varied to reflect the £0.3m Local Authority Treescapes Funding from the Forestry Commission.**

39. A report was submitted to the Economic Development and Asset Management Committee on 2 November 2021 that updated the Committee on progress made in delivering the Investing in Nottinghamshire programme. The report set out that the estimated costs of the reviewed programme has been reduced from £27.7m to £22.6m. As such, the capital programme will be amended to reflect both the lower estimated programme cost as well as the revised profiled spend with the excess capital allocation transferring into capital contingency.

## Financing the Approved Capital Programme

40. Table 4 summarises the financing of the overall approved Capital Programme for 2021/22

**Table 4 – Financing of the Approved Capital Programme for 2021/22**

Committee	Capital Allocations £'000	Grants & Contributions £'000	Revenue £'000	Reserves £'000	Gross Programme £'000
Children & Young People's	17,115	16,358	-	17	33,490
Adult Social Care & Public Health	43	881	-	31	955
Transport & Environment	17,958	37,932	222	940	57,052
Communities	3,420	-	20	42	3,482
Economic Devt & Asset Mngt	26,172	10,996	-	800	37,968
Finance	7,892	2,000	-	191	10,083
Personnel	151	-	-	-	151
Contingency	2,404	-	-	-	2,404
<b>Total</b>	<b>16,358</b>	<b>68,167</b>	<b>242</b>	<b>2,021</b>	<b>145,585</b>

41. It is anticipated that the level of capital allocations used in 2021/22 will increase by £8.6m from the forecast in the Budget Report 2020/21 (Council 25/02/2021). This increase is primarily a consequence of:

- £12.7m of net slippage from 2020/21 to 2021/22 and financing adjustments funded by capital allocations.
- Net slippage in 2021/22 of £4.1m of capital expenditure funded by capital allocation identified as part of the departmental capital monitoring exercise.

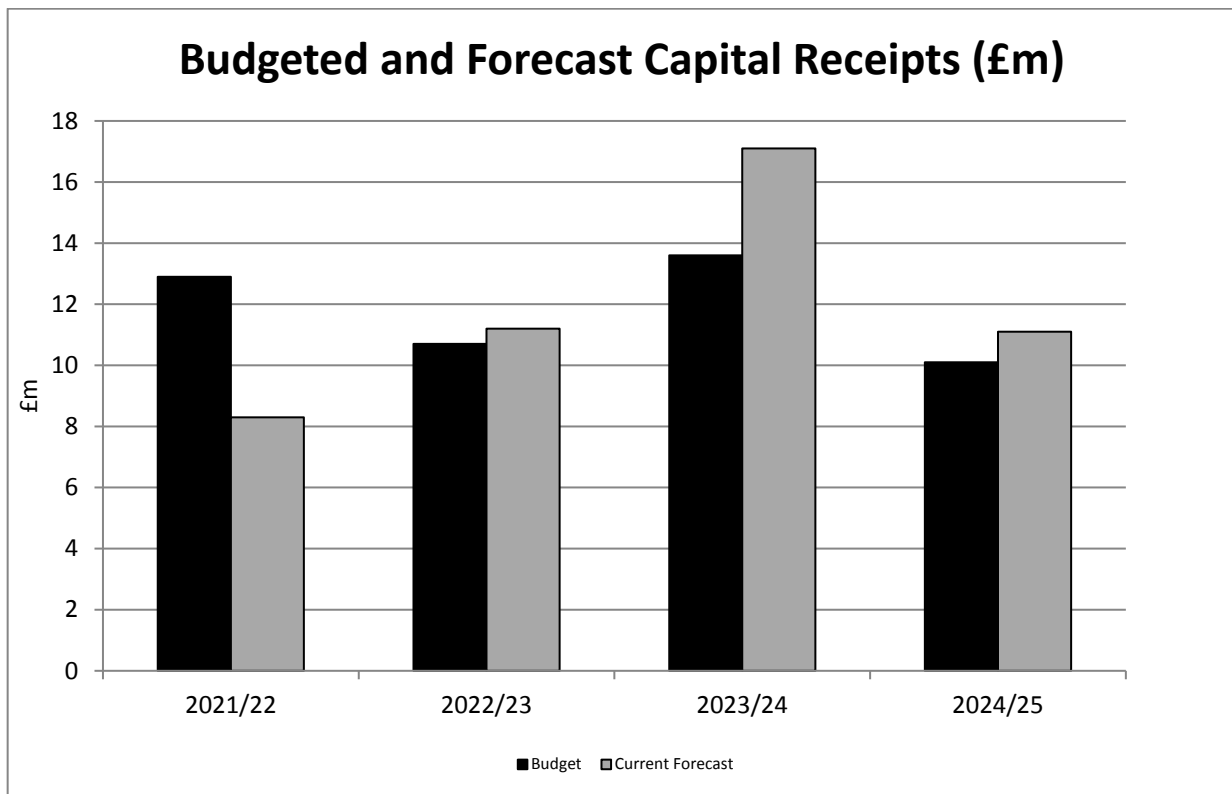
## Prudential Indicator Monitoring

42. Performance against the Council's Prudential Indicators is regularly monitored to ensure that external debt remains within both the operational boundary and the authorised limit.

## Capital Receipts Monitoring

43. Anticipated capital receipts are regularly reviewed. Forecasts are currently based on estimated sales values of identified properties and prudently assume a slippage factor based upon a review of risk associated with each property.

44. The chart below shows the budgeted and forecast capital receipts for the four years to 2024/25.



45. The dark bars in the chart show the budgeted capital receipts included in the Budget Report 2021/22 (Council 25/02/2021). These capital receipts budgets prudently incorporated slippage, giving a degree of “protection” from the risk of non-delivery.

46. The capital receipt forecast for 2021/22 is £8.3m. As at the end of Period 6, £4.2m of capital receipts have been received.

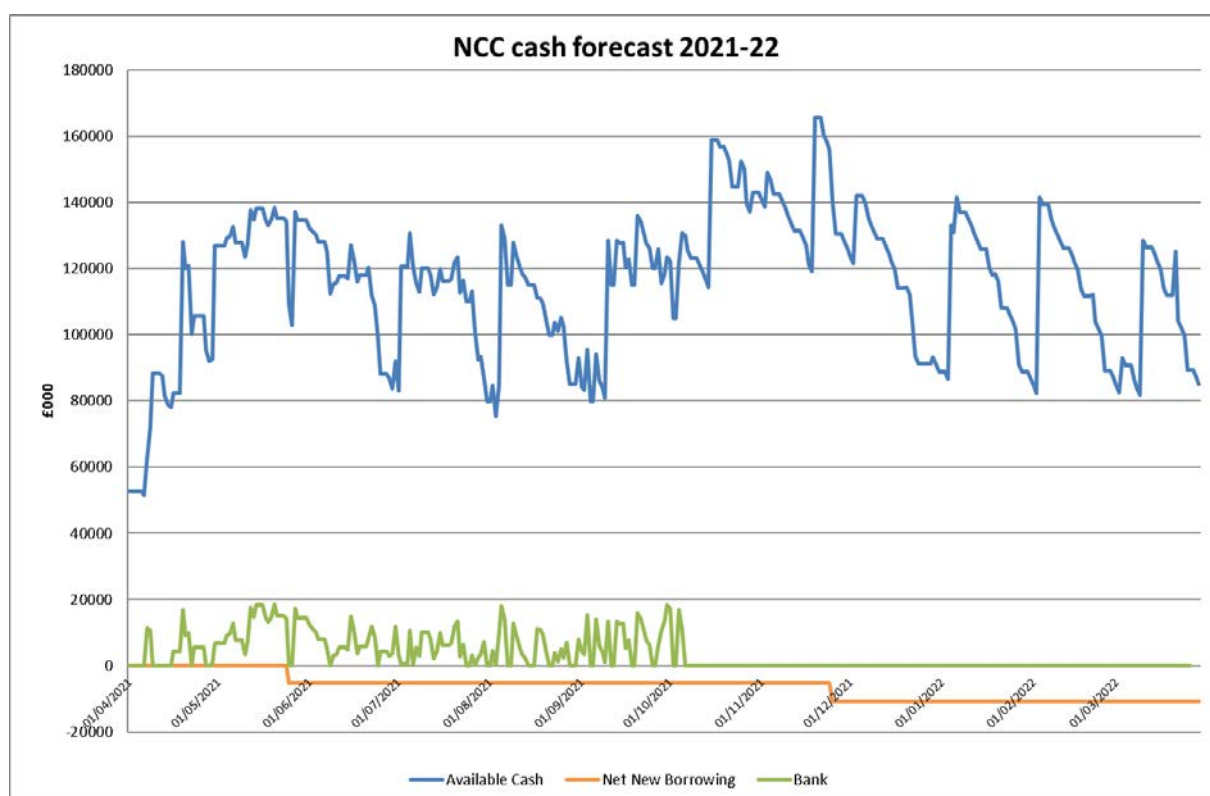
47. The number and size of large anticipated receipts increase the risk that income from property sales will be below the revised forecasts over the next three years. Although the forecasts incorporate an element of slippage, a delay in receiving just two or three large receipts could result in sales being lower than the forecast. Having said that, the property team are confident at this stage that the forecast capital receipts will be achieved.

48. Current Council policy (Budget Report 2021/22) is to use the first tranche of capital receipts to fund in-year transformation costs. Any capital receipts in excess of this will be set against the principal of previous years’ borrowing. This reduces the amount of Minimum Revenue Provision (MRP) to be set aside each year. It is important to regularly monitor capital receipt forecasts and their effect on the overall revenue impact of the Capital Programme.



## Treasury Management

49. Daily cash management aims for a closing nil balance across the Council's pooled bank accounts with any surplus cash invested in accordance with the approved Treasury Management Policy. Cash flow is monitored by the Senior Accountant (Pensions & Treasury Management) with the overall position reviewed quarterly by the Treasury Management Group (TMG).
50. The cash forecast chart below shows the current estimated cash flow position for the financial year 2021/22. Cash inflows are typically higher at the start of the year due to the front-loading receipt of Central Government grants, and the payment profile of precepts. Cash outflows, in particular capital expenditure, tend to increase later in the year, and the chart below reflects this. Also, expected borrowing in support of capital expenditure is not included in the forecast. The chart thereby helps highlight the points in the year when such borrowing will be necessary, and it is monitored daily so that treasury management staff can act comfortably in advance of the cash being required, the aim being to maintain adequate but not excessive liquidity.

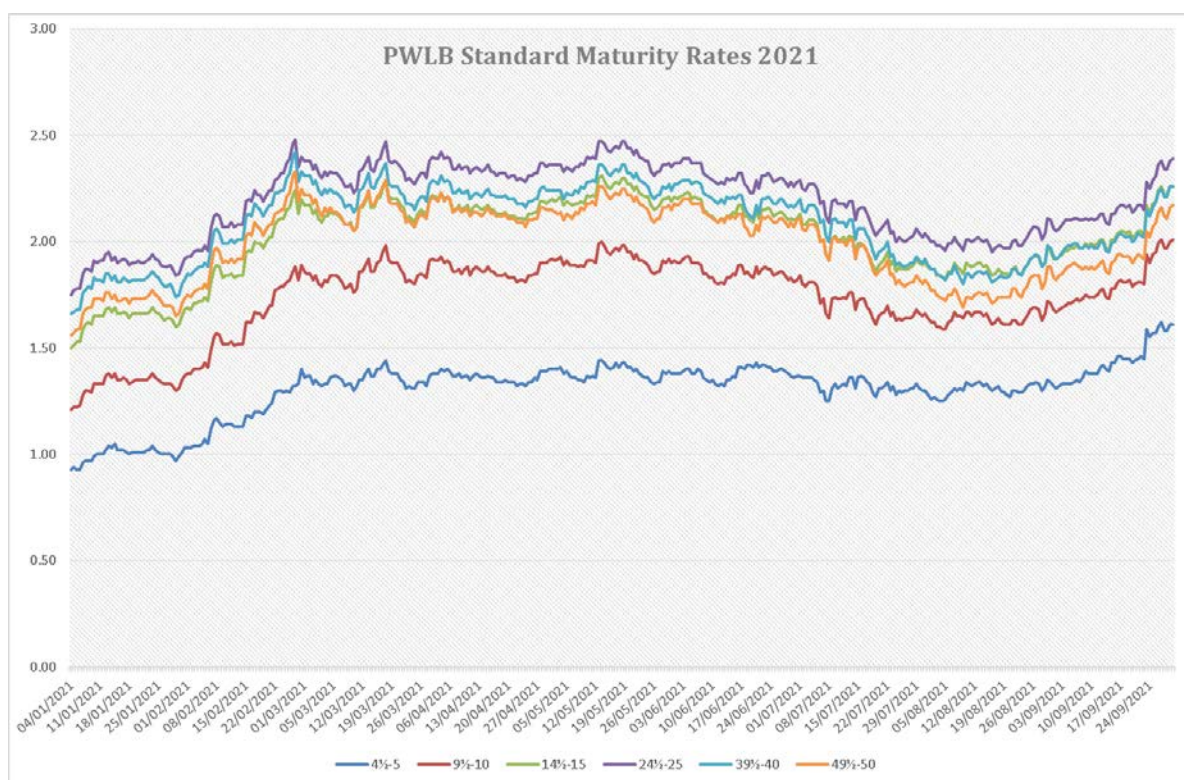


51. The chart above gives the following information:

<b>Available cash</b>	Surplus cash (invested in call accounts or money market funds) or a shortfall of cash indicating a need to borrow.
<b>Net new borrowing</b>	New loans taken during the year net of principal repayments on existing borrowing.
<b>Bank</b>	That element of surplus cash held in the Council's Barclays Bank account.

52. The Treasury Management Strategy for 2021/22 identified a need to borrow approximately £70m over the course of the year to (a) fund the capital programme, (b) replenish internal balances and to (c) replace maturing debt.

53. PWLB interest rates continue to be monitored closely to allow changes - or potential changes - in rates to feed into decisions on new borrowing. The Council remains able to take advantage of the PWLB “certainty rate” which is 0.2% below the standard rates. The chart below shows the movement in standard PWLB maturity rates over the course of 2021 so far.



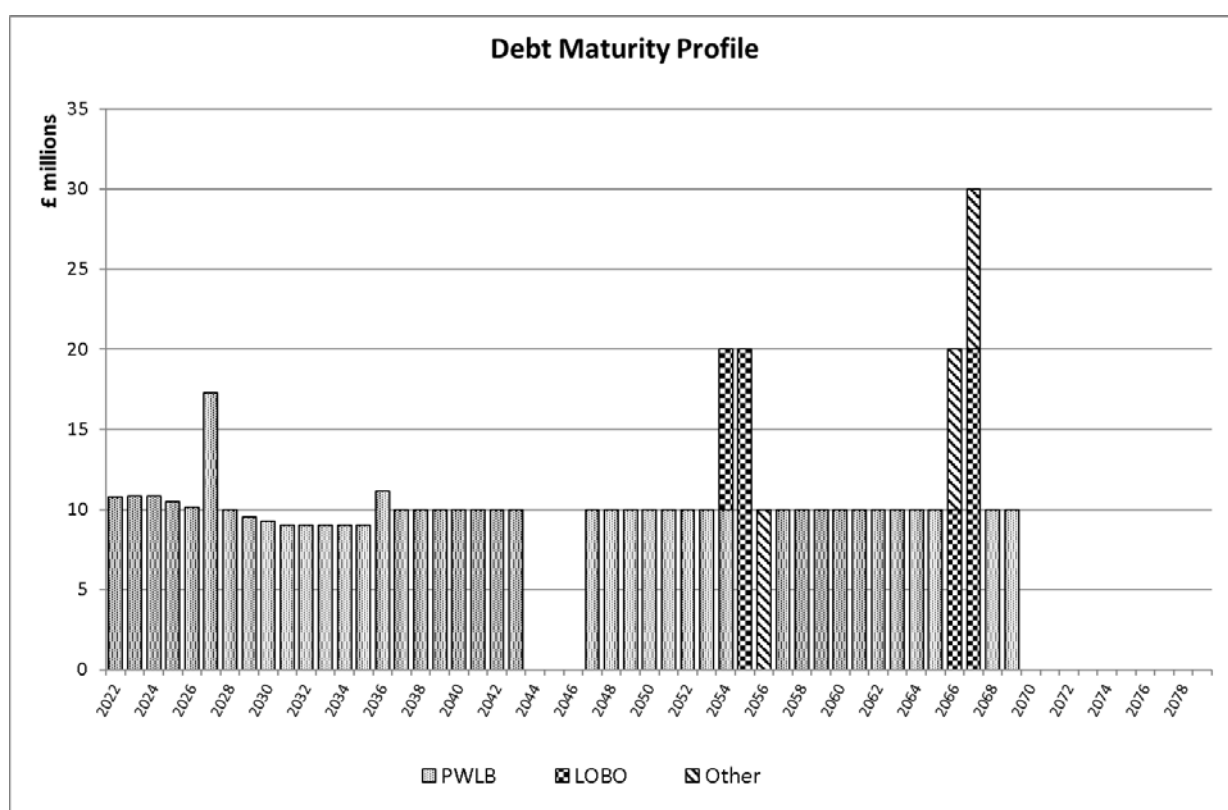
54. Borrowing decisions will take account of a number of factors including:

- expected movements in interest rates
- current maturity profile
- the impact on revenue budgets and the medium- term financial strategy
- the treasury management prudential indicators.

55. The maturity profile of the Council's debt portfolio is shown in the chart below. The PWLB loans are reasonably well distributed and have a maximum duration of 50 years. When deciding on the lengths of future loans the Council will factor in any gaps in its maturity profile, with a view to minimising interest rate risk, but will consider this alongside other financial factors.

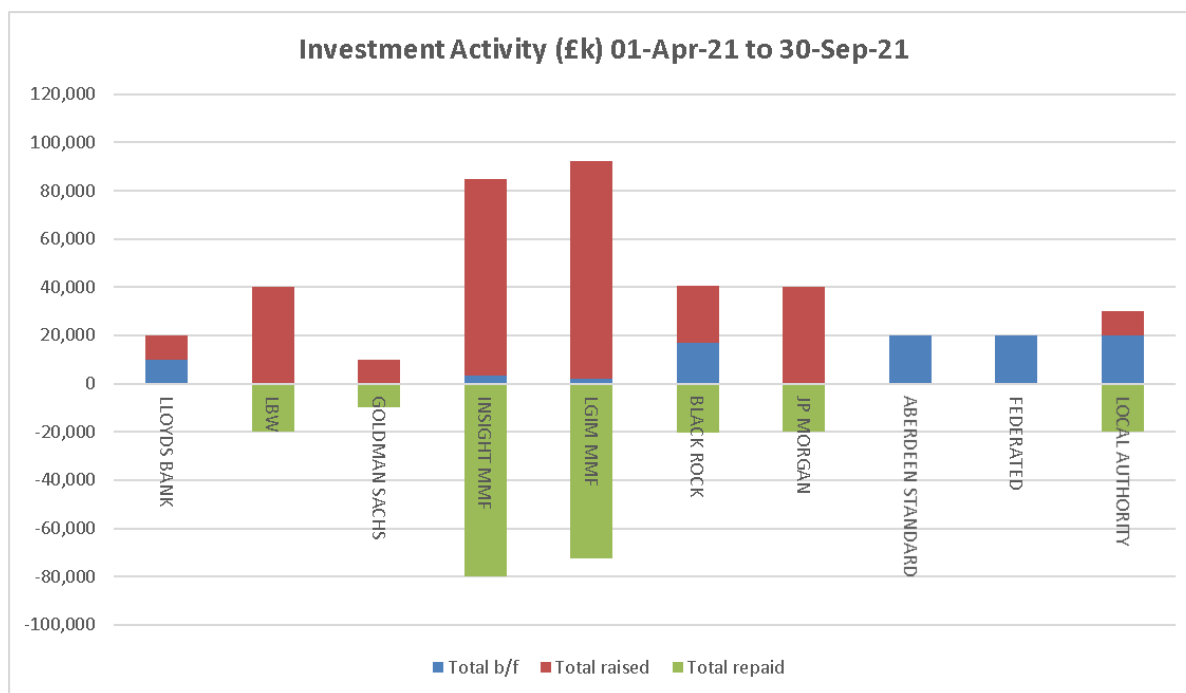
56. Long-term borrowing was also obtained from the market some years ago in the form of 'Lender's Options, Borrower's Options' loans (LOBOs). These loans are treated as fixed rate loans (on the basis that, if the lender ever opts to increase the rate, the Council will repay the loan) and were all taken at rates lower than the prevailing PWLB rate at the time. However, LOBOs could actually mature at various points before then, exposing the Council to some refinancing risk.

57. The 'other' loans shown in the chart consists of fixed-term loans from Barclays Bank.



58. The investment activity for 2021/22 to date is summarised in the chart and table below. Outstanding investment balances totalled approximately £92m at the start of the year and approximately £155m at the end of September.

	Total B/F £ 000's	Raised £ 000's	Repaid £ 000's	Outstanding £ 000's
INSIGHT MMF	3,100	81,700	(79,800)	5,000
LLOYDS BANK	10,000	10,000	-	20,000
LBW	-	40,000	(20,000)	20,000
GOLDMAN SACHS	-	10,000	(10,000)	-
LGIM MMF	2,000	90,400	(72,400)	20,000
BLACK ROCK	17,100	23,350	(20,450)	20,000
JP MORGAN	-	40,000	(20,000)	20,000
FEDERATED	20,000	-	-	20,000
LOCAL AUTHORITY	20,000	10,000	(20,000)	10,000
ABERDEEN STANDARD	20,000	-	-	20,000
<b>Total</b>	<b>92,200</b>	<b>305,450</b>	<b>(242,650)</b>	<b>155,000</b>



59. As part of the Council's risk management processes all counterparty ratings are regularly monitored and lending restrictions changed accordingly.

## Statutory and Policy Implications

60. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, 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, smarter working, sustainability and the environment where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

## RECOMMENDATIONS

- 1) To note the revenue budget expenditure to date and year-end forecasts.
- 2) To note the capital programme expenditure to date, year-end forecasts and approve variations to the capital programme.
- 3) To note the Council's Balance Sheet transactions.

## Nigel Stevenson Service Director – Finance, Infrastructure and Improvement

For any enquiries about this report please contact:

Keith Palframan - Group Manager, Financial Services

Tamsin Rabbitts - Senior Accountant, Pensions and Treasury Management

### **Constitutional Comments (SSR 02/11/2021)**

61. The recommendations set out in this report are within the remit of the Finance Committee.

### **Financial Comments (GB 20/10/2021)**

62. The financial implications are stated within the report.

### **Background Papers and Published Documents**

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

- None

### **Electoral Division(s) and Member(s) Affected**

- All



**REPORT OF THE SERVICE DIRECTOR, COMMISSIONING AND RESOURCES****CHILDREN AND FAMILIES DEPARTMENT BUDGET POSITION****Purpose of the Report**

1. The purpose of this report is to provide Finance Committee with a summary of the Children and Families Department's financial position for the current financial year.

**Information**

2. The Children and Families Department has experienced significant pressures during this financial year with an increased demand for services continuing from previous years and additional spikes due to latent demand or additional need or a reduction of services during the pandemic. Some of these may take significant time to resolve and most are not within the Local Authority's direct control.
3. The annual revenue budget has increased in comparison with period 5 due to the budget adjustment for Covid-19 additional costs and the revenue budget is now forecast to overspend by £2.2m after planned use of grant reserves. The Commissioning and Resources division remains the division with the highest overspend. In period 6 this was £2m (2.5%) compared with period 5 at £3.8m (4.9%). A summary is presented as **Appendix 1**.
4. The Youth, Families & Social Work Division is reporting a forecast £0.3m overspend after the planned use of reserves. £0.3m of this overspend relates to social care staffing. The overspend has arisen due to the service still needing to use high levels of agency workers during the pandemic. Newly qualified social workers who have experienced their first year of practice during lockdown have not had the joint working opportunities they would have had in a non-pandemic year. Consequently, they have not yet fully developed the necessary skills, confidence, and experience to undertake child protection work without the additional support of experienced staff. Demand in the Multi-Agency Safeguarding Hub is also currently at its highest ever level, 900 referrals per month higher than the same period last year and over 500 referrals per month higher than the same period in 2019. This is a consequence of latent demand and hidden harm; children are now being seen again by schools and services. Although we are working proactively to manage demand, it is anticipated that high levels of demand may decrease slightly during school summer holidays but will resume in the autumn.



5. There are also very significant delays in the Family Courts, this is a consequence of Covid related delay and an ongoing lack of judicial time. Children are having final hearings delayed by up to six months and hearings are being cancelled at short notice. As cases are not being progressed Social Worker caseloads are increasing, and reassessments are being requested when there has been delay. Delays in Special Guardianship Orders and Adoption cases mean that children are remaining in care for longer. The Leader of the Council has written to the Lord Chancellor with regards to this situation and has stressed the importance of expediting judicial appointments.
6. Another variance in the Youth, Families & Social Work Division overspend is on Looked After Children placements. This is attributable to personal allowance payments to Looked After Children aged 16/17 living independently, further costs on internal specialist residential children's homes and additional costs in the Fostering team.
7. The fiscal impact of the temporary closure of Minster View in summer 2020 and which continues to the present time has been closely scrutinised. This occurred as a result of the absence of a significant body of staff due to Covid infection or self-isolation (at one stage 17 members of staff were all absent) and concerns which emerged about professional practice and the standards of care at Minster View. The total annual budget for Minster View is £1.685m and after reprovision and redeployment is accounted for the headline result is a reduction in forecast annual spend of £0.212m in this year. A detailed report setting out future proposals for Minster View will be presented to the Children & Young People's Committee on 13 December 2021.
8. The Education Learning & Skills Division is reporting a £0.1m underspend. Additional Covid grant has been allocated to fund the extra costs associated with an increase in demand for Education, Health and Care Plans (EHCPs) for children who have special educational needs. The previous forecast included £0.2m of additional costs which is now covered by the grant. There is also £0.1m underspend on ongoing pension enhancement payments due to the annual pensions increase percentage being lower than previously projected.
9. Commissioning & Resources is reporting a forecast £2.0m overspend after use of reserves and the Covid budget allocation received in the month. There is a predicted £3.2m overspend on placements for looked after children in the external market. This is offset by £0.5m of underspend in the internal foster care budget. The overspend includes those costs referred to above for alternative care settings for children previously placed at Minster View and also additional costs due to market conditions and reliance on more costly placement types inevitably impacted by the pandemic as foster care has been more difficult to source. The availability of suitable foster care both internally and externally continues to be a major factor especially for older children, so placement mix (the relative numbers in internal and external foster care an external residential placements) is the issue rather than the overall volume of looked after children, the rate for which is well below the statistical neighbour average. In the latest reporting period the weighted average cost of all external placements was £98,880 per annum compared with £89,483 a year ago. The figures in **Appendix 2** provide graphical analysis of external placement numbers, mix and weekly placement costs.
10. There is in addition a £0.3m net overspend across other budget heads within the division. This mainly consists of staffing budget overspends linked to the Vacancy Level Turnover and current high service demands within the Independent Chair Service and Integrated Children's Disability Service requiring procurement of additional agency staff to meet



statutory responsibilities. There is also £0.1m net overspend incorporating departmental overheads such as Trade Union recharges which consistently exceed budget and temporary senior management costs associated with the IICSA (Independent Inquiry into Child Sexual Abuse) project.

11. There is a £1.2m underspend on Children's Centres and former contract related budgets and an increased contribution from the Public Health Grant. Approximately £0.3m is on budgets held for anticipated pay protection and other uncertainties and a temporary subsidy on the NHS employers pension rate accounts for a further £0.1m. The remaining £0.5m is mainly due to vacancies against the original staffing budgets that were created on transfer from the previous providers.
12. The table contained in **Appendix 3** shows actual capital expenditure to date against the forecast outturn as at period 6. School Places Programme has a gross capital programme value of £12.8m. Whilst this programme is fully committed, there is an underspend shown in the 2021/22 forecast of £2.5m due to commitments made to Academies which will be slipped to future financial years. The budget for 2021/22 will be adjusted to reflect this.
13. Clayfields House Secure Unit is currently forecasting a deficit of £0.3m against its income target of £0.346m. This takes into account a £0.858m loss of income for the period April – September. Occupancy at Clayfields House remains lower than in previous years as Covid continues to impact on staffing levels and whilst there has been a successful recruitment drive to fill vacancies in the home, it is unlikely that new staff will be operational before Christmas. However, it is estimated that full occupancy should be achieved by December. The forecast includes a final loan repayment estimated at £0.1m and a contribution towards the increased cost of employer liability insurance of £0.2m. The balance on the trading reserve is £0.564m.

### **Other Options Considered**

14. No other options were applicable for this update.

### **Reasons for Recommendations**

15. To provide Members with the opportunity to comment on key information relating to the position of the Children and Families Department's budget.

### **Statutory and Policy Implications**

16. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, 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, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

### **Financial Implications**

17. The financial implications are detailed throughout the report.

## **RECOMMENDATIONS**

- 1) That the contents of the report be noted.

**Laurence Jones**  
**Service Director, Commissioning and Resources**

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### **Constitutional Comments (GR 12/11/21)**

18. Pursuant to Nottinghamshire County Council's constitution this Committee has the delegated authority to both receive and make the recommendations contained within this report.

### **Financial Comments (KRP 12/11/21)**

19. This report provides more detailed Departmental information to support that provided in the overall Council position reported elsewhere on the agenda. There are no additional financial comments.

### **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 Divisions and Members Affected**

All.

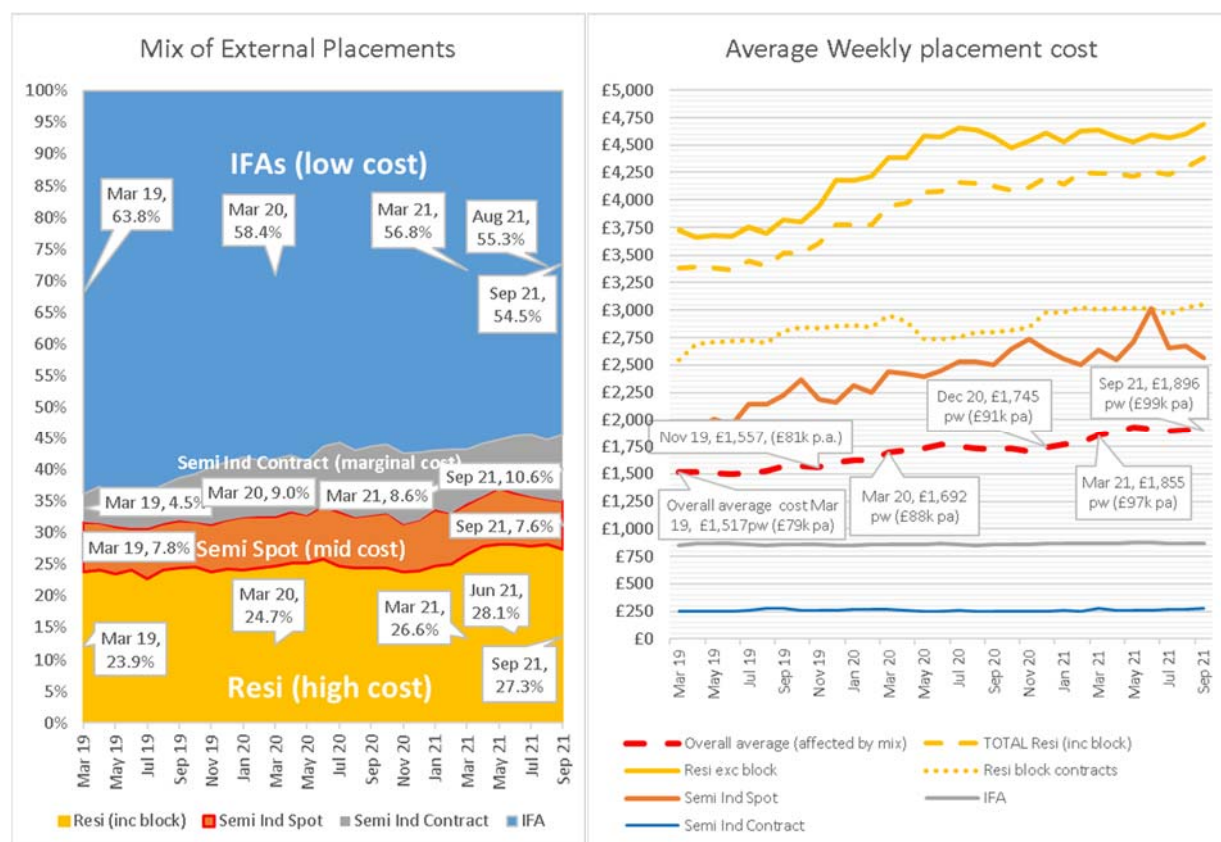
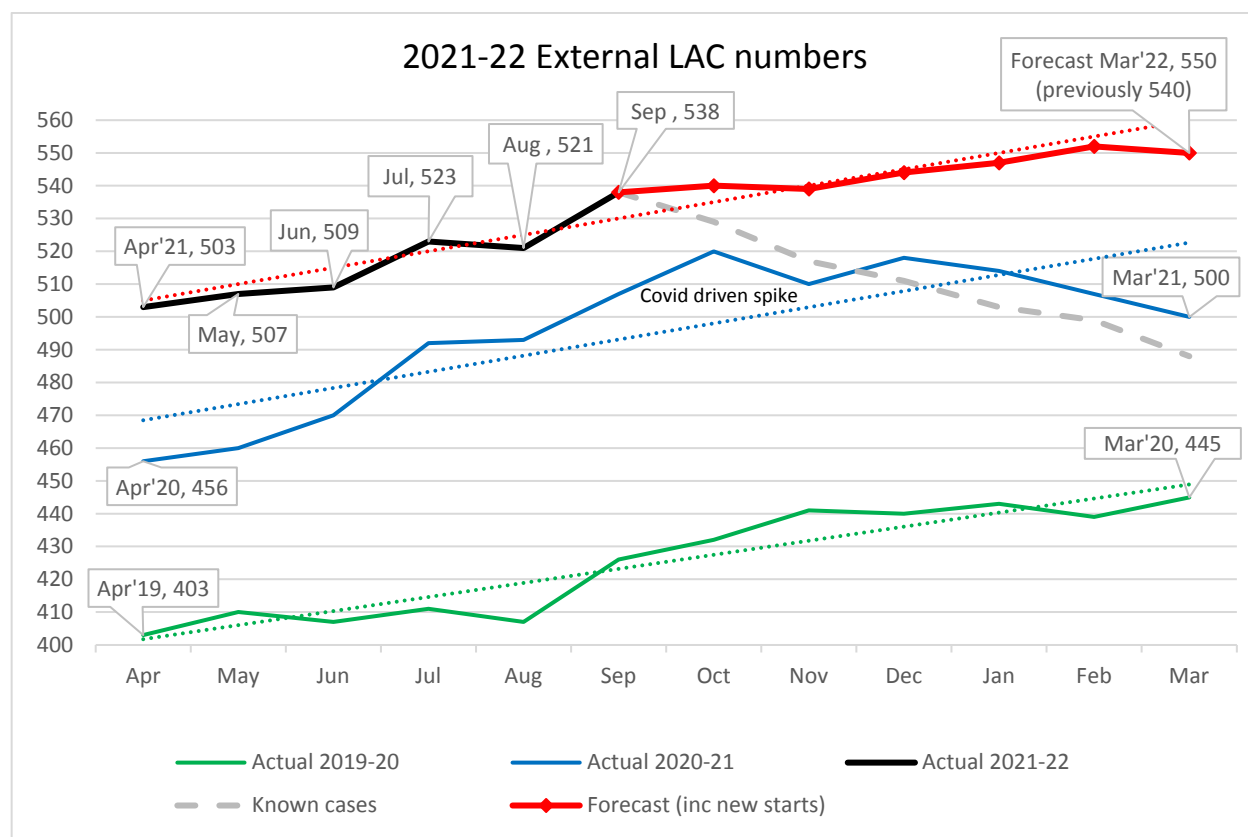
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## Appendix 1 – Financial Summary

Forecast Variance at Period 5 £000	Division	Annual Budget £000	Actual to Period 6 £000	Year- End Forecast £000	Under (-) / Overspend Variance £000
803	Youth, Families & Social Work	56,646	24,385	56,901	255
(22)	Education Learning & Skills	6,419	2,604	6,349	(70)
1,270	Commissioning & Resources	79,530	35,827	81,523	1,993
-	Capital & Central Charges	12,892	(96)	12,892	-
<b>2,051</b>	<b>Subtotal</b>	<b>155,487</b>	<b>62,720</b>	<b>157,665</b>	<b>2,178</b>
(164)	<b>Traders</b> Clayfields	(140)	636	(140)	-
<b>1,887</b>	<b>Forecast prior to use of reserves</b>	<b>155,347</b>	<b>63,356</b>	<b>157,525</b>	<b>2,178</b>
-	Transfer to / (from) earmarked reserves	-	-	-	-
-	Transfer to / (from) grant reserves	(928)	(279)	(978)	-
-	Transfer to / (from) Traders reserves	(206)	-	(206)	-
<b>1,887</b>	<b>Net Department</b>	<b>154,213</b>	<b>63,077</b>	<b>156,341</b>	<b>2,178</b>



## Appendix 2 – External Placements Dashboard





### Appendix 3 – Capital Expenditure and Forecast (Period 6)

	Gross Capital Programme £000s	Approved Variations £000s	Revised Capital Programme £000s	Actual Expenditure £000s	Previous Period Forecast £000s	Forecast Out-turn £000s	Variance and/or Slippage £000s	Notes
<b>Children &amp; Young People's Committee</b>								
School Places Programme	12,829	667	13,496	3,030	11,000	11,000	-2,496	a)
Schools Capital Refurbishment Programme	8,061	769	8,830	2,652	8,830	8,830	0	
School Access Initiative	562	200	762	444	762	762	0	
Orchard Special School	290	0	290	20	290	290	0	b)
Special School Grant	718	1,000	1,718	324	1,718	1,718	0	
Mill Adventure Base	987	0	987	23	987	987	0	
Sharphill School	1,552	-552	1,000	59	1,000	500	-500	c)
Chapel Lane Primary School, Bingham	4,475	0	4,475	726	4,475	4,475	0	
Early Years Education Places	243	0	243	10	243	243	0	
Clayfields House	29	0	29	50	29	29	0	d)
Children's Homes	3	0	3	0	3	3	0	
Replacement of Hawthorne Primary, Bestwood	147	0	147	41	97	97	-50	e)
Watnall Road New School	223	0	223	273	273	273	50	f)
Children's Centre - IT Devices	17	0	17	0	17	17	0	
Increasing Residential Capacity for LAC	1,270	0	1,270	272	1,270	1,270	0	
<b>Total Children &amp; Young People's Committee</b>	<b>31,406</b>	<b>2,084</b>	<b>33,490</b>	<b>7,924</b>	<b>30,994</b>	<b>30,494</b>	<b>-2,996</b>	

a) The School Places Programme is fully committed. The identified slippage reflects commitments made to Academies where funding is not now envisaged to be transferred until future financial years.

b) Pending demolition of town site

c) Saving on final account

d) Contribution from other budgets pending (Planned Main)

e) Return of unrequired contingency funds

f) Additional works relating to planning conditions to be funded by basic need





**REPORT OF SERVICE DIRECTOR, PLACE AND COMMUNITIES AND  
SERVICE DIRECTOR, FINANCE, INFRASTRUCTURE AND IMPROVEMENT****RESOURCE SHORTAGES AND CONTRACT INFLATION****Purpose of the Report**

1. To appraise the Committee of concerns that material and staffing shortages due to Covid 19 and the UK leaving the EU are driving abnormal rates of inflation across the construction sector, exacerbated by substantially increased energy and fuel costs, and which will lead to high generalised inflation and impact on the Council's ability to deliver projects and services, such as the aspiration to be carbon neutral in all its activities by 2030.

**Information****Background**

2. At the Committee meeting in September 2021 colleagues from Arc identified recent cost increases on specific projects resulting from materials shortages driven by the slowdown of production of certain products and materials worldwide during extended lockdowns throughout the period of the Covid 19 Pandemic in 2020 and 2021. This has also been exacerbated by the UK leaving the EU and the additional administration required to move goods between mainland Europe and the UK.
3. Whilst the Arc presentation was in the context of the new school development programme, and particularly the project at Chapel Lane Bingham, the wider impact can already be seen across a range of construction and maintenance services delivered by Arc and within other areas within the Place Department.
4. This report sets out further detail on the specific areas where availability of resources and materials is impacting on cost and timescales across the capital and maintenance programme delivered by Arc and Via, and highlights the risk that those costs, together with wider inflationary pressures from energy and fuel prices poses to generalised inflation rates across a wider range of Council services in due course.

**Impacts on Arc Projects****Material Shortages**

5. The UK is very reliant on certain construction materials being imported from abroad and contractors are reporting a number of issues including the following:
  - i. Certain materials and specific products being unavailable.
  - ii. Material Price Increases
  - iii. Longer lead in times for deliveries
  - iv. Border delays with imported materials
  - v. Staffing resources unavailable

6. Specific Materials currently experiencing issues:
  - i. Structural Steelwork and concrete reinforcement (and similar metal products)
  - ii. Plastic drainage components and uPVC windows
  - iii. Timber
7. Area experiencing delays and extended lead times:
  - i. Plaster and plasterboard
  - ii. Insulation materials
  - iii. Roof Tiles
  - iv. Paint
  - v. Other mechanical and electrical items (lifts, lighting etc)
8. Whilst Arc has been able to forward plan works effectively using their long-established relationships with the County Council, contractors, suppliers, and the Scape Group, and specify alternative materials where possible, cost increases and delays are becoming harder to mitigate against.
9. A number of new school builds are returning tender prices higher than expected, and despite value engineering Latest Estimated Costs (LEC's) are above allocated budget levels. This trend is likely to continue.
10. Into 2022 it is expected that delays on key materials will ease and current inflation increases on key items will stabilise, however with the global economy also in recovery it is likely that demand will ensure prices remain high and continue to increase.
11. These higher prices and delays will likely impact across a wide range of property services in due course reducing the outcomes which can be achieved within agreed budget levels.

## Impacts on Via

12. Nottinghamshire County Council, through its highway service provider Via (*along with the wider construction industry*) has seen and continues to see increases in the cost of construction and other materials.
13. These increases first began in 2020 and were mainly due to the impact of the COVID 19 pandemic upon the supply chain. Since January 2021 the ongoing effects of COVID 19 restrictions, national & international logistical difficulties and demands arising from the construction of HS2 have exacerbated this situation.
14. It is assumed that increases associated with the other cost components (*e.g. staff wages and rental leasing / charges etc.*) will be more predictable and the inflation mechanism contained in the term service contract will suffice. However, the retrospective nature of this mechanism does not make allowance for the significant in-year material cost inflation which is currently being experienced.
15. Via's market intelligence predicts that this trend is likely to continue into 22/23.
16. Analysis of suppliers and contracts information for the materials commonly used in highway construction and maintenance is shown below in Table 1, this illustrates the increases which took place between October 2020 and June 2021; an 8-month period:

Product Category	Average Increase %	Weighting (/100)	Weighted Increase%
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Concrete & aggregates	6.8	30	2.04
Plastic	17.5	5	0.89
Metal	44.8	10	4.48
Timber	30.6	5	1.53
Asphalt	5.0	30	1.50
PPE, Small Tools etc	10.5	5	0.53
Signs	1.6	15	0.24
<b>Overall average increase</b>			<b>11.21</b>

**Table 1**

17. The base material costs for works carried out by Via's Operations Division for a range of NCC activities during that period totalled £8.838m. This amount includes directly purchased materials and materials supplied under sub-contract arrangements, which represent approximately 33% of subcontract cost.
18. Based on the above it is anticipated that the increased material costs over a full year will total 16.8% of the total works cost. This increase, when applied to the typical cost of materials represents an annual increase amounting to £1.485m. Via has mitigated these ongoing issues with supply and cost by increasing stock levels on a range of materials.

### **Impacts across other Council Services**

19. The Covid-19 pandemic and UK leaving the EU has had a significant impact on availability of staffing resources which in turn has impacted several Council services.
20. In the social care sector, there has been a significant issue with recruiting and retaining care staff across social care services. There is a significant lack of capacity in the Home Care market. This is having an impact on delivering front line care services to residents and our internal adult social care teams are stepping in to deliver care to fulfil the need.
21. Catering and facilities management services has also been impacted with a shortage of staff. This is largely due to competition from other industries paying higher wages or due to the inflexible hours being offered. This is causing an issue with ensuring schools and the Council's corporate buildings are cleaned.
22. In addition, some suppliers are experiencing shortages of certain food lines due to resource constraints in both agriculture and warehousing. This together with a shortage of Heavy Goods Vehicles (HGV) drivers is resulting in key deliveries of food supplies being affected.
23. A shortage of drivers is also seen within non municipal waste services. The Council has recently had a price increase due to suppliers offering increases in drivers' wages in the attempt to try to retain and attract more HGV drivers.
24. Whilst the Council is somewhat protected from immediate inflation on direct energy costs through the advance purchasing arrangements with Crown Commercial Services (CCS), wider

inflationary pressures driven by energy costs which could rise by 50% for 2022/23, will ultimately have a detrimental impact on a whole range of service areas.

25. For both gas and electricity, the Council has opted to place its energy requirements in buying baskets that allow CCS to purchase flexibly over a 42-month period, commencing 30 months before the point of delivery and continuing through the delivery year. This 'long-term variable product' limits the impact of market volatility and takes advantage of market lows, giving value for money and an element of year-on-year price stability.
26. The Council's sustained and ongoing investment in energy efficient street lighting, leading to 70% of the street lighting, signs and bollards inventory now being lit by LEDs, plus property rationalisation and renewal, and investment in energy efficiency measures, such as LED lighting and improved heating controls also continues to help the Council protect itself from energy cost rises.
27. Fuel prices which are at a record high, will also be felt across all areas of the organisation in due course, with the potential for contracts to become unaffordable for the council, or unviable for some service providers.
28. The Council's procurement team together with contract managers in service departments are in regular discussion with the suppliers to review the situation to implement contingency arrangements and ensure continued service delivery.

### **Overall Impact on Council Budgets**

29. Material cost increases will impact on the revenue and capital budgets of the Council, although it is important to note that they only form part of the overall costs.
30. This report sets out the reasons why overspend positions may occur on a number lines within the capital programme. It is, however, the individual budget holder's responsibility to ensure that every effort is made to manage their capital programmes within the approved funding envelopes. Where this is not possible, issues with capital budgets will be raised as early as possible via the monthly capital monitoring exercise. Subsequently, where necessary, approval will be sought to vary the capital programme through a Latest Estimated Cost Report or through the usual capital approval channels.
31. In the case of revenue budgets the Council does not automatically provide inflation increases to annual cash limit budgets. An annual exercise is undertaken to review all cost pressures and inflation bids, with the expectation that budget holders will review all possible savings or other cost avoidance measures. Where necessary additional costs such as material price inflation will be considered as part of the regular Medium Term Financial Strategy (MTFS) updates and will be included in the annual budget approved by Full Council in February each year.

### **Other Options Considered**

32. None – despite efforts to reduce costs and drive value for money from the supply chain material shortages will result in abnormal levels of inflation which will drive overall inflation rates across the construction sector, which will ultimately lead to increases in generalised inflation rates.

## **Reason for Recommendation**

33. Members need to be aware that the impacts of the Covid 19 pandemic and the UK leaving the EU will mean we will achieve fewer outcomes for every £ spent unless additional funding is identified which allows budgets to keep pace with inflation.

## **Statutory and Policy Implications**

34. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance 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, smarter working, sustainability and the environment 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**

35. As set out in the report material cost increases may impact on the revenue budget or the capital programme. Where necessary and unavoidable additional capital allocation or revenue budget may be allocated to fund additional costs, however this will impact the amount of money available to fund other capital schemes or revenue services.

## **Implications for Service Users**

36. The Council is committed to achieving the best possible outcomes for its residents and increases in inflation over available budget increases will have a direct impact on services.

## **Implications for Sustainability and the Environment**

37. The Council's aim of achieving carbon neutrality in all its activities by 2030 will rely on changes in working practices, investment in new technologies, and specifically enhanced design, build and maintenance standards for all its buildings including schools. These enhanced environmental standards will invariably result in increased upfront costs, with potential reductions in long term running and maintenance costs.
38. Significant levels of inflation across the construction sector will make achieving these aspirations even more challenging, and although inflation in the wider energy market and across fossil fuel supplies may make the business case for change to renewables more compelling by mitigating the impacts, this will still likely result in an overall increase in costs.

## **RECOMMENDATION**

It is RECOMMENDED:

That the contents of the report be noted.

**Derek Higton**  
**Service Director, Place and**  
**Communities**

**Nigel Stevenson**  
**Service Director, Finance, Improvement**  
**and Infrastructure**

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### **Constitutional Comments (EP 28/10/2021)**

39. The Finance Committee is the appropriate body to consider the contents of this report.

### **Financial Comments (KRP 27/10/2021)**

40. As set out in the report the expectation is that additional costs will be contained within existing capital allocations or cash limit budgets wherever possible. If this cannot be done processes exist to gain approval for additional funds to cover increasing costs, although this will reduce funds for other schemes or services.

### **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.

- Annual Budget report 2021/22 – report to full council on 25 Feb 2021

### **Electoral Division(s) and Member(s) Affected**

- All

**REPORT OF THE CORPORATE DIRECTOR, PLACE****GEDLING ACCESS ROAD – PROGRESS REPORT****Purpose of the Report**

1. To inform Committee of delivery progress with the Gedling Access Road (GAR) scheme.
2. To inform Committee of the latest costs for the delivery of the GAR and the overall project position.

**Information**

3. The GAR is a new highway which will be a classified road from the B684 at Mapperley Plains for a distance of 3.8 km to a junction with the A612 at Trent Valley Road/ Nottingham Road. It is a significant and complex scheme with over 512,000 cubic metres of earthworks required to achieve the desired new road alignment.
4. There have been a number of reports provided to relevant committees on the GAR for both approvals and endorsement as the scheme has developed over many years. These are listed as background papers.
5. The previous full scheme update provided to Committee was at the Communities and Place Committee meeting in March 2021.

**Scheme Benefits**

6. The scheme will provide significant economic and congestion reduction benefits and is required to unlock new housing in the Gedling Local Plan, create jobs and ease congestion locally. The first key objective of the GAR is that it will enable the sustainable redevelopment of the former Gedling Colliery/Chase Farm site and adjoining land for mixed-use purposes by providing safe and adequate access to the proposed residential, employment and community related uses envisaged for these sites. In essence the road enables this substantial development, which could not proceed without it.
7. The former Gedling Colliery/Chase Farm site is owned by Homes England and is being developed by Keepmoat Homes. Progress on the development of this site is underway, with over 270 new homes already built. In total, the GAR will enable an estimated 1,050 new homes to be delivered on this development, supporting a key element of Gedling Borough Council's Local Plan and providing much needed new housing. Without the GAR, a maximum of 315 homes could be constructed.
8. Further development will also occur as a direct result of the GAR. Within the Gedling Local Plan, two sites are contingent on the delivery of the GAR:
  - 120 homes at the Linden Grove site off Burton Road (outline planning permission awarded in January 2021).



- 110 dwellings at Willow Farm – currently allocated as housing land.
9. Other sites are also coming forward that have been unlocked by the GAR. These include:
- 73 homes at Chase Farm. Here, the development can only be implemented when the GAR is delivered as access will be from the GAR.
  - 30 dwellings (estimate) at land off Mapperley Plains
10. The other significant objective of the GAR is that it will also provide a 'bypass' link east of Gedling to the wider road network and consequently Nottingham city centre. This link has been proposed for several decades and the scheme's delivery will secure this long-awaited key link. In particular, the construction of the GAR will have positive impacts on the local transport network by improving connectivity and reducing traffic flows along the A6211 Arnold Lane/Main Road corridor, thereby reducing traffic congestion in Gedling village. These roads are at present either at, or nearing, capacity and therefore provide neither a safe nor a pleasant environment for both local residents and drivers.
11. The transport user benefit appraisal for GAR indicates that journey time savings and other safety and efficiency benefits are worth at least £73m to the local economy.

## Community Benefits

12. As part of the contract and delivery of the GAR there are a number of elements being brought together that add value and benefit to the local community. This includes an Employment and Skills Plan (ESP), social value and Considerate Constructors Scheme.
13. Despite the challenges posed by Covid-19, the GAR project team has delivered a social value plan and sought to achieve the targets set out in the ESP. Key achievements have included:
- **Leave Live events** – 2 virtual broadcast events, reaching over 6,000 students in the Nottinghamshire, Derby, Mansfield, Loughborough and Leicester areas have been held, the aim of which has been to inspire the next generation of construction professionals in the East Midlands. This included 15 volunteers from Balfour Beatty, Arc Partnership, Via EM, Gleeds and the Council who took part in filming of both their personal stories and filming activity on the GAR and Top Wighay Farm sites.
  - **5,836 Nottinghamshire Students Reached through Careers Events** - 11 events having been organised and attended since the project began.
  - **Over 1000 Volunteering Hours Completed** – With 3<sup>rd</sup> Woodthorpe Scout Group, Hilltop Nurseries, Burton Road Litter Picking and Arnold Foodbank
  - **6 Work Experience Placements**
  - **3 Graduates completing qualifications on Contract**
  - **19 Local directly employed staff**
14. In terms of landscaping and ecology, the GAR scheme will see a net increase in the area of Woodland of 16,700 m<sup>2</sup> and 430 trees planted, with the vast majority being native species. Wildlife friendly wetlands are being created as part of the drainage balancing ponds. Impacts on wildlife are being mitigated by the creation of bat hop overs and amphibian and badger tunnels including the planting of 85,000 m<sup>2</sup> of new grassland. Wildlife hedges with nuts and berries have been planted on the approach to the badger tunnels to guide badgers to the tunnel entrances.



## Covid Challenges

15. Main construction work started on the GAR on 6th January 2020, with the construction of the new road being followed by highway realignment on Arnold Lane and completion of the Arnold Lane/Mapperley Plains junction in Autumn 2021. This phasing of works is required as Arnold Lane will need closing to facilitate its realignment and GAR will be used as its diversion route.
16. Like any major infrastructure project, the scheme has faced a number of challenges during construction, which have impacted upon delivery and cost. These have been reported to Communities and Place Committee and Finance Committee. Most recently however, over the summer and early autumn, a detailed project financial assessment of the impact of Covid and other factors has taken place, leading to this report and an updated financial and timescale forecast for the completion of the scheme.
17. The most significant influencing factor on the scheme has been the Covid pandemic. In this respect, at the beginning of the pandemic, the Council chose to proceed with construction rather than halt the project, due in part to the significant benefits outlined above. Pausing the scheme would have delayed the opening of the road for an unknown period of time, extending disruption to local residents and resulting in significant additional costs (mothballing the site, contractor costs and inflationary impact), as well as delaying the delivery of the benefits set out above.
18. Construction work activities have followed national Covid Site Operating Procedures issued by the Construction Leadership Council to reflect Government guidance. Currently, only those essential to the delivery of the construction works are permitted onsite. Phasing of construction works has been managed throughout 2020 and 2021 to minimise the issues that have been encountered from the Covid pandemic which has impacted on construction works, utility diversions, conveyancing, and statutory licencing requirements.
19. During the course of the scheme construction phase, Covid and other related factors have impacted upon costs. These are set out in the table below and relate to main contractor, sub-contractors, utility company works and statutory approvals costs. The total value of the current and forecast Covid related additional costs is **£4.470m**.

### *Summary forecast of Covid related additional costs*

Description	Additional Cost
Construction delays related to the granting of the European Protected Species (EPS) licence	£1.600m
Construction delays with the completion of the diversion of Openreach (BT) apparatus at the GAR junction with Mapperley Plains	£1.800m
Additional construction delays and costs associated with Covid	£1.070m
<b>Total</b>	<b>£4.470m</b>

20. As a result of the impact of Covid a full assessment of the construction period remaining has been made and it is expected that the GAR will be open to traffic by Spring 2022. Once GAR is open then there will be a full closure of Arnold Lane adjacent to the golf course to enable Arnold Lane to be realigned onto the new 5-arm roundabout. In addition, modification will be made to the Arnold Lane/Mapperley Plains/Gedling Road junction that also includes resurfacing. This further work will continue once the GAR is open.

## Other Challenges

21. At the Communities and Place Committee meeting on 4<sup>th</sup> July 2019 approval was granted for the County Council to enter into contract with Balfour Beatty to deliver the main construction works for the GAR. Balfour Beatty were appointed through the Midlands Highways Alliance using the Medium Schemes Framework 3 (MSF3). Via EM is the delivery agency for the GAR, with responsibility for managing and delivering the scheme.
22. As with any major construction scheme, changes have been made to the scope of works due to factors such as unexpected site conditions and adverse weather. The table below gives the total value of the current and forecast non-Covid additional costs relating to the scheme. The total value of the current and forecast non-Covid related additional costs is **£4.149m**

### *Summary forecast of non-Covid related additional costs*

Description	Additional Cost
Adverse weather conditions experienced in December 2020, January 2021, and May 2021	£0.686m
Unexpected site conditions - additional land contamination, clashes with existing services, unexpected groundwater/drainage systems	£1.123m
Other costs including necessary scope and design changes.	£2.340m
<b>Total</b>	<b>£4.149m</b>

23. Throughout the main construction works, the project team have continued to explore value engineering options to minimise the impact on the overall project costs. To date this has generated £0.690m of savings. Examples include:
- Pencil omission (pile foundations across former railway cutting), saving £0.457m and dealt with by surcharging and settlement monitoring.
  - Capping/subbase reduction, saving £0.173m due to ground conditions and actual measurement achieved.

## Overall Costs

24. The latest total forecast cost therefore includes additional costs of **£8.619m** over and above the original construction scheme budget. This comprises £4.470m Covid related costs and £4.149m non-Covid costs. It is recommended that a further contingency of £1.0m is set aside from capital contingencies to cover additional costs over the remainder of the project, given the continuing impact of the Covid pandemic.
25. Whilst firm statistical data on the impact of Covid-19 on other similar infrastructure projects is limited, current sector surveys indicate that the pandemic – and more latterly, supply, supply chain and inflation costs – is having a significant impact on major highways project costs elsewhere, with project costs increasing by 20% + in many instances.
26. The report approved by Finance and Property Committee on 19th September 2016 that approved the delivery of the GAR included information that confirmed that the County Council would meet costs over and above the contributions of partners to the scheme. This approach to project risk is usual in the delivery of large-scale infrastructure schemes by Councils, especially where Government is a significant funder, and is required to unlock Government funding and ensure scheme delivery.

27. The funding contributions by each development partner for the GAR were agreed as follows:

- Land and Enabling Works - Homes England: £7.17m
- Design and construction:
  - County Council - £5.4m;
  - D2N2 - £10.8m
  - Keepmoat Homes - £17m including CIL liabilities of £4.488m via Gedling BC;
  - Section 106 contributions - £0.529m
- Total project funding: **£40.899 million**

28. Paragraph 24 above sets out that project costs have increased by £8.619m. Additional external funding for the project has been sought from D2N2 but this is not available, It is therefore proposed that the additional costs are funded as follows to support the timely completion of the GAR:-

Value	Funding Source
£4.470m	4.470m costs have arisen directly as a result of the COVID19 pandemic. It is proposed that these costs are funded from the COVID19 funding awarded to the Council to support additional costs arising from the pandemic
£2.476m	This funding has been set aside in the approved Integrated Transport Measures budget to fund future match funding requirements of major infrastructure projects.
£1.354m	This funding is held within the Council's element of the National Non-Domestic Rate Pool Reserve and is held to fund development and infrastructure projects across the county.
£0.319m	It is proposed that this is funded from slippage of capital allocations that has already been identified in the Transport and Environment Committee capital programme.
<b>£8.619m</b>	<b>Total Additional Funding Required</b>

29. Every effort will be made to ensure that use of the contingency, funded from capital contingencies, will not be required. In this respect, work continues to explore ongoing scheme efficiencies and savings.

30. The Council has recently conducted a Highways review, with the recommendations arising from it being considered by the Transport and Environment Committee at its meeting on 17 November. One outcome of the review will be work to further strengthen Council oversight of future major highways capital projects.

### Other Options Considered

31. Pausing the scheme would have led to the GAR opening later and additional costs to the Council. These would be likely to significantly exceed the cost of proceeding with the scheme, as well as causing uncertainty and continuing delay for residents. Additionally, the delivery of the housing, economic, community and transport/connectivity benefits set out in this report would have been delayed and/or reduced, with significant disruption for residents and businesses increasing in the short to medium term. National guidance at the time of the first lockdown was for major infrastructure works on crucial schemes to continue. Under the contract for the scheme there would have been a risk of legal challenge from the contractor relating to pausing the works. At the time it was also unknown how long restrictions would be in place. Contract discussion took place during 2019 and the contract was originally entered into during June 2019; it would have been unreasonable for the Contractor or the County Council to allow for Covid at this time.

## **Reasons for Recommendation**

32. The GAR will enable a key development site to be realised and unlock much needed development land. The former Gedling Colliery/Chase Farm site was identified as an area of future housing development in the Aligned Core Strategy (ACS), as it is a key strategic site on the urban edge of Nottingham and viewed as a priority for Gedling BC, referenced within the Gedling Local Development Plan 2018.
33. The delivery of GAR will also complete the long-awaited bypass of Gedling village and achieve strategic transport objectives in keeping with the third Nottinghamshire Local Transport Plan (2011-2026).

## **Statutory and Policy Implications**

34. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, 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, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

## **Finance Implications**

35. Financial implications are discussed within the main body of the report in paragraphs 19 to 29 above.

## **RECOMMENDATION**

It is **RECOMMENDED** that:

The variation of the capital programme, as set out in paragraph 28 of this report, be supported to allow the completion of the Gedling Access Road.

**Adrian Smith**  
**Corporate Director Place**

**For any enquiries about this report please contact:** Derek Higton/Gary Wood 0115 9773498

## **Constitutional Comment (SJE – 04/11/2021)**

36. This decision falls within the Terms of Reference of the Finance Committee to whom responsibility for the strategic overview and management of all Council contracts in excess of £10,000,000, or otherwise of major significance, has been delegated.

## **Financial Comments (KP 10/11/2021)**

37. This report sets out that additional costs required to fund this scheme to completion is £8.619m. How these costs will be funded is set out in paragraph 28 of the report. It is proposed that any further funding from contingency, up to £1m, will be funded from capital contingency. Every effort will be made, however, to ensure that the use of contingency is not required. This Committee does not have the authority to approve a variation to the

capital programme in excess of £2m. A report to the appropriate meeting seeking approval to vary the capital programme will be taken at the earliest opportunity.

## **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.

- Communities and Place Committee Report dated 4 March 2021  
Gedling Access Road – Progress Report
- Communities and Place Committee Report dated 4 July 2019  
Gedling Access Road – Update Report
- Communities and Place Committee Report dated 5 March 2019  
Camera Enforcement – Stoke Lane Bus Plug
- Finance and Major Projects Committee Report dated 16 December 2019  
Gedling Access Road – Progress Report
- Communities and Place Committee Report dated 5 December 2019  
Gedling Access Road – Progress Report
- The Nottinghamshire County Council (B684 to A612 Link Road) A6211 Gedling Access Road (Side Roads) Order 2018 and The Nottinghamshire County Council (Gedling Access Road) Compulsory Purchase Order 2018 – Available at:  
[www.nottinghamshire.gov.uk/GAR](http://www.nottinghamshire.gov.uk/GAR)
- Finance and Major Projects Committee Report dated 14 February 2019  
Gedling Access Road – Update Report
- Communities and Place Committee Reported dated 8 March 2018 – Scheme Update
- Transport and Highways Committee Report dated 16 March 2017  
Gedling Access Road – Scheme Update, Compulsory Purchase Orders and Side Roads Orders
- Finance and Property Committee Report dated 19 September 2016  
Gedling Access Road - Scheme Update and Funding Agreement
- Transport and Highways Committee Report dated 21 September 2016  
Gedling Access Road – Scheme Update, Compulsory Purchase Orders and Side Roads Orders
- Greater Nottingham (Broxtowe Borough, Gedling Borough, Nottingham City) – Aligned Core Strategies Part 1 Local Plan – Adopted September 2014
- Finance and Property Committee Report dated 24 March 2014  
Gedling Access Road, Scheme Development and Funding Agreements
- Report to County Council dated 27 February 2014  
Capital Programme 2014/15 to 2017/18
- D2N2 Local Growth Fund – Local Assurance Framework – Available at:  
[http://www.d2n2lep.org/write/Local\\_Assurance\\_Framework\\_final\\_version.pdf](http://www.d2n2lep.org/write/Local_Assurance_Framework_final_version.pdf)

## **Electoral Division(s) and Member(s) Affected**

- |                |   |
|----------------|---|
| • Arnold North | Councillors Pauline Allan and Michael Payne |
| • Arnold South | Councillors John Clarke and Michelle Welsh  |
| • Carlton East | Councillors Mike Adams                      |
| • Carlton West | Councillors Errol Henry and Jim Creamer     |
| • Calverton    | Councillor Boyd Elliott                     |
| • Newstead     | Councillor Christopher Barnfather           |



**REPORT OF HEAD OF TECHNOLOGY AND DIGITAL****ICT STRATEGY 2022-2025****Purpose of the Report**

- 1) To seek approval of the ICT Strategy 2022 – 2025

**Information and Advice**

- 2) The ICT Strategy has been drawn up with a view to linking to the 13 themes of the council plan. While ICT does not necessarily have a direct impact on some of those themes it will underpin all of them. This will be either by supporting the people working in the areas covered by those themes or, providing the applications upon which data is collected and processes performed to enable the business areas to function.
- 3) To ensure that consideration was given to all areas there has also been consultation with CLT plus departments, with workshops undertaken with nominated representatives. This was undertaken to agree the areas to focus on and the approach to developing an adaptive strategy which, will be reviewed regularly with departments. This will mean that a yearly action plan will be produced to reflect the priorities of the council within the overall intent of the strategy.
- 4) The ICT Strategy 2021-2024 will replace the previous plan for 2017-2020. The overall emphasis of the 2017-2020 strategy was on several key themes. They included the following:
  - A. Smarter working; included the delivery of Office 365 functionality such as MS Teams in conjunction with flexible office working and delivered a 7 to 10 desk to staff ratio. In addition to this, live broadcasting of Council meetings was achieved during the first Covid lockdown period which provided a baseline for further use of these technologies. We have provided the public with virtual access during the year to various meetings, including committees, the mineral plan, and fostering and school admission appeals, based around on our Office 365 products. This platform also supported Homeworking.



- B. Health and Social Care integration; a large amount of collaboration with the Health Authorities has delivered collaborative technologies where significant savings for both Nottinghamshire County Council and the Health Authorities have been achieved, e.g. through streamlining hospital discharging.
- C. Business Intelligence; by utilising technology, data analysis and interpretation was achieved in ways it had never been feasible before. An example of this were the rapid actions which were possible during the Covid 2020 lockdown where capacity of many different types of resources was visualised. This aided the Authority in many ways ranging from PPE management to Social Care delivery. Our use of Agile product deployment was used to deliver a quick and adaptive community support platform to further enhance collaboration with Health agencies.
- D. Cloud Services; the migration out of the County Hall data centre is likely to be completed during 2021. Many deliverables which have been achieved during the previous 4 year period could not have been done without the utilisation of Cloud technologies. Whilst migration to Cloud services is still ongoing in 2021 many benefits have been reaped already. One recurring problem relates to the legacy of older systems that were bespoke or customised to fit within the Council: whilst these have been successful in their own right, helping to run services for departments for many years, there are difficulties now transitioning them to a modern cloud based infrastructure.

## **The Key Themes & Business Drivers**

- 5) The Key Themes & Business Drivers over the next 3-4 years will build on the work already outlined above.
  - A. Speed of change; In addition to that work it is recognised that the Covid19 pandemic has had a significant impact on Technology and Digital. Some have been positive, such as the speedy adoption of Teams functionality. The associated benefits of enabling people to work from anywhere plus, supporting the estates strategy, would not have occurred at the speed it did had it not been for the situation that faced the Council. While that “critical emergency” pace could not be maintained, there is a desire to build on that level of acceptance of change, to support our citizens in the most effective and efficient manner, while recognising the balance to be made against risk of service outage.
  - B. Technical Debt; There has also been some impact which, relate to the delay in technological upgrades, as ICT focused on maintaining service delivery for front line services. This has meant the technical debt that would have been addressed over the course of the pandemic has built up to a level that is impeding the speed and progress of the council in deploying new technologies to improve services.



- C. Council Plan; The strategy has been constructed following consultation with all business areas of the council looking to underpin the improvements in services that those areas are working to achieve. In addition, the Council plan's thirteen themes have been used to determine how the activity of ICT will support them. So, while some of the ICT themes sound technical, they are constructed from the perspective of supporting the Council plan which includes, reuse and integration to support digital ways of working, and putting the user at the heart of developing services and associated systems.
- D. Sustainability; Most of the areas will be familiar from the previous strategy as this strategy builds on that. The areas that are new relates to the carbon footprint of ICT plus, the potential to enable departments to undertake low or, no code development. The areas that have accelerated in size due to Covid-19 are Technical Debt plus, the level of project-based activity.
- E. Common Strategic Areas; The response to the Council Plan gave a set of deliverables and dates in the form of matrices for each council theme. The common areas from those matrices can be categorised in the following way:-



These can be grouped further into the following categories and direction of travel:-

- 1) **Cloud based technologies**, to support a location agnostic workforce and make systems evergreen in relation to upgrades and support.

- a) Move to cloud-based technologies when upgrading or replacing line of business applications onto Software as a Service (SaaS) e.g. Microsoft Office 365 which includes Teams. This will keep the applications up to date, performant and in support so allowing resources to concentrate on developing services.
  - b) Scalable services which can be provisioned through Cloud based technologies such that; if demand peaks the services can expand to meet that demand and equally, if services reduce, they can match that reduction so saving on processing power and cost. Also referred to as composability.
  - c) A change in cost profile from spikey capital spend every 4/5 years to an increase in revenue to reflect the continuous improvement and support.
- 2) **Technical Debt**, which makes systems difficult to use, unsupportable or, vulnerable to cyber-attack.
- a) Cloud based technologies can also alleviate a significant proportion of technical debt however, there will also be a need to reduce the number of systems where they carry out common functions or, have fallen out of use.
  - b) Upgrade elements of the infrastructure that cannot be virtualised currently.
  - c) Train staff in the new technologies to ensure that the environment is sustainable.
  - d) Building Roadmaps for all systems to enable the management of systems and when they will need any significant upgrades, patching or, development.
  - e) By deploying no or low code solutions, the level of knowledge that needs to be retained by specialist skilled staff can be reduced.
- 3) **Safe** and **ethical use** of systems and **data (Integration)** to improve services to citizens
- a) Review the options to enable the Authority to become an integration layer between systems in the Cloud and its partners so enabling the linking of systems and data in an ethical manner and providing better services to citizens e.g. The Brokerage for Adults exiting NHS care.
  - b) Establish how to provide an Identity and Access Management System (IdAMS) to enable the transparent passing of citizens to the correct service provider.
- 4) The development and continuous improvement of **Digital Services** to put the user at the centre of what we do.

- a) Develop systems in conjunction with service users to support Digital ways of working and introduce automation to reduce the burden on citizens and staff.
  - b) Improve the workflow of systems and processes e.g. automation for the starters and leavers process.
  - c) One electronic citizen identity to interact with the Authority and its partners (IdAMS).
  - d) Develop systems to reduce their overall costs of maintaining and servicing systems.
- 5) **Reducing ICTs environmental impact** and look to move to reduce our carbon impact to zero by 2030.
- a) The Authorities Cloud provision is in Microsoft Azure who have committed to being carbon negative by 2030.
  - b) The Council's disposal contract reuses equipment that can be recycled and that pays for the ethical disposal of equipment that cannot be reused.
  - c) Deploy hybrid working equipment to reduce the need for travel.
  - d) Ensure carbon neutral clauses are in all new contracts for ICT supplies and services.
  - e) Scalable infrastructure to reduce energy consumption.
- 6) **Accessible services** e.g. Hybrid meetings, plus using assistive technology to support both citizens and staff in their interactions with the council.
- a) Provide multiple channels of access to facilitate access to council services.
  - b) Hybrid meetings to enable citizens to access services remotely where necessary.
  - c) Ensure staff have the software and equipment to do their job and have the skills to exploit the technology to their best advantage.
- 7) **Transparency and Governance** to enable focus on the council's key priorities and not diluting resources in a manner that obstructs delivery.
- a) Create one Digital Board for projects with a supporting Design Authority.
  - b) Create a combined set of business priorities for ICT and allocate resources accordingly working across the Council.

- c) Identify any gaps and associated funding sources to bridge those gaps.
- d) Review the ICT Strategy each year considering the business demands as they arise over the next 3 years.

### **Other Considerations**

- 6) There are other elements that are important but capacity dictates that they cannot be undertaken immediately. These are as follows:
  - a. The ICT restructure was delivered in 2021 and has resulted in a need to move to digital ways of working supported by Agile methods. This has meant a move to a DevOps way of working and amending the ITIL processes to reflect that change. This will continue to evolve as we work through the challenges of working in this manner while looking to protect services from unplanned outages.
  - b. Customer Relationship Management (CRM) – while deploying a CRM would be helpful, currently there is not enough clarity on who would own this and how it would be deployed. Once that becomes clear then this can be revisited.
  - c. There are some Line of Business applications that will need replacing over the next 4 years due to their age, functionality and, multiple support issues. The replacement will be driven by business requirements and will conform to the strategy.
  - d. Recognising that the Council's current financial position will also limit the amount of investment that we can make in any financial year.

### **Reason for Recommendation**

- 7) To align the output of the ICT Service with the Council's and therefore Departmental priorities.
- 8) To support the workforce in the move to new technologies and Digital ways of working.
- 9) To ensure that the council's systems are kept secure and performant.
- 10) To move to infrastructure that can support continuous development and improvement without having to continually invest in upgrades and patching of software and hardware.
- 11) To address the issues created by the response to Covid-19 relating to technical debt and prioritisation of project activity.

## **Statutory and Policy Implications**

- 12) With security threats becoming forever more advanced the Authority needs to ensure that this is addressed first and foremost to prevent serious outages which have been highlighted in the press in recent times with such issues as hospitals being held hostage with ransomware attacks. Staying on top of security patching of software and hardware is a complex necessity. The introduction of patching windows of key systems is therefore important as staff can focus on these at the right time. This means that some customers are likely to experience some planned outages. This will be in exchange for up to date security of systems and services with fewer unplanned (and therefore costly) outages.
- 13) Given central governments push to promote digital and joined up ways of working the strategy will look to build on and adopt common digital standards given the Authority has committed to the Digital declaration.

## **Implications for Service Users**

- Staff – The move to continuous upgrades will mean that an increased need for training which will, as much as possible, be provisioned online. However, it is recognised that for accessibility purposes there will be a need to provide a mix of appropriate training materials. In addition, we will work to include in the workforce strategy the advantages of digitalisation in relation to inefficient processes.
- Citizens – The development of services will be undertaken in a Digital manner and as such will be undertaken from a user perspective, making services user focused for Citizens to use plus, improve the interaction with partners. We will also take into consideration the equipment that has been distributed to citizens as a response to digitisation or Covid-19.
- Partners – The development of an integration platform is being specifically undertaken to enable the passing of relevant data between systems and partners to enable better, joined up services where that is appropriate.

## **Timescales**

- 14) A one year, delivery or action plan will be delivered as part of adaptive strategy. The first of those plans to be produced before the end of March 2022 for the financial year 22/23. A new delivery plan will be delivered for each subsequent year.

## **Financial Implications**

- 15) As the financial implications of this report are identified through each annual workplan and will be incorporated within the regular annual budget planning process.

- 16) Any additional demands that are identified as a result of service improvement or transformational activity, will follow the normal business planning process with any additional funding coming through a business case being submitted to Finance Committee in the normal manner.

## **RECOMMENDATION**

That the ICT Strategy as outlined in this report be approved and an annual workplan be produced for each financial year from March 2022, once budgets have been agreed.

**Paul Martin**

**Head of Technology & Digital, Finance, Infrastructure and Improvement**

**For any enquiries about this report please contact:**

Paul Martin on 0115 977 5722

## **Constitutional Comments (KK - 12/11/21)**

The proposals in this report are in the remit of the Finance Committee.

## **Financial Comments (KRP - 12/11/21)**

As set out in the report, any additional financial implications will be dealt with through normal processes if required.

## **Background Papers and Published Documents**

- Draft ICT Strategy Spreadsheet - Confidential

## **Electoral Division(s) and Member(s) Affected**

- All

**22 November 2021****Agenda Item: 9****REPORT OF THE SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND  
EMPLOYEES****WORK PROGRAMME****Purpose of the Report**

1. To consider the Committee's work programme for 2021/22.

**Information**

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 has been drafted in consultation with the Chair and Vice-Chairs, and includes items which can be anticipated at the present time. Other items will be added to the programme as they are identified.
4. As part of the transparency introduced by the revised committee arrangements from 2012, committees are expected to review day to day operational decisions made by officers using their delegated powers. It is anticipated that the committee will wish to commission periodic reports on such decisions. The committee is therefore requested to identify activities on which it would like to receive reports for inclusion in the work programme.
5. The meeting dates and agenda items are subject to review in light of the ongoing COVID-19 pandemic.

**Other Options Considered**

6. None.

**Reason/s for Recommendation/s**

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

## **Statutory and Policy Implications**

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

## **RECOMMENDATION/S**

That the Committee considers whether any amendments are required to the Work Programme.

**Marjorie Toward**  
**Customers, Governance and Employees**

**For any enquiries about this report please contact: Pete Barker, x74416**

## **Constitutional Comments (HD)**

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

## **Financial Comments (NS)**

10. There are no direct financial implications arising from the contents of this report. Any future reports to Committee on operational activities and officer working groups, will contain relevant financial information and comments.

## **Background Papers**

None.

## **Electoral Division(s) and Member(s) Affected**

All.



## **FINANCE COMMITTEE – WORK PROGRAMME**

<b><u>Report Title</u></b>	<b><u>Brief summary of agenda item</u></b>	<b><u>Lead Officer</u></b>	<b><u>Report Author</u></b>
<b>10 January 2022</b>			
Monthly Budget & Capital Monitoring Report 2021/22	Budget Capital Monitoring, Capital Receipts, Capital Variations	Nigel Stevenson	Glen Bicknell
ICT Operational Performance Q2 2021-22	Performance Report	Paul Martin	Kirstie Phillips
Cyber Security Assurance Q2 2021-22	Update report.	Nigel Stevenson	Paul Martin
Nottinghamshire Special Educational Needs and Disabilities Programme Latest Estimated Cost Report		Derek Higton	Phil Berrill/Mick Allen
Mill Adventure Base Phase 2 (deferred from November)	Latest Estimated Costs	Derek Higton	Phil Berrill/Mick Allen
Top Wighay Procurement		Kaj Ghattaora	Kaj Ghattaora
ICELS Re-Procurement		Kaj Ghattaora	Kaj Ghattaora
Domestic Abuse Support Services (TBC)	Update report	Kaj Ghattaora	Michael Fowler
<b>7 February 2022</b>			
Monthly Budget & Capital Monitoring Report 2021/22	Budget Capital Monitoring, Capital Receipts, Capital Variations	Nigel Stevenson	Glen Bicknell
16+ Supported Accommodation		Kaj Ghattaora	Kaj Ghattaora
<b>21 March 2022</b>			
Monthly Budget & Capital Monitoring Report 2021/22	Budget Capital Monitoring, Capital Receipts, Capital Variations	Nigel Stevenson	Glen Bicknell

## **FINANCE COMMITTEE – WORK PROGRAMME**

ICT Operational Performance Q3 2021-22	Performance Report	Paul Martin	Kirstie Phillips
<b>19 May 2022</b>			
Monthly Budget & Capital Monitoring Report 2021/22	Budget Capital Monitoring, Capital Receipts, Capital Variations	Nigel Stevenson	Glen Bicknell
Risk and Insurance Update	Update report	Rob Disney	Claire Dyson
<b>20 June 2022</b>			
Monthly Budget & Capital Monitoring Report 2021/22	Budget Capital Monitoring, Capital Receipts, Capital Variations	Nigel Stevenson	Glen Bicknell
ICT Operational Performance Q4 2021-22	Performance Report	Paul Martin	Kirstie Phillips
<b>TO BE PLACED</b>			
Contracts Awards	Details of local spend	Kaj Ghattaora	Kaj Ghattaora
Top Wighay Office LEC	Latest Estimated Cost Report	Derek Higon	Phil Berrill
Lowmoor & Caudwell LEC	Latest Estimated Cost Report	Derek Higon	Phil Berrill
Property Planned Maintenance Programme (PPMP) 2021/22 LEC	Latest Estimated Cost report of the Property Planned Maintenance programme	Derek Higon	Phil Berrill
Lindhurst and Eastwood LEC	Latest Estimated Cost Report	Derek Higon	Phil Berrill
Demolition Programme Report	Update Report	Derek Higon	Phil Berrill
Covid 19 Cultural Service Contract Variations	Progress report	Derek Higon	Mick Allen

**FINANCE COMMITTEE – WORK PROGRAMME**

Children in Care Framework for Residential and Foster Care Placements	Progress report	Kaj Ghattoara	Lynn Brammer
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