

Policy Committee

Wednesday, 11 December 2013 at 10:30

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

AGENDA

- | | | |
|---|--|---------|
| 1 | Minutes of last meeting held on 13th November 2013 | 3 - 6 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | Nottinghamshire County Councils Economic Development Strategy | 7 - 32 |
| 5 | Digital Development Plan 2013 - 2017 | 33 - 52 |
| 6 | Whistleblowing | 53 - 64 |
| 7 | Community Events 2014 | 65 - 68 |
| 8 | Work Programme | 69 - 72 |

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 Chris Holmes (Tel. 0115 977 3714) 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.

minutes

Meeting POLICY COMMITTEE

Date Wednesday, 13th November 2013 at 10:30am

membership

Persons absent are marked with `A`

COUNCILLORS

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

Reg Adair
Jim Creamer
Kay Cutts
Glynn Gilfoyle
Kevin Greaves
Stan Heptinstall MBE
Richard Jackson
David Kirkham
John Knight

Diana Meale
Philip Owen
John Peck JP
Martin Suthers OBE
Gail Turner
Stuart Wallace
Muriel Weisz
Jason Zadrozny

ALSO IN ATTENDANCE

Councillor John Allin
Councillor Alan Bell
Councillor Nicki Brooks
Councillor Andrew Brown
Councillor Richard Butler
Councillor Steve Calvert
Councillor Steve Carroll
Councillor John Cottee

Councillor Maureen Dobson
Councillor Kate Foale
Councillor Alice Grice
Councillor Darren Langton
Councillor Liz Plant
Councillor John Willmott
Councillor Yvonne Woodhead

OFFICERS IN ATTENDANCE

Carl Bilbey (Policy, Planning & Corporate Services)
Mick Burrows (Chief Executive)
David Ebbage (Policy, Planning & Corporate Services)
Jayne Francis-Ward (Policy, Planning & Corporate Services)
Tim Gregory (Environment & Resources)
Chris Holmes (Policy, Planning & Corporate Services)
Zoe Maxey (Adult Social Care, Health & Public Protection)
Anthony May (Children, Families & Cultural Services)
David Pearson (Adult Social Care, Health & Public Protection)

Neil Robinson (Environment & Resources)
Paul Simpson (Environment & Resources)
John Slater (Children, Families & Cultural Services)
Nigel Stevenson (Environment & Resources)
Anna Vincent (Policy, Planning & Corporate Services)
Michelle Welsh (Policy, Planning & Corporate Services)
Clare Yau (Policy, Planning & Corporate Services)

MINUTES

The Minutes of the last meeting held on 16th October 2013 having been previously circulated were confirmed and signed by the Chairman.

APOLOGIES FOR ABSENCE

None

DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS

None

SAVINGS PROPOSALS 2014/15 – 2016/17

The requisite number of Members requested a recorded vote and it was ascertained that the following 10 Members voted '**For**' the motion.

'FOR'

Joyce Bosnjak
Jim Creamer
Glynn Gilfoyle
Kevin Greaves
David Kirkham

John Knight
Diana Meale
John Peck JP
Alan Rhodes
Muriel Weisz

The following 9 Members voted '**Against**' the motion.

'AGAINST'

Reg Adair
Kay Cutts
Stan Heptinstall MBE
Richard Jackson
Philip Owen

Martin Suthers OBE
Gail Turner
Stuart Wallace
Jason Zadrozny

RESOLVED 2013/081

- 1) That the savings proposals set out in Appendix A of the report be approved for early implementation.

- 2) That approval be given to the commencement of consultation on the savings proposals in Appendix B & C of the report.
- 3) That the Council Tax options set out in this report be issued for consultation.
- 4) That the establishment of a Transformation Fund and the temporary contract extensions as described in paragraphs 17 and 18 of the report be approved.

POLICY STATEMENT FOR SCHOOLS

RESOLVED 2013/082

That the revised Policy Statement for Schools, as set out in Appendix 1 to the report be approved.

SCHOOL FUNDING: AGREEMENT OF THE LOCAL FUNDING FORMULA FOR 2014-15

RESOLVED 2013/083

That the recommendations of the Schools Forum, as outlined in Table 1 (paragraph 23), to distribute available funding between Nottinghamshire schools and academies in 2014/15 be approved.

OCCUPATIONAL THERAPY SERVICE POLICY

RESOLVED 2013/084

That the Occupational Therapy Policy and associated staff guidance be approved.

SURVEILLANCE AND THE REGULATION OF INVESTIGATORY POWERS ACT

RESOLVED 2013/085

- 1) That the draft policy attached in the Appendix to the report be approved.
- 2) That annual reporting on the operation of the RIPA (Regulation of Investigatory Powers Act) policy be incorporated into the Policy Committee's work programme.
- 3) That the proposals for staff awareness and training be noted and endorsed.
- 4) That the changes in legislation and the frequency with which the Council relies on RIPA be noted.

WORK PROGRAMME

RESOLVED 2013/086

That the Committee's work programme be noted.

The meeting closed at 12.25 pm.

CHAIRMAN
M_13Nov2013



REPORT OF THE CHAIRMAN OF ECONOMIC DEVELOPMENT COMMITTEE

Nottinghamshire County Council's Economic Development Strategy

Purpose of the Report

1. This report seeks Policy Committee approval for the Council's Economic Development Strategy, which sets out priorities and actions for the Council in terms of driving and enabling economic growth and the creation of jobs in Nottinghamshire between 2014-18. The report also proposes tasking the Economic Development Committee with developing and approving an annual delivery plan to ensure that progress against the strategy can be monitored and measured.

Information and advice

2. In April 2013, Policy Committee gave its backing to the Nottinghamshire Growth Plan, which had been developed with input from the public and private sectors across the County. The Growth Plan sets out a series of ambitions for Nottinghamshire which will support the sustained economic growth of the area in the context of the D2N2 Local Enterprise Partnership and new funding and governance arrangements. Subsequent to this, Economic Development Committee considered a draft Economic Development Strategy for the Council at its October meeting. This is in response to the Nottinghamshire Growth Plan and the Council's stated ambitions for economic growth and jobs, which are key priorities in the draft Strategic Plan.
3. The proposed Economic Development Strategy (2014-18) sets out how the Council will contribute to economic growth, deliver new jobs and reduce unemployment and target inequalities in the County's communities. It includes a series of headline actions that the Council will deliver across its service areas. These will be worked up in to more detail for the delivery plan, which Economic Development Committee will consider in the New Year. The actions are grouped into three themes:
 - § Jobs, skills and training
 - § Enabling business growth
 - § Infrastructure and assets
4. It is important to note that the strategy seeks to harness and build on a wide range of Council services and roles, and not just those directly delivered through the economic development team. Areas such as procurement, adult and community learning and social care commissioning will all feature in the delivery plan which is currently in development. Going forward, it is anticipated that lead

service areas will report back to Economic Development Committee on areas of the strategy that they are responsible for.

5. A copy of the proposed Economic Development Strategy is appended to this report. Economic growth is positioned as key priority and one of five strategic priorities in the Council's draft Strategic Plan 2014-18. This Economic Development Strategy details how the Council will use its own resources and role to facilitate and drive economic growth.
6. The Economic Development Strategy sits alongside the Nottinghamshire Growth Plan which was finalised during the spring of 2013. The Growth Plan sets out a number of high-level priorities for securing sustained investment and growth in the Nottinghamshire economy. These will contribute to the stated aim of the D2N2 Local Enterprise Partnership of creating 55,000 new jobs over the next ten years. This Economic Development Strategy has been written to reflect the ambitions as outlined in the Council's Strategic Plan and also to enable alignment with the key objectives of the D2N2 LEP.
7. As already referenced the Strategy is split into 3 themes – Jobs, Skills and Training; Enabling Business Growth and Infrastructure and Assets. The Strategy outlines the Council's ambitions and priorities in each of these themes and the main drivers for action. The theme priorities in each are detailed below.

Priorities for **Jobs, skills and training** are:

- Ensuring the County's young people have the right skills and aspirations to deliver and benefit from economic growth
- Promoting sustainable growth and good employers
- Tackling the barriers to employment and training faced by people in disadvantaged areas within the County and improving employment and wage rates

Priorities for **enabling business growth** are:

- Creating the conditions for business start-up and sustained growth
- Focussing our work on identified areas of growth that align with the D2N2 LEP's priorities
- Promoting the County's assets and opportunities to potential investors

Our priorities for **Infrastructure and assets** are:

- Releasing Nottinghamshire's investment and growth potential

- Maximising opportunities provided by capital investment in digital infrastructure
- Creating more vibrant and sustainable town and service centres

Other Options Considered

8. The Council may choose not to agree an Economic Development Strategy.

Reason/s for Recommendation/s

9. To enable Economic Development Committee to work up a delivery plan and associated budget proposals for the Economic Development Strategy in line with the Council's budget setting timeframe.

Statutory and Policy Implications

10. 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 in the report.

Financial Implications

11. There are no immediate financial implications associated with the contents of this report. Economic Development Committee will consider its budget proposals alongside the Delivery Plan in the New Year.

RECOMMENDATIONS

12. It is recommended that Committee:

- approve the Council's new Economic Development Strategy 2014-18; and
- task Economic Development Committee with developing and subsequently monitoring a delivery plan for the Economic Development Strategy.

Report of the Chairman of the Economic Development Committee Councillor Diana Meale

**For any enquiries about this report please contact:
Celia Morris, Group Manager, Corporate Strategy Ext 72043.**

Constitutional Comments

13. [SLB 29/11/13]
Policy Committee is the appropriate body to consider the content of this report.

Financial Comments

14. [NR 29/11/13]

There are no financial implications arising directly from this report

Background Papers

Nottinghamshire Growth Plan

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

Economic Development Strategy 2014-18

Introduction

Nottinghamshire County Council recognises that delivering economic growth and supporting the creation of new jobs is a fundamental role of the County Council. Economic growth is one of the Council's five strategic priorities. This Economic Development Strategy details how the Council will use its own resources and role to facilitate and drive economic growth.

The Strategy sits alongside the Nottinghamshire Growth Plan which was finalised during the spring of 2013. The Growth Plan sets out a number of high-level priorities for securing sustained investment and growth in the Nottinghamshire economy. These will contribute to the stated aim of the D2N2 Local Enterprise Partnership of creating 55,000 new jobs over the next ten years.

The plan will be underpinned by a focus on fairness, equality and delivering economic growth in a genuinely joined-up way with our partners in both the public and private sectors. We want to be recognised as shaping investment plans and priorities in Nottinghamshire over the coming years and leading a collective effort to secure and maintain sustainable and targeted economic growth.

The Council has several key roles to play in delivering economic growth. These can be summarised as follows:

- A champion for growth in Nottinghamshire, influencing the Government, business community and partners to create the right conditions for sustainable economic growth;
- An employer of over 9,400 people, injecting over £414 million through wages into the local economy;
- A provider of commissioned services to over 750,000 residents in Nottinghamshire, spending an average of £500 million per year in the local economy;
- A champion for investment, helping unlock physical redevelopment, including new employment and housing sites;
- An enabler, through our asset holding and planning roles, of capital investments to deliver new jobs;
- An influencer of partners' activities to ensure that investment plans are aligned;
- An investor in key initiatives which will drive future growth and jobs, including fibre broadband, highways and transport improvements, quality work space and infrastructure for businesses at every stage of their development and finance for business growth

Strategic Context and Governance

The Council's draft Strategic Plan 2014-18 was agreed for public consultation by Policy Committee in September 2013. One of its key priorities is 'supporting economic growth and employment'. In order to achieve this, the Strategic Plan outlines a number of key outcomes linked to physical regeneration, job creation, skills development and infrastructure.

Nottinghamshire is covered by two Local Enterprise Partnerships (LEPs) – D2N2 (Derbyshire and Nottinghamshire) and the Sheffield City Region. The County Council's principal relationship is with the D2N2 LEP, of which it is a founding member. Local Enterprise Partnerships are the Government's preferred mechanism for delivering economic growth in England. This is evidenced by proposals for LEPs to oversee European funding investment and the new 'Single Local Growth Fund' in their areas from 2014 onwards.

The critical challenge for Nottinghamshire is to ensure that its economic priorities are understood and are set out within the D2N2 LEP's Strategic Economic Plan. It will be vital for the County to secure its fair share of resources to address the economic challenges and to finance the clear opportunities, allowing Nottinghamshire to fulfil its economic potential.

The D2N2 LEP has indicated that it will consider devolving some responsibility for funding streams to more localised arrangements from 2015. Nottinghamshire partners are therefore considering the most appropriate arrangements to enable this to happen. Any future new governance arrangements may have an impact on the Council's role in terms of economic development and growth and will therefore be kept under review by the Economic Development Committee.

Alongside the other local authorities and together with its public and private sector partners, Nottinghamshire County Council is a Board member of the D2N2 LEP and an active participant in its operations at all levels. The Council will be promoting its ambitions together with those of its partners for Nottinghamshire's economic well-being.

This Economic Development Strategy has been written to reflect the ambitions as outlined in the Council's Strategic Plan and also to enable alignment with the key objectives of the D2N2 LEP. The Economic Development Strategy is split into the themes of 'Jobs, Skills and Training'; 'Business Growth'; and 'Infrastructure and Assets'. This strategy outlines the Council's ambitions in each of these themes and the main drivers for action.

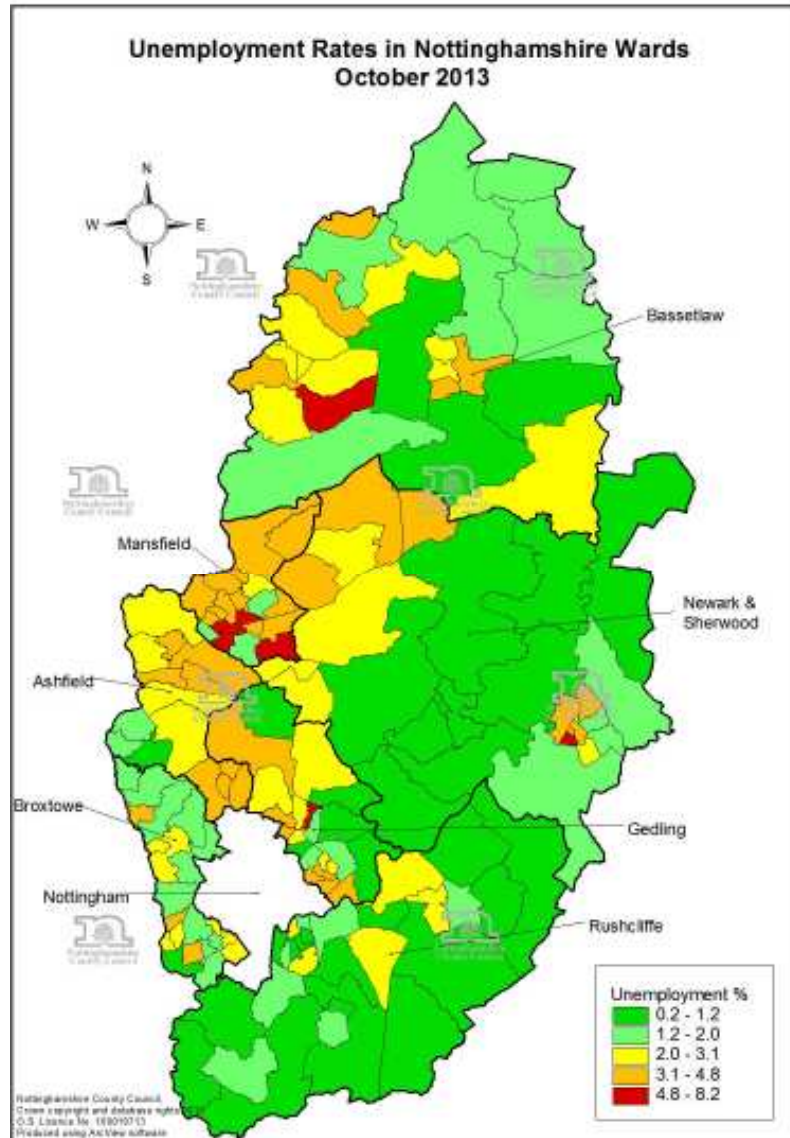
Local Economic Performance

Nottinghamshire benefits from :

- an increasingly mixed economy, not dependent upon one or two sectors
- a robust manufacturing performance
- key growing sectors - low carbon & environmental technologies; advanced manufacturing, logistics, food & drink
- relatively stable levels of employment over a period of national disturbance
- a cautiously positive economic performance given the economic downturn and an improving business confidence
- a growing enterprise culture with significant small business representation and self-employment prospects
- business survival rates comparable with national trends

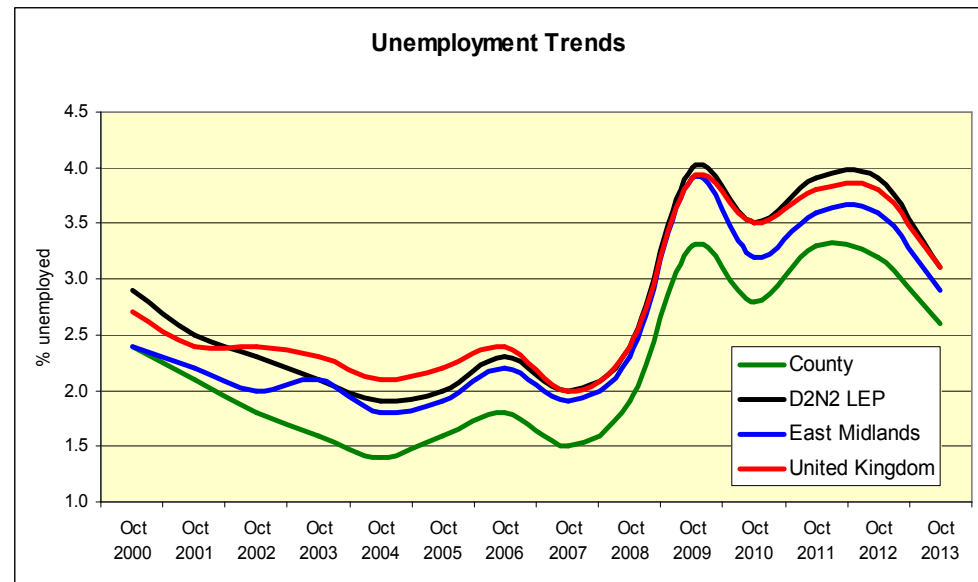
With major challenges from :

- population growth, placing demands on services and opportunities for employment
- significant intra-County differentials in economic performance, wealth and income generation
- a recent business deaths over births deficit
- unemployment hot-spots with some very local differentials
- growing youth unemployment



Unemployment - Local Impacts and Trends

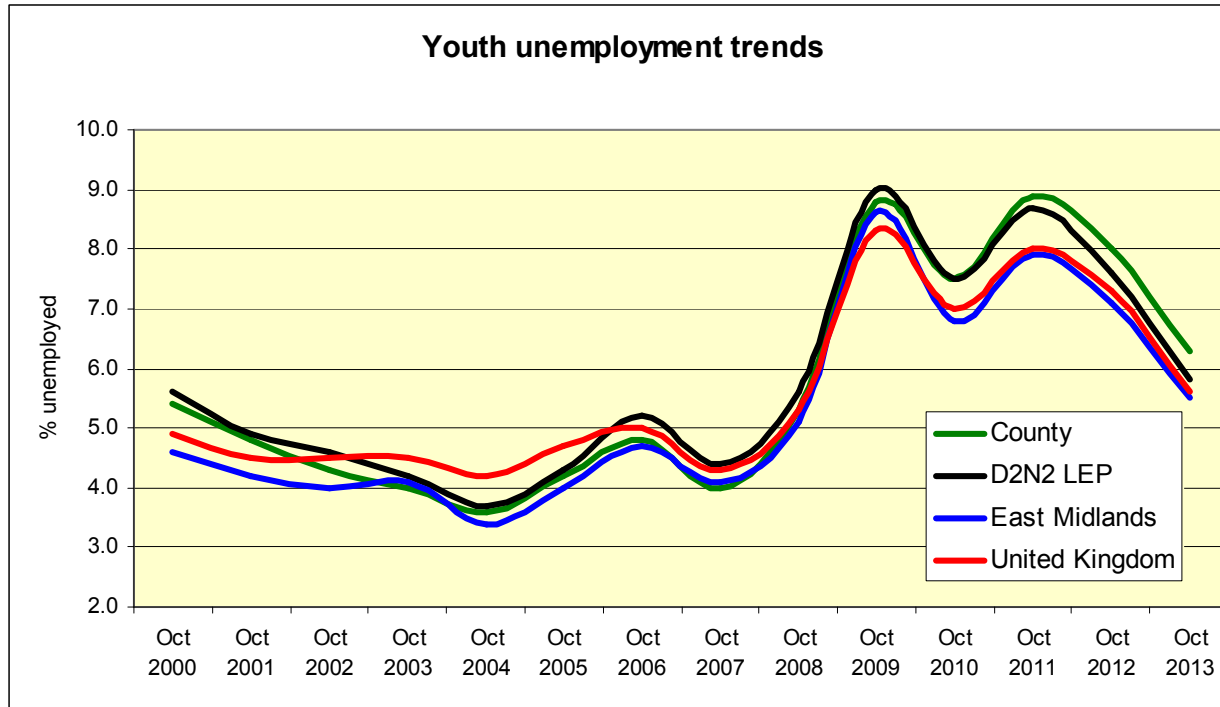
- The proportion of unemployed in the County was 2.6% in October 2013. This compares with the East Midlands (2.9%) and the United Kingdom (3.1%)
- Wards with the highest unemployment rates in the County are Ravensdale in Mansfield (8.2%), Worksop SE in Bassetlaw (6.5%), Lindhurst in Mansfield (6.0%), and Portland in Mansfield (5.9%)
- At a District level Mansfield has the highest unemployment rate (3.6%) followed by Ashfield (3.2%) and Bassetlaw (2.9%). Rushcliffe (1.5%) has the lowest unemployment rate in the County



Source: ONS – Claimant count - proportion of resident population aged 16-64

Source: ONS – Claimant count

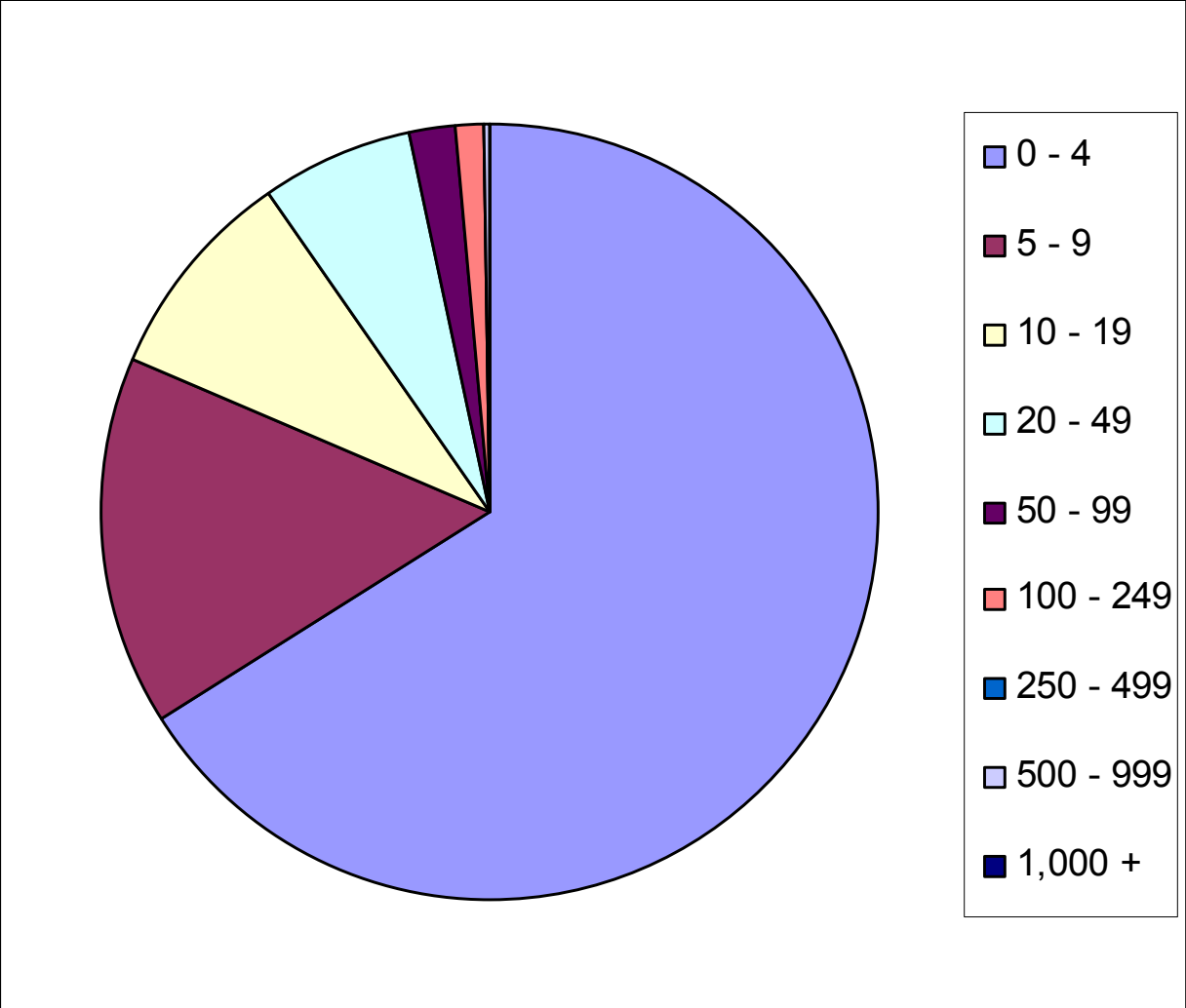
Young People and Unemployment



- Unemployment amongst young people has generally mirrored the national, D2N2 LEP and Nottinghamshire profile in recent years
- However, unemployment amongst young people has been proportionally higher since October 2011
- Up until this point, unemployment for the comparator areas remained relatively similar.

Source: ONS – Claimant count - proportion of resident population aged 18-24

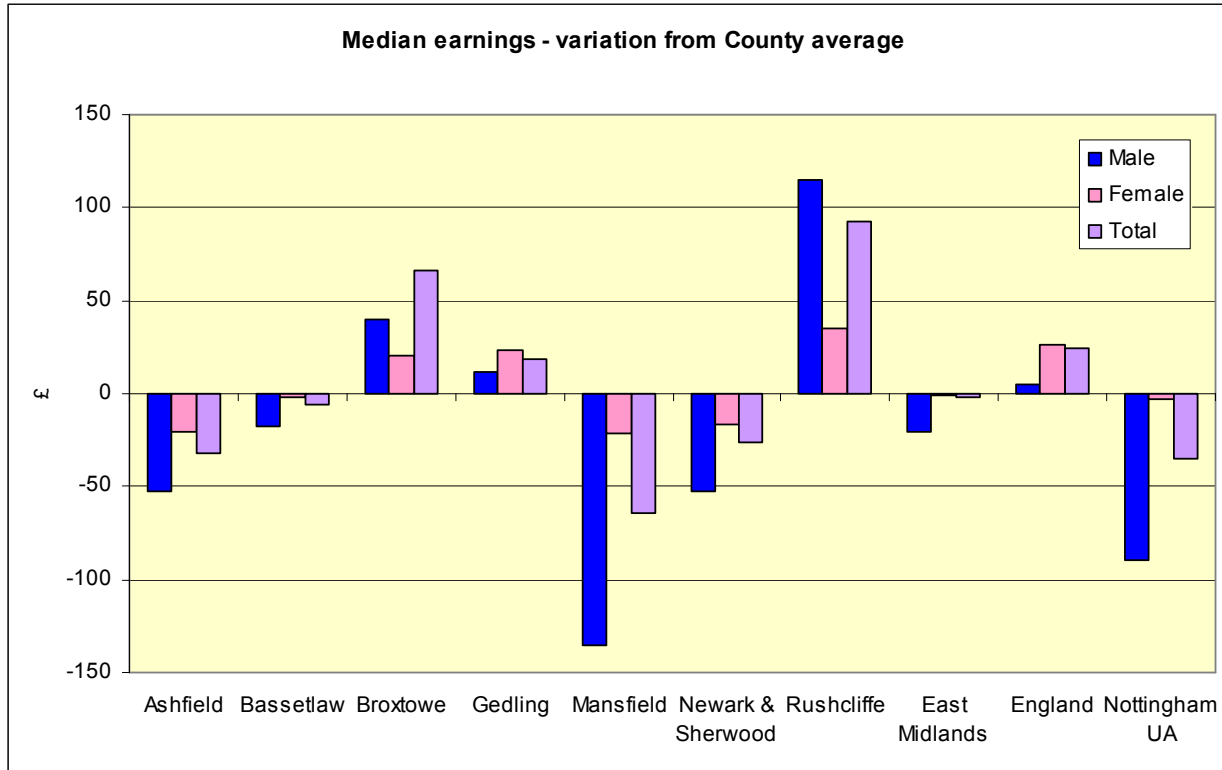
Business Size - By Employees



- Nottinghamshire has over 27,000 businesses, comprising over a third of the numbers within the D2N2 LEP area and three times that of the Nottingham City area
- Nottinghamshire has shifted towards the national figures over the past 20 plus years reflecting a recovery from declining traditional industries and having a make-up increasingly comparable to national figures (in brackets) as follows
- Micros (0-9) - 81.5% (83.1%)
- Small (10-49) - 15.1% (13.6%)
- Medium (50-249) - 3.0% (2.9%)
- Large (> 250+) - 0.4% (0.44%)

Source: ONS – IDBR, UK Business: Activity, size and location 2013

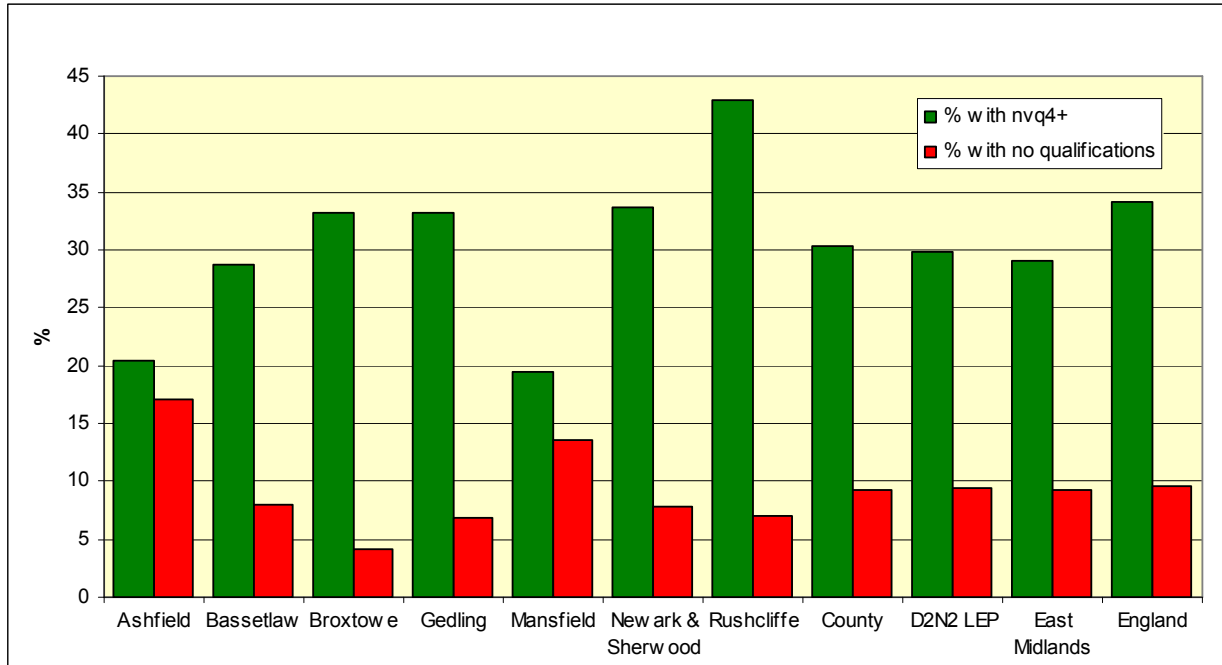
Income Generation



Source: Annual Survey of Hours and Earnings - resident analysis, 2012
County gross weekly pay: Male £499.70, Female £296.00, Total £387.40

- There are some significant intra-County differences. Mansfield, Ashfield and Newark & Sherwood record significantly lower median earnings compared to the County average
- Rushcliffe, Broxtowe and to a lesser degree Gedling show median earnings above the County average
- The figures for Nottingham City will be noted, showing that those living in the City area have median earnings much lower than the County average
- There are marked differences between men and women. In areas where earnings are significantly above the County average, men earn between two to three times more than women. The position is largely reversed in those areas with lower median earnings

Skills & Qualifications



- Around 30% of the County's residents aged between 16 and 64 are educated to degree level or higher. This is slightly higher than the East Midlands but below the national figure of circa 34%
- As with earnings, there are some significant intra-County skills differences. Nearly 43% of Rushcliffe residents have a degree compared with around 20% in the Mansfield and Ashfield areas
- 9% of the County's residents have no qualifications, generally comparable to national and regional figures
- 17% of Ashfield residents and 14% of Mansfield residents have no qualifications compared to 7.3% in Rushcliffe and 7.6% in Gedling.

Source: Annual Population Survey, Jan 2012 to Dec 2012.

Jobs, Skills and Training

Nottinghamshire's economy generates a diverse range of job opportunities across a large number of industrial and service sectors. Historically the County's employment rate has been slightly higher than the national average, but this masks significant variances between different parts of the County, with communities in the north and west showing employment rates that are well below the national average. Jobseekers Allowance rates in some wards in Mansfield, for example, are over 8% compared with a national average of 3%. Employment opportunities in these parts of the County also tend to be lower-skilled in nature, and this is reflected in average earnings statistics, which range from an average of £480/week in Rushcliffe to £322/week in Mansfield. Access to work is an issue across much of the County, particularly in those areas that are further away from the main conurbations of Nottingham and Mansfield-Ashfield.

The County's employment base is predominantly in small and medium sized enterprises (SMEs) although the public sector remains a major employer, particularly in parts of the conurbations. In Gedling Borough, for example, nearly 30% of the population is employed in the public sector. Industrial sector strengths include advanced manufacturing, agri-food production, low carbon energy generation, construction and logistics.

In terms of skills provision, Nottinghamshire benefits from the proximity of three highly regarded universities, specialist agriculture and animal science facilities, four major FE colleges and a large number of smaller training providers. Careers advice for young people and adults is provided by Nottingham and Nottinghamshire Futures, and two welfare-to-work providers also operate in the County.

Priorities

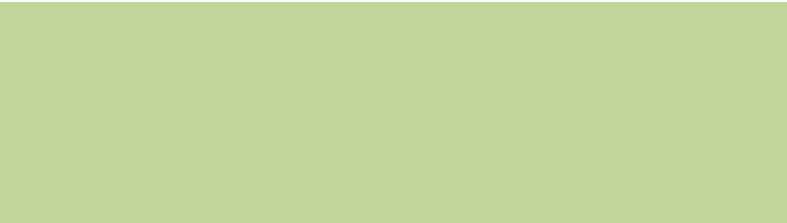
Our priorities for jobs, skills and training are:

- Ensuring the County's young people have the right skills and aspirations to deliver and benefit from economic growth
- Promoting sustainable growth and good employers
- Tackling the barriers faced by people in disadvantaged areas within the County and improving employment and wage rates

Actions

These are intrinsically linked to the two other themes within this strategy. Our actions to deliver against these priorities are as follows:

- Promote apprenticeships as a key route to skilled work by increasing the number and quality of apprenticeships and companies that offer them. Through this action, we will reduce the number of young people not in employment, education or training and support companies to 'home grow' the skills that they require
- Improve educational attainment and strengthen links to the world of work. The County Council will work with partners to stimulate the demand from employers to offer work experience or traineeships to young people. This will mean that young people are leaving education with greater employability skills and a real understanding of the workplace
- Increase the number of good employers. We will promote the importance of good employment practices including the Living Wage to employers across the County. As a result of this action, we will see an increase in the number and visibility of Nottinghamshire employers who invest in their workforce and who are actively demonstrating a commitment to wider social responsibilities
- Promote participation in community learning. The Council invests in Adult and Community Learning Services throughout the County, utilising local infrastructure. This learning often represents the first step towards further training or employment for individuals and families, and



is important in breaking down perceived barriers to learning and earning

- Reduce the number of people who are economically inactive. We will increase levels of participation in training and support services and this will ultimately lead to higher rates of employment in target areas

Enabling Business Growth

The County Council recognises that in order to generate significant jobs growth in the private sector it must work with its partners in both the public and private sectors to create the conditions for businesses to flourish. The Council's own role as a purchaser of goods and services is important in this regard, as is its ability to influence and lobby Government and the D2N2 LEP for greater investment in Nottinghamshire firms.

Significant changes to business support at the national level have been made over the last few years and the business support landscape now looks radically different. Navigating what is out there in terms of hands-on support and growth finance can be difficult, and the Council is keen to play its part in making it easier for businesses to get the support that they need. As the pace of economic growth picks up, it will be more important than ever for Nottinghamshire firms to have a competitive edge and to be well positioned for new collaborations across supply chains, innovation in their companies and export opportunities.

The Council has dedicated significant time and energy to building strong relationships and networks with the Nottinghamshire business community, through initiatives such as the Business Engagement Group and key account management, which involves building trusted relationships with companies across Nottinghamshire that are important due to their size, sector and/or their growth potential. Our business engagement work gives us awareness of the barriers to growth facing Nottinghamshire companies and the ability to identify, broker or develop solutions.

Priorities

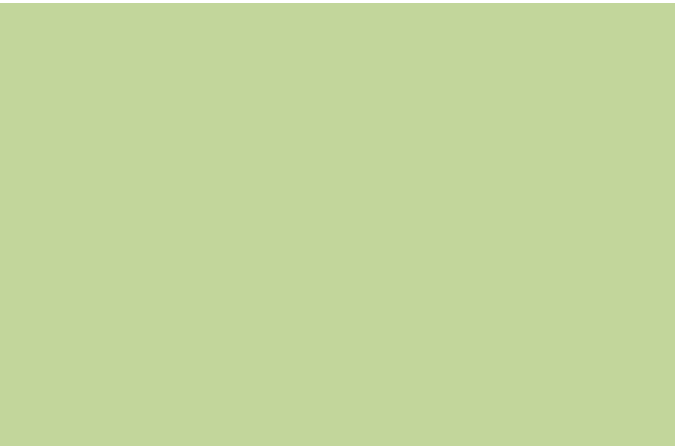
Our priorities for enabling business growth are:

- Creating the conditions for business start-up and sustained growth
- Focussing our work on identified areas of growth that align with the D2N2 LEP's priorities
- Promoting the County's assets and opportunities to potential investors

Actions

Our actions to deliver against these priorities are as follows:

- Trial innovative financial products to increase access to finance for Nottinghamshire businesses. We will assess where there are gaps in the market and invest in some financial products to test their viability for Nottinghamshire's business community. We will ensure there is a diverse range of financial products for Nottinghamshire businesses, and that Nottinghamshire gets its fair share of Government investment in firms
- Signpost businesses to quality advice and finance opportunities. We will utilise the key account management process to support businesses, which will enable the Council to take a proactive and long term approach to identifying and meeting a range of business needs e.g. sourcing training, accessing finance
- Utilise our own procurement to drive local business growth and supply chain collaboration. We will aim to increase the number of local companies who secure contracts from the Council and seek to build 'good employer' clauses into new contracts
- Develop sector plans to underpin investment priorities. Sector plans will be developed for Low Carbon, Advanced Manufacturing and Food & Drink. The County Council will work with the D2N2 LEP to influence sector planning with



practical projects and explore funding opportunities for Nottinghamshire businesses

- Continue our support for new start-ups and the growth of small and micro firms through our Innovation Centre network and start-up business support commissioned by the Council. We expect to see business start-up and survival rates keeping pace with the national average
- Consider approaches to place marketing (for visitors, investors and growing firms) with our partners. We will focus our energies on indigenous companies with growth potential, reflecting our aspiration to support 'home grown' talent and to sustain local jobs

Infrastructure and Assets

Nottinghamshire's location at the heart of the country gives it an enviable advantage in terms of connectivity. Major improvements to the road and rail networks are already being progressed and the pipeline of capital investment into the County is relatively strong over the longer-term, particularly with the proposed arrival of High Speed 2. The M1 and A1 corridors offer opportunities to bring forward prime locations for development and the creation of new business parks. International connectivity is available through two airports at the north and south of the County. The County's industrial heritage has also left opportunities with some large brownfield sites which could be prime locations for re-development, many of them having direct access to the rail network and existing power supplies. Former mining sites such as Welbeck and Harworth are good examples of this, as is the former Total oil site at Colwick.

Digital infrastructure is now described as the fourth utility, particularly in terms of attracting new business investment and growth and retaining existing companies. Nottinghamshire is well served by fibre broadband, with 86% of premises in the County already having access. Investment through the public sector will take fibre broadband to 95% of premises, with the potential for further expansion beyond this in the future. The Council and its partners have a crucial role to play in terms of maximising the benefit of the fibre infrastructure and driving demand in the business community.

Across the County there are numerous physical assets that are owned by the County Council and its public sector partners. Gaining a greater understanding of these assets and their potential future use will be important in terms of stimulating growth and

investing in new infrastructure. Our property holding role, considered alongside our collective role with District Councils in terms of planning policy and Section 106 opportunities, could be a significant driver of quality growth in the future.

Priorities


Our priorities for infrastructure and assets are:

- Releasing Nottinghamshire's investment and growth potential
- Maximising opportunities provided by capital investment in digital infrastructure
- Creating more vibrant and sustainable town and service centres

Actions

Our actions to deliver against these priorities are as follows:

- Establish a new long-term capital growth programme aligned to the D2N2 LEP and EU funds. Through this action, we will deliver infrastructure improvements, new private sector jobs and the creation of new workspace
- Develop a collective approach to public sector property and land-holding assets which focuses on enabling growth and sustainable development. This will assist Nottinghamshire to secure a fair share of resources through the D2N2 / SCR LEPs and related sources
- Launch the Nottinghamshire Business Investment Zones initiative, showcasing major development opportunities in the County to investors and funders
- Deliver and promote improved broadband access to over 6,000 Nottinghamshire businesses and 50,000 homes and enable further roll-out of fibre broadband solutions and close the "superfast gap" for the 5% of premises not covered by the existing programme

- 
- Design and deliver a market stimulation programme to ensure Nottinghamshire maximises the benefits of new digital infrastructure and that it is reflected in the inward investment offer for the County
 - Continue to develop proposals and lobby for investment in Nottinghamshire's transport networks through D2N2 and the Government ensuring that key transport priorities are addressed
 - Work with District and Borough Council partners to identify and prioritise towns and service centres that would benefit from the master-planning approach. We will deliver a range of joint projects and investment proposals to enhance the viability of town and service centres

REPORT OF THE LEADER OF THE COUNCIL

DIGITAL DEVELOPMENT PLAN 2013-2017

Purpose of the Report

1. To seek approval from Policy Committee to establish a One Council 'digital first' approach to transformation.
2. To seek approval to further develop and implement the Digital Development Plan 2013-17.

Information and Advice

3. It is important to note that whilst digital channels are growing in importance and use, digital is only one part of the variety of methods the Council uses to communicate and engage with customers and deliver services.
4. A One Council 'digital first' approach to transformation is outlined in the digital development plan 2013-17. This has been developed following extensive research and identification of best practice, including learning from the Government Digital Service (GDS).
5. 'Digital first' is a commitment to providing digital services so straightforward and convenient that all those who can use them will choose to do so, whilst those who can't are not excluded.
6. The Council uses a range of customer-focused digital platforms, which need to be reviewed and maximised in order to meet the changing nature of customer needs. Increasingly, customers look online as a primary source of information and to access services. However, there are a range of alternative ways that the Council uses other than online, such as telephone, face to face and paper communication which will continue to be supported.
7. 'Digital first' is also an aspiration to transform the Council and the way that customers access services, so that savings already identified can be realised and further financial benefits can be achieved in the long term.
8. It is about having digital at the forefront of people's minds when considering customers' needs. It is both a culture change and transformation programme, which ultimately supports the achievement of the Council's Strategic Plan.

Specifically, a 'digital first' approach will help realise higher customer satisfaction and enable financial savings to be made:

- **Financial savings** - Channel Shift is one of the main programmes of work to deliver savings (forming a key part of many of the Outline Business Cases) and involves moving appropriate transactions online to save money and meet customer expectations. In addition to transactions, digital information and communication will play an increasingly important role in helping to establish customer expectations and support the avoidance of need/self-help agenda. Improved digital platforms will help to maximise savings by increasing accessibility.
 - **Customer satisfaction and engagement** – as well as being able to complete more transactions online, users will be better informed about Council services and feel more engaged with the democratic process by having more chances for two-way engagement. Both of these measures are key drivers of satisfaction.
9. 'Digital first' includes designing customer-friendly digital services; being innovative and solution-focused; fully integrating digital and traditional communications channels; reaching and engaging with online communities; and making savings through online service delivery where appropriate.
10. The Channel Shift programme will provide the tools for Council services to transform (e.g. eforms, epayments etc). The 'digital first' agenda will ensure that customers can access such tools through digital platforms (e.g. the website). Together, Channel Shift and 'digital first' will enable services to be delivered and accessed online.
11. The Council's Communications and Marketing team currently manages a range of digital platforms including its website, intranet, 'emailme' (an email marketing system which uses GovDelivery), digital TV screens, Wired (an extranet for schools), Eureka! (employee suggestion scheme which uses Wazoku) and a YouTube channel. It also has a range of social media platforms with accounts on Twitter, Yammer, Facebook and Flickr. In addition, there are a number of other digital systems and tools which the Council uses to conduct its business.
12. While there has been some progress made in meeting customer needs through digital channel and platforms, it is recognised further improvement is needed to fully deliver the new Strategic Plan and maximise the cost savings. For example, the Council's website does not fully support the average 30% (and growing) number of visits to it which are from mobile devices such as smartphones and tablets.
13. The digital development plan is composed of two key strands:
- **An organisation-wide culture change and transformation programme** – to support the delivery of the Strategic Plan and the wider culture change and transformation programme. This involves a One-Council approach to the appropriate and consistent use of digital to realise higher customer satisfaction and enable financial savings to be made.

- **A road map for developing key digital channels and platforms** – to develop digital communication channels and platforms which are designed around the customer’s needs and which will support the delivery of key transformation programmes (such as Channel Shift and Lean+, as well as supporting the Superfast Broadband agenda), plus other organisational strategies.
14. The plan will form a key part of a revised Communications and Marketing Strategy that is scheduled to be updated in the New Year, as well as linking with the new ICT Strategy and existing Customer Access Strategy. It has also been designed to help form part of the transformational narrative that is being developed at the Council (as one of the main strategic pillars behind the authority’s vision).
 15. The plan seeks to pull separate programmes closer together (including Channel Shift, Lean+ and Superfast Broadband) by articulating an overarching vision and providing a platform that facilitates more transactions and better service delivery.
 16. A number of individual projects to improve key digital channels and platforms are identified as part of the plan and these have been prioritised and phased. A timetable is included in the Digital Development Plan. The projects address some fundamental aspects such as website hosting and content management system (CMS). Another key project will be the website redesign so that it works for the increasing numbers of visitors from non-desktop devices (smartphones and tablets).
 17. A key part of the reviewing and scoping of the specific projects to improve digital channels and platforms, will be to identify how each project supports savings that have already been identified and could drive through further financial benefits in the long term.
 18. A review of the intranet to improve performance and satisfaction figures is viewed as another high priority project following the results of the recent Employee Survey 2013 where 15% of employees did not feel the intranet helped them to do their job.
 19. It is anticipated that there will be the need for some invest-to-save transformational resource. The amount will need to be assessed as more detailed plans are developed and any financial investment will be carefully considered and will be based on the ability to make greater savings on service delivery in the future.
 20. Other parts of the Council will need to contribute resources to the ‘digital first’ agenda, for example the already approved investment in ICT. Any underspends in Communications and Marketing will be considered as part of any investment needed. If there is not sufficient money, then a business case will be presented to the Transformation Board.

Other Options Considered

21. By continuing with the current systems, infrastructure and prioritisation of work - or designing systems which are not customer-friendly - there is a significant risk that optimal levels of digital take-up, customer satisfaction and channel shift will not be achieved. This means potential cost savings will be lost to the Council.
22. Use of digital and non-desktop devices to access services and information is expected to continue to increase. Therefore failure to make suitable provision or iterate in line with technology and customer behaviour poses a significant risk to the organisation over time.

Reason/s for Recommendation/s

23. Customers are increasingly carrying out more transactions online and the Council needs to support this movement, which also delivers considerable cost savings.
24. Overall reputation – digital development affects the key corporate performance measures of overall satisfaction, residents feeling informed and those agreeing that the Council provides good value for money.

Statutory and Policy Implications

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

Financial Implications

Further work will be done as part of each of the work streams to identify the level of resource that will be needed for delivery. Any financial investment will take into consideration available resources and the opportunity to deliver on-going savings and efficiencies.

Where investment is required outside of already approved budgets in ICT and Communications and Marketing, a full business case will be presented to the Business Transformation board for consideration before being presented to Members.

The Council is proposing to set up a Transformation Fund which may provide some of the resource to meet the potential cost of this programme.

Public Sector Equality Duty implications

An Equality Impact Assessment has been completed in respect of this plan.

RECOMMENDATION/S

- 1) That a 'digital first' transformation is adopted
- 2) That the further development and implementation of the Digital Development Plan is approved
- 3) That a progress report is brought back in 12 months

Martin Done
Service Director, Communications and Marketing

For any enquiries about this report please contact: Clare Yau, Group Manager Media Relations (Acting) on 0115 9773851 or email clare.yau@nottscc.gov.uk

Constitutional Comments (SLB 20/11/2013)

24. Policy Committee is the appropriate body to consider the content of this report; it is responsible for the Council's internal and external communication policy and its implementation.

Financial Comments (SEM 21/11/13)

25. The financial implications are set out in the report.

Background Papers and Published Documents

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

- Communications and Marketing Strategy 2012-2014
- Equality Impact Assessment

Electoral Division(s) and Member(s) Affected

- All

Appendix A



Digital Development Plan 2013-2017

1. Background

The Council uses a range of customer-focused digital platforms, which need to be reviewed and maximised in order to meet the changing nature of customer needs. Increasingly, online is becoming a primary source of information, to access services and to establish two-way engagement.

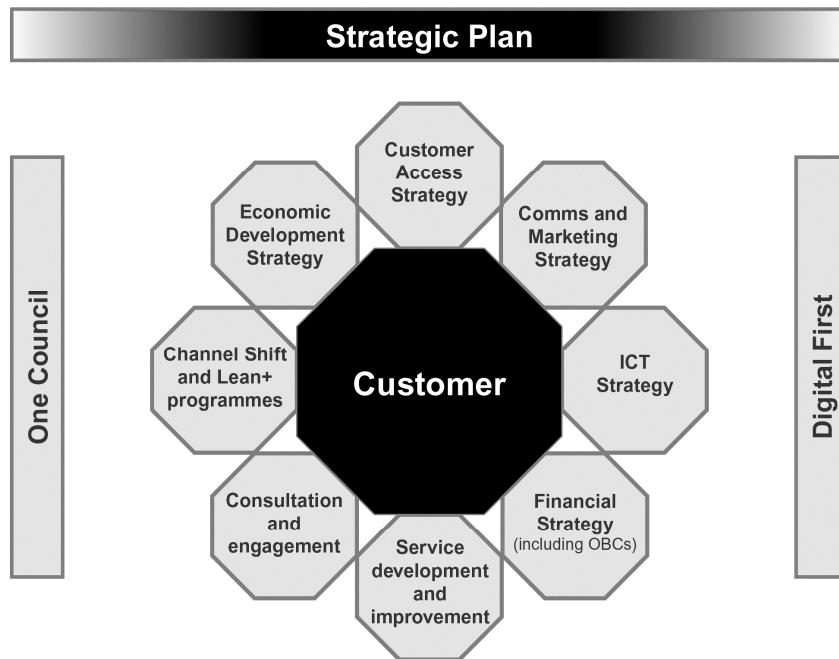
The Communications and Marketing team manages the digital platforms including the website, intranet, 'emailme' (an email marketing system which uses GovDelivery), digital TV screens, Wired (an extranet for schools), Eureka! (employee suggestion scheme which uses Wazoku) and a YouTube channel. It also has a range of social media platforms with accounts on Twitter, Yammer, Facebook and Flickr. In addition, there are a number of other digital systems and tools which the Council uses to conduct its business.

It is recognised that these platforms will play an increasingly important role in satisfying customer needs and ensuring the Council can meet its savings targets (with more transactions being done online). Digital improvements and service delivery are key features of many of the budget savings proposals. Digital channels are also a key way to establish an on-going two-way relationships and engagement with residents.

While there has been some progress made in the development of digital platforms, it is recognised that there needs to be further improvements in order to fully deliver the new Strategic Plan and maximise cost savings. For example, the Council's website does not fully support the average 30% (and growing) number of visits to it which are from non-desktop computer devices such as smartphones and tablets.

2. Scope

This plan ultimately supports the delivery of the Strategic Plan and complements many of the existing strategies. Customers remain at the heart of all of these strategies with delivery supported by the two approaches of One Council and Digital First. This can be seen in the following diagram.



There are two strands to the Digital Development Plan 2013-2017:

- **An organisation-wide culture change and transformation programme** –to support the delivery of the Strategic Plan by achieving a ‘digital first’ mind-set. This involves a One-Council approach to the appropriate and consistent use of digital to realise higher customer satisfaction and enable financial savings to be made.
- **A road map for developing key digital channels and platforms** – to develop digital communication channels and platforms which are designed around the customer’s needs and which will support the delivery of key transformation programmes (such as Channel Shift and Lean+, as well as supporting the Superfast Broadband agenda), plus the strategies identified in the diagram above.

3. Insight

Increasing numbers of people (residents, employees and partners) want to complete transactions online wherever possible. Use of, and engagement with, digital channels has risen consistently so online is the ‘channel of choice’ for many.

National context:

- A recent study by the O2 Digital Community found almost half of residents surveyed would like to use the internet, social media or mobile apps to

access council services - but only 7% had been able to do so in the last year due to availability from organisations

- More than half of the UK's 33 million registered Internet users (52% of population) are accessing social media on a daily basis
- 65% of the UK's active online population use Facebook every day
- 28% of the UK's active online population use Twitter every day
- The 45–54 year age bracket is the fastest growing demographic on both Facebook and Google+
- 93% of marketers use social media for business

Local picture:

- 84% of Nottinghamshire's population has access to the internet
- The equivalent of 24% of Nottinghamshire's population accesses nottinghamshire.gov.uk each month
- Net satisfaction (number of satisfied visitors minus dis-satisfied visitors) of visitors to the website is 37% - this compares with an average of 31% for other county councils which are signed up to the SocITM service
- 25% of visitors to www.nottinghamshire.gov.uk in July 2013 said their purpose was to carry out an online transaction
- 30% of visitors to nottinghamshire.gov.uk in the first half of 2013 were using a smartphone or tablet. This figure is expected to increase and has already doubled since the same period in 2012
- Data collected by the Council's channel shift programme details the cost of transacting with the Council as follows: £9.14 for face-to-face; £4.79 for telephone; £0.09p for online
- The Council has more than 12,400 Twitter followers (as of 24/11/2013)
- 87% of employees responding to the Employee Survey 2013 said they had access to the intranet but 17% said they could not find the information they needed

The Council's digital channels and platforms need to be developed to keep pace with the rising expectations of customers while, at the same time, make sure that no one is left behind with alternative access routes offered wherever appropriate.

4. What is digital first?

'Digital first' is a commitment to the provision of digital services so straightforward and convenient that all those who can use them will choose to do so, whilst those who can't are not excluded.

It is about having digital at the forefront of people's minds when considering customers' needs. It is both a culture change and transformation programme, which supports a number of other strategies (as outlined in the scope section above).

'Digital first' includes: designing customer-friendly digital services; being innovative and solution-focused; fully integrating digital and traditional communications channels; reaching and engaging with online communities; and making savings through online service delivery where appropriate.

Many government agencies and local councils have already adopted a digital strategy that comes under a range of names including: Digital by Default, Digital by Design, Digital First or Choose Digital.

In all cases it is based on the Government Digital Service (GDS) Design Principles, which are:

1. Start with needs (user needs, not organisation needs)
2. Do less (minimal and simple content with relevant links)
3. Design with data (informed by user insight)
4. Do the hard work to make it simple (easy-to-use)
5. Iterate. Then iterate again (constantly improve and develop)
6. Build for inclusion (a range of devices, accessibility and literacy)
7. Understand context (how people access services in the real world)
8. Build digital services, not websites (digital services which are flexible for future)
9. Be consistent, not uniform (consistent use of good practice principles)
10. Make things open: it makes things better (open, transparent and share)

A full explanation of these principles is available at www.gov.uk/designprinciples

5. Objectives

The objectives of this plan are:

Primary:

<i>Objective</i>	<i>Description</i>	<i>Measures</i>
Support the delivery of the savings attached to Channel Shift and Lean+	By creating digital platforms that maximise the usage of online information and transactions	Transaction completion rates; service take-up; income generated through advertising on digital platforms
Increase % people satisfied with how the Council runs things	By improving digital platforms designed around user needs	Annual Nottinghamshire Residents' Satisfaction Survey
Embed a digital first mind set at the Council	By a cultural change programme	Increased level of digital maturity for organisation (European Digital Capability Framework); employee survey

Secondary:

<i>Objective</i>	<i>Description</i>	<i>Measures</i>
Increase % people who agree the Council provides good value for money	By showing the range of services that the Council provides	Annual Nottinghamshire Residents' Satisfaction Survey
Increase % people feeling informed	By providing user-centred information	Annual Nottinghamshire Residents' Satisfaction Survey
Increase % of people who feel engaged or able to influence decision-making	By facilitating genuine two-way engagement	Annual Nottinghamshire Residents' Satisfaction Survey; % of consultation responses from digital sources

6. Key deliverables

The estimated timescales for delivery, subject to project scoping and resource availability, are:

- Review Infrastructure, support and systems – by June 2014
- Launch a new multi-device friendly public-facing website – by March 2015
- Launch a new intranet and employee engagement tools – by March 2015
- Review social media platforms and how these are used – by April 2014
- Make improvements to digital resilience – by September 2014
- Review the future of the school extranet – by October 2014

See the section below on digital platforms for more detail.

7. Transforming the organisation

For the 'digital first' transformation to be successful, it will require: a clear vision, strong leadership, good employee engagement and effective resourcing.

The following are suggestions for helping to embed a 'digital first' culture:

- **Increased use of insight and evidence** – to inform digital design and delivery. This could include insight gained through the annual residents' satisfaction survey, employee survey, Citizen's Panel, Mosaic profiling and business intelligence
- **Establish a cross-council stakeholder group** - to encourage services to think about how they currently deliver both content and any transactional elements, and how they could deliver them more efficiently using a digital first approach

- **Identify digital champions** - digital champions within services will help act as a liaison point, enthuse others in their areas about the potential and opportunity of digital, provide feedback and act as user testers at an early stage of digital developments
- **Share good practice and collaborate** – to help empower employees and encourage collaborative working and innovative digital thinking, best practice should be shared openly internally and externally. This might include a blog, use of Yammer etc.
- **Events and opportunities to explore digital** - a programme of events should be undertaken to improve understanding of digital and increase people’s confidence with digitally innovative thinking. This may include regular social media surgeries for employees, ‘hacking’ events (developers are invited in to come up with practical solutions to Council problems) and hosting of relevant sector events (such as Local DirectGov Really Useful Days, LGComms workshops, SocITM events etc)

8. Developing digital channels and platforms

The following projects have been identified for Communications and Marketing to develop key digital communication channels and platforms which best meet changing customer needs.

This is not an exhaustive list and it is important to recognise that there is other organisational activity taking place which also supports and is interlinked with the Council’s ‘digital first’ transformation (for example, as part of ICT Strategy and Customer Access Strategy).

Involvement, collaboration and consultation with service areas and key stakeholders will take place as a key part of each project.

<i>Project</i>	<i>Description</i>	<i>Priority</i>
i) Review Infrastructure, support and systems	<p>Ensuring infrastructure and platform foundations are solid – conduct a review and potentially replace. This will include separate reviews of:</p> <ul style="list-style-type: none"> • hosting and support (currently done by IT) • the Content Management System (Easysite) • other digital systems which carry out specific digital tasks or measure outputs/ outcomes. (e.g. SiteImprove, GovMetric, CampaignMonitor, SocITM subscriptions, and Hootsuite) • digital estate (all websites, 	High – due to cost savings, channel shift, digital take-up, and changing audience needs

	intranets, extranets and social web profiles used or owned by the Council)	
ii) Multi-device friendly public-facing website	<p>Improving the public-facing website nottinghamshire.gov.uk is critical to support channel shift. This will involve a whole-scale and wide ranging review of:</p> <ul style="list-style-type: none"> • Look and feel (design project) • Information architecture (structure project) • User journeys and digital transactions (transaction project) • Findable, shareable, reusable content (content and search projects) • Sharing practice with peers and residents (transparency project) 	High – due to cost savings, channel shift, digital take-up, satisfaction, changing audience needs
iii) New intranet and employee engagement tools	<p>Improve employee engagement through digital channels. This will include a review of:</p> <ul style="list-style-type: none"> • Intranet project (all aspects) • Consolidation of systems (e.g. Sharepoint, One Space EasySite CMS, Yammer etc) • Cloud based systems (some councils are moving collaborative working, email, storage and support into web 2.0 technologies to escape limitations and costs of legacy systems and structures) 	High – due to need for digitally engaged and most productive workforce
iv) Social media	<p>Increase reach and engagement through social media. This will include a review of:</p> <ul style="list-style-type: none"> • Engagement • Customer service (e.g. responding to customer enquiries via Twitter) • Communications (e.g. email and SMS text messaging) • Multi-purpose content 	Medium – due to potential for savings through channel shift and digital take-up
v) Digital resilience	Ensure digital resilience and security for business continuity. This will	Medium – due to supporting key objectives,

	<p>include a review of:</p> <ul style="list-style-type: none"> • Hosting and support - ensuring requirements reflect the need for at least 99% up-time and load-balanced dedicated servers to cope with periods of high demand • Business continuity – ensuring that digital channels are correctly included in business continuity plans • Security – ensuring security for platforms outside of our digital domain (e.g. example Google Apps and social media) 	protecting reputation and assets
vi) School extranet	Improvements to Wired (schools extranet). A review of this platform is needed along with a discussion as to where the responsibility for the overall management of this particular system sits.	Low priority – due to future support to schools to be reviewed

9. Risks

‘Digital first’ requires a whole-Council approach and therefore requires comprehensive engagement and cross-Council collaboration to unlock the potential for increased customer satisfaction and realise cost savings.

As with any development plan there are risks involved and these would be detailed at the appropriate point in each project work stream.

By continuing with the current systems, infrastructure and prioritisation of work - or designing systems which are not customer-friendly - there is a significant risk that optimal levels of digital take-up, customer satisfaction and channel shift will not be achieved. This means potential cost savings will be lost to the Council.

Use of digital and non-desktop devices to access services and information is expected to continue to increase. Therefore failure to make suitable provision or iterate in line with technology and user behaviour poses a significant risk to the organisation over time.

10. Resources

It is envisaged that a ‘digital first’ transformation will need to be supported by the Improvement Programme due to the scale, complexity and cross-cutting nature of the changes needed – as well as the extent of the savings which need to be made.

The Communications and Marketing team includes a small team of digital officers and the demand for digital support is ever-increasing. This has meant delivering day-to-day work has taken priority, rather than on developing digital platforms. Both need to take place and as a result a re-focussing of digital work and a re-positioning of the digital offer to services will be undertaken.

As individual digital channel and platform projects move forward, skills will be assessed and any extra resource needs (whether financial or human) will be identified as part of a robust business case. Any financial investment will be carefully considered and will be based on the ability to make greater savings on service delivery in the future.

Other parts of the Council will need to contribute resources to the ‘digital first’ agenda, for example the already approved investment in ICT. Any underspends in Communications and Marketing will be considered as part of any investment needed. If there is not sufficient money, then a business case will be presented to the Transformation Board for consideration before Members discuss.

11. Evaluation

Evaluation will be on-going and include quantitative and qualitative data. This evaluation is likely to involve a number of Council services and a range of digital channel and platforms.

Evaluation measures of the ‘digital first’ transformation programme will need to be agreed. They are likely to include, but are not limited to, those listed below.

Primary measures:

Objective	Measure	Method of measurement	Baseline	Target
Support the delivery of the savings attached to Channel Shift and Lean+	Lower cost per transaction	Cost per transaction	£9.14 for face-to-face; £4.79 for telephone; £0.09p for online (TBC and specified for each transaction)	TBC at end of discovery phase of website project
	Increased completion rate for digital transactions	Website analytics Service measure (comparison with previous paper-	Calculated on an individual transaction basis and	TBC at end of discovery phase of website project

		based transactions)	reliant on both quantitative and qualitative data	
	Increased take-up of digital services	Website analytics	Unique visitors – 2,110,442 (1 Nov 2012 – 31 Oct 2013)	TBC at end of discovery phase of website project
		SocITM take-up survey	Visitors coming to site to carry out transaction – 21.9% (SocITM May-Oct)	TBC at end of discovery phase of website project
	Income generated through advertising on digital platforms	Money gained from advertising on the Council's website and digital TV screens	2013-14 is the baseline year so TBC	TBC ready for 2014-15 as part of income generation project scoping
Increase % people satisfied with how the Council runs things	Increase % people satisfied with how the Council runs things	Annual Nottinghamshire Residents' Satisfaction Survey	63% (2012 survey)	TBC as part of updating the Communications and Marketing Strategy
	Increased overall user satisfaction with nottinghamshire.gov.uk	GovMetric / User Feedback / SocITM take-up survey	Average 36.84% (SocITM take up survey May-November 2013)	TBC - average to be graduated increase over period of plan
	Increased positive perception of the Council's digital activity	Web survey	TBC	TBC
Embed a digital first mind-set at the Council	Increased level of digital maturity for organisation	Self-assessment against European Digital Capability Framework	Intermediate (on the European Digital Capability Framework)	Advanced (2015)
		Self-assessment against European Digital Capability Framework	Intermediate (on the European Digital Capability Framework)	Optimal (2017)

Secondary measures:

Objective	Measure	Method of measurement	Baseline	Target
Increase % people who agree the Council provides good value for money	Increase % people who agree the Council provides good value for money	Annual Nottinghamshire Residents' Satisfaction Survey	47% (2012 survey)	TBC as part of updating the Communications and Marketing Strategy
Increase % people feeling informed	Increase % people feeling informed	Annual Nottinghamshire Residents' Satisfaction Survey	62% (2012 survey)	TBC as part of updating the Communications and Marketing Strategy
	Reduce website visits judged unsuccessful	SocITM Take Up	Average 18.6% (May-November 2013)	Average 10% (timescale TBC)
	Increased website traffic from non-desktop devices (mobile / tablets)	Website analytics	Average 30% of overall visits during 2013 (Jan-Nov)	TBC at end of discovery phase of website project
	Increased web resilience / up-time	Server analytics	TBC	TBC
	Increased website accessibility compliance	Content audit / Code audit Consider independent assessment through Shaw Trust or similar	TBC	WCAG AA compliance across 80% of web pages (excluding 3 rd party systems apart from where identified)
	Increased subscriptions to emailme (GovDelivery email marketing and management); increased open and click through	Quantitative measures on subscriptions; average open rate %; and average click rate %	8,200 subscribers to existing lists; 20% average open rate; 10% average click through rate.	35,000 subscribers by October 2014 (5% of Notts population) TBC; 30% average open rate; 15% average click through rate

	rates			
	% of employees who feel the intranet keeps them fully informed	Employee survey	(69% of responses to Employee Survey 2013)	(75%) of responses to future Employee Surveys)
	Increased employee access to an intranet	Website analytics / employee survey	87% (of responses to Employee Survey 2013)	TBC
Increase % of people who feel engaged or able to influence decision-making	Increase % of people who feel engaged or able to influence decision-making	Annual Nottinghamshire Residents' Satisfaction Survey	36% (2012 survey)	TBC as part of updating the Communications and Marketing Strategy
	% of consultation responses from digital sources	Consultation evaluation	TBC	TBC
	Increased engagement on digital channels	Quantitative and qualitative social media statistics and feedback	Consultation analysis	TBC
			Quantitative – followers/likes as of 1/1/14	TBC

Additional KPIs will be developed that cover:

- Behavioural metrics – levels of conversation about the council, web traffic, phone calls and face-to-face contact, impact on real world decision making.
- Sentiment and attitude metrics – emotional resonance and impact on attitudes
- Ecosystem metrics – gauging wider impact of social media activity, quantitative measures of social profiles, impact on offline engagement and marketing

Other organisational measures will also be identified as part of the delivery of strategies outlined in Section 2 above.

12. Sources

This plan has been influenced by best practice from around local government and the work of the Government Digital Service. Specifically it cites:

- [European Digital Capability Framework](#)
- Government Digital Service – [Service Manual](#)

- [Devon County Council](#)
- [Shropshire Council](#)
- [Liverpool City Council](#)
- [Monmouthshire County Council](#)
- [Edinburgh City Council](#)
- [West Berkshire Council](#)
- LocalGov Digital [‘Framework for Digital Public Services’](#)
- SocITM [Digital Framework for Local Government \(PPT\)](#)
- [Barcelona Declaration of Research Principles](#)
- [YouGov Social Media Growing Up report 2012](#)
- Becoming a World Class Digital Organisation - http://www.bearingpoint.com/en-uk/download/Becoming_a_World_Class_Digital_Organisation.pdf

REPORT OF THE MONITORING OFFICER

WHISTLEBLOWING

Purpose of the Report

1. To seek approval to amend the current Whistleblowing Policy in accordance with legislative changes.
2. To update Committee on Whistleblowing concerns which have been raised.

Information and Advice

3. 'Whistleblowing' means the reporting by employees of suspected misconduct, illegal acts or failure to act within the Council. The aim of the Whistleblowing Policy is to encourage employees and others who have serious concerns about any aspect of the Council's work to come forward and voice those concerns. The Policy is designed to ensure that employees can raise concerns without fear of victimisation, subsequent discrimination, disadvantage or dismissal. It is also intended to encourage and enable employees to raise serious concerns within the Council rather than ignoring a problem or 'blowing the whistle' outside the Council. The intention is to enable those who suspect wrongdoing in the County Council to report their concerns at the earliest opportunity so that they can be properly investigated. The Policy also informs employees how they can legitimately pursue the matter outside the Council if they are not satisfied with how the matter has been dealt with.
4. Employees who raise concerns under the Whistleblowing Policy have some protection against victimisation and dismissal under the law. The Public Interest Disclosure Act 1998 ("**Act**") protects certain disclosures made by employees. The concerns raised by an employee need to be made in the public interest and comply with the relevant requirements set out in the Act in order for the employee to be protected. The dismissal of an employee will be automatically unfair if the reason, or principal reason, for their dismissal is that they have made a "protected disclosure". The Act also protects workers from being subjected to any detriment on the ground that they have made a "protected disclosure"

Recent developments

5. Recent changes have been made in order to strengthen the law in a number of respects. This follows concerns that potential whistleblowers may still be being discouraged from raising concerns. A recent report concerning an NHS trust exposed a staff culture that deterred whistleblowers from raising concerns.
6. The test to determine whether a disclosure is a “protected disclosure” has been changed and requires the employee to make the disclosure in the “public interest”, replacing the old test which required disclosures to be made in “good faith”. This change is intended to address a concern held by some that individuals may have been deterred from making a disclosure over fear that their motive for doing so could be challenged. The new test applies to disclosures made on or after 25 June 2013.
7. The Whistleblowing Policy has been reviewed and minor updates are proposed. A copy of the Policy including proposed revisions is attached as the **Appendix** to this report. The revisions can be summarised as follows:
 - a. Replacing references to “good faith” with appropriate wording having regard to the relevant legislative changes;
 - b. Updating job titles;
 - c. Confirming that Policy Committee has responsibility for reviewing the Policy and that an annual report will be produced.
8. The other changes that have been introduced under the statutory reforms concerning whistleblowing affect how cases are dealt with at employment tribunals and will not affect the content of the Whistleblowing Policy.

Future Developments

9. The Government are currently considering whether further legislative changes are required to protect whistleblowers or encourage them to come forward about wrongdoing.

Concerns Raised

10. The County Council logs concerns it receives centrally on its corporate register. All matters which fall under the Whistleblowing Policy are required to be reported to the Monitoring Officer.
11. During the period November 2012 to November 2013, five concerns were reported under the Whistleblowing Policy. Four related to misapplication of Council policies and one related to undue influence. Outcomes can be summarised as follows: -
 - a. 2 x no substance
 - b. 1 x internal action taken;
 - c. 2 x investigation on-going.

Promoting awareness

12. Whilst the low volume of concerns raised is a positive indication; it could equally reflect a, “culture of silence”. Therefore, it is important to ensure that the effectiveness of the Whistleblowing Policy is kept under review and that it is well publicised. It is therefore considered appropriate to publicise the Policy as follows:

- Publication of an article highlighting the Policy in Frontline - the staff magazine;
- News article published on the Council’s intranet home page;
- News article to be published in the Council’s Team Talk (departmental news bulletin).

A copy of the Policy is readily available via the Council’s intranet and on the public website.

Other Options Considered

1. No other options are appropriate.

Reason/s for Recommendation/s

1. Since the Whistleblowing Policy was last reviewed there have been amendments to the relevant legislation (the Public Interest Disclosure Act 1998). It is considered necessary to update the Policy at this time to take account of the introduction of the ‘public interest’ test.
2. It is important to ensure employees are aware of the Whistleblowing Policy, and therefore it is considered worthwhile to continue promoting and publicising the Policy.

Statutory and Policy Implications

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

RECOMMENDATION/S

- 1) That the Whistleblowing Policy is amended as set out in the Appendix to the report.
- 2) That the revised Whistleblowing Policy be promoted as considered appropriate.

Jayne Francis-Ward
Monitoring Officer

For any enquiries about this report please contact: Simon Gill (t: 0115 977 3620)

Constitutional Comments (SLB 03/12/2013)

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

Financial Comments (SEM 03/12/13)

5. 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.

- Whistleblowing Policy

Electoral Division(s) and Member(s) Affected

- All

Appendix

Nottinghamshire County Council Whistle Blowing Policy (Confidential Reporting)

1. What is Whistleblowing?
2. What is the aim of the Policy and when does it apply?
3. Protecting the Whistleblower
4. Raising a Concern
5. What the Council will do
6. The Responsible Officer
7. How the matter can be taken further
8. Review of the Policy
9. Corporate Recording and Monitoring

1. What is Whistleblowing?

In this policy 'Whistleblowing' means the reporting by employees of suspected misconduct, illegal acts or failure to act within the Council.

The aim of this Policy is to encourage employees and others who have serious concerns about any aspect of the Council's work to come forward and voice those concerns.

Employees are often the first to realise that there may be something seriously wrong within the Council. 'Whistleblowing' is viewed by the Council as a positive act that can make a valuable contribution to the Council's efficiency and long-term success. It is not disloyal to colleagues or the Council to speak up. The Council is committed to achieving the highest possible standards of service and the highest possible ethical standards in public life and in all of its practices. To help achieve these standards it encourages freedom of speech.

If you are considering raising a concern you should read this Policy first. It explains:

- the type of issues that can be raised
- how the person raising a concern will be protected from victimisation and harassment
- how to raise a concern, and
- what the Council will do

If you are unsure whether to use this Policy or want independent advice at any stage, you may contact the independent charity **Public Concern at Work** on **020 7404 6609**. Their advisers can give you free confidential advice on how to raise a concern about serious malpractice at work.

2. What is the aim of the Policy and when does it apply?

2.1. Aims of the Policy

The Policy is designed to ensure that you can raise your concerns about wrongdoing or malpractice within the Council without fear of victimisation, subsequent discrimination, disadvantage or dismissal.

It is also intended to encourage and enable you to raise serious concerns **within** the Council rather than ignoring a problem or 'blowing the whistle' outside.

This Policy aims to:

- encourage you to feel confident in raising serious concerns at the earliest opportunity and to question and act upon concerns about practice
- provide avenues for you to raise those concerns and receive feedback on any action taken
- ensure that you receive a response to your concerns and that you are aware of how to pursue them if you are not satisfied
- reassure you that you will be protected from possible reprisals or victimisation if you have made any disclosure in good faith.

2.2. Scope of this Policy

This Policy is intended to enable those who become aware of wrongdoing in the County Council affecting some other person or service, to report their concerns at the earliest opportunity so that they can be properly investigated.

The Whistle Blowing Policy is not intended to replace existing procedures:

- If your concern relates to your own treatment as an employee, you should raise it under the existing grievance or harassment procedures
- If a client has a concern about services provided to him/her, it should be raised as a complaint to the County Council
- Complaints of misconduct by County Councillors are dealt with under a separate procedure (for further information please contact the Council's Monitoring Officer)

2.3. Who can raise a concern under this Policy?

The Policy applies to all:

- employees of Nottinghamshire County Council*
- employees of contractors working for the Council, for example, agency staff, builders and drivers
- employees of suppliers
- those providing services under a contract or other agreement with the Council in their own premises, for example care homes, and
- voluntary workers working with the Council

* If you are employed in, working with or assisting Nottinghamshire schools there is a specific whistleblowing code for you because of the special relationship that exists with the schools' governing bodies.

2.4. What should be reported?

Any serious concerns that you have about service provision or the conduct of officers or members of the Council or others acting on behalf of the Council that:

- make you feel uncomfortable in terms of known standards;
- are not in keeping with the County Council's Constitution and policies;
- fall below established standards of practice; or
- are improper behaviour.

These might relate to:

- conduct which is an offence or a breach of the law (a criminal offence has been committed or failing to comply with any other legal obligation)
- disclosures related to miscarriages of justice
- racial, sexual, disability or other discrimination
- health and safety of the public and/or other employees
- damage to the environment
- unauthorised use of public funds or other assets
- possible fraud and corruption
- neglect or abuse of clients, or
- other unethical conduct.

This list is not exhaustive.

3. Protecting the Whistleblower

3.1. Your legal rights

This policy has been written to take account of the Public Interest Disclosure Act 1998 which protects workers making disclosures about certain matters of concern, when those disclosures are made in accordance with the Act's provisions and in the public interest.

The Act makes it unlawful for the Council to dismiss anyone or allow them to be victimised on the basis that they have made an appropriate lawful disclosure in accordance with the Act.

Rarely, a case might arise where it is the employee that has participated in the action causing concern. In such a case it is in the employee's interest to come into the open as soon as possible. The Council cannot promise not to act against such an employee, but the fact that they came forward may be taken into account.

3.2. Harassment or Victimisation

The Council is committed to good practice and high standards and to being supportive of you as an employee.

The Council recognises that the decision to report a concern can be a difficult one to make. If you honestly and reasonably believe what you are saying is true, you should have nothing to fear because you will be doing your duty to your employer, your colleagues and those for whom you are providing a service.

The Council will not tolerate any harassment or victimisation of a whistleblower (including informal pressures) and will take appropriate action to protect you when you raise a concern in good faith and will treat this as a serious disciplinary offence which will be dealt with under the disciplinary rules and procedure.

3.3. Support to you

Throughout this process:

- you will be given full support from senior management
- your concerns will be taken seriously, and
- the County Council will do all it can to help you throughout the investigation

If appropriate, the Council will consider temporarily re-deploying you for the period of the investigation.

For those who are not County Council employees, the Council will endeavour to provide appropriate advice and support wherever possible.

3.4. Confidentiality

All concerns will be treated in confidence and every effort will be made not to reveal your identity if that is your wish. If disciplinary or other proceedings follow the investigation, it may not be possible to take action as a result of your disclosure without your help, so you may be asked to come forward as a witness. If you agree to this, you will be offered advice and support.

3.5. Anonymous Allegations

This Policy encourages you to put your name to your allegation whenever possible. If you do not tell us who you are it will be much more difficult for us to protect your position or to give you feedback. This policy is not ideally suited to concerns raised anonymously.

Concerns expressed anonymously are much less powerful but they may be considered at the discretion of the Council. In exercising this discretion the factors to be taken into account would include:

- the seriousness of the issue raised
- the credibility of the concern, and
- the likelihood of confirming the allegation from other sources

3.6. Untrue Allegations

If you make an allegation in good faith and reasonably believing it to be true, but it is not confirmed by the investigation, the County Council will recognise your concern and you have nothing to fear. If however, you make an allegation frivolously, maliciously or for personal gain, appropriate action that could include disciplinary action, may be taken.

4. Raising a Concern

4.1. Who should you raise your concern with?

This will depend on the seriousness and sensitivity of the issues involved and who is suspected of the wrongdoing. You should normally raise concerns with:

- Your Line Manager
- Your Departmental Corporate Director
- The Monitoring Officer on **0115 977 3967**
- The Chief Executive on **0115 977 3582**

The address for correspondence is **Nottinghamshire County Council County Hall West Bridgford Nottingham NG2 7QP**.

If, exceptionally, the concern is about the Chief Executive of the Council your concern should be raised with the Leader of the Council who will decide how the investigation will proceed. This may include external investigation.

If you are unsure who to contact you may call the independent charity **Public Concern at Work** on **0207 404 6609** for advice.

4.2. How to raise a concern

You may raise your concern by telephone, in person or in writing. The earlier you express your concern, the easier it is to take action. You will need to provide the following information:

- the nature of your concern and why you believe it to be true
- the background and history of the concern (giving relevant dates)

Although you are not expected to prove beyond doubt the truth of your suspicion, you will need to demonstrate to the person contacted that you have a genuine concern relating to suspected wrongdoing or malpractice within the Council and there are reasonable grounds for your concern.

You may wish to consider discussing your concern with a colleague first and you may find it easier to raise the matter if there are two (or more) of you who have had the same experience or concerns.

You may invite your trade union, professional association representative or a friend to be present for support during any meetings or interviews in connection with the concerns you have raised.

5. What the Council will do

The Council will respond to your concerns as quickly as possible. Do not forget that testing your concerns is not the same as either accepting or rejecting them.

The overriding principle for the Council will be the public interest. In order to be fair to all employees, including those who may be wrongly or mistakenly accused, initial enquiries will be made to decide whether an investigation is appropriate and, if so, what form it should take.

The investigation may need to be carried out under terms of strict confidentiality, i.e. by not informing the subject of the complaint until (or if) it becomes necessary to do so. In certain cases however, such as allegations of ill treatment of others, suspension from work may have to be considered immediately. Protection of others is paramount in all cases.

Where appropriate, the matters raised may:

- be investigated by management, internal audit, or through the disciplinary/grievance process
- be referred to the police
- be referred to the external auditor
- be referred and put through established child protection/abuse procedures
- form the subject of an independent inquiry

Within ten working days of a concern being raised, the person investigating your concern will write to you:

- acknowledging that the concern has been received
- indicating how the County Council proposes to deal with the matter
- supplying you with information on staff support mechanisms
- telling you whether further investigations will take place and if not, why not.

The amount of contact between you and the officers considering the issues will depend on the nature of the matters raised, the potential difficulties involved and the clarity of your information. It is likely that you will be interviewed to ensure that your disclosure is fully understood.

Any meeting can be arranged away from your workplace, if you wish, and a union or professional association representative or a friend may accompany you in support.

The Council will do what it can to minimise any difficulties that you may experience as a result of raising a concern. For instance, if you are asked to give evidence in criminal or disciplinary proceedings, the Council will arrange for you to receive appropriate advice and support.

You need to be assured that your disclosure has been properly addressed. Unless there are any legal reasons why this cannot be done, you will be kept informed of the progress and outcome of any investigation.

6. The Responsible Officer

The Monitoring Officer has overall responsibility for the maintenance and operation of this Policy.

7. How the Matter can be Taken Further

This Policy is intended to provide you with an avenue within the Council to raise concerns. The Council hopes you will be satisfied with any action taken. If you are not, and you feel it is right to take the matter outside the Council, the following are the Council's prescribed contacts:

- the External Auditor:
David Brumhead
Audit Commission
First Floor
Bridge Business Park
Bridge Park Road
Thurmaston
Leicester
LE4 8BL
- your trade union
- the police
- other relevant bodies prescribed by legislation – the Council's Monitoring Officer or Public Concern at Work will be able to advise you who you can contact

If you raise concerns **outside** the Council you should ensure that it is to one of these prescribed contacts. A public disclosure to anyone else could take you outside the protection of the Public Interest Disclosure Act and of this Policy.

You should not disclose information that is confidential to the Council or to anyone else, such as a client or contractor of the Council, except to those included in the list of prescribed contacts.

This Policy **does not** prevent you from taking your own legal advice.

8. Review of the Policy

The County Council's Policy Committee will review this Policy annually.

9. Corporate Recording and Monitoring

The Monitoring Officer will maintain a corporate register containing all concerns that are brought to her attention. All officers allocated to look into a concern must ensure the Monitoring Officer is provided with sufficient details for the corporate register.

The Monitoring Officer will review the corporate register and produce an annual report for Policy Committee. The report will include a summary of the concerns raised, to which department they related, the post to which the concerns related (if not confidential) and any lessons learned. The report will not include any employee names. The aim of this is to ensure that:

- the Council and/or the relevant department learns from mistakes and does not repeat them, and
- consistency of approach across the departments

The corporate register together with the annual reports will be available for inspection by internal and external audit, after removing any confidential details.

REPORT OF THE LEADER OF THE COUNCIL**COMMUNITY EVENTS 2014****Purpose of the Report**

1. The purpose of the report is to seek approval for three community events.

Information and Advice

2. Reception for the British Gurkhas Ex-Servicemen and their families settled in Nottingham and Nottinghamshire – 18th or 25th January 2014

Under section 31 of the Local Government Act 2003, the Secretary of State for Communities allocated £50,000 to the Midlands Cluster of Ghurkhas to support various programmes for integrating Ghurkha's and their dependents with the wider community. Through a formula based on the number of heads of family in an area, Nottinghamshire County Council has been allocated £5,000 (there are 21 heads of family based in Nottingham and Nottinghamshire).

3. This funding is to undertake 'appropriate developmental work' which includes establishing a Nottinghamshire Nepalese Community and Ghurkha veterans group linked to the Nottingham Asian Arts Council and Nottingham Equal; identifying issues faced by the Nepalese community and gaps in current service provision; developing a local action plan including proposals to sustain the work beyond 2013; establishing a new local infrastructure for Ghurkha veterans, working in partnership with Ghurkha volunteers and charities and mainstream advice agencies; and providing access to community information and services to Ghurkha veterans across the County.
4. To date, the Ghurkhas have established a local British Ghurkhas Ex-Servicemen's Society Nottingham (BGESN) and a significant number of the community have/are attending English as second Language and basic computer courses organised by Central local service College Nottingham and funded through the allocation. A Directory of local support organisations, including religious establishments, has been produced and shared with the community. The community has, with minimal support from county officers organised festive and community events. The Ghurkhas are dedicated and hard-working people with the majority of ex-servicemen in paid employment.

5. The government funding can also be used to hold a one off event to: welcome the community; publicise the Action Plan; and launch the directory of appropriate local services. Following consultation, the Gurkha Community has requested such an event, which will also be used to demonstrate the contribution made by the Ghurkha community and provide networking opportunities.
6. The estimated costs of the proposed reception are £500. This would cover the costs of providing refreshments and a light buffet for 60-80 guests. The costs of this event can be met from the £5,000 allocation from central Government.
7. Foster Carers Long Service Awards March 2014

A request has been received for the Chairman to host the Foster Carer's Long Service Awards 2014. Invitations will be sent to all foster carers celebrating 25, 30, 35, 40, and 45 years of fostering. This is a bi-annual event and will include a two course meal with drinks for 40 guests in the civic suite. The foster carers will be presented with a certificate and a bouquet.

8. Duke of Edinburgh Awards Presentation 29th January 2014

The Chairman has received a request to host a presentation ceremony for the Gedling Area Duke of Edinburgh Awards on January 29th 2014 at County Hall. There would be approximately 100 recipients plus parents/guardians at the Presentation Ceremony and refreshments have been requested in the form of tea/coffee and biscuits plus orange juice at a cost of £2.15 per head.

Reason/s for Recommendation/s

9. To seek approval for the above mentioned events.

Statutory and Policy Implications

10. 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.

Financial Implications

11. The cost of the Reception for the British Gurkhas Ex-Servicemen and their families will be approximately £500 which will be met from the £5,000 allocation from central Government.
10. The cost of the Foster Carers Long Service Awards, meal and drinks will be £850.00 to be met from the hospitality budget. The cost of the bouquets will be met from the Fostering Team budget.

11. The cost of the refreshments for the Gedling Area Duke of Edinburgh Awards will be approximately £500 to be met from the hospitality budget.

RECOMMENDATION/S

- 1) That approval be given for the above mentioned events and for the associated costs to be met from the specified budgets.

Councillor Alan Rhodes
Leader of the Council

For any enquiries about this report please contact:

Keith Ford
Senior Democratic Services Officer
Tel: 0115 9772590

Constitutional Comments (SG 28/11/13)

12. The Committee is the appropriate body to decide the issues set out in this report. Under its Terms of Reference, the Committee has responsibility for authorising hospitality to be offered by the County Council.

Financial Comments (SEM 02/12/13)

13. The financial implications are set out in the report.

Background Papers and Published Documents

E-mail requests from the Foster Carer's service and the Gedling Area Duke of Edinburgh Awards coordinator.

Correspondence from the Secretary of State for Communities about the funding to the Midlands Cluster of Ghurkhas.

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

Electoral Division(s) and Member(s) Affected

All.

**REPORT OF CORPORATE DIRECTOR, POLICY, PLANNING AND
CORPORATE SERVICES**

WORK PROGRAMME

Purpose of the Report

1. To review the Committee's work programme for 2014.

Information and Advice

2. The County Council requires each committee to maintain a work programme. The work programme will assist the management of the committee's agenda, the scheduling of the committee's business and forward planning. The work programme will be updated and reviewed at each pre-agenda meeting and committee meeting. Any member of the committee is able to suggest items for possible inclusion.
3. The attached work programme includes items which can be anticipated at the present time. Other items will be added to the programme as they are identified.
4. As part of the transparency introduced by the new committee arrangements, committees are expected to review day to day operational decisions made by officers using their delegated powers. Such decisions will be included in the work programme on an annual basis and as specific decisions of interest arise.
5. The Policy Committee will be asked to determine policies, strategies and statutory plans developed or reviewed by other Committees of the Council. Committee Chairmen are invited to advise the Policy Committee of any additional policy reviews that are being considered.

Other Options Considered

6. None.

Reason/s for Recommendation/s

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

Statutory and Policy Implications

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

RECOMMENDATION/S

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

Jayne Francis-Ward
Corporate Director, Policy, Planning and Corporate Services

For any enquiries about this report please contact: Matthew Garrard, Team Manager, Policy, Performance and Research T: (0115) 9772892 E: matthew.garrard@nottsc.gov.uk

Constitutional Comments (SLB 30/04/2012)

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

Financial Comments (PS 2/5/12)

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

Background Papers

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

None

Electoral Division(s) and Member(s) Affected

All

POLICY COMMITTEE - WORK PROGRAMME

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>For Decision or Information</u>	<u>Lead Officer</u>	<u>Report Author</u>
8th January 2014				
Review of Complaints	Bi-annual service report to provide an overview of complaints received by the County Council.	Information	Celia Morris	Jo Kirkby
Improvement Programme – Performance	Quarterly report on the progress of the Council’s Improvement Programme.	Information	Debra Hinde	
Appointment to Outside Bodies	To consider appointments to outside bodies	Decision	Jayne Francis-Ward	Chris Holmes
Olympic Legacy Funding	To consider the Olympic Legacy Funding Scheme	Decision	Derek Higton	Steve Bradley
5th February 2014				
Pay Policy Statement	To receive the recommendations of the Personnel Committee on the Pay Policy Statement	Refer to Council	Marje Toward	
Highways Maintenance Contract	Progress report on the operation of the Highways Maintenance Contract	Information	Andy Warrington	
Translation & Interpretation Service provision	Review of the new service provision	Information	Martin Done	
Protection of Property & Funerals Policy	To agree revisions to the Policy	Decision	Caroline Baria	
5th March 2014				
Improvement Programme – Performance	Quarterly report on the progress of the Council’s Improvement Programme.	Information	Debra Hinde	
Equalities Plan	To consider the annual equalities plan in accordance with statutory duties arising from equalities legislation	Decision	Celia Morris	Matthew Garrard

2nd April 2014				
Legal Settlements	Bi-annual service report to provide an overview of legal settlements reached in the preceding 6 months	Information	Heather Dickinson	
Freedom of Information and Data Protection	Annual report and review of freedom of information and data protection performance and processes	Information	Celia Morris	Jo Kirkby
Income Generation through Advertising and Sponsorship	Update report following consideration at Policy Committee on 18 September 2013.	Information	Martin Done	
Workforce Strategy	Implementation Review of Workplace Strategy	Decision	Marje Toward	
7th May 2014				
Annual Performance Report 2013/14	Report on the overall progress of the County Council on its strategic priorities over the final quarter of the year and across the whole year.	Information	Celia Morris	Matthew Garrard
4th June 2014				
Improvement Programme – Annual Report 2013/14	Annual report of achievements for 2013-14.	Information	Deborah Hinde	
Legal Settlements	Bi-annual service report to provide an overview of legal settlements reached in the preceding 6 months	Information	Heather Dickinson	
2nd July 2014				
Review of Complaints	Bi-annual service report to provide an overview of complaints received by the County Council.	Information	Celia Morris	Jo Kirkby