Nottinghamshire County Council

Policy Committee

Wednesday, 14 December 2016 at 10:30

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

AGENDA

Notes

(1)   Councillors are advised to contact their Research Officer for details of any Group Meetings which are planned for this meeting.

(2)   Members of the public wishing to inspect "Background Papers" referred to in

the reports on the agenda or Schedule 12A of the Local Government Act should contact:-

Customer Services Centre 0300 500 80 80

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

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

(4)   Councillors are reminded that Committee and Sub-Committee papers, with the exception of those which contain Exempt or Confidential Information, may be recycled.

(5)   This agenda and its associated reports are available to view online via an online calendar - http://www.nottinghamshire.gov.uk/dms/Meetings.aspx

Nottinghamshire County Council

minutes

Meeting	POLICY COMMITTEE
Date	Wednesday 16 November 2016

membership
Persons absent are marked with `A'

COUNCILLORS

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

Reg Adair	David Kirkham
Chris Barnfather	John Knight
Jim Creamer	Diana Meale
Mrs Kay Cutts MBE	Philip Owen
Stephen Garner	John Peck JP
Glynn Gilfoyle	Stuart Wallace
Kevin Greaves	Muriel Weisz
Stan Heptinstall MBE	A Jason Zadrozny
Richard Jackson	

ALSO IN ATTENDANCE

Councillor Pauline Allan	Councillor Liz Plant
Councillor Nicki Brooks	Councillor Mike Pringle
Councillor Steve Carroll	Councillor John Wilkinson
Councillor Kate Foale	Councillor Yvonne Woodhead
Councillor Sheila Place	

OFFICERS IN ATTENDANCE

Anthony May	Chief Executive
David Pearson	Adult Social Care, Health & Public Protection
Colin Pettigrew	Children, Families and Cultural Services
Claire Sampson	Children, Families and Cultural Services

Carl Bilbey
Nerys Davies
Paul Davies
Martin Done
Jayne Francis-Ward   } Resources
Mark Knight
Iain Macmillan
Nigel Stevenson
Cathy Munro
Michelle Welsh

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FORMER COUNTY COUNCILLOR ALAN DAVISON

The Chairman informed the committee that former County Councillor Alan Davison had died during the previous night.

MINUTES

The Minutes of the last meeting held on 19 October 2016, having been previously circulated, were confirmed and signed by the Chairman.

APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Jason Zadrozny (other reason).

DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS

None.

BUDGET UPDATE REPORT

RESOLVED: 2016/066

1) That the financial landscape within which the Council is operating be acknowledged.

2) That due to the significant financial challenges, the Council continues developing and refining the strategic approaches set out in the report.

3) That a further report on the analysis of the first consultation be brought back to Policy Committee in December.

4) That the approach to the second and final phase of consultation be approved.

FUTURE FUNDING FOR THE SMARTER WORKING PROGRAMME

RESOLVED: 2016/067

1) That the update on the Smarter Working programme and the evaluation of future benefits and costs be noted.

2) That the submission of a request for capital funding to the Corporate Asset Management Group (CAMG) for £3.609m over three years be approved.

COMMERCIAL DEVELOPMENT UNIT

RESOLVED: 2016/068

1) That the continuation of the commercial development support to services for the next two years be approved.

2) That the three commercial plans developed as part of the process be approved with regular update reports taken to the relevant service committees

3) That the establishment of the three posts and budget to run the Commercial Development Unit as outlined in the report be approved.

4) That the governance processes for the consideration of other services within the commercial development programme, as detailed in paragraphs 15 and 19 of the report, be agreed.

USE OF URGENCY PROCEDURES

RESOLVED: 2016/069

That the use of the Council's urgency procedures in the last six monthly monitoring period, to enable urgent decisions to be taken where appropriate, be noted.

WORK PROGRAMME

RESOLVED: 2016/070

That the work programme be noted.

The meeting closed at 11.20 am

CHAIRMAN

Nottinghamshire County Council

REPORT OF THE CHAIR OF FINANCE AND PROPERTY COMMITTEE

DATA CENTRE MODERNISATION (CLOUD) PROGRAMME

Purpose of the Report

1. To provide Members with an update on the progress and proposals for the Cloud Programme.

Information and Advice

Background

2. The County Council's ICT Strategy 2014-17 sets out the technology direction of travel and the key work programmes supporting its delivery. This includes the transition away from owning and operating a data centre and all of the associated infrastructure (servers, storage, switches, racking, power, air conditioning etc.) with a move to using off-site data centres, commonly referred to as *cloud* services.

3. The County Council currently has its own data centre at County Hall and this current model of delivery relies on the County Council purchasing all of the infrastructure within it and having a cyclic 5 year replacement programme so that it remains current and fit for purpose.

4. As an alternative, there are several models of cloud service delivery available (described later in the report) and these incorporate a supplier providing the data centre, the infrastructure within it and sometimes the applications and services themselves. The industry trend is towards cloud service models.

5. As part of the ICT strategy, ICT Services has increasingly been making use of cloud services over the last 3 years. Through our business continuity arrangements we already have some 20% of our infrastructure in a private sector data centre at Derby (Node 4). Applications currently provided through other cloud solutions include, as examples, Microsoft Office 365 e-mail and calendar services used by Inspire and VIA, plus the software solutions used for electronic forms and customer contact services.

6. The trend, growth and flexibility of cloud services is such that some soft market testing with potential suppliers has been undertaken to understand what a full cloud proposition might look like, what the ongoing costs might be and to understand the costs and risks of transition. This discovery phase has identified that a move to full off-premise cloud based delivery is both possible and, in the medium term, is more cost effective and provides significantly more flexibility to the Authority as it moves into different models of service delivery. As part of the discovery phase a programme of changes are being

made to how our existing infrastructure is sized and configured in readiness for transitioning to a cloud solution at some point in the future.

7. Although the current data centre model works effectively, the discovery phase has concluded that now would be a good time to progress to a full cloud model for the following reasons:

- Major investment will be required over the next 3 years to update the current ICT equipment within the County Hall data centre as it increasingly reaches obsolescence.
- The data centre environment itself is ageing and will require investment to maintain it.
- Annual costs of the current model are rising as suppliers increase their costs by more than inflation.
- The current infrastructure costs are very difficult to reduce even if the service usage shrinks, as we are tied to a physical infrastructure which we own. This lack of flexibility becomes more of an issue as services (such as VIA, Inspire) exercise more choice and as the operating model of the County Council changes.
- The ongoing programme of upgrades to keep the current infrastructure up to date is resource intensive and expensive.

Progress to date

8. There has been significant work undertaken to fully cost the current data centre provision and to understand the cloud service model options. Over 50 potential service providers have attended briefing sessions to understand our current model of delivery. From these sessions we have gained ideas as to how we might transition safely and securely to a new model and re-size and configure our existing infrastructure to support an easier, more effective and lower cost model.

9. Further soft market testing with 6 suppliers has helped shape how the initial transition to a cloud model could be shaped. There are a range of cloud service models available and it is anticipated that our initial approach would mainly incorporate the following mix:

Co-location model	There is some ICT infrastructure that we would need to retain and so we would rent space at a service provider data centre to co-locate this equipment there.
Private cloud model	Most of our existing services would be hosted in a dedicated (private) environment at a service provider data centre(s). The infrastructure would be provided, supported and managed by the supplier, but existing arrangements for supporting the applications themselves would continue. Our internet connectivity would also be provided out of this facility.

Multi-Tenant Infrastructure as a Service (IaaS)	This would be a secure set of servers sitting within an approved supplier environment servicing the needs of multiple customers including the County Council. This would be used to provide us with the ability to flex up and flex down as demand changes. This is an ideal landing place for development environments (used for testing and developing systems prior to go-live), short term projects or services with an uncertain future.
Public cloud model	The service provider makes applications and storage available over the internet e.g. Microsoft Azure. This is best suited to services that have minimal security requirements and present us with minimal risk.

The exact cloud models used would become more apparent as part of the tendering and contractual process, and will change over time as technology, pricing and business priorities change.

10. The identified benefits of moving to a fully cloud services model include:
    - Only paying for the infrastructure and services that you use.
    - Flexibility to quickly grow or shrink the ICT estate.
    - The ongoing programme to upgrade and replace ICT infrastructure as it becomes obsolete is significantly reduced as this becomes the responsibility of the cloud supplier.
    - There is significant interest from the cloud supplier market with more than 200 companies showing initial interest.
    - Based on our discovery activity with 6 potential suppliers there are estimated to be financial benefits from adopting this model.
    - It becomes easier to identify costs down to the level of business units enabling more transparency, and potentially a re-charging model.
    - As an early adopter of such a model we could negotiate with the provider a commercial arrangement for any future contracts they gained using the methodology adopted as part of this framework arrangement.

11. There are also risks associated with moving to a fully cloud model:
    - The cloud delivery market is still maturing and subject to change as suppliers vie for business.
    - There is significant reliance on a cloud supplier for service availability and upgrades, necessitating stringent contractual and service level management.
    - There are few examples of a local authority putting all services into a cloud model.
    - The process of transitioning to cloud services presents a risk to service continuity and integrity.
    - There are security and interoperability considerations within a cloud model, but we have some experience of these with our current use of a second data centre.
    - There is always a risk of unplanned price increases.

Proposals

12. It is proposed that the Cloud Programme follows 5 phases with a gateway checkpoint and sign-off at each before progressing to the next. A Cloud Programme board chaired by the Corporate Director (Resources), and reporting to the Corporate Leadership Team, would approve each phase. It is further suggested that a six monthly progress report on the programme would be brought to Finance and Property Committee for information. The 5 phases are summarised below:

Phase 1 (discovery)	The discovery phase assesses the cloud options, produces the business case, makes recommendations and starts the activity to optimise the current ICT environment in readiness for a cloud model.
Phase 2 (requirements)	The requirements phase identifies the full set of services and outcomes required from a cloud service model and produces tender documentation.
Phase 3 (tender)	The tender phase is the procurement process to propose and approve the best solution, partner, plan and contract.
Phase 4 (design & build)	Following contract completion, the design & build phase involves the supplier in fully identifying infrastructure requirements, designing and building the new infrastructure and confirming transition plans.
Phase 5 (implementation)	The implementation phase is the transition to go-live from the cloud service provider, followed by the decommissioning of current services.

13. At this stage it is anticipated that a go-live date in 2019 could be achieved but this will become clearer as the phases progress. The programme will require £4.1m capital investment over a 3 year period. A bid has been made to the Capital Programme and it is anticipated that approval to its inclusion in a revised Capital Programme will be sought at the February Full Council meeting. In the interim, subject to approval of this report, work will continue on phase 1 and 2 of the programme.

Financial Implications

14. The actual cost of moving to and operating a cloud services model will not be fully known without a tendering exercise with suppliers, but reasonable estimates have been derived on the basis of the soft market testing. An analysis of the cumulative cost of

maintaining the current data centre model and the move to the delivery of a cloud model are set out below:

	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000
Option 1 Current model	3,464	6,982	10,552	14,179	17,868
Option 2 Cloud model	1,809	6,613	10,993	13,912	15,773

15. The cloud model above factors in the £4.1m of additional capital investment that would be required over a 3 year period (2017-18 £1.550m, 2018-19 £1.750m, 2019-20 £800k) to establish and transition to a cloud service model and for the estimated parallel running costs. The above table shows that the cumulative cost of moving to a cloud model becomes lower by 2019-20, which is effectively within 3 years.

Other Options Considered

16. The option of continuing with the current data centre model has been considered but is not cost effective in the medium term as identified above.

Reason for Recommendation

17. To update the committee on the work towards a full Cloud service model.

Statutory and Policy Implications

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

RECOMMENDATION

It is recommended that Policy Committee notes the position on the Cloud Programme and the proposed phases for implementation and capital requirements.

Councillor David Kirkham
Chair of Finance and Property Committee

For any enquiries about this report please contact:
Ivor Nicholson, Service Director (ICT)
(0115 9773300)

Constitutional Comments

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

Financial Comments: (SES 23/11/16)

The financial implications are set out in the report.

Background Papers

None

Electoral Division(s) and Member(s) Affected

All

	Report to Policy Committee
Nottinghamshire County Council	**14 December 2016**
	Agenda Item: 5

REPORT OF THE CHIEF EXECUTIVE

NOTTINGHAMSHIRE RESIDENTS' SURVEY 2016 FINDINGS FOR SATISFACTION AND BUDGET PROPOSALS

Purpose of the Report

1.   To present the findings from the 2016 Nottinghamshire Residents' Survey, consider the results and actions required.

Information and Advice

2.   This annual satisfaction survey for the County Council has been undertaken since 2012 and aims to measure headline satisfaction and residents' views about the Council, its services and the local area.

3.   The information gained from the annual satisfaction survey helps the Council to understand the views and priorities of local residents and provides monitoring data for key performance indicators.

4.   This survey has been undertaken by an independent research company, Enventure Research since 2012. Following a rigorous tender process in 2016, Enventure were awarded the contract for a further 1 year with optional extensions for up to 4 years. The tender process also resulted in a saving of £371 (in 2016 the cost of the survey was £13,425 compared to previous years when the annual cost was £13,796). The cost of the survey to the Council was further reduced to £9,425 with a contribution of £4,000 from the Nottinghamshire's Police and Crime Commissioner (NPCC) for the inclusion of some bespoke questions.

5.   As in the previous years the 2016 Nottinghamshire Annual Residents' Satisfaction Survey used face-to-face interviews with residents, who are representative of the Nottinghamshire population. Face-to-face interviews are considered to be the best methodology as this allows people to fully express their real views in a direct way. This technique is also acknowledged for producing robust population based samples which stand up to scrutiny. This year the survey took place in August to benefit from the warmer weather and to provide results earlier.

6.   Local based quota sampling techniques were used to achieve a representative sample of the Nottinghamshire population (circa 785,000 based on the Census 2011 data). Quotas were set based on district, gender, age, working status and ethnicity as well as disability and ward classification.

7.   The brief was to undertake a minimum of 150 face-to-face interviews in each of the seven districts, making a total county sample size of 1,050; in practice more interviews were conducted and a sample size of 1,069 was achieved.   This response rate has achieved a 95% confidence interval meaning the results are accurate to approximately +/- 3%. This means with a result of 50%, we can be 95% sure that if we interviewed all residents then the result would be between 47% and 53%.

8.   In addition to the questions around levels of satisfaction the 2016 survey included questions to measure public satisfaction with specific services and public opinion on where future savings could be best made by the Council. These results will help inform the planning of proposals for future years. Results to these questions from the representative sample are shown in the final report and key findings summarised below. This part of the survey replaces the work that has previously been carried out in autumn as the first stage of the budget consultation, benefits of this revised approach include:
    o   Reduced costs with just one survey carried out (approx £4,000)
    o   Reduced consultation fatigue with residents only having to complete one survey
    o   Delivers results at an earlier stage to enable better planning
    o   Delivers results that are representative of the county's demography.

Summary of key findings from the 2016 survey relating to customer satisfaction

9.   The research report captures local people's views, experiences and perceptions and includes tables and charts broken down by geographical areas, and demographic subgroups including age, gender and working status. The report which also contains the data requested by the NPCC is available as a background paper.

10.   In order to understand how levels of satisfaction and perceptions have changed, comparisons have been made with the 2014 and 2015 survey results, the most recent baseline data for performance reporting, that also used the same methodology. It must be emphasised that residents' responses and opinions are often influenced by local, national and international media.

11.   In overall terms the results, when compared to last year there has been an increase in residents agreeing that:

    •   the County Council provides value for money
    •   they can influence decisions affecting their local area.

Levels of satisfaction with how the Council run things has remained at the same level, whilst a new question regarding cuts to local council services showed that 72% of residents are concerned.

Value for money
A major influence of satisfaction with the County Council is feeling that it provides value for money. 45% of respondents agree that the County Council provides good value for money. This is an increase of 2 percentage points from 2015.

Local decision making
Respondents in Nottinghamshire were asked the extent to which they agree/disagree that they can influence decisions affecting their local area. A total of 30% agree they can influence decisions affecting their local area. This is an increase of 2 percentage points from 2015.

Council satisfaction

This indicator gauges overall attitudes and is generally considered to be a key perceptual indicator of how well regarded the Council is by its residents. The satisfaction rating (fairly to very satisfied) has stayed the same since 2015 at 59%.

Satisfaction with the local area

Understanding how people feel about where they live provides important context to help Nottinghamshire County Council understand attitudes on other local issues. Respondents were asked how satisfied or dissatisfied they were with their local area as a place to live (their local area was defined as the area within 15-20 minutes' walking distance from their home). 79% of respondents indicated that they were satisfied with their local area. This is a decrease of 3 percentage points from 2015, and 1 percentage point from 2014.

Information provision

Generally, people's attitudes to various aspects of the local area and local public services are influenced by how well they feel informed. In Nottinghamshire, 52% of respondents feel informed about the services and benefits provided by the Council. This represents a decrease of 2 percentage points since 2015 and 1 percentage point since 2014.

Community safety and community cohesion

A recognised measure of community cohesion is achieved by asking people about the degree that their local area is one where people from different backgrounds get on well together. Overall 48% of residents agreed with this statement which is unchanged from last year's result.

Respondents were asked how safe they felt in their local area and in their homes. 93% of respondents *felt safe when home alone* (4 percentage point increase from 2015). 93% *felt safe outside their local area during the day* (2 percentage point decrease from 2015). 60% *felt safe outside in their local area after dark* (14 percentage point decrease from 2015), this is a significant decrease and the Community Safety team will be undertaking a review to discover what has accounted for this result.

Cuts to local council services

In 2016 the survey included a new question from the Local Government Association to enable national benchmarking on how worried people are about the effect of cuts on local council services. 72% of respondents said they were fairly or very concerned.

Summary of key findings from the 2016 survey relating to future budget proposals

12.   In line with best practice from the Consultation Institute these survey questions were designed to measure and understand residents' opinions on the broad direction that they believe the council should follow and to help inform the development of budget proposals.

13.   Respondents were asked how satisfied they were with different areas of the councils business. The following table shows the overall results:

	Satisfied (%)	Dissatisfied (%)	Neither (%)	Don't know (%)
Library services	66	6	10	18
Waste disposal	61	16	14	8
Information about Council and services	40	31	25	4
Services & support for older people	34	26	11	28
Services & support for children & young people	32	20	11	37
Services & support for adults with disabilities or mental health needs	25	28	11	37
Maintenance of county's roads and verges	25	58	14	3

14.   Set in the context of the Council's budget pressures respondents were asked whether they thought funding for a range of Council services should be kept the same as the previous year, reduced, or the service stopped. The table below shows the key results:

	Keep the same (%)	Reduce or stop (%)
Maintaining the county's roads and verges	92	6
Developing local economy and jobs	89	6
Winter gritting	87	10
Community safety	83	12
Prevention work around domestic abuse, antisocial behaviour and substance misuse	83	11
Road safety work	81	14
Public Transport	77	17
Library services	69	20
Support for voluntary organisations	67	19

Other Options Considered

15.   None.

Reasons for Recommendations

16.   The reasons are to: inform Members about the findings of the latest survey; develop the Council's service and delivery plans in line with residents' views and priorities.

Statutory and Policy Implications

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

RECOMMENDATIONS

It is recommended that elected members:

1)   Note the results of the 2016 Nottinghamshire Residents' Survey.

2)   Agree that the results are used to inform development of the Council's service delivery plans and budget setting.

Councillor Alan Rhodes
Leader of the County Council

For any enquiries about this report, please contact:
Paul Belfield
Senior Marketing Officer
0115 9774542
paul.belfield@nottscc.gov.uk

Constitutional Comments (SLB 16/11/16)

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

Financial Comments (SES 16/11/16)

The financial implications are set out in the report.

Background Papers and Published Documents

Final report

Electoral Division(s) and Member(s) Affected

All

	Report to Policy Committee

Nottinghamshire County Council

Report to Policy Committee

14 December 2016

Agenda Item: 6

REPORT OF THE LEADER OF THE COUNCIL

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

Purpose of the Report

1. This report updates Policy Committee on the progress made towards the outcomes and actions set out in the third year of the Strategic Plan 2014-18 and against the programmes and projects within Redefining Your Council from July to September 2016.

Background

2. The Strategic Plan 2014 - 2018 was agreed by County Council in January 2014 and provides a clear statement of the Council's vision, values and priorities. The five priorities set out a number of outcomes that the Council will seek to achieve or influence over the four years of the Plan.

3. At Policy Committee in September 2015 it was agreed that reporting against the Strategic Plan would be via a Dashboard approach outlining progress on key measures for each of the five Strategic Plan priorities as well as risks. In addition, a summary of the actions being taken to deliver against each key priority would be given. It was also agreed that Policy Committee would receive regular Portfolio progress updates on Redefining Your Council to coincide with performance reporting against the Strategic Plan.

Strategic Plan – Report on Progress

4. **Appendix A** provides Members with a summary of the position for quarter two of 2016/17, where available. The appendix shows progress against the key indicators for each strategic priority, showing current and previous achievement against target. Where comparisons can be made with other local authorities, an appropriate national benchmark figure is included for comparison. Further detailed service performance information is also reported to each Service Committee on a quarterly basis.

5. A brief explanation of progress against each action is also included. This has been prepared in agreement with the appropriate manager with lead responsibility for its achievement. Achievement of the stated actions can involve a number of different services leading on individual tasks and also working in co-operation with each other.

6. Overall in quarter 2 satisfactory progress has been made against the actions to deliver on the Strategic Plan and a summary of key highlights and areas for development for each priority are outlined below:

Redefining Your Council – Report on Progress

7. **Appendix B** provides a summary of progress in delivering the programmes and projects that comprise the Redefining Your Council portfolios for the three months to September 2016. It also provides an overview of key delivery milestones for the three months to the end of December 2016, along with key risks to delivery.

8. **Appendix C** complements **Appendix B** and provides a full status report as at September 2016, for all savings projects and some other strategically significant projects by portfolio. This status report is produced on a monthly basis from individual project highlight reports.

9. The overall financial position set out in the status report, including savings at risk and amendments to the profile of savings approved through formal change control, is contained within the body of the financial monitoring report that is regularly considered by Finance and Property Committee.

Overall Savings Position

10. **Appendix C** to this report outlines in detail the delivery status of individual projects. Of the total savings of £56.1m across all Portfolios, £53.7m (95.7% of total savings) is projected to be delivered as planned as at September 2016. This includes the more assured savings from within projects reporting as 'at risk' (amber) or 'compromised' (red).

11. The breakdown of savings delivery, by Portfolio as at September 2016 is as follows:

- ASCH Portfolio - total savings of £28.3m with £27.6m (97.5% of total) projected to be delivered on schedule.
- CFCS Portfolio - total savings of £15.8m with £14.2m (89.9% of total) projected to be delivered on schedule.
- Place Portfolio - total savings of £6.5m, with 100% projected to be delivered on schedule.
- Resources Portfolio - total savings of £5.5m, with 100% projected to be delivered on schedule.

Projects at risk or compromised

12. At the end of September 2016 the following five projects were reporting a status of either 'at risk' or 'compromised'. The reasons and where appropriate corrective actions taken are detailed below:

13. **Reducing the Costs of Residential Placements - Younger Adults (OfC C06) -** This project, which was originally approved in February 2015, will reduce the cost of care through negotiating with care providers about how fees are agreed for individual service users whilst considering how people's needs may be met differently in the future. This project is the first detailed work of its kind; requiring time to implement change. Trend analysis of savings to date has confirmed that the £1m savings target for 2016/17 will not be achieved in its entirety. Work is ongoing to confirm the amount which will slip into 2017/18. It is anticipated that a proportion of any undelivered savings will be made up in 2017/18 where no savings target is currently allocated. Phase one of provider visits is due to be completed in November, with three further phases to follow. More robust savings projections will become available as further visits and negotiations with providers take place.

14. **Reduction in long-term care placements (C03 2014 & B04 2016) -** This project, which was originally approved February 2014, has been working to reduce the number of adults living in Long Term Care by developing more alternative services. An invitation to tender is to be

released with responses due January 2017, the response to this will determine whether the Government announcement regarding housing benefit regulations in Supported Housing has been enough to instil confidence in providers. Approval was granted at October Policy Committee for the Council to underwrite risk to providers subject to certain provisos being met (details in paragraph 33 of report titled 'Supported Housing – Risks to Existing Services and New Developments').

15. **Looked After Children placements (B16 2014 & OfCA09 2015) -** This project was originally approved in February 2014. The current savings profile is to be reviewed and reconsidered alongside the development of new business cases to deliver additional savings within Children's Social Care Provider Services.

16. **Special Educational Need & Disability (SEND) Home to School Transport (OfC B06) & Independent Travel Training (B10 2014) -** This project has been unable to deliver as originally intended. A discover and design project is underway to identify alternative ways of delivering the savings from this service area. Projections of deliverable savings from the six project work streams are to be considered alongside demand projections.

17. **Business Reporting & Management Information (BRMI) -** The BRMI project aims to make major improvements to the Council's business reporting. It is intended to deliver a data warehouse, populated with information from council systems (and potentially partners), together with front end reporting and analytical functions. Progress with this project, particularly the provision of front end reporting, has been slower than planned. Changes to the development processes, overall resourcing and management and control are being implemented to address the problems.

Other Options Considered

18. None.

Reason/s for Recommendation/s

19. To ensure opportunities for effective and proportionate performance management of the Strategic Plan and Redefining Your Council are provided to Policy Committee on a quarterly basis as requested by Members and as set out in the constitution.

Statutory and Policy Implications

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

RECOMMENDATION/S

It is recommended that:

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

Councillor Alan Rhodes
Leader of the Council

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

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

Financial Comments (SES 29/11/16)

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

Background Papers

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

Nottinghamshire County Council Strategic Plan 2014 – 2018

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

STRATEGIC PLAN Priority 1 - Supporting safe and thriving communities

Key Indicators

Outcome	Indicator	National	Target	Latest	Previous	Good is
1.1	Average time between a child entering care and moving in with its adoptive family, for those adopted children (days) (Q2)	593	Better than 2012-15 National	**363**	421	Low
1.1	Percentage of those children remaining in long-term placements (Q2)	68%	Higher than national	**76.8%**	76.4%	High
1.1	Percentage of adult safeguarding service users who were asked what outcomes they wanted (M Sep 2016)	N/A	75%	**68%**	69%	High
1.1	Percentage of adult safeguarding service users who were satisfied that their outcomes were achieved (M Sep 2016)	N/A	95.0%	**92%**	94%	High
1.2	All recorded crime (M Sep 2016)	N/A	40,873	**41,767**	41,253	Low
1.3	People killed or seriously injured in road traffic collisions (Annual 2016/17)	N/A	393	-	320	Low
1.4	Number of tailored interventions to protect vulnerable residents based on the risk, threat and harm to the individual (Q2)	N/A	250	**141**	63	High

Key Actions and Milestones

Outcome	Milestone
1.1	To embed fully the Child & Family Assessment process, and review it
Progress	**The child and family assessment process was introduced earlier in the year and has been kept under review. The early indicators from this period remain positive an as to be expected with any new process, changes are made as necessary to ensure the process if embedded succesfully**
1.1	To implement the Looked After Children & Care Leavers Strategy's annual action plans
Progress	**Implementation of the Looked After Children and Care Leavers Strategy Annual Action Plan 2016-17 commenced in April 2016. Progress on the annual action plan is monitored by the Looked After Children & Care Leavers Strategy Group and the Corporate Parenting Sub-Committe. Progress for quarter 2 is scheduled to be reported to the committee on 12 December.**
1.1	To strengthen preventative and early identification strategies so that children & young people at risk of emerging threats are protected and supported
Progress	**In July 2016 the Children's Society were commissioned to provide a specialist Child Sexual Exploitation service and therapeutic Child Sexual Abuse service across Nottinghamshire. The key areas of work within the Tackling Emerging Threats to Children (TETC) programme continue to be developed and implemented, including the establishment of a TETC Universal Team within the Support to Schools Service. Development Workers have also been deployed in the Early Help Unit to support schools where concerns about children and young people arise.**
1.1	To implement the Children's Social Care Recruitment and Retention Plan (2016-18)
Progress	**A Children's Social Care Recruitment & Retention Plan has been adopted which includes the introduction of a Market Factor Supplement for staff in the frontline child protection teams from 1 April. The Social Work Support Officer (SWSO) programme has also been extended until 31 March 2017, including a roll-out to the remaining District Child Protection Teams, the Fostering Service and the Court Service. A programme of rolling recruitment is ongoing and performance continues to be closely monitored.**
1.2	Develop effective partnerships between Public Health, Trading Standards, Community Safety and Social Care to continue to develop new ways to address issues threatening the safety of vulnerable people.
Progress	**The Safer Notts Board Champion for Vulnerable People has secured partnership funding to second a second Social Worker into the Community Safety team from October 16 . The social worker will assist the the Vulnerable Person Panels (VPP) in the South of the County with a number of complex cases with a mental health dimension as part of work to improve the way VPPs manage such cases in future.**
1.3	Implement and monitor the Annual Road Safety Plan for 2016/17.
Progress	**The 55 actions in the Road Safety 'Decade of Action' plan which were reviewed in May 2016: 52 actions are on target or completed with 2 actions cancelled and 1 action postponed which are listed below:** **- Drivers - In Car Safety - Mobile Phones - This action is currently under review and is under consideration for an appropriate campaign to be run in in 2017. Discussions have been held with the police about the potential to bring this forward to link to a campaign week in November if funding can be secured.** **- Drivers - Training Scheme for additional Road Safety Education (RSE) to be included in driving lessons in Bassetlaw area cancelled due to Local Sustainable Transport Fund (LSTF) funding withdrawal (2015)** **- Adults Pedestrians - Campaign postponed**
1.4	Increase and improve work with agencies and organisations to protect residents from frauds, scams and other crimes by building on partnerships with police and social care.
Progress	**Recruitment processes have been completed for a temporary Community Care Officer and a temporary Trading Standards Officer to provide additional capacity to tackle mass marketing scams prevention work. The officers will conduct interventions with lists of identified multiple scams victims provided by the National Scams Hub and undertake awareness raising work at Royal Mail sorting offices in the County to identify further potential scam victims from the volume of mail received.**

Summary

The Council continue to put in place measures which contribute towards effective protection and support for vulnerable adults and children. For example, development work has continued within the Tackling Emerging Threats to Children programme and the Children's Society has been commissioned to provide specialist support across Nottinghamshire. There has also been funding secured for the secondment of a second social worker within the Community Safety team to assist the Vulnerable Person Panels in the south of the County and the management of complex mental health dimension cases.

Analysis of data collected during the period indicates a positive contribution towards protecting and supporting vulnerable people, with strong improvement in adoption timescales, an improvement in stability of children in long term placements and an increase in the number of tailored interventions to protect vulnerable residents. Within adult safeguarding, the percentage of service users who have been asked their outcomes has increased since 2015, highlighting the contribution of work taking place to make safeguarding personal. However it is currently below the target set for 2016.17.

Partnership work is taking place to help to make Nottinghamshire a fair and safe place to do business with funding secured for a temporary Community Care Officer and a temporary Trading Standards Officer to carry out early intervention work with social care colleagues to identify potential scam victims.

Pressures and Challenges: There are pressures which are currently being managed but could impact upon the timescales of some of the work being carried out by the Council. For example managing the demand on resources arising from historic abuse cases whilst continuing to provide high quality services to today's vulnerable children and young people, in the context of increasing demand on services.

There is also the challenge to continue to reduce the reliance on agency social work staff, particularly in frontline child protection teams, and to maintain a focus on improving outcomes for our Looked After Children and Care Leavers.

For the adults safeguarding measure for the percentage of service users' asked for outcomes, it should be recognised that in practice there can be a number of reasons which are out of the control of the council that can prevent the service user being asked. These include the service user refusing to engage in the process or not having the capacity to express what their desired outcomes are.

STRATEGIC PLAN Priority 2 - Protecting the environment

Key Indicators

Outcome	Indicator	National	Target	Latest	Previous	Good is
2.1	Number of visitors to Country Parks (Rufford and Sherwood) (Q2)	N/A	765,000	**421,268**	191,811	High
2.2	Percentage of household waste reused, recycled or composted (Q1)	N/A	44.0%	**42.70%**	43.00%	High
2.2	Percentage of Local Authority Municipal Waste Land filled (Q1)	N/A	15.00%	**7.40%**	8.40%	Low
2.2	Number of volunteer hours for natural and historic environment projects (2016/17)	N/A	5,608	-	5,608	High
2.3	Change in weather corrected carbon emissions from energy use in Council buildings (Annual 2016/17)	N/A	67,457	-	64,233	Low

Key Actions and Milestones

Outcome	Milestone
2.1	Transition of Sherwood Forest Country Park to management by the RSPB
Progress	**During the period the County Council prepared a planning application for the Country Park for submission to Newark & Sherwood District Council in October 2016. It is anticipated that a decision will be made during December 2016 and subject to the granting of planning permission, the RSPB are expected to commence preparatory works early in 2017.**
2.1	Secure a partner for the commercial operation at Rufford Abbey Country Park so that the site can operate with reduced Council subsidy
Progress	**The Council is seeking to achieve a long-term, sustainable future for Rufford Abbey Country Park to conserve (protect and enhance) the heritage of the historic abbey buildings and the surrounding parkland and to develop a modern and attractive visitor offer. Preparatory work was completed during the quarter to enable the Council to appoint a preferred partner to operate and manage the commercial operations and visitor offer at Rufford Abbey Country Park at Culture Committee on 1 November 2016.**
2.1	Develop a number of programmes at a landscape scale to benefit biodiversity, heritage, local people and the economy, working closely with the Local Nature Partnership and other partnerships and partners.
Progress	**The development stage of Miner to Major, a landscape partnership scheme for Sherwood Forest, is currently underway with a view to submitting the stage 2 application to Heritage Lottery Fund (HLF) in February 2017, following the mid-term review with HLF in September. NCC is the lead partner and accountable body for this project which, if successful, will unlock more than £3m of investment.**
2.2	Reduce reliance on landfill by utilising the Eastcroft Energy and Sheffield Energy Recovery Facility and moving waste up the waste hierarchy (minimise, reuse, recycle and energy recovery)
Progress	**The Council has made significant utilisation of the Eastcroft Energy Facility as a result of improved availability at the site. The use of the new Newark and Worksop Transfer Stations is ensuring full utilisation of available capacity at the Sheffield Energy Recovery facility. Construction on the Welshcroft Close transfer station, which will handle waste from Ashfield and Mansfield is due to be completed in March 2017 and this will provide a long term delivery point for ensuring that landfill diversion is maximised. Actions are now agreed to improve recycling performance at District Council level in 2016/17, with improved garden waste collection schemes in Ashfield and Newark and Sherwood, and Bassetlaw intending to introduce their new garden waste collection scheme from April 2017.**
2.5	Support bus quality partnerships including the Mansfield and Beeston Statutory Quality Bus Partnership, and introduce Voluntary Quality Bus Partnerships (VQBP) for Worksop.
Progress	**The Greater Nottinghamshire Bus Integration Partnership (GNBIP) and North Notts Bus Quality Partnership (NNBQP) continue to meet on a six monthly basis as they seek to deliver public transport improvements across the County. The developed schemes (Mansfield and Beeston Statutory Quality Partnerships and Worksop Voluntary Quality Partnership) continue to be monitored and are performing very well. The GNBIP and NNBQP are the over-arching partnerships within which these specific schemes sit.**

Summary

A positive impact has been made towards helping to protect the environment through the increased use of Eastcroft and Sheffield Energy Recovery Facilities and reductions in waste sent to landfill. Also, residual waste from Ashfield and Mansfield is being sent for Refuse Derived Fuel (RDF) production. However this alone does not demonstrate the whole picture for achieving this outcome, as household waste recycling levels are below target following the removal of statutory targets for district councils, and the impact of national initiatives such as greater use of light-weighting of recyclable materials and the transition from printed media to digital media. The Council is working to incentivise district councils to introduce or improve kerbside green waste collections to help achieve the target in the future.

NCC continues to carry out actions to help protect the countryside such as the work to appoint a preferred partner to operate and manage the commercial operations and visitor offers at Rufford Abbey Country Park. This project is focused upon achieving a long-term, sustainable future for Rufford Abbey Country Park, in order to conserve (protect and enhance) the heritage of the historic abbey buildings and the surrounding parkland and to develop a modern and attractive visitor offer.

Pressures and Challenges: There are a number of external factors which create challenges and impact upon the ability of the Council to help to protect the environment. This is mainly a result of budgetary restrictions placed on projects and the impact of economic activity.

For example In the current financial climate, traditional sources of match funding for major projects such as Landfill Tax and European funding streams are becoming increasingly restricted. This presents difficulties for both the project partners and the major grant giving bodies such as Heritage Lottery Fund.

In addition, increased economic activity is driving significant waste growth and adding to more costs however waste is treated even if it is recycled. This causes direct budgetary pressures and potential for further increases in inflation. Reducing budgets and drive to charge for services where possible.

Also, the changes in policy steer and removal of statutory targets at a national level, along with the possible impact of Brexit, create a challenge, as most waste legislation is driven by the EU. Improving consistency in policies cross border may help Recycling Centre management.

Key Indicators

Outcome	Indicator	National	Target	Latest	Previous	Good is
3.1	Number of development schemes brought forward by the County Council and partners that are prioritised in future Growth Plans (2016/17)	N/A	3	-	4	High
3.3	Total number of premises passed by a fibre-based broadband infrastructure (Q2)	N/A	7,856	**6,349**	3,587	High
3.5	Percentage of young people aged 16-17 not in education, employment or training (NEET) (Q1)	N/A	2.0%	**1.6%**	1.2% (Q1 2015/16)	Low
3.5	Number of young people taking up apprenticeships through the Council's investment in youth employment (Q2)	N/A	16	**0**	0	High

Key Actions and Milestones

Outcome	Milestone
3.1	Support Nottinghamshire projects to access capital investment through the D2N2 Strategic Economic Plan, Growing Places Fund, Regional Growth Fund and the Nottinghamshire Investment Fund
Progress	**Three employment sites, one at Harrier Park, Hucknall and the two Nottingham Employment Zone (EZ) sites at Boots and Beeston Business Park continue to be directly supported by the Council or indirectly through D2N2 Local Enterprise Partnership (LEP) related routes, be it via their status as EZ sites and/or via Growing Places Fund/Growth Deal funding. A number of Nottinghamshire based proposals have been included within the Local Growth Fund Round 3 (LGF3) submission to Government, seeking capital support via a Growth Deal.**
3.3	Deliver phase 1 of the Better Broadband for Nottinghamshire programme Contract 2
Progress	**The Better Broadband for Nottinghamshire Programme is currently in Phase 1d of delivery. 7,856 additional premises are expected to be passed by fibre based broadband infrastructure by the end of 2016-17. The roll-out is proceeding as scheduled with 2,688 homes passed during quarter 2 against this annual target.**
3.3	Deliver the Hucknall improvement scheme to regenerate the town centre
Progress	**Work on the scheme started in October 2015 with the demolition phase completed prior to Christmas 2015. The construction of the new road began in January 2016 and has continued during the quarter. The road is scheduled to open to traffic on Monday 28th November 2016 with the pedestrianisation of High Street to be completed in May 2017.**
3.3	Work with Via East Midlands to ensure Service Level Agreement (SLAs) are met to ensure an effective and efficient highway services are delivered
Progress	**A governance structure for the contract with Via East Midlands has been developed and is now in place:** **- The Term Operational Board - the body which oversees the Via contract - meets monthly.** **- The Health and Safety subgroup has been formed.** **- A number of key processes have been established and are underway including the completion of the risk register, insurance protocol and invoicing arrangements.** **- Via have nominated their representative who will be responsible for the day to day communications with the County Council's Service Manager.** **- Via are in the process of producing a series of Method Statements which will codify how its services are to be delivered.** **- A Contract Management Team has been established to ensure Via adheres to its contractual obligations, this team will review the quality and cost effectiveness of the Services and Works undertaken by Via on behalf of the County Council.** **- The retained Client has undertaken the recruitment of a number of 'Compliance Officers' who will ensure that Via complies with its Statutory obligations.**
3.4	We continue to pay all central employed staff the Living Wage Foundation rate as a minimum which will also apply to new employees.
Progress	**As part of its commitment to fair pay and modelling this as good practice to other employers in Nottinghamshire, the Council adopted the Living Wage Foundation Living Wage rate and implemented this for its lowest paid frontline employees from 1st April 2014. The current national Living Wage Foundation increase to £8.25p an hour is due for implementation in November 2016.**
3.5	Work with employers as part of the Economic Development Strategy to promote the benefits of apprenticeships, to promote the take up of apprenticeships and maximise the opportunities of the apprenticeship levy.
Progress	**Marketing activities have taken place to engage employers for the craft Academy project, which starts targeting by the end of December 2016. A further 27 apprenticeship places will be recruited to and be supported by the Say YES to an Apprentice Grant project, following identification of unspent grants due to early leavers from the programme.**

Summary

The Council continue to contribute towards helping to minimise the barriers to growth by improving countywide infrastructure, such as the provision of broadband which is currently well on track to meet the year-end target of 7,856 premises passed by fibre-based broadband infrastructure.

There has also been a focus on providing training and apprenticeship opportunities for the local workforce. This has been through marketing activities that have taken place during the quarter which have promoted projects aimed at engaging employers to offer apprenticeships. It is expected places will be recruited to by the end of the financial year.

Key Pressures and Challenges: There are a number of external factors which may have an influence upon NCC ability to stimulate economic growth. The third quarter of 2016/17 will see the Government's decision concerning the D2N2 Local Enterprise Partnership's Local Growth Fund and Growth Deal submission, anticipated at or around the time of the Autumn Statement on 23 November 2016. Resources from the D2N2 LEP's Growing Places Fund remain available and it is being actively promoted across the LEP area. During this quarter the Council's Economic Development Capital Fund was opened for further investments in Nottinghamshire businesses; the third quarter of 2016/17 will see the awards being made. This fund contains European Structural and Investment Funds (ESIF) projects, and there has been a period of uncertainty as a consequence of the outcome of the EU Referendum, with clarifications anticipated in the build up to the Autumn Statement,

Works on High Street, Hucknall require close liaison with the local traders to ensure continued access to shops. This will be managed through existing ongoing site liaison arrangements. Dependent on its severity, poor winter weather may also prove a challenge should it occur for a sustained period of time.

STRATEGIC PLAN Priority 4 - Providing care and promoting health

Key Indicators

Outcome	Indicator	National	Target	Latest	Previous	Good is
4.2	The number of older adults currently in long term residential and nursing care (M Sep 2016)	not yet available	2,275	**2,395**	2,406	Low
4.2	The number of younger adults currently supported in long term residential and nursing care (M Sep 2016)	not yet available	650	**651**	652	Low
4.4	The rate of delayed transfers of care from hospital, and those which are attributable to adult social care and those which are attributable to social care and the NHS jointly (M Aug 2016)	not yet available	2	**1.63**	1.80	Low
4.4	The proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services (Q2)	not yet available	91.2%	**86.0%**	80.6%*	High
4.5	Percentage of identified Health and Wellbeing Board partners that have tobacco declaration action plans agreed and in place (Q2)	N/A	100%	**73%**	73%	High

Key Actions and Milestones

Outcome	Milestone
4.1	We will support the development of new Extra Care Housing and Supported Living Services for older and disabled adults
Progress	**During quarter 2, construction started on the development of two new Extra Care schemes as follows:** **• Bowbridge Road Extra Care Scheme in Newark is being developed in partnership with Newark & Sherwood District Council and Newark & Sherwood Homes. This new scheme is set to open in early 2018, providing 60 new homes for older adults, of which 40 will be used by the County Council to provide older adults with an alternative to residential care.** **• Townview Extra Care scheme in Mansfield is being developed in partnership with Mansfield District Council. This new scheme is set to open in early 2018, providing 42 new homes for older adults, of which 10 will be used by the County Council to provide older adults with an alternative to residential care.**
4.4	We will develop and implement a Sustainability and Transformation Plan (STP) which will set out how we intend to secure delivery of the vision for health and social care services across Nottinghamshire including Nottingham City
Progress	**Following the June 30 submission and the panel feedback from leaders of the national bodies, work is underway to address the priority areas for action for our STP submission by 21 October. A number of workstreams are being established to consider how we might take forward proposed activities set out in the draft plan. Each area has a key individual sponsor and a senior responsible officer (SRO). Following submission of the revised draft STP , we intend to publish a public-facing summary to help further the dialogue with public and patients.**
4.4	We will ensure that all partners have signed the tobacco declaration for Nottinghamshire and have action plans to achieve their organisational and Health & Wellbeing Board aspirations with regards to Tobacco Control
Progress	**In quarter two we have focussed on preparation for wider work that is due to start in October with the Strategic Tobacco Alliance Group. This work will involve establishing Tobacco Declaration Working Groups that will take this work forward with partners.**

Summary

The key indicator for quarter 2 shows that improvement has continued, with work contributing towards enabling people to live independently and reducing the number of people in long term residential care. For example construction has now started on the development of two new Extra Care schemes, one in Newark & Sherwood district and the other in Mansfield district. When completed in 2018, these will offer 50 homes across the two schemes which will be used by the authority to provide older adults with an alternative to residential care.

Partnership work is taking place which is focused on targeted interventions to help to improve public health and well-being. For example there has been a focus in quarter 2 by the Strategic Tobacco Alliance Group on the preparation of establishing working groups with partners to take forward the aspirations of the Health & Wellbeing Board regarding tobacco control.

Key Pressures and Challenges: It needs to be highlighted that there are currently external factors which could influence public's perception of the STP. This is because there has been much media commentary as well as debates in Parliament in recent weeks over the supposed 'secrecy' associated with the development of nationwide STPs. Critics claim that plans across the country are being developed 'behind closed doors' and that citizen involvement is lacking.

Here in Nottingham and Nottinghamshire we have been keen to get on the front foot and build a dialogue with staff, partners, other sectors, with the local community, and with the media. We know that our draft proposals will only work if they are forged from the views of staff and local people.

The STP website is being built by Nottinghamshire County Council's digital team and will host newsletters and other material. We have met as many media requests as possible, with the Council's Corporate Director for Adult Social Care and Health and Public Protection providing interviews for BBC radio 4 and participating in national debates such as the recent NHS Expo panel of experts lined up by the Health Service Journal.

* Methodology for calculating this measure changed in April 2016

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STRATEGIC PLAN Priority 5 - Investing in our future

Key Indicators

Outcome	Indicator	National	Target	Latest	Previous	Good is
5.1	Percentage of pupils achieving the expected standard in reading, writing and maths (KS2) (2016p)	53.0%		**53.3%**	New Measure	High
5.1	Percentage of pupils achieving A*-C in English and Maths at GCSE (KS4) (2016p)	62.6%	Higher than national average	**65.6%**	59.7%	High
5.1	Attainment 8 average score (KS4) (2016p)	49.8		**50.6**	47.8	High
5.1	The average point score per entry (KS5 - including colleges) (2016p)	32.23	Narrow the gap with National Average	**30.23**	New Measure	High
5.2	FSM6 Attainment gap at age 11 for pupils achieving the expected standard in reading, writing and maths (KS2) (2016p)	New Measure	Gap narrowed compared to 2014/15	-	New Measure	Low
5.2	FSM6 Gap for pupils achieving A*-C in English and maths at GCSE (KS4) (2016p)	26.8%		**30.4%**	29.4%	Low
5.4	First time entrants to the Youth Justice System aged 10-17 per 100k (Q2 cumulative)	N/A	Lower than 2015-16	**147**	71	Low
5.5	Uptake of early education places for eligible 2 year olds (Summer Term 2016)	N/A	Higher than stat. n'bour average	**70.7%**	63.8%	High

* FSM6 - free school meals at any point in the past 6 years

Key Actions and Milestones

Outcome	Milestone
5.1	To develop effective working relationships with key partners to further raise standards of attainment and improve progress of all children and young people in Nottinghamshire
Progress	**Provisional data for 2016 indicates a significant improvement in attainment levels. At KS2, 53.3% of Nottinghamshire pupils achieved the expected standard in reading, writing and maths, compared to 53% nationally. The percentage of pupils achieving A*-C in both English and maths in Nottinghamshire secondary schools at the end of year 11 (KS4) was 65.6%. This represents an increase of 5.9% in comparison with 2015. Nationally, 62.6% of state funded schools achieved this measure, an improvement of 3.4%. Nottinghamshire is now placed 40th out of 151 Local Authorities for this measure.**
5.2	To implement the Closing the Gap Strategy with an enhanced focus on addressing the East Midlands Challenge to improve the attainment and progress for vulnerable learners
Progress	**An extensive programme of CtG focused activities and collaborations is underway in 2016/17 to develop a cohesive offer to secure readiness for learning for vulnerable groups as identified in the East Midlands Challenge. Provisional data indicates a narrowing of the attainment gap at Early Years between FSM children and the rest. According to provisional data for KS4, 42.2% of FSM6 achieved A*-C grades in Eng & maths (a 5.1 % improvement on 2015). 72.6% of Non FSM6 achieved this combined measure (6.1% improvement on 2015). As a result gap in Nottinghamshire widened by 1 percentage point.**
5.3	To use place planning analysis and early years' data, to secure funding (basic need and section 106) to ensure there are sufficient school and early year places across the county
Progress	**Since 2012/13, NCC has secured and spent capital funding of over £72 million and created 5.500 primary places and over 200 secondary places. 1700 of these primary places are available for September 2016, and include 250 new reception places. For the next round of basic needs allocations, NCC has secured £20.45 million for the financial year 2018/19. Six capital bids have been submitted to DfE to create 330 extra early years places for eligible 3 and 4 year olds, each worth £1m, thus removing pressure on places for 2 year olds. The decision for these bids should be known before the end of 2016.**
5.4	To improve the standards of assessment and planning for families across early help services
Progress	**The Child and Family Assessment Tool has been implemented which is aligned with assessments being used in Children's Social Care. The Family Service's quality management framework demonstrates a consistent level of quality across the assessment audited.**
5.4	To support the development of Family Support Workers in all publicly funded school settings
Progress	**Regular workshops now run in each locality for school based workers to network, gains skills and to provide mutual support. These sessions are professionally led. Online child development training, developed with Nottingham University, will also be available to all staff in schools by the autumn half term.**
5.4	To deliver a sustainable model to reduce offending by young people
Progress	**The funding and provision model for the Youth Justice Service has been fully reviewed and a new model agreed. It is now being implemented and will include integrated management with wider Family Services.**
5.5	To improve access to Child Adolescent Mental Health Services (CAMHS)
Progress	**The single point of access within CAMHS has been embedded, supported by the new Primary Mental Health Function which provides training, case consultation and advice to GPs, schools and school nurses. Work is underway to improve information provided to children, young people, families and referrers about CAMHS. This will include both written and web-based information. Waiting times have begun to improve for CAMHS access; this will continue to be monitored on a monthly basis.**
5.5	To reduce the number of children and young people with an Education Health and Care (EHC) Plan at risk of being without a school place
Progress	**The Integrated Children Disability Service lead for both EOTAS and VCEC children and young people with an EHC Plan is monitoring placements at risk and those children and young people who are not on a school roll. Working with the appropriate colleagues including special school head teachers to embed a robust place planning system which will allow us to forecast future placement needs. This work will be reflected in the Local Area SEND Strategic Action Plan which is currently being developed.**

Summary

There have been a number of updates to education outcomes since last quarter. For the new more demanding key stage 2 assessments, provisional data in combined reading, writing and maths shows the LA is broadly in line with the national average. There has also been positive increases in headline measures at key stage 4 with A*-C grades in English and maths increasing by nearly double that witnessed nationally, demonstrating significant progress in working towards the outcome of children and young people attaining higher educational standards. However, the gap between pupils eligible for free school meals at any point in the past 6 years has widened, thus impacting upon the attainment gap in education. First time entrants (FTEs) to the youth justice system per 100,000 10-17 population has witnessed a fall from 171 reported in quarter 2 this time last year to 147 this year.

Key Pressures and Challenges: There are a number of key pressures and challenges which may impact upon the support schools are able to provide to vulnerable groups. For example the pressures on school budgets may increasingly impact on schools' ability to enhance provision particularly for vulnerable groups. In addition, there is continued ongoing budgetary pressures on LA teams responsible for supporting and challenging schools around the closing the gap priority and early help.

Whilst initial funding has been secured for school expansions, there may be challenges around securing the additional funding needed and the positive engagement of Governing Boards with Basic Need school expansion projects.

There is also a challenge around capacity within special schools which we are working to address through the strategic SEND Review. Reluctance at some schools around the admission of particularly complex children and young people with behavioural issues is also challenging.

Significant work is underway to improve the information reported by CAMHS, so that progress can be tracked in relation to improved access.

Redefining Your Council – Adult and Health Portfolio as at September 2016

Progs.	• **Adult Social Care Strategy & market development** – preventing & reducing care needs by promoting independence • **Integration with health** – implementing joined-up working practices and initiatives with health • **Public Health Outcomes** – working with key stakeholders to establish how to allocate the current budget • **Care Act Implementation** – implementing the changes needed for the next stage of the Care Act • **Direct Services Provision** – developing different ways of delivering services
Benefits to be delivered	• Promoting independence and preventing, reducing and delaying the need for care and support (including providing information and advice to encourage people to look after themselves and each other) • Better and more joined-up working with partners (e.g. health) to improve outcomes for service users • More efficient, flexible and mobile staff by using technology to maximise staff time and help manage demand • Providing services that are creative, sustainable, value for money and legally compliant

Key achievements in last 3 months	Expected delivery over next 3 months
• Development of Nottinghamshire's Sustainability and Transformation Plan (STP). The STP sets out how public sector organisations will work together over the next five years to close current gaps in Health and Wellbeing, Care and Quality and Finances. • The support plan, the tool used to plan the care and support required by individuals, has been re-developed to improve support planning with service users. It is outcomes based and looks for opportunities to maximise people's independence. The process has been co-produced with service users, carers and staff. • A new community independence worker role has been designed to help maximise people's independence by linking them to support available in their local community. Recruitment to these posts will take place shortly so that this work can progress further. • Ways have been identified to further improve working practice in Learning Disability services. This includes establishing a team of Promoting Independence Workers who will work directly with individuals to help them improve their independent living skills and to access the community independently. • Productivity has increased by 13% in older adults services through the use of new ways of working. These include: staff being able to work in a more mobile way by using tablets; the scheduling of appointments for individuals earlier in the customer pathway; the increased use of social care clinics and the introduction of a hub working model that means that different pieces of work are completed by different people to free up assessment capacity. This means that waiting lists have been	• Submission of STP and embedding of the promoting independence and self-care approach in the STP Workstreams. • Training for Managers on how to use the new support plan to be rolled out with additional training for staff due in early 2017. • Training for frontline staff on risk assessments to ensure people are supported to live independently and allowed to take risks while being protected from significant harm. • Start work on the progression model, which identifies opportunities for people with a learning disability to progress towards a greater degree of independence. • A review of the Ways of Working programme will be undertaken to look at where greater benefits can be achieved and what else can be done to help people work more effectively. This will include opportunities to expand the scheduling of appointments, greater use of mobile devices in different settings and work to ensure that an enquiry is resolved at the earliest opportunity for individuals. • A trial of the Three Tier model to test out benefits. This model looks at having three conversations with people when they first enquire about care and support. The first conversation is around how we can help people to help themselves, the second is how we can help people for only as long as they need it and then a third conversation about ongoing support that is needed and how independence can be maximised. • Greater Nottingham Health and Care system will have an agreed joint missions / values statements and performance measures for the integration programme commencing within the Rushcliffe Vanguard area.

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- reduced, people can be seen in a timelier manner and increases in demand area such as safeguarding can be supported.
- Scheduling of appointments rolled out to three Older Adults Social Work Teams and in Rushcliffe, Newark and Gedling Social Care Clinic Appointments can be booked in this way. As a result additional clinic appointments have been made available in Gedling to meet the demand for this new service.
- The Smart Ideas, staff suggestion scheme continues to provide ideas on how services could be improved. A recent suggestion that has been taken forward from a member of staff was an idea on creating an information leaflet for patients in hospital about Social Care, the number of options available and how to maintain independence. This is now being included as part of a wider communication campaign with Health colleagues in hospitals.
- The procurement process for the 0-19 Healthy Child Programme and Public Health Nursing Service was completed, with engagement from a panel which included CCGs and Children's Services. This new service will bring together care provided from Health Visitors and School Nurses as well as the Family Nurse Partnership Programme (for first time teenage mums) and the National Childhood Measurement Programme (which measures and weighs children at Reception and in Year 6).

- To have an agreed programme of sharing adult social care information for Nottinghamshire with our health partners for the purpose of delivering direct care.
- In Mid-Nottinghamshire, the Integrated Discharge Review will have been completed with a recommended option for implementation, to improve how people in hospital are supported as effectively and seamlessly as possible to get home and be able to remain at home safely.
- From the 31st October all older adults' occupational therapy teams across the county will offer scheduled appointments. Auto scheduling of appointments means people get an appointment for an assessment booked much earlier than previously. Generally for teams that operate this system people are offered appointments within 14 days which is a significant improvement on the 28 day agreed target.
- A strategy and action plan to reduce residential admissions in Mid-Nottinghamshire will have been produced and approved by all Better Together Alliance partners.
- Take forward identified areas where further integration between Health and Social Care across Nottinghamshire could contribute towards better outcomes and future savings. One area identified is a focus on the best pathways for service users on discharge from hospital.
- Approval sought from ASCH Committee for the reconfiguration of all the social care resources in Mid-Nottinghamshire and Bassetlaw which support people to recover their independent living skills. These staff are currently line-managed by a number of teams and the reconfiguration proposes to join these teams together to avoid being fragmented and to be responsive to demand. The reconfiguration will create a new Short Term Independence Service (STIS). Consultation has been held with staff to share information and determine next steps as well as success factors with the view to implementing the new STIS in the next quarter.
- Award contract and commence the mobilisation phase of the 0-19 Healthy Child Programme and Public Health Nursing Service in preparation for the new integrated service commencing from 1 April 2017, in order to ensure a smooth transition.

Key risks to delivery	- Managing demand for services when there are increasing pressures from rising demographics and increased responsibilities from legislation. - Maintaining service quality as much as possible in the face of falling budgets and the continued need to find savings. - Maintaining care provision in the face of increased costs and problems with staff recruitment and retention. - Enabling alternatives to paid support through the development of community based support in order to reduce demand. - Assessing impacts and ensuring that local adoption of nationally proposed health models support the Adult Social Care strategy and do not increase demand for social care services.

Redefining Your Council – Children's & Culture Portfolio as at September 2016

Progs.	• **Integration of Family Support Services –** delivering locality focussed support to children and families • **Improving Outcomes for Children and Young People with Disabilities –** developing an integrated approach across social care, education and health • **Integrated Commissioning of Children's Health Services** – an integrated approach to community health services • **Transformation of Children's Social Care –** ensuring support for vulnerable children is outcome-focused and provided by a suitably skilled workforce. Placements for Looked After Children will achieve the required outcomes at lower cost • **Cultural Services Transformation** – redesigning services and using alternative service delivery models
Benefits to be delivered	• Easier access to services in the right place, at the right time, with seamless transitions between services • Maintaining good quality services, maximising resources, reducing unit costs and being legally compliant • Working better with partners – reducing the need for families to continually repeat the same information • Supporting children and young people to live at home, with their families, wherever safe and possible to do so, or moving to alternative permanent placements (e.g. adoption) as quickly as possible, minimising time spent in care • Delivering services in different ways to make them more sustainable

Key achievements in last 3 months	Expected delivery over next 3 months
• Planning permission submitted by the RSPB for the new Sherwood Forest Visitor Centre. • Potential partners for commercial offer at Rufford Country Park continued to refine their proposals and submitted their final tenders. • Process efficiency reviews (Lean+) have continued across Fostering and Adoption services. • Project mandate and initial business case has been produced to set up the Remodelling Children's Care project. This project aims to deliver savings across Children's Services by taking a whole-system model approach, considering how services can be delivered in a way that meets the needs of Nottinghamshire children and young people (CYP) and also delivers best value for money. • The new Integrated Children's Disability Service (ICDS) staffing structure became operational in September 2016. It has been agreed to close the Improving Outcomes project as key outcomes and savings identification has been achieved earlier than planned. Phase 2 workstreams have been closed or transferred to the service as business as usual. The Short Breaks workstream has been transferred to the Remodelling Children's Care project for	• Newark and Sherwood District Council's Planning Committee meet to discuss the proposals for the new Sherwood Forest Visitor Centre. • Contract awarded to a partner to run the commercial offer at Rufford Abbey Country Park. • Following efficiency reviews, priorities for process redesign in Fostering & Adoption Services continue to be progressed. These include a significant reduction in dependence on paper documentation, by introducing OneSpace sites; digitising paper and microfilm documentation; and introduction of a tablet pool to ensure opportunities for mobile working are maximised. • Review of all Fostering fee-paid schemes to ensure that the service provision meets demand and that the service offer is equitable across the different groups of foster carers. The review will capture the current position and compare this with the needs of CYP coming into care, to inform recommendations for specialist fostering provision which will improve outcomes for CYP and ensure the service maximises value for money. • Development of business cases within the Remodelling Children's Care project remit. This will include a review of the way we commission

- continuation.
- The multi-agency Transitions Protocol and Pathway has been approved by 12 senior boards across NCC children's and adults services, education and health, as well as parent forums and young people's groups and was formally endorsed by Policy Committee in September. Individual services, organisations and schools have been asked to pledge their support to the new protocol to support young people with disabilities to prepare for adulthood.
- Eight events were held for 530 colleagues and key partners to explain the key changes to support for children & young people with disabilities including the launch of the new ICDS service, the new transitions protocol & pathway and the new information, advice & support offer, Ask Us Nottinghamshire. Information was also shared with children, young people and families at two Family Information Events in October half term. Press information has been circulated and the changes have been communicated widely. NCC webpages have been updated to reflect the changes.

provision for CYP, and reviews of the support we provide to CYP on the edge of care, in care, and leaving care, to identify potential savings up to 2020/21.

- A plan will be developed to address the current CFCS budget overspend which will include a review of Looked After Children; A review of Special Educational Needs Home to School Transport; a whole Department budget review.

Key risks to delivery	- There is a significant amount of project work being developed in this portfolio, which will have interdependencies and could impact on deliverability. - Foster carers are under pressure as much activity has been focussed on the services they provide and how they are compensated. - The higher thresholds for the new Family Service impacts on demand for Children's Social Care. - The delay to the MOSAIC upgrade will impact on the planned timescales for the Integrated Children's Disability Service to have full case recording and reporting functionality.

Redefining Your Council – Place Portfolio as at September 2016

Progs.	• **Highways Transformation** – changing the way the highways service is delivered to maximise quality and cost efficiencies • **Transport** – changing how transport services are delivered, focusing on partnership working and reviewing policies • **Energy and waste** – reducing energy use, increasing power generation from the Council's estate and improving recycling • **Alternative Service Delivery Model for Catering and Facilities Management** – establishing the best delivery model • **Economic Development & Combined Authority** - shaping and responding to changes to the operating context for economic development (including proposals for a Combined Authority and a potential Devolution Deal) • **Community Empowerment & Resilience** - enabling Nottinghamshire communities to be more empowered and resilient in order to delay or prevent the need for public services intervention
Benefits to be delivered	• Better value for money and more sustainable services by moving services into different delivery models • Improved customer satisfaction and quality of services • Reduced duplication, improved processes and maximising opportunities of new technology – more efficient services • Delaying and preventing the need for services and providing services at lower costs by working more closely with partners • Increasing economic growth and improving economic prosperity in Nottinghamshire • Reducing the Council's carbon footprint and becoming more energy efficient

Key achievements in last 3 months	Expected delivery over next 3 months
• Submission of consultation response on proposals to extend the Sheffield City Region Combined Authority • Submission of consultation response on the proposed Derby-Nottingham Metro Strategy • Inclusion of Nottinghamshire Town Centre Programme bid to D2N2 Local Enterprise Partnership (LEP) for the Local Growth Deal • Notification received that the County Council will be managing a £2m D2N2 wide grant scheme for the European Social Fund Careers Local project to support schools to improve employability outcomes for young people aged 15-19 who are at risk of being Not in Employment, Education or Training (NEET) • The £7.25m ERDF Digital Business Growth Programme was approved to proceed to contracting. It will deliver a bespoke business support programme enabling 870 business beneficiaries (100 new start-ups) to explore and introduce new and emerging ICT products / services to their business • Business Rates Pool funding of £300k secured (from 23 Sept Economic Prosperity Committee (EPC)) to make the three Nottinghamshire Innovation Centres attractive to new/existing tenants and to future-proof the offer	• Awaiting the outcome of the Secretary of State's decision on Bassetlaw District Council joining the Sheffield City Region Mayoral Combined Authority • Decision on success of Local Growth Deal bids • Announcement confirming the Eastern leg of HS2 including East Midlands Hub at Toton • Approval of Emerging Midlands Connect Strategy report • Conclusion of Veolia's proposal for the treatment of Mansfield and Ashfield residual waste, which was approved by Environment & Sustainability Committee on 21st July, is expected to reach financial close by the end of 2016 • Recruitment of three neighbourhood coordinators to deliver an Age Friendly Nottinghamshire approach and identification of priority areas for intervention • The relationship between Via EM & Notts County Council will continue to be embedded, including the development of their business continuity and disaster recovery plan, an exit plan detailing the arrangements that will be put in place should the Via EM contract terminate for any reason and the production of a medium term plan setting out the service provision priorities for the first three contract years

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- First permanent Chief Executive recruited to Marketing Nottingham and Nottinghamshire (the Place Marketing organisation for the county and city). So far in relation to Inward Investment, 10 projects have been converted, yielding 542 jobs in Nottinghamshire - Midlands Connect Strategic Board approval of the Picking up the Pace report by Midlands Connect. This report identifies ways to plan future infrastructure developments to maximise economic growth opportunities - Property Joint Venture (Arc) Permanent Managing Director appointed - Fully implemented the Recycling Centre Registration Scheme and commenced targeted enforcement at problem sites - The new Waste Transfer Station in Kirkby in Ashfield, to facilitate the Veolia Mansfield and Ashfield residual waste treatment solution, has commenced construction - A contract management team has been established within the Transportation and Highways Group which is responsible for monitoring the quality and cost effectiveness of works and services undertaken by Via EM on behalf of the Authority. Formal governance arrangements have also been established. - The performance management framework for the Via EM contract has now largely been agreed. The framework comes into effect from the 1st April 2017 - Transport & Travel Services have been working with client departments to understand and manage demand to ultimately feed into a refreshed delivery model within the Transport Solutions Service	Transport will further work with client departments, primarily Childrens Families & Cultural Services (CFCS) Department, to help to understand the budget required to deliver transport and to work with the service to promote independence
Key risks to delivery	- Using new operating models which are previously untested by the Council - Ensuring integrated services meet the different needs and strategies of all organisations involved - Ensuring there is a collaborative approach across key stakeholders to effect economic and community development - Protecting service quality as much as possible in the face of reduced budgets - Satisfying the pre-contract conditions associated with the D2N2 European Structural and Investment Funds programme - Government's decision on Sheffield City Region Combined Authority may have significant service delivery implications for the County Council - Change of service delivery model causes diversion of resources and focus away from other priority work areas as identified above

Redefining Your Council – Resources Portfolio as at September 2016

Progs.	• **Smarter Working** – changing attitudes towards the workplace and supporting staff to be more efficient and flexible • **Customer access and digital development** – designing digital tools that better meet the needs of customers • **Workforce development** – developing employee skills to help them respond to the new working environment • **Performance management and benchmarking** – better management information to feed decision-making • **Integrated commissioning and procurement** – aligning the approach to these areas plus contract management • **Reform of corporate services and functions** – reviewing corporate support functions and determining the best model
Benefits to be delivered	• Quicker and easier access to services and information by delivering a significantly improved website • Costs savings arising from fewer Council-owned buildings • More agile, flexible and productive staff – better outcomes for customers and value for money • Better partnership working with other organisations – improving outcomes for customers and value for money • Reliable and timely data available to inform decisions and improve performance of services

Key achievements in last 3 months	Expected delivery over next 3 months
• Multi Agency Safeguarding Hub (MASH) and Adult Access Service moved into new accommodation • Modelling tool produced to evaluate options for a reduction in the number of office bases • Asset Management workshops undertaken with Departments in order to consider options for new ways of working and options for reduced property need. This will help to formulate options for the size and shape of the future property portfolio. Members reference group updated on progress • Development of the data warehouse within the Business Reporting and Management Information project completed. • Final testing of Beta version of new intranet before going live in quarter 3 • Planning for new approach to digital transformation undertaken • Redraft of Strategic Management Framework underway • Significant progress made on the 5 work packages for phase one of the Corporate Services Review	• Request for capital funding submitted to Capital Asset Management Group (CAMG) to further embed and facilitate flexible working across the Council • Evaluated options for the reduction in the office estate completed • An action plan for the non-corporate office estate will be developed and a report presented to the Corporate Leadership Team (CLT) on proposals for the corporate office estate. This is required to formulate an overall long term asset management plan • Workshops to take place with managers as part of the Leadership Development Programme to create workforce strategy implementation plans for discussion with employees as part of the Chief Executive Roadshows in the new year • Continued development of performance reports in preparation for the go live of the Framework Upgrade the refreshed Business Reporting and Management Information system. • Beta version of intranet launched with refreshed contacts directory • Pilot of new digital transformation approach undertaken • First draft of Strategic Management Framework to be prepared for consideration by CLT in January 2017 • Report on the outcomes and recommendations from phase one of the Corporate Services review will be considered initially by CLT in December

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Key risks to delivery	• Staff embracing new ways of working and be more flexible in how and where they work • Resistance to the introduction of new digital tools • Complex partnership arrangements across Nottinghamshire. • The local property market will affect the ability to reduce the Council's property estate

Project Status Report as at September 2016

Status Key

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

Portfolio	Project Name	Project Status (Last Month) August	Project Status (This Month) September	Cashable Benefits					Projected At Risk / Slippage & Over Achievement						Delivered in an alternative way	Net at risk amount
				2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s		
Adult Social Care & Health	Direct Payments (OfC C01 2015 & C04 2016)	On Target	On Target	1,823	580	1,280	0	3,683						0		0
Adult Social Care & Health	Targeted Reviews (C07)	On Target	On Target	480	1,010	1,010		2,500						0		0
Adult Social Care & Health	Promoting Independence in supported living and outreach services. (C02 2014 & C01 2016)	On Target	On Target	951	500	250	0	1,701						0		0
Adult Social Care & Health	Public Health Grant Realignment changes	On Target	On Target	1,650				1,650						0		0
Adult Social Care & Health	Various options to reduce the cost of the intermediate care service	On Target	On Target	800	800			1,600						0		0
Adult Social Care & Health	Commissioned Services - contract savings	On Target	On Target	900				900						0		0
Adult Social Care & Health	Early Resolution (Consulted on as - C05 New operating model for the Social Care Pathway)	On Target	On Target	0	176	176	0	352						0		0
Adult Social Care & Health	Development of a single integrated meals production and delivery service	On Target	On Target	293				293						0		0
Adult Social Care & Health	Partnership Homes	On Target	On Target		292			292						0		0
Adult Social Care & Health	Charge for Money Management service	On Target	On Target	134	134			268						0		0
Adult Social Care & Health	Short Term Prevention Services	On Target	On Target	200				200						0		0
Adult Social Care & Health	Increase in transport charge	On Target	On Target	80	80			160						0		0
Adult Social Care & Health	Ensuring cost-effective day services	On Target	On Target	150				150						0		0
Adult Social Care & Health	Commercialisation of Business Support and Advice	On Target	On Target		50	75		125						0		0
Adult Social Care & Health	Gain alternative paid employment for remaining Sherwood Industries staff	On Target	On Target	35	35			70						0		0
Adult Social Care & Health	Strategic Commissioning - Review of Contracts	On Target	On Target	43				43						0		0
Adult Social Care & Health	Day Services - withdrawal of Catering and Facilities Management Advisory Service	On Target	On Target	28				28						0		0
Adult Social Care & Health	Increase meal charges within day services	On Target	On Target	19				19						0		0
Adult Social Care & Health	Change to the staffing structure in the Adult Access Service	On Target	On Target	10				10						0		0
Adult Social Care & Health	New ASC ASDMs	On Target	On Target	0	0	0	0	0						0		0
Adult Social Care & Health	Care and Support Centres (OfC C03)	Experiencing Obstacles	Experiencing Obstacles	492	292	3,268	294	4,346						0		0
Adult Social Care & Health	Further Expansion of Assistive Technology to Promote Independence (C08)	Experiencing Obstacles	Experiencing Obstacles	646	543	40	0	1,229						0		0
Adult Social Care & Health	Promoting Independent Travel (C03)	On Target	Experiencing Obstacles	191	389	0	0	580						0		0
Adult Social Care & Health	Public Health staffing restructure	Experiencing Obstacles	Experiencing Obstacles	450				450						0		0
Adult Social Care & Health	Living at Home Phase II (A01)	Experiencing Obstacles	Experiencing Obstacles	397	0	0	0	397		25		-114		-89		-89
Adult Social Care & Health	Investment in Shared lives	Experiencing Obstacles	Experiencing Obstacles	60	60	60		180						0		0
Adult Social Care & Health	Reduction in transport budget	Experiencing Obstacles	Experiencing Obstacles	50	50	50		150						0		0
Adult Social Care & Health	Older Adults Residential Care Banding (OfC C02)	Experiencing Obstacles	Experiencing Obstacles	100				100						0		0
Adult Social Care & Health	Reducing the Costs of residential Placements - Younger Adults (OfC C06)	At Risk	At Risk	1,000	0	500	0	1,500	281			500		781		781
Adult Social Care & Health	Reduction in long-term care placements (C03 2014 & B04 2016)	At Risk	At Risk	423	300	400	0	1,123	197	-165				32		32
Adult Social Care & Health	Savings from the Supporting People budget	On Target	Closed or Completed	1,950				1,950						0		0
Adult Social Care & Health	Improving collection of Continuing Healthcare funding	Closed or Completed	Closed or Completed	350	350			700						0		0
Adult Social Care & Health	Day Services (C07)	Closed or Completed	Closed or Completed	490				490						0		0

Portfolio	Project Name	Project Status (Last Month) August	Project Status (This Month) September	Cashable Benefits					Projected At Risk / Slippage & Over Achievement						Delivered in an alternative way	Net at risk amount
				2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s		
Adult Social Care & Health	Redesign of Assessment and Care Management Functions & Organisational Re-design (B07/08)	Closed or Completed	Closed or Completed	250				250						0		0
Adult Social Care & Health	Residential Short Breaks Services (C06)	Closed or Completed	Closed or Completed	250				250						0		0
Adult Social Care & Health	Various contract changes by the Joint Commissioning Unit	On Target	Closed or Completed	190				190						0		0
Adult Social Care & Health	Reduction in staff posts in the Joint Commissioning Unit	Closed or Completed	Closed or Completed	149				149						0		0
Adult Social Care & Health	Quality Assurance and Mentoring Package	Closed or Completed	Closed or Completed	75				75		75				75	75	0
Adult Social Care & Health	To create a single integrated safeguarding support service for the council	Closed or Completed	Closed or Completed	70				70		70				70	70	0
Adult Social Care & Health	Community Safety: reduction in staffing	Closed or Completed	Closed or Completed	50				50						0		0
Adult Social Care & Health	Quality and Market Management: reduction in staffing	Closed or Completed	Closed or Completed	45				45						0		0
Adult Social Care & Health	Handy Persons Preventative Adaptation Service	On Target	Closed or Completed					0						0		0
	Adult Social Care & Health Totals			15,274	5,641	7,109	294	28,318	478	5	0	386	0	869	145	724

Exceptions Details by Project		
Portfolio & Status	Project Name	Mitigation Detail
Experiencing Obstacles	Care and Support Centres (OfC C03)	There is the potential for delayed delivery of savings due to the linkage between the closure of care & support centres and the delivery of Extra Care schemes. The impact of this requires further assessment and timescales may need to be adjusted accordingly in the future.
	Further Expansion of Assistive Technology to Promote Independence (C08)	Half year savings are due to be analysed and validated by finance; project maintaining experiencing obstacles status until current saving figure has been confirmed.
	Promoting Independent Travel (C03)	Of the transport eligibility assessments completed since the launch of the revised eligibility criteria in July 2016, a smaller proportion than anticipated have resulted in package reductions. Work is ongoing to develop an understanding of the impact that this will have on the delivery of the project's savings target.
	Public Health staffing restructure	Restructure subsequently finalised and project closed; allowance has been made within the budget to cover pay protection.
	Living at Home Phase II (A01)	Small under delivery of £25,168 projected on 16/17 target. This will be made up by Full Year Effect in 18/19, with a total of £114k savings projected to be delivered with no savings target currently allocated. There has also been slower than planned progress with the development of some of the new Extra Care schemes, some of which are linked to the closure of the Care and Support Centres.
	Reduction in transport budget	An overspend is projected on the ASC transport budget. Work on going in conjunction with the Travel & Transport Service to understand the impact of the performance of the current transport related projects on the overspend situation and to identify mitigating activity.
	Older Adults Residential Care Banding (OfC C02)	There are complexities over the funding arrangements of some of these cases such as being joint funded with health under Continuing Healthcare or under Mental Health legislation. Discussions are taking place with the CCGs around joint protocols and a review of guidance and practice is underway
At Risk	Reducing the Costs of residential Placements - Younger Adults (OfC C06)	The project's status remains At Risk due to the ongoing challenge of achieving all of the project's remaining £2m savings target. As this project is the first detailed work of its kind with the YA residential market, requiring time to implement change, there will be slippage of 2016/17 savings into 2017/18.
	Reduction in long-term care placements (C03 2014 & B04 2016)	It is not yet possible to assess the impact on provider confidence of the announcement that there will be no change to Housing Benefits Regulations in supported housing until 19/20 and that there will be a discretionary housing payment fund available after that date to top up rent payments. An invitation to tender is to be released with response due back by January 2017, the response to this will determine the confidence we are able to give to the delivery of future years savings.

Portfolio	Project Name	Project Status (Last Month) August	Project Status (This Month) September	Cashable Benefits					Projected At Risk / Slippage & Over Achievement						Delivered in an alternative way	Net at risk amount
				2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s		
Childrens, Families & Culture	Integrated Family Support Model (OfCB09 2015 & B08 2016)	On Target	On Target	257	1,000	0	0	1,257						0		0
Childrens, Families & Culture	Line by line budget review	On Target	On Target	529	201	102		832						0		0
Childrens, Families & Culture	Statutory School Transport	On Target	On Target	84		686		770						0		0
Childrens, Families & Culture	CDS/SEND/Health Integration (B07 2016)	On Target	On Target	150	0	300	0	450						0		0
Childrens, Families & Culture	Sherwood Forest (OfC A15 & A16)	On Target	On Target	50	100	295		445						0		0
Childrens, Families & Culture	CYP Sports & Arts - Service redesign including arm's length operation	On Target	On Target	200	150			350						0		0
Childrens, Families & Culture	Rufford Abbey Country Park (B12 2015)	On Target	On Target	0	303	0	0	303						0		0
Childrens, Families & Culture	Alternative Delivery Models for NCC Children's Homes OfC - Disability	On Target	On Target	266				266						0		0
Childrens, Families & Culture	Restructure of the Quality and Improvement Group	On Target	On Target	125	125			250						0		0
Childrens, Families & Culture	CFCS Management Structure Review	On Target	On Target	185				185						0		0
Childrens, Families & Culture	Alternative Delivery Models for NCC Children's Homes OfC - Mainstream	On Target	On Target	87		66		153		87				87	87	0
Childrens, Families & Culture	Arts Development Service - Staffing Reduction	On Target	On Target	149				149						0		0
Childrens, Families & Culture	Recharge to Schools Budget	On Target	On Target	125				125						0		0
Childrens, Families & Culture	Sports Development - Reduction of revenue funding	On Target	On Target		108			108						0		0
Childrens, Families & Culture	Removal of sports funding	On Target	On Target			108		108						0		0
Childrens, Families & Culture	Targeted Support and Youth Justice	On Target	On Target	100				100						0		0
Childrens, Families & Culture	Youth Service - Mobiles	On Target	On Target			98		98						0		0
Childrens, Families & Culture	Outdoor Education - Income generation and efficiency savings	On Target	On Target	45	25			70						0		0
Childrens, Families & Culture	Reduction of arts funding	On Target	On Target			63		63						0		0

Portfolio	Project Name	Project Status (Last Month) August	Project Status (This Month) September	Cashable Benefits					Projected At Risk / Slippage & Over Achievement						Delivered in an alternative way	Net at risk amount
				2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s		
Childrens, Families & Culture	Removal of the assisted boarding education framework	On Target	On Target		16	35		51						0		0
Childrens, Families & Culture	School Access	On Target	On Target	50				50						0		0
Childrens, Families & Culture	Cultural and Enrichment Services	On Target	On Target	50				50						0		0
Childrens, Families & Culture	Youth Service - Mgt Restructure	On Target	On Target		50			50						0		0
Childrens, Families & Culture	Early Childhood & Help Services	On Target	On Target		45			45						0		0
Childrens, Families & Culture	Youth Service - deletion of two Young People's Centres (YPC)	On Target	On Target			40		40						0		0
Childrens, Families & Culture	Social Work Practices Pilot	On Target	On Target	0	0	0	0	0						0		0
Childrens, Families & Culture	Contracts Review	Experiencing Obstacles	Experiencing Obstacles	0	250	830	0	1,080						0		0
Childrens, Families & Culture	Libraries, Archives, Information and Learning (B13, OfCA15 2015 & B12 2016)	Experiencing Obstacles	Experiencing Obstacles	625	0	80	0	705						0		0
Childrens, Families & Culture	Relocation of Adoption Team & EDT	Experiencing Obstacles	Experiencing Obstacles	78	78			156						0		0
Childrens, Families & Culture	Looked After Children placements (B16 2014 & OfCA09 2015)	Compromised	Compromised	2,210	583	334	0	3,127		1,185	-728	103		560		560
Childrens, Families & Culture	SEND Home to School Transport (OfC B06) & Independent Travel Training (B10 2014)	Compromised	Compromised	600	500	0	0	1,100		600	500			1,100		1,100
Childrens, Families & Culture	Early Years and Early Intervention (B12) & (OfC B05)	Closed or Completed	Closed or Completed	3,300				3,300						0		0
	Childrens, Families & Culture Totals			9,265	3,534	3,037	0	15,836	0	1,872	-228	103	0	1,747	87	1,660

Exceptions Details by Project			
Portfolio & Status	Project Name		Mitigation Detail
Experiencing Obstacles	Contracts Review		There has been a reduction in the number of contracts in the scope of the project and further discover & design work is required to ensure confidence in the deliverability of savings.
	Libraries, Archives, Information and Learning (B13, OfCA15 2015 & B12 2016)		The project status remains at experiencing obstacles pending the final outcome for Inspires NNDR relief requests. There is currently 1 response awaited, with 5 District Councils and the City Council having approved the request subject to certain conditions being met.
	Relocation of Adoption Team & EDT		The Adoption Team are to be relocated to Trent Bridge House, a suitable location for the Emergency Duty Team is still yet to be identified.
Compromised	Looked After Children placements (B16 2014 & OfCA09 2015)		Extensive work underway to mitigate at risk figures and deliver additional savings through a wider remodelling children's care project.
	SEND Home to School Transport (OfC B06) & Independent Travel Training (B10 2014)		Projections of deliverable savings from the six project workstreams are to be considered alongside demand projections.

Portfolio	Project Name	Project Status (Last Month) August	Project Status (This Month) September	Cashable Benefits 2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	Projected At Risk / Slippage & Over Achievement 2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	Delivered in an alternative way	Net at risk amount
Place	Highways JV (OfC B13)	On Target	On Target	100	550	400	0	1,050						0		0
Place	Road Lighting Energy	On Target	On Target	250	225	225		700						0		0
Place	Efficiency Savings: Transport and Travel Service Budget	On Target	On Target	250	150	179		579						0		0
Place	Reduction in Planned Maintenance Budget	On Target	On Target	519				519						0		0
Place	Waste (and Energy) Management: Saving generated from the reduction in unitary charge payment on the Waste Private Finance Initiative (PFI) contract.	On Target	On Target	300				300						0		0
Place	Rationalisation and staffing reductions	On Target	On Target	200				200						0		0
Place	Establishment of fund for replacing worn out integrated transport measures	On Target	On Target	200				200						0		0
Place	Concessionary Travel Scheme	On Target	On Target	100	100			200						0		0
Place	Reduction in County Offices Maintenance	On Target	On Target	100				100						0		0
Place	Increased efficiency by Highways Operations Group	On Target	On Target	100				100						0		0
Place	Efficiencies through more effective pothole repair & patching service	On Target	On Target	100				100						0		0
Place	Reduce contribution to Highways Safety Shared Service	On Target	On Target	100				100						0		0
Place	Reduction of discretionary spend	On Target	On Target	100				100						0		0
Place	Economic Development and Devolution: Reducing the Council's discretionary spend on economic development activity	On Target	On Target	80				80						0		0
Place	Changes to Grant aid and conservation service funding	On Target	On Target	73				73						0		0
Place	Reduction of provision of parking, traffic management and small-scale community works service	On Target	On Target		70			70						0		0
Place	Waste (and Energy) Management: Reduction of the Carbon Reduction Commitment (CRC) Energy Efficiency scheme budget	On Target	On Target	60				60						0		0
Place	Increase charges for Blue Badges	On Target	On Target	56				56						0		0
Place	Passenger Transport Facilities Charge	On Target	On Target	23	25			48						0		0
Place	Publicity & Transport Infrastructure	On Target	On Target	20	20			40						0		0
Place	Increased income from various service areas	On Target	On Target	30				30						0		0
Place	Increased Highways Income from additional housing development activity	On Target	On Target	13				13						0		0
Place	Broadband	On Target	On Target					0						0		0
Place	Highways Contract savings	On Target	On Target					0						0		0
Place	Joint Venture for Property Services	On Target	On Target					0						0		0
Place	Property Services and FM - Base Budget Reductions	On Target	Experiencing Obstacles	192	187	100		479						0		0
Place	Devt Mgmt restructuring - staff reductions. Income generation.	Experiencing Obstacles	Experiencing Obstacles	3				3						0		0
Place	Reduce street lighting energy costs (A41)	Closed or Completed	Closed or Completed	700				700						0		0
Place	Reducing Local Bus Service Costs (OfC C09)	On Target	Closed or Completed	350	220			570						0		0
Place	Integrated Transport Programme	On Target	Closed or Completed					0						0		0
	Place Totals			**4,019**	**1,547**	**904**	**0**	**6,470**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Exceptions Details by Project		
Portfolio & Status	Project Name	Mitigation Detail
Experiencing Obstacles	Property Services and FM - Base Budget Reductions	Budget monitoring continuing due to previous years over spend.
	Devt Mgmt restructuring - staff reductions. Income generation.	Concerns have been raised regarding the achievement of £0.04m staffing savings for 2017-18 due to additional workload arising from increased demands across the service. This situation will continue to monitored.

Portfolio	Project Name	Project Status (Last Month) August	Project Status (This Month) September	Cashable Benefits 2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	Projected At Risk / Slippage & Over Achievement 2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	Delivered in an alternative way	Net at risk amount
Resources	Business Support Services Review (ASCH&PP and CFCS) (A07/A15)	On Target	On Target	508	400	400		1,308						0		0
Resources	ICT services efficiency programme	On Target	On Target	161	299	115		575						0		0
Resources	Ongoing development of digital improvements to legal services procedures	On Target	On Target	200	150			350						0		0
Resources	Contract Savings	On Target	On Target	350				350						0		0
Resources	Review of the in-house Document Services team	On Target	On Target	193	140			333						0		0
Resources	Business Support Centre- Maintain an in-house service and explore the opportunities to sell services to other organisations	On Target	On Target		300			300						0		0
Resources	Restructure, efficiencies and cost reductions in the Business Support Centre	On Target	On Target	200				200						0		0
Resources	To retain the Customer Service Centre in-house and identify new opportunities to develop the services on offer	On Target	On Target		200			200						0		0
Resources	Redesigned Human Resources service offer	On Target	On Target	184				184						0		0
Resources	HR - CSC: New Operating Model	On Target	On Target	48	90	35		173						0		0
Resources	HR - Operational and Strategic HR: Further development of the integrated HR Business Partnering Operating Model	On Target	On Target	46	86	33		165						0		0
Resources	HR-BSC: Further development of in-house transactional processing service	On Target	On Target	135				135						0		0
Resources	Legal: Continuing electronic working and office efficiencies	On Target	On Target	46	46	33		125						0		0
Resources	Customer Service Centre - efficiencies and shift to more cost effective access channels	On Target	On Target	120				120						0		0
Resources	Staffing reductions to reflect streamlined financial procedures	On Target	On Target	90				90						0		0
Resources	Communications & Marketing: Staff and operational efficiencies	On Target	On Target	21	65			86						0		0
Resources	Performance and Improvement: Efficiencies in research, policy and equalities	On Target	On Target	51	17			68						0		0
Resources	Democratic Services: Reduction in members' allowances	On Target	On Target	25	34			59						0		0
Resources	Saving money on print and postage costs	On Target	On Target	16	29	11		56						0		0
Resources	Reductions in Communications and Marketing	On Target	On Target	25	25			50						0		0
Resources	Democratic Services: Further service efficiencies	On Target	On Target	18	20	8		46						0		0
Resources	Complaints and information - Efficiencies in complaints services	On Target	On Target	12	18	12		42						0		0
Resources	Finance and Procurement: Savings efficiencies	On Target	On Target	36				36						0		0
Resources	Income generation	On Target	On Target	24				24						0		0
Resources	Reduction in County Hospitality Budget	On Target	On Target	13				13						0		0
Resources	Smarter Working	On Target	On Target					0						0		0
Resources	Corporate Services Review	On Target	On Target					0						0		0
Resources	MOSAIC	Compromised	On Target					0						0		0
Resources	Reduction in provision of ICT equipment replacement	On Target	On Target					0						0		0
Resources	BRMI	At Risk	Compromised					0						0		0
Resources	Finance & Procurement Staffing Reductions	Closed or Completed	Closed or Completed	250				250						0		0
Resources	Shared service for Internal Audit	Closed or Completed	Closed or Completed	75				75						0		0
Resources	Review Human Resources activity & support - increased self service	Closed or Completed	Closed or Completed	47				47						0		0
Resources	Legal services - redesign staffing structure	Closed or Completed	Closed or Completed	12				12						0		0
Resources	Digital First	Closed or Completed	Closed or Completed					0						0		0
	Resources Totals			2,906	1,919	647	0	5,472	0	0	0	0	0	0	0	0

Exceptions Details by Project			
Portfolio & Status	Project Name		Mitigation Detail
Compromised	BRMI		Go live has been delayed, changes to the development process have been implemented

Nottinghamshire County Council

REPORT OF THE LEADER OF THE COUNCIL
COUNTY COUNCILS NETWORK CONFERENCE – NOVEMBER 2016

Purpose of the Report

1. To report to Committee the key messages from the County Councils Network (CNN) conference, which took place in Surrey between 6 and 8 November 2016.

Information and Advice

Background

2. Following Committee approval on 21 September 2016, Councillor Rhodes, Councillor Greaves, Councillor Cutts MBE and Anthony May attended the CCN conference held between 6 and 8 November 2016.

3. Councillor Greaves substituted for Councillor Bosnjak, who was unable to attend the conference.

4. The conference was organised by the CCN which is a cross-party member led special interest group of the Local Government Association. The CCN speaks, develops policy and shares best practice for member councils.

5. This year the conference focused on the future of county public services, emphasising the importance of county governance and the strong local leadership already in place in terms of the continued challenge of reduced finances and the opportunities being brought about through devolution.

6. Conference attendees heard speeches from key figures including the Secretary for Communities and Local Government - Rt. Hon Sajid Javid MP and the Secretary for Transport - Rt. Hon Chris Grayling, in addition to presentations focusing on some of the biggest issues facing local government.

7. Attendees also participated in workshop sessions which focused on the approach to change; school improvement; and involvement in the local housing market.

8. Details of the speeches and presentations can be found on the CCN website - www.countycouncilsnetwork.org.uk

Chairman of the County Councils Network

9. The conference was opened by Councillor Paul Carter, Chairman of the CCN. Councillor Carter reflected on the work of the CCN over the past year, highlighting the successful campaign to government on the need for essential funding for social care; for transitional funding following a worse than initially expected local government settlement in November 2015; and against forced academisation.

10. In looking forward to the work of the CCN in the coming year, Councillor Carter stressed the importance of working closely with health partners to maximise the utilisation of funding and the delivery of more integrated services; looking for innovative and creative ways to fund infrastructure to support housing and economic growth; helping to redesign an education and skills system that responds to local and changing needs of employers; and finally, making the case for more place-based investment in terms of economic inclusion.

11. It was recognised that County Councils have an excellent track record of delivering efficiencies over recent years. In order to meet the continuing challenge, Councillor Carter emphasised the importance of fair funding which is needs-based and the need for a more flexible approach to devolution governance arrangements.

Rt. Hon Sajid Javid MP – Secretary of State for Communities and Local Government

12. The Communities Secretary reflected on the findings from Ipsos Mori that local government is the most trusted part of government. He acknowledged the good work that has been achieved by county councils over the past few years, particularly around making efficiencies, and working with Local Enterprise Partnerships to deliver more investment, growth and jobs.

13. In a time of change, the Communities Secretary encouraged county councils to look for pro-active, locally driven, place-based solutions to the challenges faced. With strong local leadership shaping provision around the needs of their communities, councils should put themselves at the heart of change and actively seek new opportunities and ways of working.

14. In terms of devolution, the Communities Secretary emphasised the importance of accountability and stressed that to devolve significant new powers to local areas, there must be a corresponding increase in local accountability. Specifically, he stressed that extensive devolution deals would require a directly elected Mayor.

Rt. Hon Chris Grayling MP – Secretary of State for Transport

15. The Transport Secretary spoke about supporting county councils to improve local transport. He outlined his pragmatic approach to devolution in the context of the transport requirement for counties. He recognised the fantastic work being done by Midlands Connect, the transport strand of the Midlands Engine.

16. The Hucknall Town Centre Improvement Scheme was highlighted by the Transport Secretary as a project that has been delivered with government funding to take traffic out of the town centre, improve local quality of life and improve access to public transport.

Other Options Considered
17. None.

Reason/s for Recommendation/s

18. To feedback to Members on the outcomes of the CCN conference.

Statutory and Policy Implications

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

Financial Implications

20. The cost of attending the conference was set out in the report to Policy Committee on 21 September 2016.

RECOMMENDATION

That the report on Elected Member and Officer attendance at the County Councils Network conference held during 6-8 November 2016 be noted.

Councillor Alan Rhodes
Lead of the Council

For any enquiries about this report please contact: Nerys Davies, Senior Executive Officer, Telephone: 0115 9772229

Constitutional Comments

21. Constitutional Comments are not required as the report is for noting only.

Financial Comments (SES 30/11/16)

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

Background Papers and Published Documents

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

- Report to Policy Committee – 21 September 2016: County Councils Network Annual Conference 2016

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

REPORT OF THE CORPORATE DIRECTOR OF RESOURCES

WORK PROGRAMME

Purpose of the Report

1. To review the Committee's work programme for 2016/17.

Information and Advice

2. The County Council requires each committee to maintain a work programme. The work programme will assist the management of the committee's agenda, the scheduling of the committee's business and forward planning. The work programme will be updated and reviewed at each pre-agenda meeting and committee meeting. Any member of the committee is able to suggest items for possible inclusion.

3. The attached work programme includes items which can be anticipated at the present time. Other items will be added to the programme as they are identified.

4. The Policy Committee will be asked to determine policies, strategies and statutory plans developed or reviewed by other Committees of the Council. Committee Chairmen are invited to advise the Policy Committee of any additional policy reviews that are being considered.

5. The following changes have been made since the work programme was published in the agenda for the last meeting:-

    a. The following item was added to the agenda for the 14 December Policy Committee meeting to enable consideration by Members at the earliest opportunity:-

        i) Report back from County Council Network Conference

        ii) Data Centre Modernisation (Cloud) Programme

    b. The following item has been rescheduled in the work programme:-

        i) Update on the work of East Midlands Councils – deferred from December 2016 to January 2017 to enable implications of Autumn Statement and updated data on asylum and refugee resettlement to be included

    c. The following new items have been added to the Work Programme:-

i)   Report back from Midlands Engine Trade Mission to China – added to January 2017

ii)   Modern Slavery and Human Trafficking – added to January 2017

iii)   Nottinghamshire County Council Autism Champion – added to January 2017

iv)   Commercial Development Unit – the Next Phase – added to January 2017

v)   Use of Urgency Procedures – added to April 2017

Other Options Considered

6. None.

Reason/s for Recommendation/s

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

Statutory and Policy Implications

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

RECOMMENDATION

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

Jayne Francis-Ward
Corporate Director - Resources

For any enquiries about this report please contact:
Keith Ford, Team Manager, Democratic Services Tel. 0115 9772590
E-mail: keith.ford@nottscc.gov.uk

Constitutional Comments (SLB)

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

Financial Comments (NS)

There are no financial implications arising directly from this report.

Background Papers

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

None

Electoral Division(s) and Member(s) Affected

All

POLICY COMMITTEE - WORK PROGRAMME (AS AT 5 DECEMBER 2016)

Report Title	Brief summary of agenda item	Lead Officer	Report Author
18 January 2017			
Modern Slavery and Human Trafficking		Marjorie Toward	Gill Elder
County Council Autism Champion	To consider appointing an Autism Champion for the County Council.	David Pearson	Laura Chambers
Update on the work of East Midlands Councils	Quarterly Update from Stuart Young, Executive Director.	Jayne Francis-Ward	Stuart Young
Commercial Development Unit – the next phase	Update on the development of the Commercial Development Unit.	Martin Done	Mark Knight
Report back from Midlands Engine Trade Mission to China	Report back from visit of Chair of Economic Development Committee and Chief Executive.	Anthony May	Mandy Ramm
8 February 2017			
15 March 2017			
Update on the work of East Midlands Councils	Quarterly Update from Stuart Young, Executive Director.	Jayne Francis-Ward	Stuart Young
Update on City of Nottingham and Nottinghamshire Economic Prosperity Committee and the Local Enterprise Partnership	Update report as requested by Policy Committee on 11 November 2015.	Adrian Smith	Nicola McCoy-Brown
Quarterly Performance Report on Progress Against the Strategic Plan and Redefining Your Council	To consider progress and performance against each of the Strategic Plan priorities and the programmes within Redefining Your Council.	Nigel Stevenson	Celia Morris
19 April 2017			
Use of Urgency Procedures	Six monthly update on the use of the Council's Urgency Procedures.	Jayne Francis-Ward	Keith Ford

Report Title	Brief summary of agenda item	Lead Officer	Report Author
May 2017			
21 June 2017			
To consider progress and performance against each of the Strategic Plan priorities and the programmes within Redefining Your Council.	Nigel Stevenson	Celia Morris	