

# Finance and Major Contracts Management Committee

**Monday, 17 June 2019 at 14:00**

County Hall, West Bridgford, Nottingham, NG2 7QP

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## AGENDA

- 1 To note the appointment by Full Council on 16 May 2019 of Councillor Richard Jackson as Chairman, and Councillor Roger Jackson and Councillor John Ogle as Vice Chairmen of the Committee for the 2019-20 municipal year.
- 2 To note the membership of the Committee for the 2019-20 municipal year as follows: Councillors Richard Jackson, Roger Jackson, John Ogle, John Clarke, Keith Girling, Tom Hollis, Eric Kerry, Diana Meale, Mike Pringle, Mike Quigley MBE and Alan Rhodes.
- 3 Minutes of the last meeting held on 20 May 2019 3 - 4
- 4 Apologies for Absence
- 5 Declarations of Interests by Members and Officers:- (see note below)  
(a) Disclosable Pecuniary Interests  
(b) Private Interests (pecuniary and non-pecuniary)
- 6 Financial Monitoring Report Period 1 2019-20 5 - 16
- 7 Draft Management Accounts 2018-19 17 - 36
- 8 Your Nottinghamshire Your Future, Departmental Strategy, Six Month Review of Progress 37 - 56
- 9 Progress Report Regarding the Fair Price for Care Initiative 57 - 60

10	Contract Management Approach	61 - 66
11	Contracts in Excess of £1m or Otherwise of Major Significance	67 - 74
12	Work Programme	75 - 78

None

### **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 AND MAJOR CONTRACTS MANAGEMENT COMMITTEE

Date 20th May 2019 (commencing at 2.00pm)

**Membership**

Persons absent are marked with an 'A'

**COUNCILLORS**

Richard Jackson (Chair)  
Roger Jackson (Vice Chair)  
John Ogle (Vice Chair)

Chris Barnfather	John Longdon
John Clarke	Diana Meale
Tom Hollis	Mike Pringle
Eric Kerry	Alan Rhodes

**OFFICERS IN ATTENDANCE**

Mick Allen	Group Manager - Place Commissioning
Pete Barker	Democratic Services Officer
Derek Higton	Service Director - Place and Communities
Keith Palframan	Group Manager - Finance Strategy & Compliance
Nigel Stevenson	Service Director - Finance, Infrastructure & Improvement

**ALSO IN ATTENDANCE**

Daniel Maher - MD, ARC Partnership

**1. MINUTES OF THE LAST MEETING**

The minutes of the last meeting held on 29<sup>th</sup> April 2019, having been circulated to all Members, were taken as read and were confirmed, and were signed by the Chair.

**2. APOLOGIES FOR ABSENCE**

Councillor Longdon replaced Councillor Girling and Councillor Barnfather replaced Councillor Quigley, both for this meeting only.

**3. DECLARATIONS OF INTEREST**

No declarations of interest were made.

**4. CIPFA FINANCIAL MANAGEMENT CODE**

**RESOLVED: 2019/028**

That no further actions are required as a direct result of the contents of the report.

**5. BETTER CARE FUND POOLED BUDGET – Q4 2018-19 RECONCILIATION**

**RESOLVED: 2019/029**

That further update reports be brought to Committee on a six-monthly basis.

**6. LATEST ESTIMATED COST: SCHOOLS BUILDING IMPROVEMENT PROGRAMME 2018-19 AND 2019-20**

**RESOLVED: 2019/030**

That the Latest Estimated Costs for the 2018/19 and 2019/20 Schools Building Improvement Programmes be approved.

**7. LATEST ESTIMATED COST FOR THE NEW SCHOOL, WATNALL ROAD SITE, HUCKNALL AND THE REPLACEMENT OF HAWTHORNE PRIMARY SCHOOL, BESTWOOD**

**RESOLVED: 2019/031**

That the capital programme be varied to accommodate the cost increases identified.

**8. WORK PROGRAMME**

**RESOLVED: 2019/032**

That the Work Programme be updated in line with Committee's recommendations.

The meeting closed at 2.33pm

CHAIR



17 June 2019

Agenda Item: 6

**REPORT OF THE SERVICE DIRECTOR – FINANCE, INFRASTRUCTURE AND  
IMPROVEMENT**

**FINANCIAL MONITORING REPORT: PERIOD 1 2019/2020**

**Purpose of the Report**

1. To provide a summary of the Committee revenue budgets for 2019/20.
2. To request approval for contingency schemes submitted to date.
3. To inform Members of the Council's Balance Sheet transactions.
4. To provide Members with an update from the Procurement Team.
5. To provide Members with an update from the Accounts Payable and Accounts Receivable teams.

**Information**

**Background**

6. The Council approved the 2019/20 budget at its meeting on 28 February 2019. As with previous financial years, progress updates will be closely monitored and reported to management and Committee each month.

**Summary Revenue Position**

7. The table below summarises the revenue budgets for each Committee for the forthcoming financial year. To date no variances have been reported.

**Table 1 – Summary Revenue Position**

Committee	Annual Budget £'000	Actual to Period 01 £'000	Year-End Forecast £'000	Latest Forecast Variance £'000
Children & Young People's	127,364	6,160	127,364	-
Adult Social Care & Public Health	217,876	3,420	217,876	-
Communities & Place	121,716	3,312	121,716	-
Policy	32,589	6,261	32,589	-
Finance & Major Contracts Management	2,847	170	2,847	-
Governance & Ethics	7,306	398	7,306	-
Personnel	14,848	730	14,848	-
<b>Net Committee (under)/overspend</b>	<b>524,546</b>	<b>20,451</b>	<b>524,546</b>	-
Central items	(21,168)	(8,314)	(21,168)	-
Schools Expenditure	1	-	1	-
Contribution to/(from) Traders	(670)	151	(670)	-
<b>Forecast prior to use of reserves</b>	<b>502,709</b>	<b>12,288</b>	<b>502,709</b>	-
Transfer to / (from) Corporate Reserves	919	-	919	-
Transfer to / (from) Departmental Reserves	(14,101)	-	(14,101)	-
Transfer to / (from) General Fund	(2,099)	-	(2,099)	-
<b>Net County Council Budget Requirement</b>	<b>487,428</b>	<b>12,288</b>	<b>487,428</b>	-

### Requests for contingency

8. The Council's budget includes a contingency budget of £4.7m to cover redundancy costs, slippage of savings and unforeseen events.
9. There is already a call on the 2019/20 contingency budget from requests that have been previously approved by Finance and Major Contracts Management Committee. These are as follows :-
  - Delivering and Assuring Major Programme of Work - Policy Committee £650,000
  - Support to Children's Residential Homes – Children and Young People Committee £25,000
  - D2N2 Local Enterprise Partnership - Policy Committee £62,500
  - Great War Memorial Contribution – Policy Committee £25,000
  - Gedling Knife Crime Contribution - Children and Young People Committee £50,000
  - Wifi Phase 2 – Policy Committee £27,000
10. A request for funding of up to £250,000 to support the work of the HS2 delivery team in 2019/20 was submitted to Policy Committee in February 2019. This will be funded from the Business Rates Pool Reserve.

## **Progress with savings and risks to the forecast**

11. Council on 28 February 2019 approved savings proposals of £15.2m for delivery in 2019/20, with further savings identified for the period 2020-23. Officers will continue to monitor the deliverability of individual schemes and targets as part of the budget monitoring process and reflect achievability in the forecast outturn. The progress of the Council's current savings programme is reported to the Improvement and Change Sub-Committee on a regular basis. This report highlights all projects that are either experiencing obstacles or are at risk, the latest being 4 March 2019.
12. The approved 2019/20 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, significant pressures are continuing to be experienced in relation to the rise in Looked After Children external placements. This is due to sustained high numbers and little evidence that the position has stabilised. In addition, the average weekly cost of placements is 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.
13. The Chief Executive and Corporate Directors have issued a Spending Control Framework letter to all budget holders. This instruction emphasises the need to strengthen and improve control over the Council's spending as an absolute necessity. The financial measures required include scrutinising all spending, avoiding any unnecessary spend, recovering full cost on services provided, avoiding unnecessary travel, managing contracts efficiently and challenging our processes to ensure duplication and waste is removed.
14. A thorough review of last year's underspends and overspends will be undertaken to identify the nature of the variances and plans and solutions will be developed to inform the future management of these budgets.
15. A full review of services' reserves will be undertaken and where funds are identified as no longer required, transfers will be actioned. A further review will be undertaken to assess the planned use of reserves against the need to support County Council priorities.
16. The 2018/19 Local Government Finance Settlement reflected the final year of the current Comprehensive Spending Review. As such, considerable uncertainty beyond 2019/20 will remain until the outcome of the 2019/20 Comprehensive Spending Review is known. For example, a number of funding strands will drop out after the current financial year including the Revenue Support Grant (£6.9m), the Business Rates Levy Account, (£1.6m), Winter Pressures (£3.5m) and the Adults and Children's Social Care Support Grant (£6.0m).

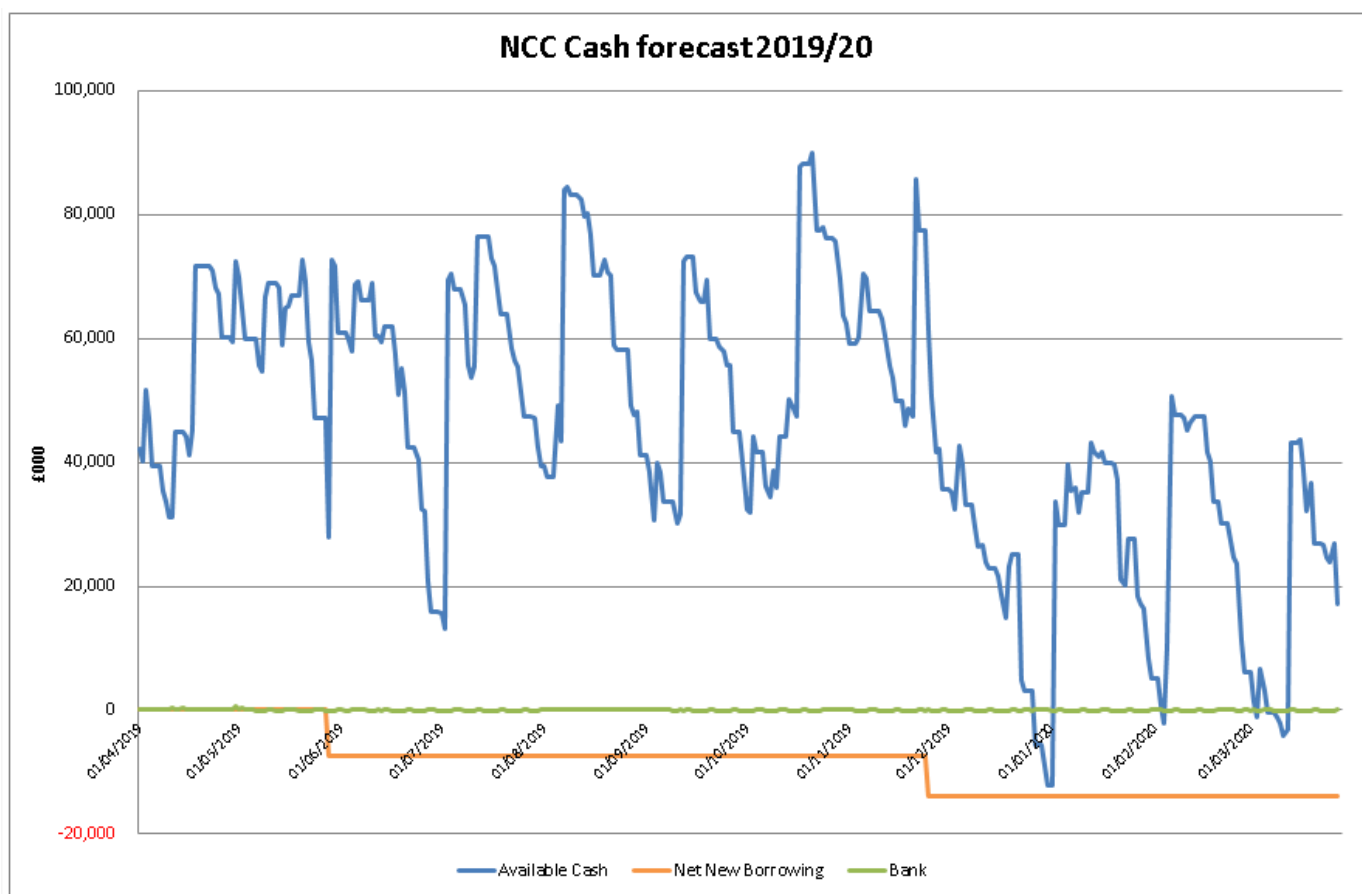
## **Balance Sheet**

### **General Fund Balance**

17. Members will be asked to approve the 2018/19 closing General Fund Balance of £24.1m at Council on 11 July 2019. The 2019/20 budget approves utilisation of £2.1m of balances which will result in a closing balance of £22.0m at the end of the current financial year. This is 4.5% of the budget requirement.

## Treasury Management

18. 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.
19. The Cash forecast chart below shows the final cash flow position for the financial year 2019/20. 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.

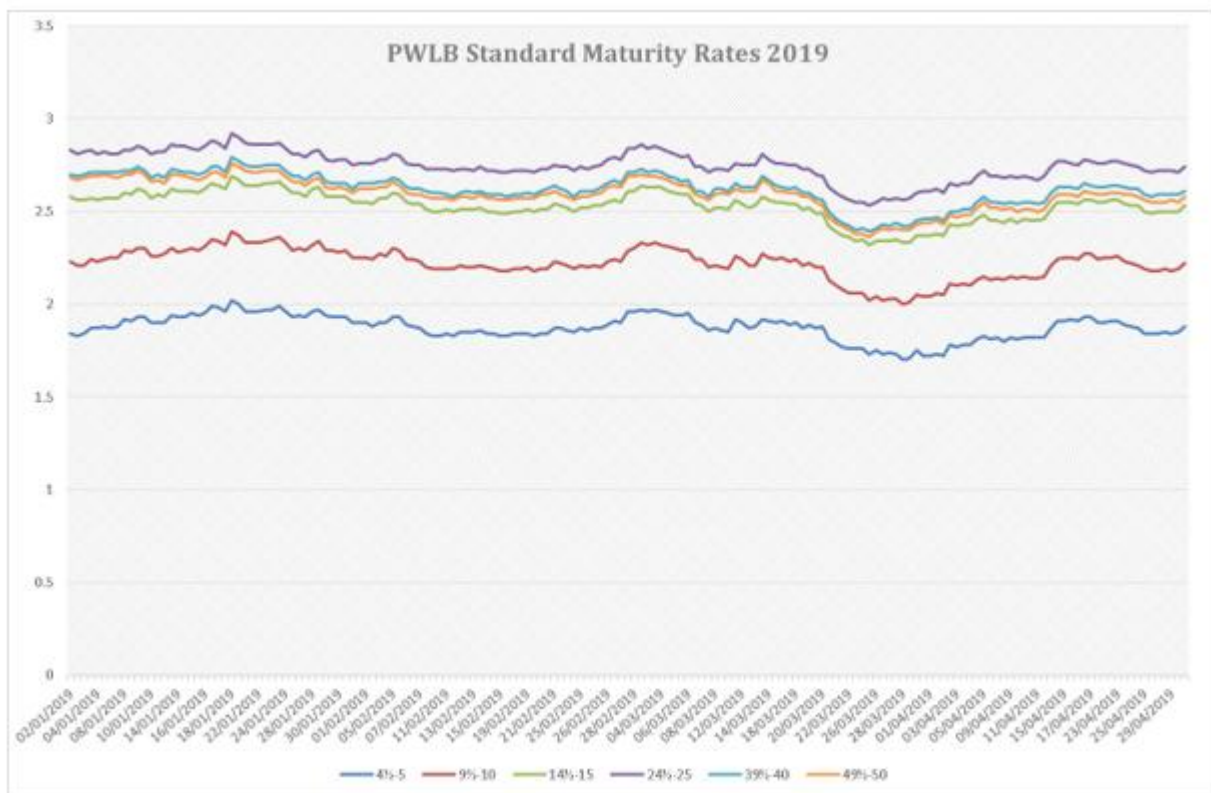


20. The chart above gives the following information:



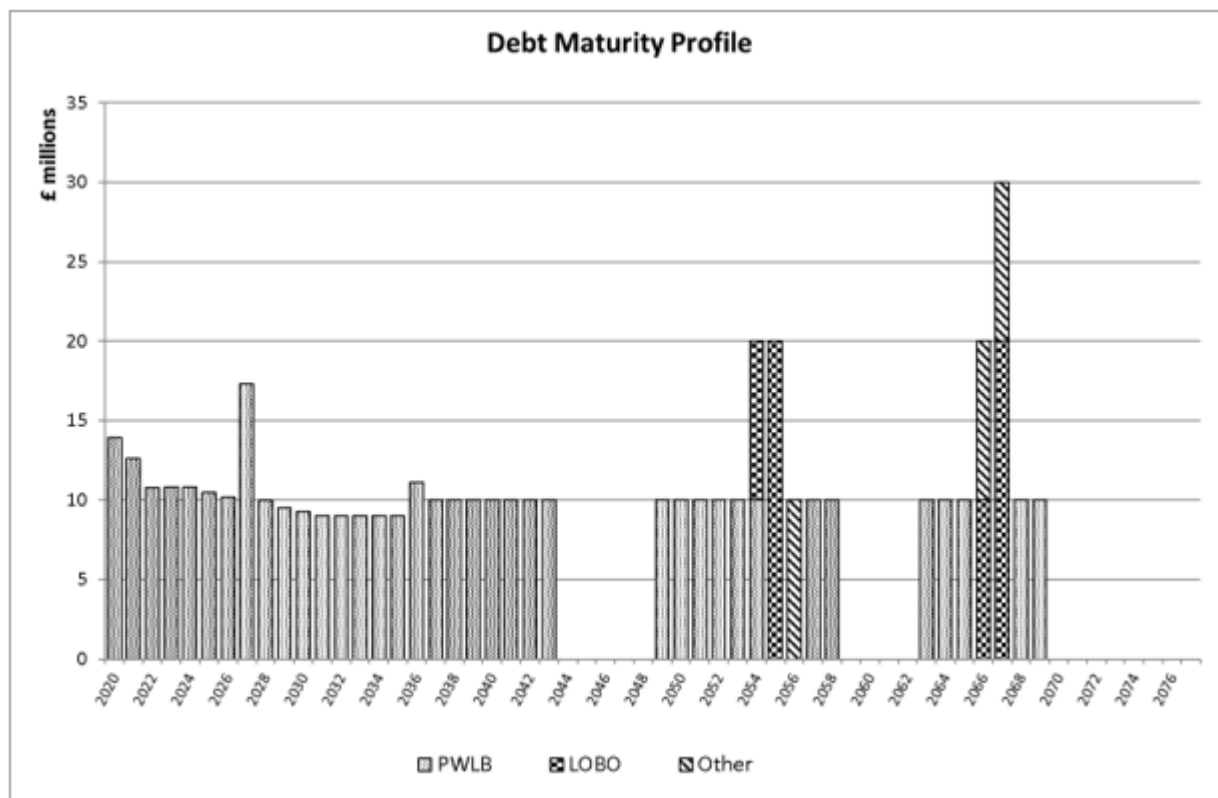
<b>Available cash</b>	Surplus cash (invested in call accounts or money market funds) or a shortfall of cash indicating a need to borrow.
<b>Net new borrowing</b>	New loans taken during the year net of principal repayments on existing borrowing.
<b>Bank</b>	That element of surplus cash held in the Council's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

21. The Treasury Management Strategy for 2018/19 identified a need to borrow approximately £7m over the course of the year to (a) fund the capital programme, (b) replenish internal balances and to (c) replace maturing debt. This estimate will be revised after the 2018/19 accounts closure. 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 2019 so far.



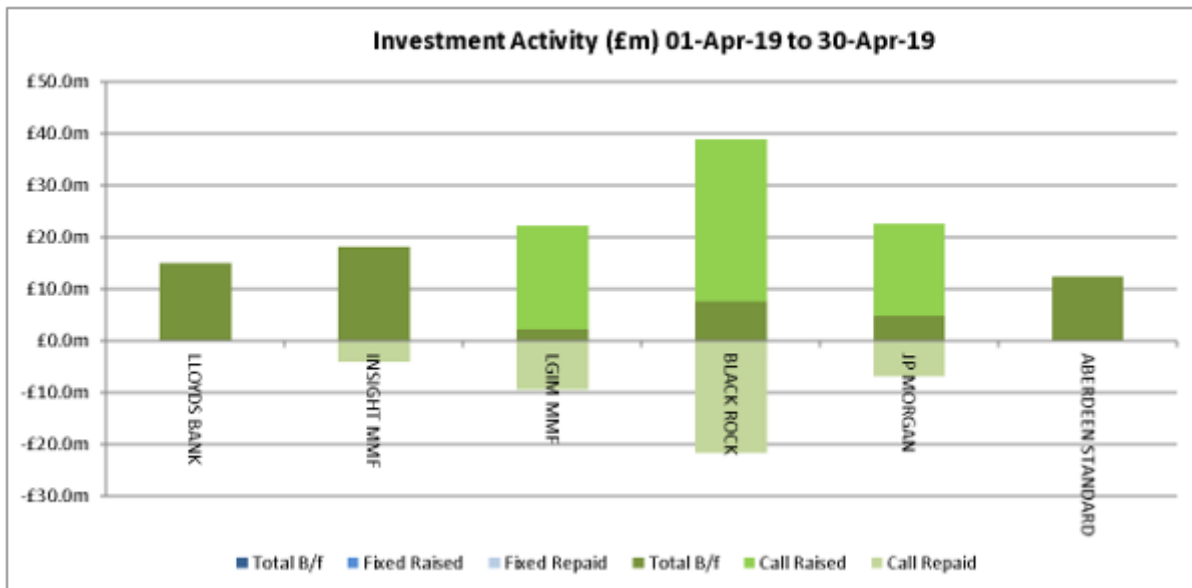
22. Borrowing decisions will take account of a number of factors including:
- expected movements in interest rates
  - current maturity profile
  - the impact on revenue budgets and the medium term financial strategy
  - the treasury management prudential indicators.

23. 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.
24. Longer-term borrowing (maturities up to 60 years) was 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.
25. The 'other' loans denote borrowing from the money markets where the main objective was to minimise interest costs, and also includes loans from Barclays Bank that were converted from LOBOs to fixed-term loans in 2016.



26. The investment activity for 2019/20 is summarised in the chart and table below. Outstanding investment balances totalled approximately £60m at the start of the year and approximately £87m at the month-end.

	Total B/F £ 000's	Raised £ 000's	Repaid £ 000's	Outstanding £ 000's
Lloyds Bank	15,000	-	-	15,000
Insight MMF	18,100	-	(4,100)	14,000
LGIM MMF	2,200	20,000	(9,350)	12,850
Black Rock	7,600	31,250	(21,600)	17,250
JP Morgan	4,900	17,750	(6,850)	15,800
Aberdeen Standard	12,500	-	-	12,500
<b>Total</b>	<b>60,300</b>	<b>69,000</b>	<b>(41,900)</b>	<b>87,400</b>



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

### Debt Recovery Performance

28. The overall debt position at the end of Quarter 4 shows the expected increase in sales invoicing where departments record their income prior to financial year end. An increased sales value of £20,000 compared to Quarter 3. However, the debt positions for over 6 months shows a reduction for both residential and domiciliary care and other debtors.

29. The Residential and domiciliary debt figures continue to be influenced by full cost invoices to service users that have not yet joined the deferred payments scheme (71 accounts totalling £1.7m). The resulting debts are a direct effect of the changes brought about by the Care Act. These users are charged full costs for their care for which they have no funds to make payments.

30. The write off total during quarter 4 was £443,000, making a total of £821,000 for the financial year.

### Invoices raised in quarter

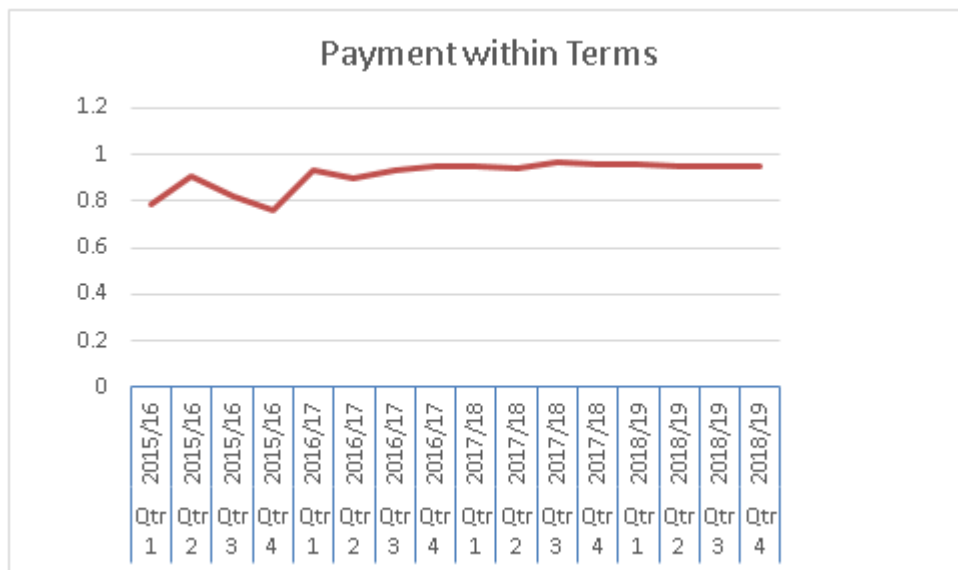
	Quarter 4	Year to date
Number	38,924	139,112
Value	£54,194,329	£158,272,573

### Debt position at 31/12/18

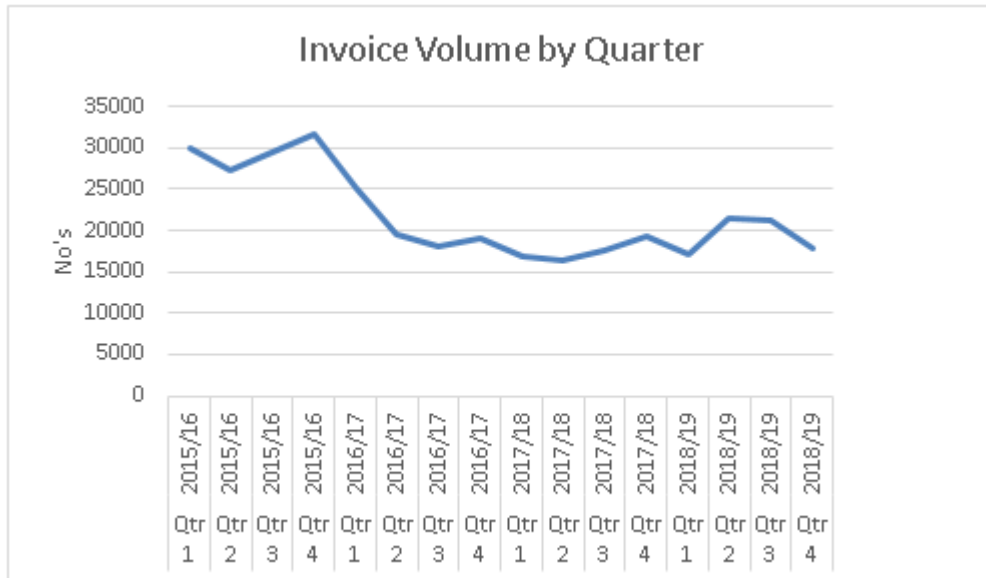
	Residential & Domiciliary Care	All Other	Total
Total	£11,056,085	£23,020,365	£34,076,450
Over 6 months	£5,505,171	£805,554	£6,310,725
% over 6 months	49.8%	3.5%	18.5%

### Accounts Payable (AP) Performance

31. In Quarter 4, 95% of commercial invoices were paid within terms and a further 2% are then paid within 7 days of vendor terms. This trend has continued to meet the performance targets. The department also monitors where invoices were paid late and subjected to a dispute and fall outside the late payment compensations legislation. This is done retrospectively and collated for annual reporting requirements.



32. The volume of commercial invoices processed has now stabilised with an expected annual volume nearing 80,000 invoices per year.

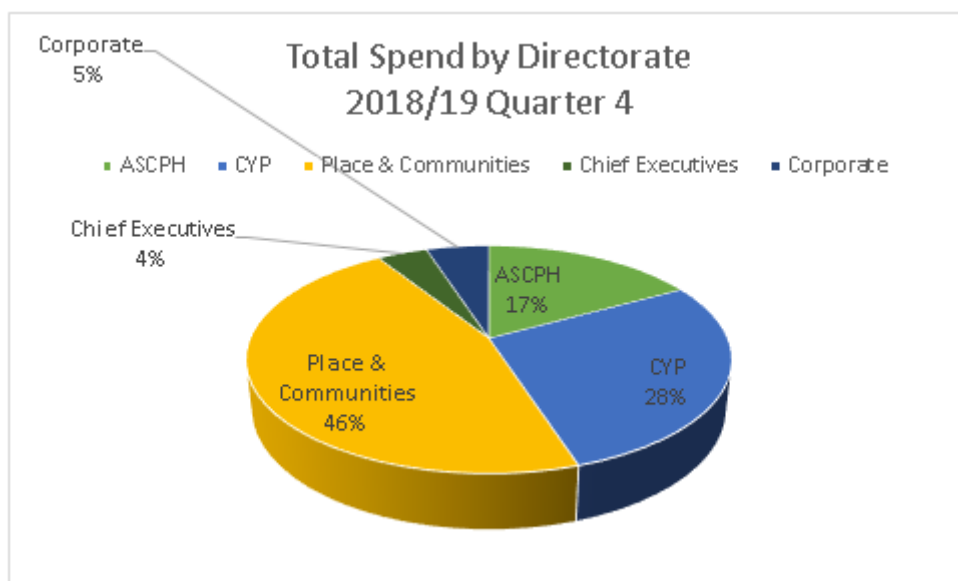


33. The debt recovery and accounts payable performance information will continue to be reviewed at an operational level on a fortnightly basis. The strategic performance information will be compiled for this report to Committee on a quarterly basis.

**Procurement Performance**

34. As an organisation, NCC has spent £130m in the fourth quarter of the financial year 2018/19 with external suppliers. This represents the same spend when compared with the same period of the previous financial year. The top 4% (135 suppliers) account for 80% (£103.8m) of the total supplier spend. The remaining 96% (2,885 suppliers) have a total expenditure of £26m with an average spend of £9,000.

35. The chart below shows the total amount spent in the period, by Directorate. Place has the highest level of expenditure at 46%, whilst collectively the care related directorates (ASCHPH, CYP) account for about 45% of all spend.



36. The Council's primary ordering route is through BMS. Orders that are processed through BMS are classified as 'Compliant', whilst purchases made outside of the Council's systems are deemed to be 'Non-Compliant'.

Retrospective orders are also classified as non-complaint, as they are typically raised after delivery of goods/services. Services commissioned and managed through other Corporate Systems, for example Mosaic, are out of scope. Purchase Orders are beneficial to the organisation as they provide visibility of what we spend. When compared with the same period of the previous financial year:

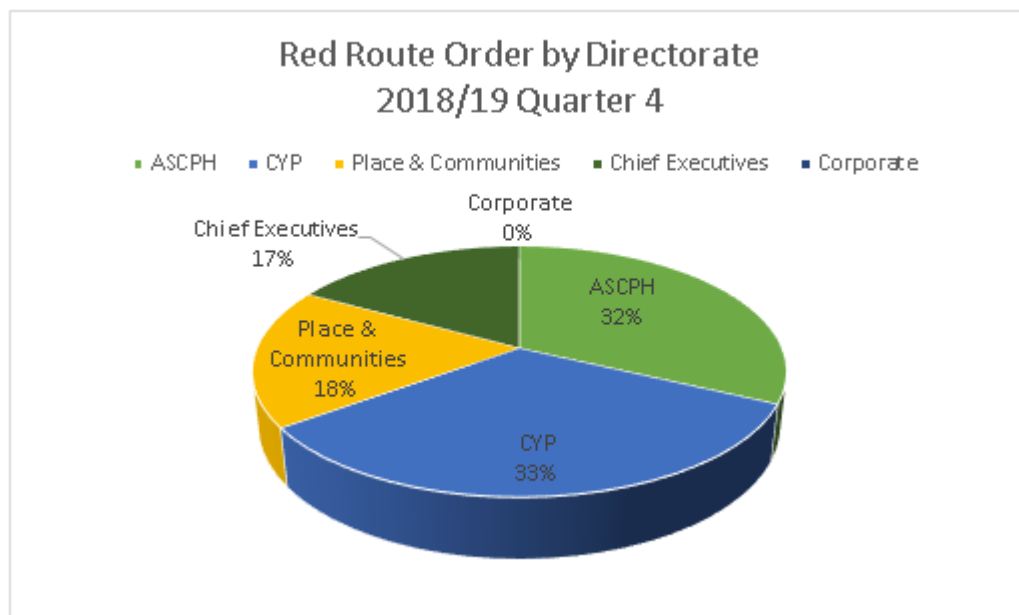
- Compliant ordering has decreased by 2%
- Non-compliant (non-PO) ordering has increased by 2% from 26% to 28% of the total spend

37. The table below shows the number of retrospective orders on a monthly basis by department.

Directorate	PO Volume Jan 2019	PO Volume Feb 2019	PO Volume Mar 2019	Total Q4 2018/19	Total Q4 2017/18
ASCHPP	83	74	59	216	344
CFCS	163	178	189	530	830
Place	211	180	190	581	969
Corporate	-	1	2	3	7
Resources	102	91	87	280	334
<b>Total</b>	<b>559</b>	<b>524</b>	<b>527</b>	<b>1,610</b>	<b>2,484</b>

38. Purchase orders themselves are split into Green and Red orders. Green orders are those which are raised with the Procurement Centre's pre-arranged agreements or contracted suppliers. Red orders are those that do not have approved suppliers or contracts set up on BMS and require additional work. When compared with the same period in the previous financial year the volume of 'Red' orders has decreased from 6,379 to 6,067. The chart below

identifies the percentage of Red Route orders by Directorate in the 2018/19 financial year. The Procurement Team continue to work with stakeholders to improve these figures.



## Statutory and Policy Implications

39. 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 comment on the individual Committee revenue budgets for 2019/20.
- 2) To approve the contingency requests received to date.
- 3) To comment on the Council's Balance Sheet transactions.
- 4) To comment on the performance of the Procurement Team.
- 5) To comment on the performance of the Accounts Payable and Accounts Receivable teams.

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

For any enquiries about this report please contact:

Keith Palframan, Group Manager, Financial Strategy and Compliance

Tamsin Rabbits - Senior Accountant, Pensions and Treasury Management

### **Constitutional Comments (KK 05/06/2019)**

40. The proposals in this report are within the remit of the Finance and Major Contracts Management Committee.

### **Financial Comments (GB 16/05/2019)**

41. 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





17 June 2019

Agenda Item: 7

## **REPORT OF THE SERVICE DIRECTOR – FINANCE, INFRASTRUCTURE & IMPROVEMENT**

### **DRAFT MANAGEMENT ACCOUNTS 2018/19**

#### **Purpose of the Report**

1. To inform the Committee of the year end position for the 2018/19 draft Management Accounts.
2. To request that the Committee recommends the transfer from the General Fund Balances of £6.8m, for approval by County Council.
3. To inform the Committee of the position on other reserves of the Authority.
4. To inform the Committee of the final position on 2018/19 contingency requests.
5. To inform the Committee on the year end position for the 2018/19 Capital Programme and its financing.
6. To request approval of variations to the Capital Programme.

#### **Information and Advice**

##### **Background**

7. The financial position of the County Council has been monitored throughout the financial year, with monthly reports to the Corporate Leadership Team and the Finance and Major Contracts Management Committee providing an update of progress, thus ensuring decision makers had access to financial information on a timely basis. At the Finance and Major Contracts Management Committee meeting of the 29 April 2019, Members were informed of the forecast as at period 11. This report is the draft out-turn for 2018/19. The final figures will be confirmed at the County Council meeting on the 11 July 2019.

##### **Summary Financial Position**

8. Due to the significant financial challenges facing the Authority, particularly around the increased cost and demand for social care services, Committee budgets are showing a net overspend of £3.1m or 0.6% of net Committee budgets. This compares to a period 11 forecast of £4.1m. An exercise to fully understand the permanent or temporary nature of both overspends and underspends is currently being undertaken. Permanent underspends will be removed from the base budget to fund specific future priorities and support the strategy required to meet the £34.2m shortfall in funding across the medium term. This approach was approved as part of the 2019/20 Annual Budget Report to Full Council in February 2019.

9. The level of General Fund balances, subject to approval by County Council, will decrease by £6.8m to £24.1m. This results in a closing balance that is £5.3m lower than the revised budget.
10. The detailed figures are summarised in the appendices to this report. Table 1 shows the summary revenue position of the County Council.

**Table 1 – Summary Financial Position**

Committee	Final Budget £'000	Draft Out-turn £'000	Draft Variance £'000	Percentage Variance to Annual Budget
Children & Young People	120,990	127,256	6,266	5.2%
Adult Social Care & Public Health	202,802	200,348	(2,454)	(1.2%)
Communities & Place	122,168	122,449	281	0.2%
Policy	34,337	34,090	(247)	(0.7%)
Finance & Major Contracts Management	3,411	2,963	(448)	(13.1%)
Governance & Ethics	7,306	7,280	(26)	(0.4%)
Personnel	15,111	14,851	(260)	(1.7%)
<b>Net Committee (under)/overspend</b>	<b>506,125</b>	<b>509,237</b>	<b>3,112</b>	<b>0.6%</b>
Central items	(17,237)	(21,056)	(3,819)	
Contribution to Schools Expenditure	397	397	-	
Contribution to/(from) Traders	7	356	349	
<b>Forecast prior to use of reserves</b>	<b>489,292</b>	<b>488,934</b>	<b>(358)</b>	
Transfer to / (from) Corporate Reserves	(9,077)	(5,423)	3,654	
Transfer to / (from) Departmental Reserves	2,544	4,518	1,974	
Transfer to / (from) General Fund	(1,529)	(6,799)	(5,270)	
<b>Net County Council Budget Requirement</b>	<b>481,230</b>	<b>481,230</b>	<b>-</b>	

### Net Committee Spend

11. The overall net overspend within the Committees is £3.1m and the principal reasons for the variations are detailed below.

### Children & Young People (£6.3m overspend, 5.2% of Committee budget)

12. The overspend has been caused primarily by rapidly increased demand for children's care services. Allied with unavoidably high unit costs this has had a large impact on demand led budgets. Child in Need cases have also increased significantly. This increased demand is also being experienced nationally and consequently adds additional market pressures.

13. The major contributing variances are:

- Staffing in Hard to Recruit Teams (including leaving care, looked after children (LAC), emergency duty, etc.) and other Social Work teams has overspent by £1.8m due to a combination of staffing changes including permanent recruitment to vacancies, temporary staff to respond to workload issues and agency workers. This includes the Assessment and District Child Protection Teams which continue to have high demand and caseloads. The agency challenge panel continues to approve all usage of agency staff.
- External Placements for LAC overspent by £5.4m, of which £2.2m is due to the recent and sustained growth in the number of Independent Fostering Agency (IFA) placements which are not expected to significantly reduce over the medium term,

together with £3.1m Residential and £0.7m on semi-independent spot placements. This is partially offset by a contribution from the Troubled Families Reserve of £0.6m. Overall external placements increased by 66 over the last 12 months, with growth across all categories. As reported previously there are a range of initiatives being undertaken to help manage the longer-term budget demands in this area (reported to October 2018 CYP Committee).

14. There is an underspend of £0.6m in Early Help Services due to increased income generated by outdoor education in accordance with their commercial development, together with underspends in the Family Service.
15. There is a net £0.3m underspend across a range of other budgets.

### **Adult Social Care & Public Health (£2.5m underspend, 1.2% of Committee budget)**

16. Within Adult Social Care and Public Health the main variances were:

- £1.5m underspend within Strategic Commissioning, Access & Safeguarding primarily due to £1.3m additional Client Contributions as a result of increased care packages and an underspend on the Advocacy contract.
- £1.0m overspend on Direct Services after incurring an additional £1.8m redundancy costs in connection with the closure of the remaining Care & Support centres.
- A net £1.1m underspend across Community Care, primarily due to an additional £3.6m Continuing Health Care income, early delivery of future savings on reviews and an underspend on Direct Payments offsetting overspends on Residential and Nursing Care, Supported Accommodation and Homecare.

Within the above figures, Younger Adults were underspent by £1.3m due to additional income while Older Adults were £0.2m overspent.

17. In addition, there was a £0.9m underspend in Public Health, primarily on children services which was partly offset by a small overspend on smoking and tobacco. As the Public Health Grant is ringfenced, this underspend has been transferred to reserves for use in future years.

### **Communities & Place (£0.3m overspend, 0.2% of Committee budget)**

18. There is an overspend of £1.5m against the SEND / home to school transport budget. A review of transport provision is currently taking place with reference to changing demand and the efficiency of routes.
19. The budget for concessionary fares has underspent by £0.5m following favourable contract settlement values with transport operators.
20. The highways retained client budget has underspent by £0.3m due mainly to an underspend on electricity and signals.
21. There is a net £0.4m underspend across a range of other budgets.

### **Policy (£0.2m underspend, 0.7% of Committee budget)**

22. The underspend has arisen due to staff savings arising from the restructuring of the Chief Executives Department and underspends on the Local Government Reorganisation and IICSA budgets. These are offset by additional costs in the delayed transfer from Vodafone to EE as the mobile telecoms provider and additional costs on data network.

### **Finance & Major Contracts Management (£0.4m underspend, 13.1% of Committee budget)**

23. The underspend has mainly arisen due to vacancy savings, lower than forecast audit fees and bank charges, and increased payroll insurance income, slightly offset by a shortfall in income from services provided to schools.

### **Governance & Ethics (£0.0m underspend, 0.4% of Committee budget)**

24. There are no major variances to report.

### **Personnel (£0.3m underspend, 1.7% of Committee budget)**

25. The underspend has arisen due to savings in the Business Support Centre and in Business Support, where there was a proactive holding of vacant posts to meet future savings targets, offset by an overspend on the Customer Services Centre budget to meet increases in demand.

### **Traders Services (£0.3m overspend)**

26. Traders are expected to be neutral in cost for the year, with any underspend being transferred to reserves to fund future expenditure and any overspend being covered by a use of reserve. The position without use of reserves is that there is an overspend in County Supplies (£0.6m) and an underspend for Cleaning and Landscapes (£0.3m). County Supplies have exhausted their reserves, the 2018/19 overspend is therefore a cost to the general fund.

### **Central Items (£3.8m underspend)**

27. Central Items primarily consists of interest on cash balances and payments on borrowing, contingency, capital charges and various grants. Key variances are outlined below. There are various minor under and overspends (net total £0.8m underspend) within the rest of central items category, details of which can be found in Appendix A.

### **Contingency (£4.2m underspend) (for detail please refer to Appendix C)**

28. The total 2018/19 contingency budget was originally set at £9.6m. £5.5m to cover both redundancy and general contingency requirements. A further £4.1m was set aside to provide for a number of demand and inflationary pressures that were identified that had a high degree of uncertainty with regard to likelihood, value and profiling. Requests are received throughout the year from Committees and are approved through the budget monitoring reports presented to Finance and Major Contracts Management Committee or by the Service Director – Finance, Infrastructure and Improvement.

### **Government Grants (£6.5m underspend)**

29. Several non-ring fenced grants sit centrally, but values are not normally confirmed until after the budget is set in the February of each year, which results in year-end variances to budget. Overall these grants have resulted in a £3.8m underspend. Also, as previously reported, the Council's membership of the Nottinghamshire Business Rates Pool results in a proportion of local growth being retained by the Council. In 2018/19 there is net additional income of £2.7m. The overall impact (taking into account budgeted use) on the N2 pool reserve and the Authorities share of the pool are described below in the reserves section.



### **Statutory Provision for Debt Redemption (£8.3m overspend)**

30. The Council is under a statutory duty “to determine for the current financial year an amount of Minimum Revenue Provision (MRP) which it considers to be prudent”. The MRP charged to the General Fund in 2018/19 has been determined at £8.3m. This includes a re-alignment adjustment of £1.7m to reflect MRP charges that exceeded what prudence required during the period from 1 April 2007 and 31 March 2016.

### **Interest (£0.6m underspend)**

31. Interest payments depend upon Treasury Management decisions taken, expectations of future rates and anticipated slippage on the capital programme. Variances against each of these factors in 2018/19 has resulted in an underspend of £0.5m. Other interest and dividends received in year have achieved an underspend of £0.1m.

### **Movements on Balances and Reserves (for detail please refer to Appendix B)**

#### **Reserves Strategy**

32. The Authority’s reserves strategy was approved as part of the 2018/19 Annual Budget Report to Full Council in February 2018. The strategy included planned contributions to reserves to fund specific future priorities as well as planned use of reserves to fund in-year expenditure. To reflect the approved strategy in the 2018/19 accounts the necessary adjustments have been made. In addition, as also approved, the in-year overspend has been funded from the use of General Fund balances. The level of reserves will continue to be reviewed on a regular basis as part of the Authority’s Financial Management processes. Further detail of the movement on balances and reserves is shown below.

#### **General Fund Balances**

33. The Council meeting on 28 February 2018 approved the use of £1.5m of General Fund Balances. Given the overspend that has materialised, it is recommended that a further contribution of £5.3m is made from the General Fund. Subject to Council approval, the closing balance of the Council’s General Fund will reduce from £30.9m to £24.1m.

#### **Other Earmarked Reserves**

34. At the end of 2018/19 other ‘earmarked’ reserves totalled £105.8m, a decrease of £10.4m since 31 March 2018. This consists of the following:

- **PFI Reserves**

35. £30.2m of reserves are held for PFI schemes and this equates to 28.6% of other earmarked reserves. The arrangements for calculating PFI grant result in more grant being received in the early years of a PFI scheme than is needed to meet the payments to providers of the service. These surpluses need to be kept in an earmarked reserve to cover the corresponding deficits in later years. The amounts set aside at the end of 2018/19 are shown in the table below.

**Table 2 – PFI set aside as at 31/03/2019**

<b>PFI Scheme</b>	<b>£'000</b>
East Leake Schools	3,328
Bassetlaw Schools	1,905
Waste	24,993
<b>Total</b>	<b>30,226</b>

- **Insurance Reserve**

36. The Authority operates a self-insurance scheme and covers risks up to an agreed amount. External insurers cover risks in excess of this figure. The Insurance Reserve is set aside to cover possible insurance claim losses that are not yet known. The closing balance of this reserve is £29.6m.

- **Capital Projects Reserve**

37. The Capital Projects Reserve supports the Medium Term Financial Strategy as well as current and future capital commitments. In 2018/19 there was a net use of the reserve of £7.2m. As at 31 March 2019, the balance on the Capital Projects Reserve is £5.3m.

- **Strategic Development Fund**

38. It was approved that costs associated with the Programme and Projects team are funded from the capital receipts flexibility directive from 2017/18 to 2021/22. There remains £2.9m of reserve to fund future transformation costs.

- **Workforce Reserve**

39. Following approval at February 2019 Full Council meeting the Redundancy Reserve was combined with the surplus pension contribution reserves to make a wider ranging workforce reserve. This expanded reserve will cover potential pay protection, National Living Wage increases and Pension Strain, as well as covering Pension Contributions and Redundancy. There was a £0.4m contribution to this reserve resulting in a balance as at 31 March 2019 of £8.7m.

- **Earmarked for Services Reserves**

40. All departments have reserves for identified purposes. In addition, Financial Reporting Standards require grant income to be carried on the Balance Sheet as a reserve balance. This includes Public Health and Section 256 grants. During the year, these departmental balances decreased by a net £1.4m to £47.4m.

- **NDR Pool Reserve**

41. The pool was established in April 2013 when a new funding mechanism was introduced with the seven District and Borough Councils. There was a net decrease of £0.1m in this reserve during 2018/19. Of the £8.0m year-end balance, £6.6m relates to the County's share of the pool surplus, the remaining balance (£1.4m) is funding set aside for N2.

- **Earmarked Reserve**

42. Earmarked reserves contain balances of reserves previously held under services but have been deemed no longer required for their original purpose. As part of the reserves strategy a revised budget of £2.9m was set and used in year. Following an exercise in the summer additional earmarked for services reserves have transferred in to leave the balance at £1.4m.

## Capital Expenditure

43. Capital Expenditure in 2018/19 totalled £89.928m. Table 3 shows the final 2018/19 Capital Programme broken down by Committee.

**Table 3 – 2018/19 Capital Expenditure**

<b>Committee</b>	<b>Revised Budget £'000</b>	<b>Total Outturn £'000</b>	<b>Variance £'000</b>
Children & Young People	24,705	20,146	(4,559)
Adult Social Care & Public Health	3,523	2,823	(700)
Communities & Place	54,160	54,729	569
Policy	15,100	12,147	(2,953)
Finance & MCM	180	83	(97)
Governance & Ethics	7	-	(7)
<b>Total</b>	<b>97,675</b>	<b>89,928</b>	<b>(7,747)</b>

Note: These figures exclude any expenditure incurred directly by schools.

44. The major areas of investment in 2018/19 are listed in Table 4 below.

**Table 4 – Major investment areas 2018/19**

<b>Committee</b>	<b>Scheme</b>	<b>2018/19 Capital Expenditure £'000</b>
Children & Young People	School Places Programme	6,039
	School Capital Refurbishment Programme	5,030
	Bestwood Hawthorne New School	2,863
	Watnall Road New School	2,081
Communities & Place	Road Maintenance & Renewals	27,047
	VIA Purchase of Shares	5,025
	Integrated Transport Measures	5,742
	Street Lighting	2,788
Policy	Building Works	2,395
	Smarter Ways of Working	2,259
	Various IT Capital Projects	4,288



## Capital Programme Variations

45. The changes in the gross Capital Programme for 2018/19, since its approval at Council (28/02/18) are summarised in Table 5 below.

**Table 5 2018/19 Capital Programme**

	£'000
Approved per Council (Budget Report 2018/19)	112,771
Variations funded from County Council Allocations : Net slippage from 2017/18 and financing adjustments	(21,875)
Variations funded from other sources : Net slippage from 2017/18 and financing adjustments	(968)
<b>Revised Gross Capital Programme</b>	<b>89,928</b>

46. To comply with financial regulations, every item of capital expenditure incurred by the Council must be approved, irrespective of how it is funded. Two specific variations require approval by Committee as set out in the following two paragraphs.

47. In the Children and Young People's Committee, a contribution of £0.3m has been received from the Schools Catering Service revenue budget to part fund a number of school kitchen improvement projects.

**It is proposed that the Children and Young People's Committee capital programme is varied to reflect the £0.3m contribution from the Schools Catering Service.**

48. In the Communities and Place Committee capital programme, the Council has been successful in securing a Bus Services Operators Grant (BSOG) from the Department for Transport for £0.3m to part fund the purchase of vehicles to improve the rural bus links with the mainline bus network.

**It is proposed that the Communities and Place Committee capital programme is varied to reflect the £0.3m BSOG grant contribution to part fund the purchase of vehicles.**

49. A small number of minor variations to the Capital Programme require approval from the Service Director – Finance, Infrastructure and Improvement. These variations are set out in Appendix D.

## Maximising the use of grants in 2018/19

50. Sometimes when there is slippage on a scheme funded by grant, rather than slipping the grant funding for use in the next year, it is possible to use the grant to finance the expenditure on a different scheme in the current year. This does not affect the total expenditure on individual schemes, nor their phasing, but delays the use of prudential borrowing and the consequent impact on the revenue budget of having to set aside a minimum revenue provision.

51. Grant funding unapplied totalling £9.2m has been used to fund capital expenditure on projects in 2018/19 that would otherwise have been funded from borrowing.

### Slippage/re-phasing of Capital Schemes

52. In addition to the slippage and re-phasing of schemes incorporated into the Budget Report 2018/19 there has been £8.8m of further slippage.

#### Main Areas of Slippage

- School Places Programme (£1.9m)
- Schools Building Improvement Programme (£1.8m)
- Gedling Access Road (£2.3m)

### Capital Financing

53. The following Table outlines how the 2018/19 capital expenditure has been financed.

**Table 6 - 2018/19 Capital Financing**

	Revised Budget (£'000)	Out-turn (£'000)	Variance (£'000)
<b>Funding Source:</b>			
Prudential Borrowing	41,846	27,767	(14,079)
Capital Grants	52,496	58,246	5,750
Revenue / Reserves	3,333	3,915	582
<b>Gross Capital</b>	<b>97,675</b>	<b>89,928</b>	<b>(7,747)</b>

54. Capital receipts for 2018/19 totalled £4.3m. This is £2.6m less than anticipated in the 2018/19 budget report. This is mainly as a result of a small number of high value capital receipts that were not completed in 2018/19. £3.6m of the capital receipts have been used, per the capital flexibility directive, to fund one-off transformational costs incurred during the year. The remaining £0.7m has been set against the principal of borrowing in previous years.

55. Total borrowing for the year is £27.8m, which is £14.0m less than the revised budget for 2018/19 of £41.8m. This is as a result of maximising the use of additional capital grants received in 2018/19 and the slippage/re-phasing of capital expenditure to be funded from prudential borrowing. The corresponding funding (capital allocations) will be carried forward and incorporated into the Capital Programme for 2019/20.

56. The Capital Programme for 2019/20 will be monitored to ensure that borrowing for 2019/20 is managed within the prudential limits for the year. Funding by borrowing in 2018/19 is now projected to be £66.0m. Although this is £21.1m more than the budgeted borrowing figure in the Budget Report 2019/20, any new capital expenditure slippage in 2019/20 will offset this and the Council's overall level of indebtedness is not expected to exceed previous forecasts. The size of the revised Capital Programme for 2019/20 is £133.1m.

## **Statement of Accounts**

57. The pre-audited Statement of Accounts will be certified by the Service Director – Finance, Infrastructure and Improvement before 31st May to meet the statutory requirements. They will subsequently be published on the Council's website. The external audit will then take place and therefore figures will be provisional, pending the completion of the audit.

## **Statutory and Policy Implications**

58. 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 comment on the provisional 2018/19 year-end revenue position.
- 2) To recommend the level of County Fund Balances for approval by County Council as set out in paragraph 33 and Appendix B.
- 3) To comment on the movements in reserves as detailed in paragraphs 32 to 42 and Appendix B.
- 4) To comment on the final position on contingency requests as detailed in Appendix C.
- 5) To approve the capital variations as set out in Appendix D.
- 6) To comment on the capital programme and its financing.

**Nigel Stevenson**

**Service Director – Finance, Infrastructure and Improvement**

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

Keith Palframan – Group Manager, Financial Strategy & Compliance

## **Constitutional Comments (KK 05/06/2019)**

The proposals in this report are within the remit of the Finance and Major Contracts Management Committee.

## **Financial Comments (GB 05/06/2019)**

The financial implications are set out in the report.

## **Background Papers**

None

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

All



## MANAGEMENT ACCOUNTS SUMMARY 2018/19

	2018/19 Final Budget £'000	2018/19 Draft Out-turn £'000	Variance £'000
<b>Committee</b>			
Children & Young People	120,990	127,256	6,266
Adult Social Care & Public Health	202,802	200,348	(2,454)
Communities & Place	122,168	122,449	281
Policy	34,337	34,090	(247)
Finance & Major Contracts Management	3,411	2,963	(448)
Governance & Ethics	7,306	7,280	(26)
Personnel	15,111	14,851	(260)
<b>Net Committee Total</b>	<b>506,125</b>	<b>509,237</b>	<b>3,112</b>
Schools Budget (after Dedicated Schools Grant)	397	397	-
<b>Net Schools total</b>	<b>397</b>	<b>397</b>	<b>-</b>
Trading Services	7	356	349
<b>Central Items Managed through Finance &amp; Property Committee</b>			
Capital Charges included in Committees	(42,859)	(42,859)	-
Statutory Provision for Debt Redemption	-	8,300	8,300
Interest	19,876	19,323	(553)
Contingency	1,421	-	(1,421)
Pressures and Inflation Account	2,803	-	(2,803)
Flood Defence Levies	285	284	(1)
Pension Enhancements	2,100	1,556	(544)
Trading Organisations	1,250	1,467	217
Miscellaneous Inc and Exp / Write Offs	-	(506)	(506)
New Homes Bonus	(2,041)	(2,041)	-
Other Government Grants	-	(3,800)	(3,800)
Adult Social Care Support Grant	(2,204)	(2,204)	-
Business Rate returned growth to Partners	2,132	2,132	-
Additional Business Rate Growth Due to Pooling	-	(2,708)	(2,708)
<b>Central Items</b>	<b>(17,237)</b>	<b>(21,056)</b>	<b>(3,819)</b>
<b>Expenditure prior to Use of Reserves</b>	<b>489,292</b>	<b>488,934</b>	<b>(358)</b>

## Reserves and Balances

### Transfer to /(from) Corporate Reserves

PFI Reserves:

East Leake PFI	4	17	13
Bassetlaw PFI	53	7	(46)
Waste PFI	110	128	18
Insurance Reserve	6,000	6,000	-
Earmarked Underspendings	(2,850)	(2,850)	-
Historic Abuse Enquiry	(1,492)	(1,030)	462
Capital Projects	(8,189)	(8,085)	104
NDR pool projects	(581)	(622)	(41)
Additional Business Rate Growth Due to Pooling	-	2,708	2,708
Business Rate returned growth to Partners	(2,132)	(2,132)	-
Pensions Surplus / (Deficit) Contribution	-	436	436
<b>Net transfer to /(from) Corporate Reserves</b>	<b>(9,077)</b>	<b>(5,423)</b>	<b>3,654</b>

### Transfer to /(from) Departmental Reserves

Children & Young People	(195)	(195)	-
Adult Social Care & Public Health	2,329	3,476	1,147
Community & Place	535	1,044	509
Policy	996	990	(6)
Finance & Major Contracts Management	-	-	-
Governance & Ethics	-	-	-
Personnel	(85)	(49)	36
Traders Reserves	(1,036)	(748)	288
<b>Net transfer to /(from) Departmental Reserves</b>	<b>2,544</b>	<b>4,518</b>	<b>1,974</b>

**Transfer to/(from) General Fund** **(1,529)** **(6,799)** **(5,270)**

**Funding Required** **481,230** **481,230** **-**

### Funding

Council Tax/Surplus on Collection	351,743	351,743	-
Revenue Support Grant/Business Rates	129,487	129,487	-

**Total Funding** **481,230** **481,230** **-**

## SUMMARY OF REVENUE RESERVES

	Brought Forward 01/04/2018 £'000	Use (-) in 2018/19 £'000	Contribution (+) 2018/19 £'000	Transfers 2018/19 £'000	Carry Forward 31/03/2019 £'000
<b>General Fund Balances</b>	<b>30,870</b>	<b>(6,798)</b>	-	-	<b>24,072</b>
<b>Schools Reserves</b>	<b>19,919</b>	-	<b>3,132</b>	-	<b>23,051</b>
<b>Insurance Reserves</b>	<b>21,000</b>	-	<b>8,588</b>	-	<b>29,588</b>
<b>Other Earmarked Reserves</b>					
<b>Corporate Reserves</b>					
Earmarked Reserves	3,353	(2,849)	-	944	1,448
Capital Projects	12,518	(7,617)	106	291	5,298
NDR Pool Reserve	8,126	(2,812)	2,708	-	8,022
East Leake PFI	3,235	-	93	-	3,328
Bassetlaw Schools PFI	665	-	1,240	-	1,905
Waste PFI	25,583	(718)	128	-	24,993
Workforce Reserve	8,311	-	436	-	8,747
IICSA Reserve	2,770	(1,030)	-	-	1,740
Strategic Development Fund	2,892	-	-	-	2,892
<b>Earmarked for Services Reserves</b>					
Trading Activities	1,671	(1,478)	840	-	1,033
Earmarked for Services Reserves	11,691	(1,772)	638	(875)	9,682
Revenue Grants	17,138	(5,163)	4,038	83	16,096
Section 256 Grants	18,276	(1,705)	4,474	(443)	20,602
<b>Subtotal Other Earmarked Reserves</b>	<b>116,229</b>	<b>(25,144)</b>	<b>14,701</b>	-	<b>105,786</b>
<b>Total Usable Revenue Reserves</b>	<b>188,018</b>	<b>(31,942)</b>	<b>26,421</b>	-	<b>182,497</b>

## EARMARKED FOR SERVICES RESERVES DETAIL

	Brought Forward 01/04/2018 £'000	Use (-) in 2018/19 £'000	Contribution (+) 2018/19 £'000	Transfers 2018/19 £'000	Carry Forward 31/03/2019 £'000
<b>Adult Social Care and Public Health</b>					
Trading Activities	-	-	-	-	-
Earmarked for Services Reserves	7,537	-	-	(28)	7,509
Revenue Grants	11,831	(2,724)	3,202	97	12,406
Section 256 Grants	18,276	(1,705)	4,474	(443)	20,602
<b>Children and Young People</b>					
Trading Activities	297	(589)	761	-	469
Earmarked for Services Reserves	-	-	-	-	-
Revenue Grants	3,209	(1,526)	572	(9)	2,246
Section 256 Grants	-	-	-	-	-
<b>Place</b>					
Trading Activities	1,374	(889)	79	-	564
Earmarked for Services Reserves	3,436	(1,338)	638	(755)	1,981
Revenue Grants	2,098	(913)	264	(5)	1,444
Section 256 Grants	-	-	-	-	-
<b>Resources</b>					
Trading Activities	-	-	-	-	-
Earmarked for Services Reserves	718	(434)	-	(92)	192
Revenue Grants	-	-	-	-	-
Section 256 Grants	-	-	-	-	-
<b>Total Earmarked For Services Reserves</b>	<b>48,776</b>	<b>(10,118)</b>	<b>9,990</b>	<b>(1,235)</b>	<b>47,413</b>





## ALLOCATIONS FROM CONTINGENCY

	2018/19	
	£000	£000
Opening Contingency Budget		5,500
<b>Add on departmental transfers:</b>		
LAC Savings correction	112	112
<b>Revised contingency Total</b>		<b>5,612</b>
<b>Approved contingency requests</b>		
HS2 Strategy	(246)	
Tour of Britain	(100)	
Great War Commemorations	(195)	
Social Impact Bond	(33)	
D2N2 Contribution	(63)	
Social Work Support Officers	(314)	
Property Transformation - Strategic Partner	(299)	
Trading Services Review	(78)	
Democratic Services - Re-structure	(115)	
Redundancy / Pension Strain	(2,748)	
<b>Total Approved contingency requests</b>		<b>(4,191)</b>
<b>Reported under/ (over) spend on contingency</b>		<b>1,421</b>

	2018/19	
	£000	£000
Opening Pressures and Inflation Account		4,100
<b>Approved requests</b>		
DoLS	(586)	
Flexible & Targeted Short Breaks	(367)	
Looked After Childrens Transport	(78)	
SEND Transport Growth and Inflation	(116)	
HM Coroner Service	(150)	
<b>Total Approved requests</b>		<b>(1,297)</b>
<b>Reported under/ (over) spend on Pressures and Inflation Account</b>		<b>2,803</b>



**VARIATIONS TO THE CAPITAL PROGRAMME**

<b>Committee</b>	<b>Project/ Programme</b>	<b>Value (£000)</b>	<b>Funded by:</b>
Children & Young People	Balderton YPC	9	External Funding
Adult Social Care & Health	ASCH Strategy	24	Revenue
Communities & Place	Road Maintenance & Renewals	30	Revenue
Communities & Place	Road Maintenance & Renewals	200	Reserves
Communities & Place	Flood Alleviation & Drainage	87	External Funding
Communities & Place	Integrated Transport Measures	115	External Funding
Communities & Place	Enhanced Rail Service	16	Revenue
Communities & Place	Waste Management	209	Revenue
Communities & Place	Environmental Weight Restriction Camera	29	Revenue
Policy Committee	BRMI	60	Revenue
Policy Committee	Superfast Broadband	28	Revenue
Finance & MCM	Landscape Services	17	Revenue

The above variations to the capital programme have been approved by the Service Director - Finance, Infrastructure & Improvement



17 June 2019

Agenda Item: 8

**REPORT OF THE SERVICE DIRECTOR, FINANCE, INFRASTRUCTURE &  
IMPROVEMENT  
YOUR NOTTINGHAMSHIRE YOUR FUTURE – DEPARTMENTAL STRATEGY  
SIX MONTH REVIEW OF PROGRESS (OCTOBER 2018 – MARCH 2019)****Purpose of the Report**

1. This report provides the Finance and Major Contracts Committee with an overview of performance against the Chief Executive's Departmental Strategy at the end of quarter 4 of the year 2018-19.

**Information**

2. The Council Plan - Your Nottinghamshire, Your Future - sets out the strategic ambition for the future of Nottinghamshire and the Council. It is focused on the future of Nottinghamshire as a prosperous place where people want to live, work, visit and invest.
3. The Council Plan is the core component of the Council's Planning and Performance Framework. The Framework sets out that delivery of the Council Plan will be through four Departmental Strategies detailing the activity and key measures to achieve the Council's strategic ambition. The first four Departmental Strategies – for Adults, Childrens, Place and Resources - were developed during 2017 and agreed by Policy Committee in January 2018.
4. The Planning and Performance Framework also sets out how the Council will plan and manage its performance. The approach and format for reporting this was agreed by the Improvement and Change Sub-Committee on 12 March 2018. As part of that approach Members agreed that progress against the four departmental strategies will be reported to committee every six months.

**Review of Progress from October 2018 – March 2019**

5. The Dashboard set out at Appendix A provides an overview of performance for the key activities and measures set out at part 3 of the Resources Departmental Strategy. The Dashboard is focused on the Council Plan approach and covers the last six months of 2018/19, from October 2018 – March 2019.
6. During this period the Council has continued to operate in a challenging financial landscape with ongoing change to local authority funding coupled with many Council services experiencing continued increases in demand.

7. Progress has been made against the Resources Departmental Strategy, with the actions contributing across the range of Council Plan approaches and Commitments, highlights include:

**Council Plan approach – Spend Money Wisely**

- The Council makes best use of resources to deliver value for your money – The report reflects the Council’s continued commitment to ensuring its residents are satisfied that the Council provides value for money, despite on-going financial pressures and an ever-growing demand for Council services. The report demonstrates a 2% increase on the previous reporting period, which now exceeds the set target.

**Council Plan approach – Be creative and work in new ways**

- Technology and business intelligence are used to improve service delivery – The report highlights the work of the Council to promote the use of information and intelligence in policy and decision making, and the on-going ambition of becoming a more data centric organisation through exploration of new opportunities into the way in which data can be used to improve service delivery. This can be evidenced in the most recent phase of the Business Reporting Management Information (BRMI) project, which now incorporates data from other systems to further enrich the Council’s reporting offer.

8. Particular attention will be given to any Council Plan approach where delivery of an action has not yet been matched by a change in the measure of success linked to it. This will include:

**Council Plan approach – Stand up for local people**

- Local people feel more in control of the work taking place to improve their communities and engage with councillors – As set out in the appendix, the Council’s approach of providing its residents with a voice through consultations around important decisions, especially those linked to significant financial plans, has improved by 2% on the previous reporting period. Despite this increase, there is still significant work to be done to achieve the target of 61%.

9. The Committee is invited to consider the progress reported in the appendix and any further information that it might require. An update on the Core Data Set of performance measures for the Chief Executives Department will be provided at the end of quarter 1 (April – June 2019) and a mid-year position on the Departmental Strategy at the end of quarter 2 (April – September 2019).

**Other Options Considered**

10. The matters set out in the report are intended to provide effective and proportionate performance management reporting to the Department and the Committee. This approach was agreed by the Improvement and Change Sub-Committee in March 2018 and no other options were considered.

**Reason/s for Recommendation/s**

11. The Council's Constitution requires each Committee to review performance in relation to the services provided on a regular basis. The recommendation contributes to this requirement.

## **Statutory and Policy Implications**

12. 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**

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

## **RECOMMENDATION/S**

The Finance and Major Contracts Committee consider the performance issues outlined in the report and whether any additional information or actions are required in relation to them.

**Nigel Stevenson**

**Service Director for Finance, Infrastructure & Improvement**

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

Matthew Garrard, Performance, Intelligence and Policy Team Manager

## **Constitutional Comments (KK 13/05/2019)**

14. The Committee is the appropriate body to consider the content of the report. If Committee resolves that any actions are required it must be satisfied that such actions are within the Committee's terms of reference.

## **Financial Comments (RWK 13/05/2019)**

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

## **Background Papers and Published Documents**

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

- None

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

- All





# Your Nottinghamshire Your Future Council Plan

## Resources Departmental Strategy

### Our commitments measuring our success

#### Council plan approaches

##### Council plan approach - Put local people at the heard of everything we do

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Services are shaped around the people who use them to reflect the way that they live their lives	Review the customer access strategy by 31 March 2018.	The Customer Access Strategy has been reviewed. A new Strategy is being developed with a view to presenting to members early 2019/20 (Q1)				
	Develop a Council Transformation Strategy by June 2018	Yes	-	High	-	n/a
Information is shared so that residents can express their views and engage with decision-making	% of people who agree that they can influence decisions affecting the local area	33.0%	Increase	High	31.0%	n/a
	% of people who are satisfied with the way the Council runs things	63.0%	61.0%	High	64.0%	n/a

##### Council plan approach - Spend money wisely

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National	
The Council makes best use of resources to deliver value for your money	Implementation of the Medium Term Financial Strategy	This is a live document that is regularly updated and reported to Committee					
	Achieve monthly budget monitoring within 5 working days	Monthly monitoring within 5 days has been dropped as a target. The Council will continue with the current 7 day cycle.					
	Unqualified audit opinion on statement of accounts and value for money	The Council has received an unqualified audit opinion on the 2017/18 accounts. The 2018/19 accounts are currently being audited.					
	Regular updates of local government finances provided to committee	Finance Service report monthly to Finance and Major Contracts Management (MCM) Committee on financial matters					
	Investment portfolio out performs benchmark (based on FTSE indices in various markets)	Reports on investment performance are reported to the Pension Fund Committee on a quarterly basis. Overall investment performance has been excellent with good returns.					
	Regular benchmark of services		Yes	-	High	Yes	n/a
			The Council subscribes and report annually to the Chartered Institute of Public Finance & Accountancy (CIPFA), through their benchmarking clubs. These assess our services as a value for money offer in addition to our costs and performance against other local authorities. We benchmark on Procurement, Legal Functions, Estate Management, Information and Communications Technology, Human Resources, Finance, Communications, Corporate Services, Social Care and Audit.				
		The Council also works closely with other local authority to understand how our services, particular in children and adults benchmark with other areas.					
	% of people who agree that the Council provides value for money	48%	46%	High	46%	n/a	
	% of planned audits completed	79%	90%	High	75%	n/a	
	% of audit recommendations implemented	58% Priority 1 81% Priority 2	75%	High	81% Priority 1 90% Priority 2	n/a	
	Total debt level	£34m	-	Low	£20m	n/a	
% of debt greater than 6 months	18%	-	Low	31%	n/a		
% of services achieving their business objectives following completion of the Commercial Development Unit process							

Council plan approach - Be creative and work in new ways						
Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
The Council takes innovative and commercial approaches to service delivery	Income generated from sold services	<b>Across the Resources department income is generated through the following areas which sells their services:</b> - Business Services Centre - Payroll, Recruitment, Advertising, DBS Services - HR Operations - Health and Safety				
Technology and business intelligence are used to improve service delivery	Completion of phase three of the BRMI project by April 2018	100%	100%	High	100%	n/a
	Completion of the Business Intelligence Strategy by March 2018	Yes	-	High	-	n/a
	Employee engagement index (under development as part of the workforce strategy)					
Council plan approach - Stand up for local people						
Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Local people feel more in control of the work taking place to improve their communities and engage with councillors	Review and revise the Communications and Marketing Strategy	<b>A revised Council Communications and Marketing Strategy is under development pending Member approval to support the delivery of the Council Plan and Departmental Strategy.</b>				
	% of people who feel well informed about the services and benefits the Council provides	52%	55%	High	51%	n/a
	Number of urgent decisions taken	1	-	Low	None	n/a
	Approval of the Annual Governance Statement	Yes	Yes	Yes	Yes	n/a
	Number of waiver of financial regulations approved	15	-	Low	3	n/a
	Number of events attended by the Chairman	153	-	High	43	n/a
	% FOIA requests responded to within deadlines	86%	85%	High	84%	n/a
	% of complaints upheld	23.9%	n/a	Low	26.4%	n/a
	% of people who agree that they can influence decisions affecting the local area	33%	Increase	High	31%	n/a
% of divisional fund applications dealt within 10 days	83.20%	65.0%	High	75.26%	n/a	
Council plan approach - Empower people and support their independence						
Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Fulfil our responsibilities and support those who need our services the most	% of first call resolution	84.3% overall	-	-	85% overall	-
	% of assessments completed at the front door	77.5% of Tier1 conversations resolved during the first call	-	-	70-80% of Tier1 conversations resolved during the first call	-
	% of employees who have successfully completed the Council's Equality training module					
	Quarterly progress report to Improvement and Change Sub-Committee	Yes	-	High	Yes	n/a

# Your Nottinghamshire Your Future Council Plan

## Resources Departmental Strategy

### Our commitments measuring our success

#### Council plan approaches

##### Council plan approach - Put local people at the heard of everything we do

Success means	Council Plan Key Measures of Success	Progress
Services are shaped around the people who use them to reflect the way that they live their lives	We will review our customer access strategy to ensure it best reflects expectations of providing services that can be accessed easily and through the most appropriate means. Where possible we will continue to encourage services to move to digital access.	<b>The Customer Access Strategy has been reviewed and some changes made. The recent changes in the Chief Executive's department has meant that we now need to look at this along with our Digital and Social Media Strategy, and combine these. Work is underway with a view to having this ready for members to review during Q1 2019/20.</b>
	The development and delivery of a new strategy for transformation which will have at its core a set of principles, based upon those developed by central Government. These principles include understanding service users' needs and collecting feedback from service users to inform improvements.	<b>Next phase of the Transformation &amp; Change was approved by the Improvement &amp; Change Sub-Committee 30 April 2019. A new Governance Group has been established to progress and oversee the new changes. A further report on proposals for a new operating model will be presented at the Improvement &amp; Change Sub-Committee on 24 June 2019.</b>
Information is shared so that residents can express their views and engage with decision-making	Our high quality marketing campaigns are designed to engage residents with the work of the Council.	<b>A number of high quality marketing campaigns have been undertaken throughout this period which are high performing against objectives. All campaigns are fully evaluated.</b>

##### Council plan approach - Spend money wisely

Success means	Council Plan Key Measures of Success	Progress
The Council makes best use of resources to deliver value for your money	We will ensure the Council is financially robust and sustainable through the delivery of our Medium Term Financial Strategy, a balanced budget, and we will improve the quality of financial management support to departments.	<b>The County Council continues to face significant financial pressures, but has delivered a balanced budget for 2018/19. The MTFs is regularly reviewed and updated and savings proposals are being identified to meet the budget gap over the next 4 years. The CIPFA draft Financial Management Code has been issued and an assessment of the Council against this will be reported to Finance &amp; Major Contracts Committee</b>
	Regular updates of local government finances provided to committee	<b>Monthly reports are provided to Finance &amp; MCM Committee. In addition regular reports are provided to Policy Committee.</b>
	We will support the pension pooling process and ensure that the Nottinghamshire Pension Fund assets are protected.	<b>The pooling process is well underway with the setting up of the jointly owned company LGPS Central Ltd. The transition of assets to the company has commenced. Regular reports on progress are taken to Pension Fund Committee.</b>
	Through the Planning and Performance Framework we will monitor delivery of services and assess and report on value for money. The provision of business intelligence aligned to business process and good quality performance analysis will help departments identify potential areas for improvement.	<b>The County Council has an ambitious vision. The Council Plan, Your Nottinghamshire, Your Future, which sets out our priority outcomes for the people and businesses of the county. The Planning and Performance Management Framework supports the delivery of the Council Plan which is monitored and reported regularly to Members and Senior Officers on the effectiveness of service delivery against agreed targets. Work carried out to refresh the four Departmental Strategies has identified scope to improve the current Framework which will be reported from quarter 1 in 2019/20.</b>
	We will undertake a programme of audits to seek assurances that services are working with appropriate levels of governance.	<b>Internal Audit continues to deliver its termly, four-monthly plans. Recurrent resourcing difficulties have been hampering the service's ability to deliver all of the planned work. A recent period of staff turnover has coincided with a period of difficulty in recruiting replacement staff.</b>

<p>We will aim to reduce debt levels and long-term debt.</p>	<p><b>The debt recovery process covers Sundry Debtors and Statutory debtors where charges are levied in accordance with the Care Act Legislation.</b></p> <p><b>Reminder cycles for overdue accounts are fully automated in the BMS system with staff workloads refreshed and allocated daily. These processes ensures that no overdue account goes unchallenged.</b></p> <p><b>Barriers to recovering charges which lead to higher debt levels are mainly associated with Statutory Debtors where benefit claim delays, access to managing financial affairs in cases of mental incapacity and income due from property assets prevent timely payments from debtors.</b></p> <p><b>However, Cipfa benchmarking returns do show that NCC are performing well in respect of costs, debtor days and recovery performance.</b></p>
<p>We will look to support the development of commercial opportunities across the Council and keep our approach to commercial development under review.</p>	<p><b>The development of a commercial strategy is being progressed which will set a framework for the development of commercial opportunities. A review of the Commercial Development project upon its completion will inform the future approach of commercial development.</b></p>

Council plan approach - Be creative and work in new ways		
Success means	Council Plan Key Measures of Success	Progress
The Council takes innovative and commercial approaches to service delivery	We will continue to explore opportunities to sell selected services to external organisations. This will include looking at the possibility of some shared service arrangements in the Resources department.	<b>Analysis on the progress of the Services for Schools portfolio following last years review is currently being undertaken and will be completed once all year end financial work has been completed. Individual services are being supported in the areas where they felt further development was needed such as pricing. Further development areas will be identified following the analysis.</b>
	Work will continue to optimise transactional activities and support the channel shift to on-line and self-serve options.	<b>This is an ongoing process and success so far have included:</b> <ul style="list-style-type: none"> <li>- Adding an online booking and payment facility for the removal of asbestos</li> <li>- Adding an online booking facility and payment to enable people to book onto 15-17 driver training</li> <li>- Enhancements to the Blue Badge process enabling customers to be able to order, be validated and apply over the phone for badges (this was a purely paper and cheque based service prior to this).</li> <li>- Scope and build work on an online form for professional safeguarding referrers (testing and go live in Q3)</li> <li>- Review and scoping the work required for the School Admissions pages</li> <li>- The development of social media campaigns raising awareness of what can be done online and how to do so</li> </ul>
	We will continue to explore new concepts, ideas, best practice and provide resources to support departments to carry out projects allowing them to explore new approaches.	<b>Support for the further adoption of mobile working and automatic scheduling has continued. Multi disciplinary team environments have been supported in Mid Notts. The ICT business analysts have been supporting the central and departmental transformation teams in defining how the technology available to them can enable new process and efficiency improvements. Using Health data to support delivery of Social Care is impacting in a number of different areas including a pilot enabling Social Workers to view GP and Hospital data and passing referrals and assessments directly from Health to Social Care Systems.</b>
Technology and business intelligence are used to improve service delivery	The ICT strategy 2017-20 sets out the roadmap for how ICT will drive and support organisational change and transformation. The emphasis of the strategy is on delivering increasingly joined up services that are effective, affordable and designed around the needs of the service user.	<b>New and improved services have been developed in areas such as the home first service, home based care service, day care services and MASH. These include technology solutions to better integrate our citizen facing technology such as the firmstep platform, with our back end systems such as Mosaic and Confirm (HAMS).</b>
	The next phase of the Business Reporting Management Information project will build on the data warehouse and business intelligence hub which is making data more accessible and readily available.	<b>Phase 4 of the BRMI project is nearing towards a successful conclusion and is planned to come to an end by the end of May 2019. Knowledge transfer to Council staff from the project's technical partner, Acuma is still underway and completion is also expected by the end of May 2019. The Development of incorporating other systems data (Capita ONE) is now complete, this functionality is expected to be in the LIVE data warehouse environment at the end of this phase.</b>
	The emerging business intelligence strategy will provide a framework to ensure that decision making is underpinned by a timely, high quality, reliable evidence base.	<b>The Council's Business Intelligence Strategy, which establishes a framework for the development of the way data and information is effectively managed, continues to make greater use of Business Intelligence to inform the delivery of services and joint working to develop the provision of high quality data leading to evidenced based decision making and identify areas for improvement.</b>
	We will support and encourage employees to use their skills, knowledge and experience to find innovative ways of working to ensure the effective delivery of services, which will be reflected in our workforce strategy.	
Council plan approach - Stand up for local people		
Success means	Council Plan Key Measures of Success	Progress

<p>Local people feel more in control of the work taking place to improve their communities and engage with councillors</p>	<p>We will ensure that messages are communicated clearly, timely and effectively.</p>	<p><b>Press releases issued to the media communicating key council messages and priorities</b>  <b>199 press releases (updated)</b></p> <p><b>Social media posts issued to support key council messages, priorities and campaigns</b>  Facebook: 842 posts (+ 438)  Twitter: 949 posts (+ 378)  LinkedIn : 40 posts (+ 14)  Instagram: 102 posts (+ 26)  <b>Total social posts: 1933 (+ 856)</b></p> <p><b>The number of people we have been following our social media channels (growth from previous figures in brackets)</b>  Facebook: 13,000 page likes (+ 1,515)  Twitter: 46,000 followers (+ 1,038)  Instagram: 1,829 followers (+ 541)  LinkedIn: 8,679 followers (+ 1,394)  <b>Total social followers: 69,508 (+ 4,488)</b></p> <p><b>The number of Emailme bulletin issued to residents who have subscribed to various topics about Council information: 433 bulletins. The total number of Emailme bulletin subscribers: 61,061</b></p>
	<p>Our open and transparent decision-making process means that members of the public are notified of decisions that the Council is to make, can attend Committee and Council meetings, and can speak to their local Councillors about any areas of concern.</p>	<p><b>All agendas for the Council's public Committee and Full Council meetings continue to be published in line with legislative requirements. The public are able to access the agenda and reports online and to attend such meetings. Details of how Councillors can be contacted are maintained on the Councillors web pages on the internet.</b></p>
	<p>The Chairman is the first citizen of the County whose duty includes visiting all parts of Nottinghamshire in recognition of the work done by communities and individuals. The Chairman represents Nottinghamshire County Council at other public and civic occasions.</p>	<p><b>The Chairman continues to attend a significant number of community events throughout the County, as well as representing the Council at other public and civic occasions.</b></p>
	<p>We investigate and respond to any complaints made and fully comply with the Freedom of Information Act and Environmental Information Regulations.</p>	<p><b>The Council responds to complaints in accordance with the Council's complaints procedures and responds to Freedom of Information and Environmental Information Regulation requests in a timely manner.</b></p>
	<p>We will continue to improve our information management to ensure that data is appropriately and securely processed, shared, stored and used to drive decision making.</p>	<p><b>Phase one of the Information Governance Improvement Programme (focus on GDPR compliance) completed. Annual Information Governance Action Plan for 2019/20 agreed by Governance and Ethics Committee. Over 1,000 social care staff received face-to-face training on information governance and data protection. Approach to the next stage of the Information Governance Improvement Programme (focus on document and records management) agreed</b></p>
	<p>We will consult with residents around important decisions, especially those linked to significant financial plans.</p>	<p><b>From October to March</b>  <b>145 consultations were carried out with a total of 7,610 responses. 71 of these consultations were in regard to Traffic Regulation Orders.</b></p>
	<p>We will support Elected Members in the work they do for their local communities.</p>	<p><b>Democratic Services continue to support all 66 County Councillors, enabling them to represent their local communities to the best of their abilities.</b></p>

Council plan approach - Empower people and support their independence		
Success means	Council Plan Key Measures of Success	Progress
Fulfil our responsibilities and support those who need our services the most	The Customer Service Centre will continue to develop the service provided to Adult Social Care, so that residents can access and be assessed for services they need quickly and easily.	<b>The 3 Tier project has been successfully launched within ASCH with the Customer Service Centre picking up Tier 1 conversations (resolution, where possible, during the first call into the Authority). Current resolution rates have increased from 50-60% to 70-80%.</b>
	We will champion the equalities agenda and ensure that appropriate equality impact assessments are carried out to assess the impact of a change to services or policy on people with protected characteristics.	<b>The Council continues to champion the equalities agenda which is led by the Corporate Equality Group and supported by three staff networks (LGBT, BME &amp; Disabled) to recognise the diversity of our service users and staff. The Council has been particularly successful in gaining awards such as Stonewall for its work with the LGBT staff network. Equalities officers continue to monitor any proposed service changes to ensure, where appropriate, equality impact assessments are correctly carried out and published in a timely manner.</b>
	We will explore better use of technology to support people to remain as independent as possible for longer.	<b>Technology has been delivered to support provider services through improved processes and automation where possible. Business Analysis has supported new ways of working using techniques to deliver efficiencies, maximising automated workflows and reducing the need to manual processing in a number of service areas such as START.</b>

# Your Nottinghamshire Your Future Council Plan

## Resources Departmental Strategy

### Our commitments measuring our success

#### Council plan approaches

##### Council plan approach - Put local people at the heard of everything we do

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Services are shaped around the people who use them to reflect the way that they live their lives	Review the customer access strategy by 31 March 2018.	<b>The Customer Access Strategy has been reviewed. A new Strategy is being developed with a view to presenting to members in early 2019/20 (Q1)</b>				
	Develop a Council Transformation Strategy by June 2018	Yes	-	High	-	n/a
Information is shared so that residents can express their views and engage with decision-making	% of people who agree that they can influence decisions affecting the local area	33.0%	Increase	High	31.0%	n/a
	% of people who are satisfied with the way the Council runs things	63.0%	61.0%	High	64.0%	n/a

##### Council plan approach - Spend money wisely

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National	
The Council makes best use of resources to deliver value for your money	Implementation of the Medium Term Financial Strategy	<b>This is a live document that is regularly updated and reported to Committee.</b>					
	Achieve monthly budget monitoring within 5 working days	<b>Monthly monitoring within 5 days has been dropped as a target. The Council will continue with the current 7 day cycle.</b>					
	Unqualified audit opinion on statement of accounts and value for money	<b>The Council has received an unqualified audit opinion on the 2017/18 accounts. The 2018/19 accounts are currently being audited.</b>					
	Regular updates of local government finances provided to committee	<b>Finance Service report monthly to Finance and Major Contracts Management (MCM) Committee on financial matters.</b>					
	Investment portfolio out performs benchmark (based on FTSE indices in various markets)	<b>Reports on investment performance are reported to the Pension Fund Committee on a quarterly basis. Overall investment performance has been excellent with good returns.</b>					
	Regular benchmark of services		Yes	-	High	Yes	n/a
			<b>The Council subscribes and report annually to the Chartered Institute of Public Finance &amp; Accountancy (CIPFA), through their benchmarking clubs. These assess our services as a value for money offer in addition to our costs and performance against other local authorities. We benchmark on Procurement, Legal Functions, Estate Management, Information and Communications Technology, Human Resources, Finance, Communications, Corporate Services, Social Care and Audit.</b>				
		<b>The Council also works closely with other local authority to understand how our services, particular in children and adults benchmark with other areas.</b>					
	% of people who agree that the Council provides value for money	48%	46%	High	46%	n/a	
	% of planned audits completed	79%	90%	High	75%	n/a	
	% of audit recommendations implemented	58% Priority 1 81% Priority 2	75%	High	81% Priority 1 90% Priority 2	n/a	
	Total debt level	£34m	-	Low	£20m	n/a	
	% of debt greater than 6 months	18%	-	Low	31%	n/a	
% of services achieving their business objectives following completion of the Commercial Development Unit process		-	High	67%	n/a		



Council plan approach - Be creative and work in new ways						
Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
The Council takes innovative and commercial approaches to service delivery	Income generated from sold services	<b>Across the Resources department income is generated through the following areas which sells their services:</b> - Business Services Centre - Payroll, Recruitment, Advertising, DBS Services - HR Operations - Health and Safety				
Technology and business intelligence are used to improve service delivery	Completion of phase three of the BRMI project by April 2018	100%	100%	High	100%	n/a
	Completion of the Business Intelligence Strategy by March 2018	Yes	-	High	-	n/a
	Employee engagement index (under development as part of the workforce strategy)					
Council plan approach - Stand up for local people						
Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Local people feel more in control of the work taking place to improve their communities and engage with councillors	Review and revise the Communications and Marketing Strategy	<b>A revised Council Communications and Marketing Strategy is under development pending Member approval to support the delivery of the Council Plan and Departmental Strategy.</b>				
	% of people who feel well informed about the services and benefits the Council provides	52%	55%	High	51%	n/a
	Number of urgent decisions taken	1	-	Low	None	n/a
	Approval of the Annual Governance Statement	Yes	-	Yes	Yes	n/a
	Number of waiver of financial regulations approved	15	-	Low	3	n/a
	Number of events attended by the Chairman	110	-	High	43	n/a
	% FOIA requests responded to within deadlines	86%	85%	High	84%	n/a
	% of complaints upheld	23.9%	n/a	Low	26.4%	n/a
	% of people who agree that they can influence decisions affecting the local area	33%	61%	High	31%	n/a
	% of divisional fund applications dealt within 10 days	83.20%	65.0%	High	75.26%	n/a
Council plan approach - Empower people and support their independence						
Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Fulfil our responsibilities and support those who need our services the most	% of first call resolution		-	-	85% overall	-
	% of assessments completed at the front door		-	-	70-80% of Tier1 conversations resolved during the first call	-
	% of employees who have successfully completed the Council's Equality training module					

### Priority 1 - A great place to bring up your family

#### Commitment 2 - Children are kept safe from harm

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Children at risk are appropriately identified, supported and protected	% of child protection matters completed within 26 weeks of commencement	46.67% (2018/19)	26 Weeks	Low	48.31% (2017/18)	48% (2018/19)
Looked After Children and care leavers are well supported	Number of targeted apprenticeships and work placements			Developing a programme of work readiness to assist care leavers in securing employment opportunities in the future	The Council has currently 3 care leavers on apprenticeships within NCC with a further 2 to commence employment in January 2019	
	% of care leavers under taking a targeted apprenticeship who go on to achieve a job/further education					

### Priority 2 - A great place to fulfil your ambition

#### Commitment 4 - Nottinghamshire has a thriving jobs market

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
More people are in higher paid and skilled jobs	Number of apprenticeships					
More apprenticeships available for people of all ages	% of apprentices who go on to get a job or further education				This measure requires review from an internal/external employment perspective how this would measure success	

#### Commitment 6 - People are healthier

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
We have a healthy workforce	Level of sickness absence	8.52	7.0	Low	8.50	
	% uptake of flu vaccinations		40%	High	27.5% (2017/18)	70%
	Employee health checks	28 (Welbeck House, Lawn View House)	-	High	29 (Welbeck House, Lawn View House)	n/a

### Priority 3 - A great place to enjoy later life

#### Commitment 9 - People receive the right care and support at the right time

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Services improve as a result of better integration of health and social care	Quarterly progress measures reported to Improvement and Change SubCommittee	Yes	-	High	Yes	n/a

### Priority 4 - A great place to start and grow a business

#### Commitment 10 - Nottinghamshire is a great place to invest and do business

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Increased economic productivity across the county	Payment of invoices within timescales	95%	95%	High	95%	n/a

#### Commitment 12 - Nottinghamshire has a skilled workforce for a global economy

Success means	Council Plan Key Measures of Success	Latest	Target	Good is	Previous	National
Having a workforce with the right level of skills that the Council needs now and for the future	A revised workforce strategy by 31 March 2018					

# Your Nottinghamshire Your Future Council Plan

## Resources Departmental Strategy

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#### Council plan approaches

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Success means	Council Plan Key Measures of Success	Progress
Services are shaped around the people who use them to reflect the way that they live their lives	We will review our customer access strategy to ensure it best reflects expectations of providing services that can be accessed easily and through the most appropriate means. Where possible we will continue to encourage services to move to digital access.	<b>The Customer Access Strategy has been reviewed and some changes made. The recent changes in the Chief Executive's department has meant that we now need to look at this along with our Digital and Social Media Strategy, and combine these. Work is underway with a view to having this ready for members to review during Q1 2019/20.</b>
	The development and delivery of a new strategy for transformation which will have at its core a set of principles, based upon those developed by central Government. These principles include understanding service users' needs and collecting feedback from service users to inform improvements.	<b>Next phase of the Transformation &amp; Change was approved by the Improvement &amp; Change Sub-Committee 30 April 2019. A new Governance Group has been established to progress and oversee the new changes. A further report on proposals for a new operating model will be presented at the Improvement &amp; Change Sub-Committee on 24 June 2019.</b>
Information is shared so that residents can express their views and engage with decision-making	Our high quality marketing campaigns are designed to engage residents with the work of the Council.	<b>A number of high quality marketing campaigns have been undertaken throughout this period which are high performing against objectives. All campaigns are fully evaluated.</b>

##### Council plan approach - Spend money wisely

Success means	Council Plan Key Measures of Success	Progress
The Council makes best use of resources to deliver value for your money	We will ensure the Council is financially robust and sustainable through the delivery of our Medium Term Financial Strategy, a balanced budget, and we will improve the quality of financial management support to departments.	<b>The County Council continues to face significant financial pressures, but has delivered a balanced budget for 2018/19. The MTFS is regularly reviewed and updated and savings proposals are being identified to meet the budget gap over the next 4 years. The CIPFA draft Financial Management Code has been issued and an assessment of the Council against this will be reported to Finance &amp; Major Contracts Committee</b>
	Regular updates of local government finances provided to committee	<b>Monthly reports are provided to Finance &amp; MCM Committee. In addition regular reports are provided to Policy Committee.</b>
	We will support the pension pooling process and ensure that the Nottinghamshire Pension Fund assets are protected.	<b>The pooling process is well underway with the setting up of the jointly owned company LGPS Central Ltd. The transition of assets to the company has commenced. Regular reports on progress are taken to Pension Fund Committee.</b>
	Through the Planning and Performance Framework we will monitor delivery of services and assess and report on value for money. The provision of business intelligence aligned to business process and good quality performance analysis will help departments identify potential areas for improvement.	<b>The County Council has an ambitious vision. The Council Plan, Your Nottinghamshire, Your Future, which sets out our priority outcomes for the people and businesses of the county. The Planning and Performance Management Framework supports the delivery of the Council Plan which is monitored and reported regularly to Members and Senior Officers on the effectiveness of service delivery against agreed targets. Work carried out to refresh the four Departmental Strategies has identified scope to improve the current Framework which will be reported from quarter 1 in 2019/20.</b>
	We will undertake a programme of audits to seek assurances that services are working with appropriate levels of governance.	<b>Internal Audit continues to deliver its termly, four-monthly plans. Recurrent resourcing difficulties have been hampering the service's ability to deliver all of the planned work. A recent period of staff turnover has coincided with a period of difficulty in recruiting replacement staff.</b>

<p>We will aim to reduce debt levels and long-term debt.</p>	<p><b>The debt recovery processes are divided between Sundry Debtors and Statutory debtors where charges are levied in accordance with the Care Act Legislation.</b></p> <p><b>Reminder cycles for overdue accounts are fully automated in the BMS system with staff workloads refreshed and allocated daily. These processes ensures that no overdue account goes unchallenged.</b></p> <p><b>Barriers to recovering charges which lead to higher debt levels are mainly associated with Statutory Debtors where benefit claim delays, access to managing financial affairs in cases of mental incapacity and income due from property assets prevent timely payments from debtors.</b></p> <p><b>However, Cipfa benchmarking returns do show that NCC are performing well in respect of costs, debtor days and recovery performance.</b></p>
<p>We will look to support the development of commercial opportunities across the Council and keep our approach to commercial development under review.</p>	<p><b>The development of a commercial strategy is being progressed which will set a framework for the development of commercial opportunities. A review of the Commercial Development project upon its completion will inform the future approach of commercial development.</b></p>

Council plan approach - Be creative and work in new ways		
Success means	Council Plan Key Measures of Success	Progress
The Council takes innovative and commercial approaches to service delivery	We will continue to explore opportunities to sell selected services to external organisations. This will include looking at the possibility of some shared service arrangements in the Resources department.	<b>Analysis on the progress of the Services for Schools portfolio following last years review is currently being undertaken and will be completed once all year end financial work has been completed. Individual services are being supported in the areas where they felt further development was needed such as pricing. Further development areas will be identified following the analysis.</b>
	Work will continue to optimise transactional activities and support the channel shift to on-line and self-serve options.	<b>This is an ongoing process and success so far have included: - Adding an online booking and payment facility for the removal of asbestos - Adding an online booking facility and payment to enable people to book onto 15-17 driver training - Enhancements to the Blue Badge process enabling customers to be able to order, be validated and apply over the phone for badges (this was a purely paper and cheque based service prior to this). - Scope and build work on an online form for professional safeguarding referrers (testing and go live in Q3) - Review and scoping the work required for the School Admissions pages - The development of social media campaigns raising awareness of what can be done online and how to do so</b>
	We will continue to explore new concepts, ideas, best practice and provide resources to support departments to carry out projects allowing them to explore new approaches.	<b>Support for the further adoption of mobile working and automatic scheduling has continued. Multi disciplinary team environments have been supported in Mid Notts. The ICT business analysts have been supporting the central and departmental transformation teams in defining how the technology available to them can enable new process and efficiency improvements. Using Health data to support delivery of Social Care is impacting in a number of different areas including a pilot enabling Social Workers to view GP and Hospital data and passing referrals and assessments directly from Health to Social Care Systems.</b>
Technology and business intelligence are used to improve service delivery	The ICT strategy 2017-20 sets out the roadmap for how ICT will drive and support organisational change and transformation. The emphasis of the strategy is on delivering increasingly joined up services that are effective, affordable and designed around the needs of the service user.	<b>New and improved services have been developed in areas such as the home first service, home based care service, day care services and MASH. These include technology solutions to better integrate our citizen facing technology such as the firmstep platform, with our back end systems such as Mosaic and Confirm(HAMS).</b>
	The next phase of the Business Reporting Management Information project will build on the data warehouse and business intelligence hub which is making data more accessible and readily available.	<b>Phase 4 of the BRMI project is nearing towards a successful conclusion and is planned to come to an end by the end of May 2019. Knowledge transfer to Council staff from the project's technical partner, Acuma is still underway and completion is also expected by the end of May 2019. The Development of incorporating other systems data (Capita ONE) is now complete, this functionality is expected to be in the LIVE data warehouse environment at the end of this phase.</b>
	The emerging business intelligence strategy will provide a framework to ensure that decision making is underpinned by a timely, high quality, reliable evidence base.	<b>The Council's Business Intelligence Strategy established a framework for the development of the way data and information is effectively managed. This continues to make greater use of Business Intelligence to inform the delivery of services and joint working to develop the provision of high quality data leading to evidenced based decision making and identify areas for improvement.</b>
	We will support and encourage employees to use their skills, knowledge and experience to find innovative ways of working to ensure the effective delivery of services, which will be reflected in our workforce strategy.	
Council plan approach - Stand up for local people		
Success means	Council Plan Key Measures of Success	Progress

<p>Local people feel more in control of the work taking place to improve their communities and engage with councillors</p>	<p>We will ensure that messages are communicated clearly, timely and effectively.</p>	<p><b>Press releases issued to the media communicating key council messages and priorities</b>  <b>199 press releases (updated)</b></p> <p><b>Social media posts issued to support key council messages, priorities and campaigns</b>  Facebook: 842 posts (+ 438)  Twitter: 949 posts (+ 378)  LinkedIn : 40 posts (+ 14)  Instagram: 102 posts (+ 26)  <b>Total social posts: 1933 (+ 856)</b></p> <p><b>The number of people we have been following our social media channels (growth from previous figures in brackets)</b>  Facebook: 13,000 page likes (+ 1,515)  Twitter: 46,000 followers (+ 1,038)  Instagram: 1,829 followers (+ 541)  LinkedIn: 8,679 followers (+ 1,394)  <b>Total social followers: 69,508 (+ 4,488)</b></p> <p><b>The number of Emailme bulletin issued to residents who have subscribed to various topics about Council information: 433 bulletins.</b>  <b>The total number of Emailme bulletin subscribers: 61,061</b></p>
	<p>Our open and transparent decision-making process means that members of the public are notified of decisions that the Council is to make, can attend Committee and Council meetings, and can speak to their local Councillors about any areas of concern.</p>	<p><b>All agendas for the Council's Public Committee and Full Council meetings continue to be published in line with legislative requirements. The public are able to access the agenda and reports online and to attend such meetings. Details of how Councillors can be contacted are maintained on the Councillors web pages on the internet.</b></p>
	<p>The Chairman is the first citizen of the County whose duty includes visiting all parts of Nottinghamshire in recognition of the work done by communities and individuals. The Chairman represents Nottinghamshire County Council at other public and civic occasions.</p>	<p><b>The Chairman continues to attend a significant number of community events throughout the County, as well as representing the Council at other public and civic occasions.</b></p>
	<p>We investigate and respond to any complaints made and fully comply with the Freedom of Information Act and Environmental Information Regulations.</p>	<p><b>The Council responds to complaints in accordance with the Council's complaints procedures and responds to Freedom of Information and Environmental Information Regulation requests in a timely manner.</b></p>
	<p>We will continue to improve our information management to ensure that data is appropriately and securely processed, shared, stored and used to drive decision making.</p>	<p><b>Phase one of the Information Governance Improvement Programme (focus on GDPR compliance) completed. Annual Information Governance Action Plan for 2019/20 agreed by Governance and Ethics Committee. Over 1,000 social care staff received face-to-face training on information governance and data protection. Approach to the next stage of the Information Governance Improvement Programme (focus on document and records management) agreed</b></p>
	<p>We will consult with residents around important decisions, especially those linked to significant financial plans.</p>	<p><b>From October to March</b>  <b>145 consultations were carried out with a total of 7,610 responses. 71 of these consultations were in regard to Traffic Regulation Orders.</b></p>
	<p>We will support Elected Members in the work they do for their local communities.</p>	<p><b>Democratic Services continue to support all 66 County Councillors, enabling them to represent their local communities to the best of their abilities.</b></p>

Council plan approach - Empower people and support their independence		
Success means	Council Plan Key Measures of Success	Progress
Fulfil our responsibilities and support those who need our services the most	The Customer Service Centre will continue to develop the service provided to Adult Social Care, so that residents can access and be assessed for services they need quickly and easily.	The 3 Tier project has been successfully launched within ASCH with the Customer Service Centre picking up Tier 1 conversations (resolution, where possible, during the first call into the Authority). Current resolution rates have increased from 50-60% to 70-80%.
	We will champion the equalities agenda and ensure that appropriate equality impact assessments are carried out to assess the impact of a change to services or policy on people with protected characteristics.	The Council continues to champion the equalities agenda which is led by the Corporate Equality Group and supported by three staff networks (LGBT, BME & Disabled) to recognise the diversity of our service users and staff. The Council has been particularly successful in gaining awards such as Stonewall for its work with the LGBT staff network. Equalities officers continue to monitor any proposed service changes to ensure, where appropriate, equality impact assessments are correctly carried out and published in a timely manner.
	We will explore better use of technology to support people to remain as independent as possible for longer.	
Priority 1 - A great place to bring up your family		
Commitment 2 - Children are kept safe from harm		
Success means	Council Plan Key Measures of Success	Progress
Children at risk are appropriately identified, supported and protected	The legal team will continue to review and refine our digital working arrangements with Nottingham Family Courts. We will continue to monitor the percentage of child protection matters completed within 26 weeks of commencement	Legal Services continues to actively manage the digital way of working with the Nottingham Family Courts. As soon as any issues are reported by staff, they are addressed immediately and resolved in consultation with the Nottingham Family Courts. This is so that issues do not adversely impact our ability to continue using e-court bundles in child safe guarding cases.
Looked After Children and care leavers are well supported	Targeted apprenticeships and work placements for care leavers	
Priority 2 - A great place to fulfil your ambition		
Commitment 4 - Nottinghamshire has a thriving jobs market		
Success means	Council Plan Key Measures of Success	Progress
More people are in higher paid and skilled jobs  More apprenticeships available for people of all ages	As one of the largest employers in Nottinghamshire we aim to be an employer of choice providing good quality employment and opportunities to develop and gain skills and qualifications. We are committed to increasing the number and range of apprenticeships and work experience placements across the Council for a wider age range	Following the successful recruitment to the new in house graduate development programme, further work is underway to establish a talent development and management programme which will see a focussed approach to the retention of graduates from our local universities and those returning to Nottinghamshire as their home County. the range of apprenticeships across the county has seen a significant increase and will continue to do so as further apprenticeship standards are released
Commitment 6 - People are healthier		
Success means	Council Plan Key Measures of Success	Progress
We have a healthy workforce	Implement the Health and Wellbeing Action Plan in partnership with Public Health colleagues to help employees make healthy choices for themselves, their families and their communities to enable them to live long, healthy and productive lives	The Council continues to participate in the Wellbeing at Work accreditation scheme and has created an intranet page on the NCC website which brings together a health of supportive information on wellbeing at work.
Priority 3 - A great place to enjoy later life		
Commitment 9 - People receive the right care and support at the right time		
Success means	Council Plan Key Measures of Success	Progress
Services improve as a result of better integration of health and social care	One of the four business transformation themes of the ICT strategy is health and social care technology integration, which will support the delivery of the Sustainable Transformation Plan (STP) through a shared approach to developing technology infrastructures, sharing relevant information between health and care professionals where appropriate and automating workflows between health and social care services.	Following the successful implementation of workflow automation with King's Mill Hospital, including automatic referrals for patients who require a supported discharge, this has been successfully extended to Mansfield Community and Newark Hospitals ahead of target. Automatic referrals has recently gone live at QMC and City Hospitals. Bassetlaw Hospitals have now got access to live social care information. Projects in development will delivery automated assessments and discharge notices to improve patient flow through all acute hospitals. A pilot enabling Social Workers to view GP and Hospital data has gone live in the Rushcliffe Social Care Teams.

## Priority 4 - A great place to start and grow a business

### Commitment 10 - Nottinghamshire is a great place to invest and do business

Success means	Council Plan Key Measures of Success	Progress
Increased economic productivity across the county	In 2016/17 overall supplier spend was £622.188m. We will work to increase the use of the local supply market by holding pre-market engagement events prior to commencing individual procurement projects, and undertaking wider generic "meet the buyer" events aimed at enabling more organisations to feel empowered about tendering for locally-available work	<p><b>All procurements that involve a full tendering process ie over the value of £25k have pre-market engagement events scheduled in as a standard approach. Local suppliers are encouraged to attend.</b></p> <p><b>Generic meet the buyer events are run on a bi annual basis in collaboration with the East Midlands Chamber of Commerce and other local Public Sector Partners. These are well attended by the local supply market.</b></p> <p><b>Notts CC specific supplier engagement events are held on a more ad hoc basis as required.</b></p> <p><b>All events are advertised in the public domain at Source Notts <a href="http://www.sourcenottinghamshire.co.uk/">http://www.sourcenottinghamshire.co.uk/</a> or through a partner agency</b></p>

### Commitment 12 - Nottinghamshire has a skilled workforce for a global economy

Success means	Council Plan Key Measures of Success	Progress
Having a workforce with the right level of skills that the Council needs now and for the future	We will use the Workforce strategy and workforce plan to identify the knowledge and skills required for the future and plan how to achieve this	



17 June 2019

Agenda Item: 9

**REPORT OF GROUP MANAGER QUALITY AND MARKET MANAGEMENT  
TEAM ADULT SOCIAL CARE AND PUBLIC HEALTH DEPARTMENT****PROGRESS REPORT REGARDING THE FAIR PRICE FOR CARE INITIATIVE****Purpose of the Report**

1. The purpose of this report is to provide a progress update as requested by the committee about the Fair Price for Care review which includes the fees for Independent Sector residential and nursing care homes, also a review of the Quality Audit Framework Tool (QAF) and the Dementia Quality Mark (DQM) payment that is also made to some providers who apply for and reach the required standard. The total budget spend for older adults care homes is £80.2m with 2349 people being funded by the Council for long term care as at the end of January 2019.

**Information**

2. The Care Act 2014 places a statutory duty on all local authorities to ensure that providers are sustainable and viable. Section 4.31 of the Care Act Statutory Guidance relates to the role of all Councils as a part of their Market Shaping duties, in ensuring that fees paid to providers are sufficient to enable them to meet their employer duties and responsibilities. Council's also have to be able to evidence that contract terms and conditions and fee levels are sufficient to enable providers of care and support services to meet their legal duties in terms of the wages paid to staff and also training and development which in turn will enable a sustainable workforce delivering care services that are of the required quality.
3. Nottinghamshire County Council has always taken a proactive approach in regards to ensuring that all care and support services provided in the County are of a good quality and are paid for at a sustainable cost. In February 2013 Policy Committee approved the current 'Fair Price for Care' framework and fee levels based on five quality bandings were implemented. At the same time members approved the application of an annual inflation linked increase and in addition to this since 2016 there was an increase in line with the National Living Wage.
4. The current 'Fair Price for Care' work has been undertaken in partnership with the representatives from the Council's Quality and Market Management Team (QMMT), ASCPH Finance Team and the Nottinghamshire Care Homes Association (NCA), who meet on a monthly basis and in July 2018 following a tender exercise LaingBuisson were commissioned by the Council to review the local 'Fair Price for Care' framework.

5. The work has consisted of a number of engagement sessions with providers before a questionnaire that was sent to all providers across the County and included them completing information asking for detail about the main components of care home costs including staffing, direct care costs, indirect care costs, repairs and maintenance, capital costs and other non-staffing from this LaingBuisson produced a final report in December 2018.
6. The results of the survey saw that the costs were broadly in line with the current fees that are paid with the exception of some outliers that could not be explained and on that basis the Council proposed to continue using the current 'Fair Price for Care' indices and this was agreed on 1 April 2019 at the Adult Social Care and Public Health Committee.
7. It was further agreed that 4.26% inflationary increase for 2019/20 for independent care home providers in accordance with the agreed indices and the increase for National Living Wage for staffing.

### Quality Audit Framework

8. The QMMT carry out annual audits of all older adult care homes from August to January each year and the outcome of these audits determines the quality banding for the next financial year. There are currently 5 quality bandings for both residential and nursing homes with Band 5 homes receiving the highest fees per week. In addition to this a further payment can be made to homes who achieve Dementia Quality Mark (DQM) status. This means that there are currently 20 payment points for older person care homes which is quite a complex administrative process.
9. The quality audit process commenced in 2007/8 and the banding outcome is determined from the quality audit visit. The score is broken down to 70% for quality and 30% for the environment (the building) including an element of the environment of the home.
10. The quality audit is used to measure care homes' performance in contractual compliance and quality of the service provision. An example of the areas that the care homes are assessed are peoples experience in the care they receive, ensuring people are protected from abuse and that the environment is safe.
11. The review of the quality audit process includes the current banding system and also the audit tool being used to assess quality/contract compliance. There were two consultation events with all contracted social care providers in June/July 2018. The outcome of these events and the review was very positive but it was thought that we should include more examples of good practice. With that in mind there will be an updated tool used from June 2019. This tool can be used for the current banding system and is also able to be adapted should the outcome of the review of the bandings mean that the current system is changed.
12. The current review of the bandings is exploring some of the following options:
  - To keep the current 5 banding system
  - To keep the current 5 bandings but no longer include the environment score 100% on quality of the service.
  - Reduce bandings options for example; to 3 bandings rather than 5
  - To have a standard and higher rate for residential and nursing (to use the DQM for example to achieve the higher rate for example)

13. Recommendations from the review of the quality bandings will be taken to ASCH committee in September 2019

### **Other Options Considered**

14. N/A

### **Reason/s for Recommendation/s**

15. This report is to provide a progress update about the work of the department regarding the Fair Price for Care Review.

### **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. There are no financial implications as a result of this report. Any changes to the current payment structure will be modelled by finance and taken to ASCPH committee for approval.

### **Implications for Service Users**

18. Nottinghamshire County Council has always had a proactive approach to quality monitoring of its social care support services and reviewing the Quality Audit Tool will ensure that it is always fit for purpose and in turn will help to ensure that good quality services are available to the people that live within the County.

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

19. Providers of all support services are encouraged to link in with their local communities to enhance the support services available in local communities.

## **RECOMMENDATION/S**

That members consider the progress report and whether there are any actions they require in relation to the issues contained within the report.

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

Cherry Dunk  
Group Manager, Quality and Market Management Team  
[Cherry.dunk@nottsc.gov.uk](mailto:Cherry.dunk@nottsc.gov.uk)

Gemma Shelton  
Team Manager, Quality and Market Management Team  
[Gemma.shelton@nottsc.gov.uk](mailto:Gemma.shelton@nottsc.gov.uk)

### **Constitutional Comments (LW 23/05/19)**

20. Finance and Major Contracts Management Committee is the appropriate body to consider the content of the report.

### **Financial Comments (OC 23/05/19)**

21. There are no financial implications as a result of this report. Any changes to the current payment structure will be modelled by finance and taken to ASCPH committee for approval.

### **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.

Links to the background papers:

[ASCHPH Committee April 1 2019 Proposed Fee Increases 2019 - 20](#)

[ASCHPH Committee 13 May 2019 The Quality and Market Management Update](#)

17 June 2019

Agenda Item: 10

## **REPORT OF SERVICE DIRECTOR – FINANCE, PROCUREMENT & IMPROVEMENT**

### **CONTRACT MANAGEMENT APPROACH**

#### **Purpose of the Report**

1. To provide members with information on contract management and its benefits.
2. To provide members with an update on the contract management approach recommended for the Council.

#### **Information**

3. Procurement and contract management accounts for a large proportion of council spend and is critical to the delivery of public services. Effective contract management ensures the local authority achieves the best outcomes and value from contracts, and can manage its exposure to commercial, contractual and reputational risk.
4. Nottinghamshire County Council has over 1000 contracts across the Council with approximately £600m of contracted spend. In June 2017, the Planning and Performance Management Framework was developed which details the planning and managing delivery of the Council Plan outcomes. One of the deliverables within this framework is contract management.
5. In March 2019, an audit was undertaken to review the application of contract management practices across the Council. The key objective of the audit was to determine whether contract management is undertaken in a consistent and coordinated way by officers who have been identified as contract managers.
6. The initial findings from the recent audit indicates that:
  - a. There is no formal contract management framework implemented across the Council
  - b. Departments have their own systems and processes that could benefit from pulling together into a single corporate contract management approach
  - c. Some contract management guidance is available on the intranet, however there is lack of awareness of it amongst contract managers.
  - d. There is no single contracts database that lists all the contracts for the authority, and contains all information linked to the contract

7. Discussions held by the Group Manager in Procurement with key contract managers, indicates that contract management arrangements at present are varied within the authority. All contracts are managed within the client departments. There are very few dedicated contract managers within the organisation where contract management arrangements are very well embedded.
8. In many cases, those responsible for monitoring contracts are undertaking the role in addition to other duties as part of meeting service delivery targets. In some areas contracts are largely self-monitoring, which proves difficult to manage due to a lack of performance indicators and an inability to challenge should services not meet the expected standards. In addition, staff had not recognised the management of these contracts as a key part of their job, and staff had not been sufficiently trained to properly manage the contract.
9. Good contract management ensures that effective key performance indicators are set at the commencement of the contract and that compliance and contract scope is effectively managed throughout the life of the contract, thus ensuring contracted costs are managed.
10. The procurement service is committed to offer support services to all departments in the Council. To enable a more robust approach to contract management and address the current variations in contract management practice, the procurement team will develop and implement a consistent Contract Management Framework. This will deliver efficiencies and service quality improvements through an assertive, proactive and consistent approach to supplier relationship and contract management. The drive to improve contract management skills across the Council will enable greater value to be achieved and bring expertise together.
11. The following list provides Members with some of the measures that are being considered as part of the Contract Management Framework, which creates a consistent approach to Contracts Management. These will include:
  - a. Develop, publish and implement Contract Management Guidance and a Contract Management Toolkit across the Council
  - b. Develop a contract manager practitioners' group to baseline levels of competencies and skills in contract management. This group will also work to identify best practice across departments.
  - c. Develop a programme of training at different competency levels to be offered across the Council to all officers who require:
    - core contract management competencies and support
    - departmental or subject matter expertise for key contracts
    - general awareness in contract management
  - d. Ensure a consistent and update to contracts register is maintained as a single register of all contracts across the authority
  - e. Work with internal audit to carry out a sample of follow up audits to create improvement plans to close contract management gaps
12. The attached action plan (Appendix 1) outlines key actions and milestones that will be undertaken to drive the contract management improvement programme across the Council. Progress against these actions will be reported back to Committee at regular intervals.

## **Other Options Considered**

13. n/a

## **Reason/s for Recommendation/s**

14. To provide members with an update on a corporate contract management arrangement going forward.

## **Statutory and Policy Implications**

15. 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.

## **RECOMMENDATION/S**

- 1) That the Contract Management approach (as set out in this report) be approved to allow the corporate contract management framework to be developed and implemented across the Council.
- 2) That a further update report showing progress against the action plan be brought to a future meeting of the Committee

**Nigel Stevenson**

**Service Director – Finance, Procurement & Improvement**

**For any enquiries about this report please contact Kaj Ghattaora, Group Manager - Procurement**

## **Constitutional Comments (AK 29/05/19J)**

16. The recommendation falls within the remit of the Finance and Major Contracts Management Committee under its terms of reference.

## **Financial Comments (RWK 03/06/2019)**

17. There are no specific financial implications arising directly from the report.

## **Background Papers and Published Documents**

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

- None

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

- All



Appendix 1 – Contract Management Approach – Action Plan

Outcome	Action/Task	Lead Officer	Target Date	Review / Progress
A contract management framework will be developed and implemented across the Council	<ul style="list-style-type: none"> <li>- Review existing templates and documentation to understand levels of existing practice</li> <li>- Work with key contract leads to develop standard suite of documentation and templates</li> <li>- Implement the framework across the Council through finance and contract group already established and department SLTs</li> <li>-</li> </ul>	Group Manager Procurement alongside support of contract managers practitioners' group	Full implementation by March 2020  Tools and templates to developed by October 2019	
Up to date contract management guidance will be published that reflects best practice processes and guidance on contract management	<ul style="list-style-type: none"> <li>- Review existing contract management guidance on the intranet</li> <li>- Refresh guidance based on best practice</li> <li>- Raise awareness of contract management guidance through appropriate communication channels</li> </ul>	Procurement service and communications team	October 2019	
A well-established contract management practitioners group meets regularly to facilitate ongoing improvements in our approach to contract management	<ul style="list-style-type: none"> <li>- Create a contract managers practitioner group with key contract leads from each department</li> <li>- identify best practice already embedded within the Council and identify areas of improvement which can feed into guidance and template documentation</li> <li>- Determine levels of training required for different types of contracts</li> </ul>	Lead by group manager procurement	July 2019	

<p>A consistent and update to contracts register is maintained as a single register of all contracts across the authority</p>	<ul style="list-style-type: none"> <li>- Review all contracts from Pro Contract System and all spend from BMS to ensure all contracts with third party suppliers are logged onto a system</li> <li>- Contract managers identified for all contracts</li> <li>- Ensure data is kept up to date to reflect new contracts awarded and contracts ended</li> <li>- Explore Pro Contract or other sources to use as the single contract register that allows for data analysis and reporting without duplicating effort</li> </ul>	<p>Category managers and procurement team</p>	<p>September 2019</p>	
<p>Develop and improve the knowledge and contract management skills of all staff across the Council</p>	<ul style="list-style-type: none"> <li>- Undertake analysis of existing levels of contract management knowledge and skills in the Council</li> <li>- Develop a comprehensive training programme to include workshops and e-learning at different competency levels</li> </ul>	<p>Procurement together with L&amp;D team. Support from practitioners group needed.</p>	<p>December 2019 / January 2020</p>	

17 June 2019

Agenda Item: 11

## **REPORT OF SERVICE DIRECTOR – FINANCE, PROCUREMENT & IMPROVEMENT**

### **CONTRACTS IN EXCESS OF £1 MILLION OR OTHERWISE OF MAJOR SIGNIFICANCE**

#### **Purpose of the Report**

1. To provide Members with information relating to contracts that the authority has in place that are in excess of £1 million or otherwise of major significance.
2. To provide Members with information on key contracts for consideration when determining the future work plan of the committee.

#### **Information and Advice**

3. The Council procures goods, works and services from a variety of providers, the value of contracts procured vary, and this report focuses on those contracts that have a life time value of over £1m, or that are considered to be of major significance.
4. Major significance has been categorised as those contracts that deliver key strategic products or services with a reliance on their long-term availability (including those with strategic partnership arrangements).
5. The current contracts over the value of £1m and/or of major significance are shown by department in the attached appendix.

#### **Other Options Considered**

6. Other options were not considered applicable for this update report. A refreshed procurement strategy is currently being developed which will be brought to a future committee. This will outline monitoring and reporting arrangements against the new procurement strategy and will include quarterly category updates.

#### **Reason/s for Recommendation/s**

7. This report is to provide Members with information relating to key contracts that the authority has in place and use this to consider the future work plan of the committee.

## **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 public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

## **RECOMMENDATIONS**

- 1) Members to consider the list of contracts in the attached appendix in determining the future work plan of the committee.

**Nigel Stevenson**

**Service Director – Finance, Procurement & Improvement**

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

Kaj Ghattaora - Group Manager, Procurement

## **Constitutional Comments (AK (29/05/19))**

9. The recommendation falls within the remit of the Finance and Major Contracts Management Committee under its terms of reference.

## **Financial Comments (RWK 03/06/2019)**

10. There are no specific financial implications arising directly from the report.

## **Background Papers and Published Documents**

11. 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

### Appendix - Full List of Major Contracts

Title	Provider	Start date	End date	Estimated Annual Contract Value	Estimated Whole Life Contract Value
<b>ADULTS AND PUBLIC HEALTH DEPARTMENT</b>					
Access to Advocacy and Statutory Advocacy	POhWER	01/10/2016	31/03/2021	£1,200,000	£12,500,000
Care, Support & Enablement Services for Younger Adults with Disabilities and/or Complex Needs	Community Integrated Care, FitzRoy, Nottingham Community Housing Association, United Response	01/09/2014	31/08/2020	£5,000,000	£30,000,000
Services for Survivors of Domestic Violence and Abuse	Nottinghamshire Woman's Aid Ltd, Woman's Aid Integrated Services	01/10/2015	30/03/2020	£1,200,000	£6,000,000
Lead Provider Contracts (Home Based Care and Support Services)	London Care Ltd T/A Comfort Call Ltd, Accord Housing T/A Direct Health, Fosse Healthcare Ltd, The Human Support Group Ltd	01/07/2018	30/06/2023	£17,500,000	£175,000,000
Additional Provider Contracts (Home Based Care and Support Services)	Multiple Providers	01/07/2018	30/06/2023	£5,000,000	£50,000,000
Additional Provider Contracts (Home Based Care and Support Services) (Bassetlaw) Re-Tender	Gemini Exclusive Care Ltd, Gracious Health Solutions Ltd	17/09/2018	30/06/2023	£1,670,000	£16,700,000
Additional Provider Contracts (Home Based Care and Support Services) (Rushcliffe) Re-Tender	Multiple Providers	01/11/2018	30/06/2023	£1,000,000	£10,000,000
Additional Provider Contracts (Home Based Care and Support Services) (Newark & Sherwood) Re-Tender	Gemini Exclusive Care Ltd	01/11/2018	30/06/2023	£1,500,000	£15,000,000

Title	Provider	Start date	End date	Estimated Annual Contract Value	Estimated Whole Life Contract Value
Integrated Tobacco Control and Smoking Cessation Services for all ages in Nottinghamshire (Tobacco Control Services)	Solutions 4 Health	01/04/2016	31/03/2020	£3,225,000	£12,900,000
Integrated Community Equipment Services (ICELS)	British Red Cross	01/04/2016	31/03/2021	£6,900,000	£48,300,000
Substance Misuse	CGL	01/10/2014	31/03/2020	£9,000,000	£200,000,000
Obesity Prevention and Weight Management	Everyone Health	01/04/2015	31/03/2020	£1,144,000	£5,720,000
Early Intervention and Promoting Independence Support Services	Framework Housing Association	11/01/2016	17/01/2020	£656,190	£3,280,950
Early Intervention Support to Maintain Self Management Bassetlaw	Nottingham Community Housing Association	08/01/2016	03/01/2020	£207,000	£1,035,000
Early Intervention Support to Maintain Self Management Mid Nottinghamshire	Age UK Notts	04/01/2016	03/01/2020	£465,724	£2,328,620
Early Intervention Support to Maintain Self Management South Nottinghamshire	Metropolitan Housing Trust	12/01/2016	03/01/2020	£465,724	£2,328,620
Support for People with Mental Health Problems	Framework Housing Association	01/10/2012	30/09/2017	£1,119,256	£5,596,278
Integrated Sexual Health Services	Bassetlaw Hospital NHS Trust, Sherwood Forest Hospital NHS Trust, Nottingham University Hospital NHS Trust	01/04/2016	31/03/2021	£5,142,000	£41,136,000
Healthwatch Nottinghamshire	Healthwatch Nottinghamshire and Nottingham	01/04/2013	31/03/2020	£198,000	Not Disclosed
Prison Social Care (Whatton Prison)	Care and Custody	01/04/2017	31/03/2020	£60,000	Not Disclosed
Rapid Response & Hospital Discharge (now known as Home First Response Service)	East Midlands Crossroads Caring for Carers T/A Carers Trust East Midlands	20/11/2017	19/11/2019	£2,000,000	£15,000,000

Title	Provider	Start date	End date	Estimated Annual Contract Value	Estimated Whole Life Contract Value
CSE Provider Agreement for the Provision of Care, Support and Enablement for Younger Adults with Disabilities and/or Complex Needs 2018	Multiple Providers	04/09/2018	03/09/2022	£1,428,571	£10,000,000
Framework Agreement for the Provision of Deprivation of Liberty Safeguards (DoLS) - Services and Assessments	Action First	11/09/2017	10/09/2019	£1,155,340	£30,000,000
Community Living (Forensic) Service	Waymarks	27/02/2018	26/02/2028	£1,333,333	£20,000,000

### CHILDREN'S AND FAMILIES DEPARTMENT

Title	Provider	Start date	End date	Estimated Annual Contract Value	Estimated Whole Life Contract Value
Supporting Young People (aged 16 -21) to live Independently – South Nottinghamshire	Framework	01/09/2015	31/07/2022	£328,571	£2,300,000
Supporting Young People (aged 16 -21) to live Independently	NCHA/Framework	01/08/2015	31/07/2022	£2,857,142	£20,000,000
Supply of care, accommodation for children and young people	Castle Care and H2I	01/04/2015	31/03/2025	£9,800,000	£98,000,000
Nottinghamshire Healthy Child and Public Health Nursing programme for 0-19 year olds	NHPT	01/04/2017	03/04/2022	£1,820,000	£9,100,000
INSPIRE CULTURE, LEARNING & LIBRARIES (MIDLANDS)		01/04/2016	01/04/2026	£14,000,000	£140,000,000
Approved Provider List for non maintained schools (NAPL)	Various	01/09/2016	31/08/2023	£857,142	£6,000,000
Approved Provider List for Alternative Provision	Various	20/01/2017	19/01/2023	£2,000,000	£12,000,000
Approved Provider List for Short Breaks	Various	01/04/2017	31/03/2028	£1,045,454	£11,500,000
Approved Provider List for semi-independent accommodation for High Needs YP	Various	01/05/2018	31/03/2028	£1,150,000	£11,500,000

Title	Provider	Start date	End date	Estimated Annual Contract Value	Estimated Whole Life Contract Value
Provision of Children Centre Services in Nottinghamshire	NHPT	01/06/2013	31/05/2020	£14,285,714	£100,000,000
Provision of information, guidance and advise and support for YP	Nottingham and Nottinghamshire Futures Ltd	01/04/2014	31/03/2020	£2,000,000	£12,000,000
Ask Us' Service- Information, Advice and Support	Nottingham and Nottinghamshire Futures Ltd	01/07/2018	31/06/2021	£633,333	£1,900,000

### CHIEF EXECUTIVE'S DEPARTMENT

Title	Provider	Start date	End date	Estimated Annual Contract Value	Estimated Whole Life Contract Value
Supply of Network equipment & related software services	Datrix	01/10/2016	30/09/2019	£180,000	£720,000 ( this is support only and does not include any purchases done which are as a call off)
Kitchen Management System	SCC (Cypad)	01/01/2016	31/12/2019	£145,000	£1,050,000
Cloud Consultancy Services	SCC (Microsoft)	09/04/2018	05/04/2020	£3,000,000	£3,000,000
Business Reporting and Management Information (BRMI) Phase 4	Acuma	25/06/2018	24/06/2020	£370,000	£740,000
Mobile voice& data and BT lines & calls services	EE and Daisy Communications Ltd.	30/06/2017	29/06/2020	£185,000	£925,000
Microsoft Enterprise agreement	SCC	01/07/2017	30/06/2020	£1,200,000	£3,600,000
supply of software licence agreements and software applications	SCC	01/09/2016	31/08/2020	£2,500,000	£10,000,000
INSPIRE CULTURE, LEARNING & LIBRARIES (MIDLANDS)	Inspire	01/04/2016	01/04/2021	£28,000,000	£140,000,000



Title	Provider	Start date	End date	Estimated Annual Contract Value	Estimated Whole Life Contract Value
EM Lawshare Framework Contract for Legal Services	Various	01/04/2018	31/03/2022		Framework agreement so subject to call offs required
Provision of Insurance Policies and Ancillary Services	Zurich	01/05/2013	30/04/2022	£1,680,000	£15,000,000
Capita One Support	Capita	01/04/2018	31/03/2023	£260,000	£1,300,000
Managed Print Service	SCC	04/04/2018	31/03/2023	£400,000	£2,800,000
TotalMobile Licences	SCC	02/07/2018	28/06/2023	£234,540	£1,172,500

**PLACE DEPARTMENT**

Title	Provider	Start date	End date	Estimated Annual Contract Value	Estimated Whole Life Contract Value
Parking Enforcement Services Contract	NSL Ltd	12/05/2014	11/05/2019	£1,000,000	£5,000,000
Provision Of Enforcement Agents (Formerly Bailiff Services)	Multiple Suppliers	03/03/2015	02/03/2019	£700,000	£2,800,000
Supply of Security Services	Glentworth	01/07/2017	30/06/2019	£1,000,000	£2,000,000
The Supply Of 6mm Wood Pellets	High Park Industries Ltd	01/07/2015	30/06/2019	£286,000	£1,144,000
Provision of Frozen Foods and Groceries	Brake Brothers Ltd	30/09/2016	30/09/2019	£1,433,046	£4,299,138
Provision of Meat supplies	Maloney's	11/04/2016	11/04/2020	£333,903	£1,335,610
Provision of Energy Services (Gas and Electricity)	EDF Energy Ltd	Ongoing	Ongoing		£40,094,384
Taxi Routes for SEN Transport	Arrow Specialised Transport Ltd	22/11/2017	22/11/2022	£383,217	£1,916,086

Title	Provider	Start date	End date	Estimated Annual Contract Value	Estimated Whole Life Contract Value
DPS for SEN Transport	BN Gibson Ltd	22/11/2017	22/11/2022	£260,138	£1,300,692
PFI - East Leake	East Leake Schools Ltd		31.12.2027		£76,750,000
PFI - Bassetlaw	Transform Schools Ltd Bassetlaw		31.12.2027		£77,000,000
PFI - Waste	Veolia		31.12.2032		£832,000,000

17 June 2019

Agenda Item: 12

## **REPORT OF THE SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND EMPLOYEES**

### **WORK PROGRAMME**

#### **Purpose of the Report**

1. To consider the Committee's work programme for 2019-20.

#### **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.

#### **Other Options Considered**

5. None.

#### **Reason/s for Recommendation/s**

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

## **Statutory and Policy Implications**

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

## **RECOMMENDATION/S**

- 1) 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)**

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

## **Financial Comments (NS)**

9. 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 & MAJOR CONTRACTS MANAGEMENT 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>15 July 2019</b>			
Monthly Budget & Capital Monitoring Report 2019/20	Budget Capital Monitoring, Capital Receipts, Capital Variations	Nigel Stevenson	Glen Bicknell
MyNotts Application	Update on MyNotts App procurement	Lorraine Dennis	Kaj Ghattaora
HS2 Procurement	Update on various commissions for HS2 procurement	Lorraine Dennis	Kaj Ghattaora
<b>16 September 2019</b>			
Monthly Budget & Capital Monitoring Report 2019/20	Budget Capital Monitoring, Capital Receipts, Capital Variations	Nigel Stevenson	Glen Bicknell
Staff Agency Contract	Update on Staff Agency re-procurement	Lorraine Dennis	Kaj Ghattaora
Public Health Competitive Dialogue	Outcome on the procurement for the public health competitive dialogue process	Michael Fowler	Kaj Ghattaora
Wide Area Network (WAN) Tender	Outcome / Update on the procurement of the WAN tender	Lorraine Dennis	Kaj Ghattaora
<b>14 October 2019</b>			
Monthly Budget & Capital Monitoring Report 2019/20	Budget Capital Monitoring, Capital Receipts, Capital Variations	Nigel Stevenson	Glen Bicknell
DN2 Partnership Children's Services Intervention Programme	6 Monthly Update	Lynn Brammer / Jon Hawketts	Kaj Ghattaora

**FINANCE & MAJOR CONTRACTS MANAGEMENT COMMITTEE – WORK PROGRAMME**

<b>18 November 2019</b>			
Monthly Budget & Capital Monitoring Report 2019/20	Budget Capital Monitoring, Capital Receipts, Capital Variations	Nigel Stevenson	Glen Bicknell
Risk and Insurance	Update report	Nigel Stevenson	Rob Disney
BCF 6 Monthly Reconciliation		Joanna Cooper	Joanna Cooper
DN2 SIB Update	Update on Social Impact Bond (Children's)	Lynn Brammer / Jon Hawketts	Kaj Ghattaora
<b>18 May 2020</b>			
BCF 6 Monthly Reconciliation		Joanna Cooper	Joanna Cooper
<b>TO BE PLACED</b>			
Commercial Development Unit	Report on progress.	Mark Knight	Nigel Stevenson
The provision of new schools and school places	Details of the Authority's approach	Derek Higon	Derek Higon
Gedling Access Road (GAR)	Report on progress	Neil Hodgson	Neil Hodgson