Nottinghamshire County Council

Policy Committee

Wednesday, 11 November 2015 at 11:15

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

AGENDA

Notes

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

(2)   Members of the public wishing to inspect "Background Papers" referred to in the reports on the agenda or Schedule 12A of the Local Government Act should contact:-

Customer Services Centre 0300 500 80 80

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

Councillors or Officers requiring clarification on whether to make a declaration of interest are invited to contact Paul Davies (Tel. 0115 977 3299) or a colleague in Democratic Services prior to the meeting.

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

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

Nottinghamshire County Council

minutes

Meeting	POLICY COMMITTEE
Date	Wednesday 7 October 2015 at 10:30am

membership
Persons absent are marked with `A'

COUNCILLORS

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

Chris Barnfather	Philip Owen
Sheila Place	John Peck
Mrs Kay Cutts MBE	Ken Rigby
Glynn Gilfoyle	Martin Suthers OBE
Kevin Greaves	Gail Turner
Stan Heptinstall MBE	Sue Saddington
John Handley	Muriel Weisz
David Kirkham	John Wilkinson
Roy Allan	

ALSO IN ATTENDANCE

Councillor Pauline Allan	Councillor John Knight
Councillor Nicki Brooks	Councillor Alice Grice
Councillor Steve Calvert	Councillor Bruce Laughton
Councillor Steve Carroll	Councillor Liz Plant
Councillor Kate Foale	Councillor John Wilkinson

OFFICERS IN ATTENDANCE

Anthony May	Chief Executive
Tim Gregory	Place

Carl Bilbey	
Martin Done	
Keith Ford	Resources
Mark Knight	
Nigel Stevenson	
Michelle Welsh	

MINUTES

The Minutes of the last meeting held on 9 September 2015, having been previously circulated, were confirmed and signed by the Chairman subject to the amendment of a typographical error on Cllr Philip Owen's name.

APOLOGIES FOR ABSENCE

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

- Cllr Roy Allan replaces Cllr Diana Meale
- Cllr Sheila Place for Cllr Jim Creamer
- Cllr Sue Saddington replaces Cllr Reg Adair
- Cllr Chris Barnfather replaces Cllr Stuart Wallace
- Cllr John Handley replaces Cllr Richard Jackson
- Cllr John Wilkinson replaces Cllr John Knight

DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS

Councillor John Handley declared a private, non-pecuniary interest in agenda item 4 – Loan to Nottinghamshire County Cricket Club, which did not preclude him from speaking or voting on that item.

AGENDA

The Chairman announced that agenda item 5 – Business Rates Pooling 2013-15 and agenda item 6 – Budget Consultation 2016-17 had been withdrawn.

LOAN TO NOTTINGHAMSHIRE COUNTY CRICKET CLUB.

RESOLVED: 2015/052

1) That a further loan of £2.7 million repayable over 20 years at a rate of interest of the prevailing Public Works Loans Board (PWLB) rate (the rate at the time the agreement was signed) plus 2%.

2) That the Section 151 Officer be delegated authority, in consultation with the Chair of Finance and Property Committee and the Monitoring Officer, to agree the final repayment schedule and legal agreement.

BUSINESS RATES POOLING 2013-15

This agenda item was withdrawn.

BUDGET CONSULTATION 2016-17

This agenda item was withdrawn.

DIGITAL FIRST UPDATE POLICY

RESOLVED: 2015/053

1) That the progress made to date, including the successful launch of the Council's new website and schools portal, be noted.

2) That the approach and timetable to deliver a new intranet and social media strategy and policy be approved.

UPDATE ON D2N2 DEVOLUTION PROPOSALS AND NOTTINGHAM AND NOTTINGHAMSHIRE COMBINED AUTHORITY

RESOLVED: 2015/054

That the progress towards a devolution settlement for Derby, Derbyshire, Nottingham and Nottinghamshire (D2N2) and on the Combined Authority be noted.

Councillor Gail Turner requested that her vote against the above resolution be recorded.

JOINT COUNTY COUNCIL AND CITY COUNCIL CIVIC EVENT TO PRESENT USHAKOV MEDALS TO BRITISH VETERANS OF ARCTIC CONVOYS

During discussions, Members raised concerns about whether the amount requested by the City Council was sufficient to offer an appropriate civic event. In response, officers gave assurances that further discussions would take place with the City Council to ensure the hospitality at the event was suitable.

RESOLVED: 2015/055

That approval be given for the estimated costs of £200 for a joint County and City Council civic event to honour the local recipients of Ushakov Medals, to be met from the County Hospitality budget.

WORK PROGRAMME

RESOLVED: 2015/056

That the work programme be noted.

The meeting closed at 11.35am

CHAIRMAN

Nottinghamshire County Council

REPORT OF THE LEADER OF THE COUNCIL

DEVOLUTION DEAL

Purpose of the Report

1. To update members on the current position on the devolution deal negotiations with Government.

2. To delegate authority to the Chief Executive in consultation with the Leader of the Council to continue negotiating with Government and to enter into an "in principle" agreement ,

3. To note that final ratification of the devolution deal will need the approval of Full Council as well as changes in legislation currently included in the Cities and Local Government Devolution Bill.

Information and Advice

4. On 4 September, a joint bid on behalf of all 19 local authorities and the Local Enterprise Partnership in the D2N2 area was submitted to Government for the devolution of more economic powers and resources and greater control over our own affairs.

5. Negotiations with Government on a devolution deal for D2N2 have now reached an advanced state with more detailed discussions on the detail of the powers that would be devolved. A delegation of senior members and officers, including the Leader of Nottinghamshire met with ministers on 19th October.

6. Devolution deals have already been announced for the Greater Manchester and South Yorkshire Combined Authorities and most recently North East and Tees valley Combined Authority all these require directly elected mayors with elections scheduled for May 2017. All devolution deals and the powers and funding attached to them will be subject to the Comprehensive Spending Review, consultation with residents in the area on the deal proposal and agreement from the local authorities. Deals will also be subject to enactment of the necessary legislation, including the Cities and Local Government Devolution Bill.

7. It is expected that those deals currently subject to extensive negotiations, such as the D2N2 deal, will be announced in time for the Comprehensive Spending Review on 25 November.

8. During the negotiations Government have commented that the name D2N2 is confusing and does not readily identify the areas covered by the deal. As a result of those concerns the deal has been rebranded as "The East Midlands Deal" and all future publicity and correspondence on the deal will be carry this nomenclature

What would a Devolution Deal deliver?

9. The D2N2 devolution prospectus, which was submitted to Government in March, outlined the type of powers and funding streams that D2N2 partners would wish to be devolved in a deal in order to significantly improve economic growth. The five themes of the prospectus are Skills to Employment, Built Environment, Transport, SMART infrastructure and Enterprise. The March prospectus was reviewed and further detailed information and proposals have been negotiated and agreed across the 19 local authorities by leaders and Chief executives and included as part of the September submission. The prospectus and September submission are attached as background papers.

10. In addition to the five themes, and in line with proposals being developed in other parts of the country, public sector reform was added as a further theme for negotiation as part of the D2N2 September submission. There are no details in relation to these reforms and any reforms will be subject to further detailed negotiations. The deal is likely to simply state that these are possible options for future discussions. However early decisions will be required on the Police and Crime Commissioner responsibilities. If these are to be devolved to any newly created Mayoral role, it is likely that Government will postpone the 2016 PCC elections as a result.

Governance

11. The Government has explicitly stated that significant powers would only be devolved if a directly elected mayor is created as they are of the view that this ensures clear accountability over powers, functions and funding that is devolved from national government to the local level.

12. It is proposed that the directly elected mayor would act as chair to a single Combined Authority for the area. The mayor, in conjunction with the Combined Authority, would exercise the powers and functions devolved from Government. The earliest a mayoral election could take place is May 2017.

13. There is no intention to transfer existing powers from local authorities to the new Combined Authority. Combined Authority legislation allows for powers to be held concurrently by local councils and the Combined Authority and this is likely to be the preferred model for local councils across Derbyshire and Nottinghamshire.

14. Whilst each Combined Authority will negotiate its own arrangements for working with the Mayor, in the South Yorkshire model, the new mayor will chair the Combined Authority. The mayor and the Combined Authority will be held to account by an Overview and Scrutiny Committee. The mayor will be required to consult the Combined Authority on their plans, which the Combined Authority could reject if two-thirds of its members vote against the proposals. The Combined Authority would also examine the mayor's spending plans and could amend these if two-thirds or more of its members agree to do so.

15. Proposals for decision by the Combined Authority could be put forward by the mayor or any member of the Combined Authority. The mayor would have one vote as would other voting members.

2

Geography/Overlap issue

16. The electorate for the areas of the constituent councils of the D2N2 area would elect the mayor.

17. The constituent members of the D2N2 area are Amber Valley Borough Council, Ashfield District Council, Bassetlaw District Council, Bolsover District Council, Broxtowe Borough Council, Chesterfield Borough Council, Derby City Council, Derbyshire County Council, Derbyshire Dales District Council, Erewash Borough Council, Gedling Borough Council, High Peak Borough Council, Mansfield District Council, Newark and Sherwood District Council, North East Derbyshire District Council, Nottingham City Council, Nottinghamshire County Council, Rushcliffe Borough Council and South Derbyshire District Council.

Timetable – next steps

18. The draft deal documentation is expected the week beginning 2nd November and an announcement on the deal, if it is agreed, will be made in line with the Comprehensive Spending Review on 25 November.

19. A full implementation plan covering each policy agreed in the Deal would need to be developed that would include the timing and proposed approach for monitoring and evaluation of each policy.

20. Elections for a mayor could be held in May 2017 although this is subject to agreement and the implementation timetable.

21. As stated above a public consultation exercise will be required with residents of the D2N2 area before final confirmation of the deal.

22. It is important to note that whilst deals are on offer the Government cannot deliver on the deal requirements until changes in legislation are made. The Cities and Local Government devolution bill is currently awaiting its third reading in the House of Commons.

23. At this stage therefore approval is sought for delegated authority to the Chief Executive in consultation with the Leader of the Council to continue to negotiate with government to obtain the best deal possible for the D2N2 area and to sign any deal document prior to the expected 25th November announcements. It is important to note however that any such document will be "subject to ratification" by all 19 Authorities full council as well as the required changes in legislation before it becomes binding on Authorities.

Other Options Considered

24. The 19 Authorities in D2N2 could decide not to proceed with negotiations for a devolution deal but that would place economic growth and regeneration in the East Midlands at significant risk as other areas surrounding the East Midlands would have local control over significant growth budgets.

Reason/s for Recommendation/s

25. To allow a deal to continue to be negotiated subject to ratification at a later stage by Full Council.

Statutory and Policy Implications

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

RECOMMENDATION/S

It is recommended that members:

1) Note the progress towards a devolution deal for Derbyshire and Nottinghamshire.

2) Delegate authority to the Chief Executive in consultation with the Leader of the Council to continue negotiations and to sign the devolution deal, subject to ratification of the deal by Full Council.

3) That a further report be brought back to Policy Committee following the expected announcement on 25th November updating members on the position.

4) That a report seeking ratification of the deal is brought to Full Council as soon as possible after the necessary changes in legislation.

Alan Rhodes
Leader of the Council

For any enquiries about this report please contact:
Matthew Lockley

Constitutional Comments (JFW – 28/10/15)

27. Policy Committee has the delegated authority to agree the recommendations.

Financial Comments (SES 03/11/15)

28. 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.

- 'Devolution prospectus
- Bid documentation

Electoral Division(s) and Member(s) Affected

- 'All'

Nottinghamshire County Council

REPORT OF THE CHAIRMAN OF FINANCE AND PROPERTY COMMITTEE

BUSINESS RATES POOLING 2013-15

Purpose of the Report

1. The purpose of this report is to inform Members of the final outturn position on the Nottinghamshire Business Rate Pool as at 31st March 2015, and the proposed distribution of the Pool surplus.

Information and Advice

2. Following approval by Finance & Property Committee (January 2012) from 1st April 2013, Nottinghamshire County Council joined all of the seven Nottinghamshire District Councils to form a Business Rates Pool. This arrangement works exactly the same as for an individual authority, except the tariff or top-up, and the safety net payment or levy, is calculated on the Pool as a single entity.

3. This approach has enabled a greater level of financial resources to be retained within Nottinghamshire, as any levy paid by a district council on business rate growth would ordinarily be paid to central government, whereas under the pooling arrangements, this is retained locally for economic growth or distribution back to partner authorities.

4. Another benefit from joining the pool is the assurance against the volatility of business rates by spreading the risk across all members of the pool. This acts as an insurance mechanism so that all members could see a financial benefit from rapidly growing members of the pool, whilst offering to subsidise other pool members experiencing lower or negative growth.

5. The pooling arrangements afford the same degree of protection against volatility of business rates as would have occurred without the pool i.e. a safety net payment for any reduction in business rates income below 92.5% of the expected baseline figure.

6. In addition to securing funding within Nottinghamshire, the aim of the pool was to provide the opportunity to build a critical mass to the funding required for critical economic investment and affords the Councils to work collectively in partnership with the private sector to prioritise economic development activity. These partnership ambitions are aligned with the D2N2 LEP's adopted Strategic Priorities and Areas of Economic Focus and within the wider ambitions for the establishment of the Combined Authority.

7. The proposed pooling of business rates therefore provides opportunities to "match" the LEP resources to ensure key projects maximising economic growth are brought forward quickly and effectively.

Pool Surplus 2013/14

8. The net surplus generated by the Pool in 2013/14 was £0.392 million. The County's share of this net surplus amount was £0.2 million.

9. The issue of how to use this surplus was initially considered at The City of Nottingham and Nottinghamshire Economic Prosperity Committee meeting of 24th July 2015 – see the attached link to the agenda for that meeting:-

   http://committee.nottinghamcity.gov.uk/ieListDocuments.aspx?MId=5133&x=1

10. The joint committee supported the following proposal (whilst recognising that this would require approval by each of the constituent Councils)

    "To approve the retention of the Pool surplus in 2013/14 (£392,000) for use by the Combined Authority."

Pool Surplus 2014/15

11. The net surplus generated by the Pool in 2014/15 was £3.0 million. A significant factor in this outturn was the introduction of West Burton B power station into Bassetlaw's rating list. The County Council's share of this net surplus amount was £1.3 million.

12. The City of Nottingham and Nottinghamshire Economic Prosperity Committee on 24th July 2015 also supported the following proposals (which again required approval by each of the constituent Councils):-

    "To approve that 50% of the Pool surplus in 2014/15 and future years would be retained for use by the Combined Authority."

    "To approve that the remaining 50% surplus generated in 2014/15 and future years, net of retention for the volatility fund, would be distributed to Pool members in line with the Memorandum of Understanding."

    "To approve that the 50/50 distribution approach would be reviewed annually by the Nottinghamshire Chief Executive Group."

13. If this approach is agreed the County Council is due to receive a one-off payment of £0.65 million during this financial year, which will be utilised to fund ongoing budget pressures.

14. In light of the above proposal that the distribution for future year's surpluses be reviewed annually by the Nottinghamshire Chief Executives' Group, it is recommended that the decision on future distribution approaches as regards Nottinghamshire County Council is delegated to the Chief Executive, in consultation with the Chair of Finance & Property Committee. Any proposed changes to the distribution approach would be reported to meetings of Finance & Property Committee.

15. It is not proposed that this fund is there to meet the cost for the establishment of the Combined Authority. In addition, the release of these funds is dependent upon the spending plan being agreed by the City of Nottingham and Nottinghamshire Economic Prosperity Committee.

Other Options Considered

16. None – this report provides Members with an update on the current position of the Nottinghamshire Business Rate Pool and seeks approval for the proposals supported by the City of Nottingham and Nottinghamshire Economic Prosperity Committee. If however the Combined Authority is not established then Pool Member Authorities may wish to review these proposals including the reversion to the originally agreed distribution of pool surpluses as set out in the Pool Memorandum of Understanding (MoU). This would see all but a small amount of the surplus retained to cater for volatility being distributed to Pool Member Authorities.

Reason/s for Recommendation/s

17. Under the Memorandum of Understanding the Pool is designed to encourage economic growth, and this approach promotes this objective.

Statutory and Policy Implications

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

Financial Implications

19. Services continue to be funded by a combination of locally retained business rates and Revenue Support Grant. However the business rates quantum is relatively fixed, so central government is using the Revenue Support Grant element to manage reductions in the central budget aligned with the well-publicised cuts in national public spending. The Council therefore has to find alternative means to maintain core funding levels and protect services.

20. The manner in which local government is funded will continue, but with total funding levels being eroded over time. The £0.65 million income does not feature in the Medium Term Financial Strategy (MTFS) and will therefore be treated as a "windfall" that will be set against future budget pressures. Any future distributions from the Pool will not be built into the MTFS until they have been realised.

21. The Council has a duty under The Non-Domestic Rating (Rates Retention) Regulations 2013 No. 452 (previously the Local Government Finance Act 1988) to prepare a business rate retention scheme and consider potential policy arrangements available within Nottinghamshire.

RECOMMENDATION/S

22. It is recommended that the Committee:

    a. Notes the outturn for the Nottinghamshire Business Rates Pool for the years 2013/14 and 2014/15.

    b. Agrees the proposal supported by the City of Nottingham and Nottinghamshire Economic Prosperity Committee to retain the entire Pool surplus generated in 2013/14 for use by the Combined Authority.

    c. Agrees the proposal supported by the City of Nottingham and Nottinghamshire Economic Prosperity Committee to retain 50% of the Pool surplus generated in 2014/15 for use by the Combined Authority, and distribute the other 50% to Pool members.

    d. Notes the release of these funds is dependent upon the spending plan being agreed by the City of Nottingham and Nottinghamshire Economic Prosperity Committee.

    e. Delegates the approval of the distribution approach for future financial years to the Chief Executive in consultation with the Chair of Finance and Property Committee. This would include the reversion to the originally agreed distribution of pool surpluses as set out in the Pool MoU if the Combined Authority is not established.

    f. Agrees that any further proposed changes to the distribution approach be presented to future meetings of Finance and Property Committee.

Councillor David Kirkham
Chairman of Finance and Property Committee

For any enquiries about this report please contact:

Nigel Stevenson
Service Director – Finance, Procurement & Improvement
T: 0115 9773033
E: nigel.stevenson@nottscc.gov.uk

Constitutional Comments (SLB 16/9/2015)

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

Financial Comments (NS 14/9/2015)

The financial implications are set out in the report.

Background Papers
Nottinghamshire Business Rate Pool: Pooling Proposal and Memorandum of Understanding

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

	Report to Policy Committee
Nottinghamshire County Council	**11 November 2015**
	Agenda Item: 6

REPORT OF THE LEADER OF THE COUNCIL

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

Purpose of the Report

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

Background

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

3. At Policy Committee in September it was agreed that reporting against the Strategic Plan would be via a Dashboard approach outlining progress on key measures for each of the five Strategic Plan priorities as well as risks. In addition a summary of the actions being taken to deliver against each key priority would be given.

4. At Policy Committee in July, Members received an update, by Portfolio (Adult & Health; Children's and Culture; Place; and Resources), on progress in delivering Redefining Your Council. It was also agreed that Policy Committee would receive regular Portfolio progress updates, to coincide with performance reporting against the Strategic Plan.

Strategic Plan – Report on Progress

5. **Appendix A** provides Members with a summary of progress for the first 6 months of 2015-16 with the latest available progress against the Strategic Plan in the format agreed at Policy Committee in September 2015.

6. This appendix shows progress against the key indicators for each strategic priority, showing achievement against target as well as indicating Direction of Travel. This shows how the measure has changed compared to the last time it was recorded, and is <u>not</u> an indication of whether the measure has or will achieve the target. For most measures this is a comparison with the previous period's figure. The exception to this is any cumulative measures where the comparison is with the same period last year. Where appropriate the national benchmark figure is included for comparison.

1

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

8. Members views are sought on whether they consider the appropriate number of indicators ie too few/too many are being reported to Committee. It is intended that the indicators will be subject to review to ensure consideration is being given by Committee to the most appropriate indicators.

Redefining Your Council – Report on Progress

9. **Appendix B** provides Members with a summary of progress in delivering Redefining Your Council programmes and projects for the three months to September 2015. It also provides an overview of key delivery milestones for the three months to the end of December 2015, along with key risks to delivery.

10. When considering the review of Redefining Your Council, Members agreed to the establishment of a cross-party project steering group to guide and advise the Chief Executive and Corporate Leadership Team on the implementation of Redefining Your Council. It is envisaged that one of the early tasks for the cross-party steering group will be to review Redefining Your Council programmes with a view to recommending whether some should be closed and / or progress as business as usual. Allied to that, the steering group would usefully advise on future programme and project reporting to ensure that it provides Members with the most appropriate information and assurance.

11. **Appendix C** provides the full status report, by year, for all savings projects and some other strategically significant projects, as at September 2015. This status report is produced on a monthly basis from individual project highlight reports. As members are aware each project is categorised as outlined in the status key within the appendix, we are currently looking at introducing a further category to reflect where savings have been made but not as originally planned. The overall financial position set out in the status report, including savings at risk, is contained within the body of the financial monitoring report that is regularly considered by Finance and Property Committee.

Other Options Considered

12. None.

Reason/s for Recommendation/s

13. To ensure effective and proportionate performance reporting on the Strategic Plan and Redefining Your Council is provided to Policy Committee on a quarterly basis as requested.

Statutory and Policy Implications

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

RECOMMENDATION/S

It is recommended that:

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

Councillor Alan Rhodes
Leader of the Council

Constitutional Comments (SLB 29/10/2015)
This report is for noting only.

Financial Comments (NH 29/10/2015)
The financial implications of any changes to savings plans in the current year and the impact upon the Council's Medium Term Financial Strategy are considered when changes are approved through Finance and Property Committee.

Background Papers

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

Nottinghamshire County Council Strategic Plan 2014 – 2018
Redefining Your Council June 2014
Report to Policy Committee - Redefining Your Council – A Review July 2015

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

STRATEGIC PLAN Priority 1 - Supporting safe and thriving communities | APPENDIX A

Key Indicators

Outcome	Indicator	National	Target	Latest	Good is	Direction of Travel
1.1	Percentage of assessments leading to an on-going children's social care involvement (Q2 15/16)	66.5%	Higher than 14/15 (56%)	49.5%	High	↓
1.1	Percentage of those children remaining in long-term placements (Q2 15/16)	66%	Better than national	72.9%	High	↓
1.1	Proportion of adult service users who were satisfied that their outcomes were achieved (Q1 15/16)	N/A	New Measure	88%	High	
1.2	All recorded crime (M Sept)	N/A	40,873	42,556	Low	↓
1.3	People killed or seriously injured in road traffic collisions (Y 14/15)	N/A	434	343	Low	↓
1.4	Number of tailored interventions to protect vulnerable residents based on the risk, threat and harm to the individual (Y 14/15)	N/A	300	76	High	↑

Summary

Priorities this year are focussing on developing new and innovative ways of working to better support the most vulnerable children and adults. The Looked After Children and Care Leavers strategy is in place and services are being developed for our looked after children including improved placement provision.

Actions are under way to build on existing relationships with key partners and significant moves to change to more joined up ways of working are being implemented to achieve the milestones in this priority.

Key Actions and Milestones

Outcome	Milestone	Target Date
1.1	Improve interfaces between children's social care, early help and universal services bringing together the MASH and the Early Help Unit.	Q3
Progress	**Work is ongoing to bring these key services together, with an improving proportion of MASH enquiries being signposted to Early Help.**	
1.1	Review & Update the Looked After Children and Care Leavers Strategy to develop services for our looked after children, including improved placement provision and health/education outcomes.	Q2
Progress	**The Looked After Child and Care Leavers Strategy 2015-2018 has now been developed and is in place.**	
1.2	Develop effective partnerships between Public Health, Trading Standards, Community Safety and Social Care to continue to develop new ways to address issues threatening the safety of vulnerable people.	Q4
Progress	**A social worker is being seconded into the community safety team to respond to cases involving a mental health dimension where the person does not meet the threshold for social care or existing mental health services. The post holder will work with partners including the Safer Notts Board and Health and Wellbeing board to make recommendations on the support providing going forward.**	
1.3	Implement and monitor the Annual Road Safety Plan for 2015/16.	Q4
Progress	**The 55 actions in the Road Safety Plan which were reviewed in September 2015. 2 actions have been cancelled, 1 has been postponed, but all others are on target or completed.**	
1.4	Increase and improve work with agencies and organisations to protect residents from frauds, scams and other crimes by building on partnerships with police and social care.	Q4
Progress	**Programme of joint work commenced with Royal Mail to protect vulnerable mass marketing scam victims. Continued awareness raising amongst health and social care colleagues about scams and other Trading Standards issues affecting vulnerable residents, with joint visits being undertaken where possible.**	

Pressures / Challenges

Key challenges

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

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

Drive existing Boards & Partnerships to tackle crime and disorder more effectively. The all crime figure is showing further increases due to changes in the way Police are recording crime.

Create new and innovative solutions that will be easily adopted by partners in the face of change and the increase in on-line fraud. For example Trading Standards have recently been working with Royal Mail on reducing mass marketing scams.

Key Indicators

Outcome	Indicator	National	Target	Latest	Good is	Direction of Travel
2.1	Number of visitors to Country Parks (Rufford and Sherwood) (Q2 15/16)	N/A	820,000	453,945	High	⬆
2.2	Percentage of household waste reused, recycled or composted (Q1 15/16)	N/A	44.0%	42.80%	High	⬌
2.2	Percentage of Local Authority Municipal Waste Land filled (Q1 15/16)	N/A	15.0%	12.9%	Low	⬇
2.2	Number of volunteer hours for natural and historic environment projects (Y 14/15)	N/A	2,605	2,364	High	⬆
2.3	Change in weather corrected carbon emissions from energy use in Council buildings (Y 14/15)	N/A	67,457	64,195	Low	⬇

Key Actions and Milestones

Outcome	Milestone	Target Date
2.1	Deliver the agreed operating model for Sherwood Forest Visitor Centre.	Q2
Progress	**A consortium led by the RSPB, which includes Sherwood Forest Trust, Continuum Attractions and Thoresby Estate has been selected to build, manage and operate the new £5.3m Sherwood Forest Visitor Centre.**	
2.1	Develop proposals for programmes and projects at a landscape scale to benefit biodiversity, heritage, local people and the economy, working closely with the Local Nature Partnership and colleagues in Derbyshire County Council	Q4
Progress	**Funding has been successfully secured for the development stage of a Landscape Partnership Scheme for Sherwood Forest. A Project Development Manager is now in post and work is underway towards the submission of a Stage 2 application for Heritage Lottery Funding of c. £3.5m in 18 months' time.**	
2.2	Utilise Eastcroft Energy and Sheffield Energy Recovery Facility to reduce reliance on landfill	Q4
Progress	**Eastcroft utilisation agreement with the City Council was signed in May 2015 and deliveries to Sheffield Energy Recovery Facility commenced in June 2015.**	
2.5	Support bus quality partnerships including the Mansfield Statutory Quality Bus Partnership, and introduce Voluntary Quality Bus Partnerships (VQBP) for Worksop and Beeston	Q3
Progress	**Continue to promote public transport through the Greater Nottingham bus Quality Partnership and North Notts Bus Quality Partnership forums. Development and monitoring of each scheme is ongoing with Beeston VQBP commencing from July 2015 and Worksop VQBP from August 2015.**	

Summary

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

During the summer, two new voluntary bus quality partnerships have been introduced in Beeston and Worksop which will enable us to work with local bus operators to improve the services and facilities in these areas.

Pressures / Challenges

Key challenges

Limited resources is making it difficult to deliver identified energy efficiency projects within property. There is also the risk of disruptions to delivery caused by the development and implementation of Joint Venture arrangements.

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

Reduction in funding across Public Transport may impact on commercial services and in turn on the Quality Bus Partnership commitments. The Devolution and Buses Bills may also impact on local governance arrangements and the provision of Public Transport.

STRATEGIC PLAN Priority 3 - Supporting economic growth and employment

Key Indicators

Outcome	Indicator	National	Target	Latest	Good is	Direction of Travel
3.1	Number of development schemes brought forward by the County Council and partners that are prioritised in future Growth Plans (Q2 15/16)	N/A	4	4	High	New Measure
3.3	Total number of premises passed by a fibre-based broadband infrastructure (Q1 15/16)	N/A	22,204 (Phase 4-6)	10,816	High	New Phase
3.5	Percentage of young people in Years 12-14 not in education, employment or training (NEET) (Q1 15/16)	4.6%	2.6%	2.3%	Low	⬆ (red)
3.5	Number of young people taking up apprenticeships through the Council's investment in youth employment (Q2 15/16)	N/A	82	51	High	⬆ (green)

Key Actions and Milestones

Outcome	Milestone	Target Date
3.1	Support Nottinghamshire projects to access capital investment through the D2N2 Strategic Economic Plan, Growing Places Fund, Regional Growth Fund and the Nottinghamshire Investment Fund	
Progress	**The Council is leading on the development of a significant investment programme along the Robin Hood Line, which includes the re-opening of the Dukeries section to Ollerton and Edwinstowe. Sites at Sherwood Energy Village, Thoresby, Summit Park and Berry Hill are the subject of proposed Enterprise Zone status following a submission made to Government. Bids to the anticipated Local Growth Fund are being prepared for town centre investments and a proposal for a mixed use development at Gamston is being led by the Council.**	Q4
3.3	Deliver phases 4-6 of the Better Broadband for Nottinghamshire programme and secure additional investment through contract 2	
Progress	**The Better Broadband for Nottinghamshire Programme is currently in Phase 5 of delivery. The roll-out is proceeding as scheduled. The figure above relates to total homes [premises] passed in Q1 2015-16. The Q2 figure is not yet available.**	Q4
3.3	Invest in Hucknall town centre improvement scheme to regenerate the town centre	
Progress	**Work on the scheme is planned to start in October 2015 with demolition works taking place up to the end of the year. The main contractor takes ownership of the site and will start construction of the new road in January 2016 following completion of the works to divert utilities. The scheme is scheduled to complete in Spring 2017**	Q4
3.4	Continue to pay all central employed staff the Living Wage Foundation rate as a minimum.	
Progress	**As part of its commitment to fair pay and modelling this as good practice to other employers in Nottinghamshire, the Council has adopted the Living Wage rate and implemented this for around 2000 of its lowest paid frontline employees from 1st April 2014. The current Living Wage Foundation rate is £7.85p an hour, inclusive of annual increases in the rate each November which keeps the rate in line with increases in the cost of living.**	Q4
3.5	Work with Futures as part of the Economic Development Strategy to promote the benefits of apprenticeships, encouraging take-up across small and medium sized enterprises. Support young people to be 'employment ready' through the provision of pre-apprenticeship training	
Progress	**119 Nottinghamshire SMEs (small and medium-sized enterprises) have taken on an apprentice for the first time as a result of the County Council's investment in apprenticeships through Nottinghamshire Futures.**	Q4

Summary

Subject to funding being agreed, It is hoped that the conversion of a number of sites into Enterprise Zones, as part of the development of the Robin Hood Line, will result in the creation of a minimum of 4,000 jobs with the potential to create up to 10,000 in the longer term.

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

The Council is also working with developers to maximise the Growing Places Fund and is actively promoting the Regional Growth Fund sponsored investment funds to local businesses alongside the Nottinghamshire Investment Fund.

Pressures / Challenges

Key challenges

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

The outcome of the Comprehensive Spending Review in November 2015 will determine the success of the Enterprise Zone submission and the amount of Local Growth Fund available to the D2N2 Local Enterprise Partnership area.

Since the apprenticeship project was developed, traineeships are now available and this has reduced the need and resource required for pre-apprenticeship training.

STRATEGIC PLAN Priority 4 - Providing care and promoting health

Key Indicators

Outcome	Indicator	National	Target	Latest	Good is	Direction of Travel
4.2	The number of older adults currently in long term care (M Aug)	1016	2,441	2524	Low	⬇
4.2	The number of younger adults currently supported in long term care (M Aug)	266	650 (tbc)	669	Low	⬇
4.3	Proportion of service users who found it easy to find information about support (Y 14/15)	75%	77%	76%	High	⬆
4.3	Proportion of carers who found it easy to find information about support (Y 14/15)	66%	66%	61%	High	⬇
4.5	Percentage of identified Health and Wellbeing Board partners that have signed the tobacco declaration (Q2 15/16)	N/A	100%	93%	High	⬆
4.5	Percentage of identified Health and Wellbeing Board partners that have tobacco declaration action plans agreed and in place (Q2 15/16)	N/A	100%	33%	High	⬆

Summary

The number of older and younger adults supported in long term care is continuing to reduce gradually. This is being achieved by managing admissions and by providing alternatives which promote independence such as Extra Care for older adults and Supported Living for younger adults to keep these adults in the community.

One of the priorities this year is to reduce the number of delayed transfers of care from hospital in preparation for the increase in workload over the winter period. Additional intermediate care facilities are being developed to facilitate this and to offer better long term outcomes and reduction in the need for long term residential care.

Key Actions and Milestones

Outcome	Milestone	Target Date
4.1	We will support the development of new Extra Care Housing and Supported Living Services for older and disabled adults	Q4
Progress	**The development of Extra Care services is on target. Schemes are now open at Gedling (St. Andrews House) and Bilsthorpe, delivering 24 units of Extra Care accommodation for use by County Council Service Users. Development work is also progressing well with the two additional new schemes due to open in 2015/16 in Mansfield (Poppy Fields) and Ashfield (Darlison Court), which between them will provide an further 58 units of accommodation**	
4.2	Through our 'Living at Home Programme' and the expanded use of Assistive Technology we will support people to remain independent in their own homes and avoid or delay the need for residential care	Q4
Progress	**There has been an increase in the number of referrals for Assistive Technology and the number of people supported in residential or nursing care homes is reducing gradually.**	
4.4	We will develop Leivers Court in the South, Bishops Court in Mid Notts and James Hince Court in Bassetlaw to facilitate faster discharge from hospital and to provide intermediate care in a setting for a more comprehensive assessment, reducing the likelihood of people being admitted to residential care direct from hospital	Q4
Progress	**There are 15 assessment beds at Leivers Court being used to facilitate discharges from QMC, City Hospital and Lings Bar. James Hince Court in Bassetlaw has 10 Intermediate Care beds and 10 Assessment Beds. There are 15 Assessment Beds in Newark & Sherwood, 10 at Woods Court and 5 at Bishops Court.**	
4.5	We will ensure that all partners have signed the Tobacco Declaration for Nottinghamshire	Q4
Progress	**The Declaration is being rolled out in 3 phases: Phase 1 (HWB members) 93% of members have signed the Declaration. Phase 2 (Other NHS and significant public bodies) 2 NHS Trusts have signed along with Notts Fire and Rescue Service. Other organisations have agreed to sign. Phase 3 (Private sector employers) 4 have signed through the Wellbeing@Work Scheme.**	
4.5	We will ensure that all partners have action plans to achieve their organisational and Health & Wellbeing Board aspirations with regards to Tobacco Control	Q4
Progress	**Phase 1 (HWB members) 33% of members have a finalised action plan and 33% have a draft plan. Phase 2 (Other NHS and significant public bodies) 1 NHS Trusts has an action plan along with Notts Fire and Rescue Service (draft).**	

Pressures / Challenges

Key challenges

Effective multi-agency partnership working with multiple organisations is key to delivering the success of Extra Care Housing. Nottinghamshire County Council is working closely with a wide range of partners, such as district councils, housing providers, care providers and construction contractors, in order to deliver its Extra Care Strategy and to ensure that any issues are dealt with so that they don't impact the opening date for the schemes. Any delays will have knock on effects to other services.

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

Negotiations are underway with Health partners to ensure that there is appropriate provision of therapy support and GP cover. Without an appropriate level of cover the delivery of the extra assessment beds may be delayed.

STRATEGIC PLAN Priority 5 - Investing in our future

Key Indicators

Outcome	Indicator	National	Target	Latest	Good is	Direction of Travel
	Percentage of pupils at the end of the key stage achieving:					
5.1	A good level of development in the EY Foundation Stage (Y 2015)	60% (2014)	Notts vs Nat. gap	65.3%	High	⬆
5.1	A good Level 4 (4B+) in reading, writing and maths - KS2 (Y 2015p)	69.0%	Above national	69.0%	High	⬆
5.1	5+ A*-C at GCSE or equivalent inc. English & maths - KS4 (Y 2015p)	53.4% (2014)	5% above Nat.	55.4%	High	⬇
5.1	The average point score per entry - KS5 (Y 2014)	214.8	N/A	208.4	High	⬇
	Percentage of pupils attending good or outstanding:					
5.1	Primary schools (Spring Term 15)	82.0%	82.0%	83.0%	High	⬇
5.1	Secondary schools (Spring Term 15)	76.0%	82.0%	78.0%	High	↔
	Attainment gap for pupils eligible for free school meals (FSM) / FSM at any point in the past 6 years (FSM6) and the rest					
5.2	FSM gap for good level of development in EYFSP (Y 2015)	18.9% (2014)	23.0%	27.6%	Low	⬆
5.2	FSM6 gap for Level 4+ in reading, writing and maths - KS2 (Y 2015p)	16.0% (2014)	16.0%	16.1%	Low	⬇
5.2	FSM6 gap for 5+ A*-C inc. English & maths - KS4 (Y 2015p)	26.0% (2014)	26.0%	29.6%	Low	⬆
5.3	Eligible two year olds taking up early education places (Q1 15/16)	N/A	70.0%	58.5%	High	⬇
5.4	Children aged 0-4 from low income areas seen at children's centres (Q1 15/16)	N/A	65.0%	35.2%	High	⬇
5.4	Children and young people who have their needs fully resolved at closure to an early help service intervention (Q1 15/16)	N/A	70.0%	52.0%	High	⬇
5.4	First time entrants to the Youth Justice System aged 10-17 per 100k (Q1 15/16)	N/A	<269	68	Low	⬆

Key Actions and Milestones

Outcome	Milestone	Target Date
5.1	Revise and Strengthen the School Improvement Strategy by: Holding Teaching School Alliances (TSA's) and other partnerships to account for the outcomes of their schools, ensuring partnerships are focussed on improving leadership and quality of provision in their schools and Improving KS5 outcomes through school networks	Q4
Progress	**EIAs are working through TSAs to ensure that their support provided to maintained schools impact on Leadership and the quality of teaching.**	
5.2	Continue to implement the Closing the Educational Gap (CtG) Strategy by: Expanding the CtG Strategy across the county especially in the localities of Worksop, Gedling and Mansfield and Improving the effectiveness of the Virtual School	Q4
Progress	**The Closing the Gap strategy continues to target the work of NCC and other partner support services in working with schools to reduce the educational gap between disadvantaged pupils (DP) and their more advantaged peers (Non DP). As a result of this, for the 4th year in succession, Nottinghamshire's gap at the end of primary schooling has narrowed and is now broadly in line with the national gap for 2014.**	
5.3	Reviewing the School Place Planning Strategy and development of an early years strategy	
5.4	Review children's centres outcomes framework and establish a county wide cluster delivery model	Q4
Progress	**The Strategic school place planning strategy has been revised and has identified a risk register of areas of possible high pressure up to 2020. Preparatory work has started on the development of an Early Years Strategy which will be drafted for departmental discussion by April 2016.**	
5.4	Implement the expanded Troubled Families programme to identify those in need of early support	Q4
Progress	**On track. Existing Cases have been migrated and the new Families service will go live on Frameworki on the 2nd November.**	

Summary

This Strategic Plan priority has a focus on ensuring high educational outcomes and that we reduce the inequality gap.

The Closing the Gap strategy is working to enable greater inter agency working across key agencies. A significant achievement has been a deepened partnership with health through the extended deployment of Speech and Language therapists in targeted schools. Approximately 40 primary schools have bought in additional support from speech and language therapists in 2015-2016 to target disadvantaged pupils (as well as Non DP) who require additional support but who do not meet the thresholds for a health referral.

Based on provisional results for KS4 the % of pupils gaining 5+ A*-C grades at GCSE has decreased by 2.6%. Nationally results have decreased by 0.6%. These results will be considered by CYP Committee on 16 November and further detailed analysis has been commissioned to support this discussion.

Pressures / Challenges

Key challenges

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

Achieving better outcomes for looked after children.

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

As part of the School Place Planning Strategy, risk analysis has also been undertaken across all primary planning areas up to 2030, although these predications are based on significantly less reliable or missing data. This will assist with long term modelling.

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

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

Key achievements in last 3 months	Expected delivery over next 3 months
• The Charter for Social Care, which explains the new offer to the public, has been widely communicated • Care Act 2014 (Part One) was fully implemented in April 2015. and the implications of the postponement of the Care Act 2014 (Part Two) have been carefully considered. • More peope are finding out about support for themselves on-line as the use of Nottinghamshire Help Yourself directory has increased significantly (compared to the previous social care directory) with 458,376 hits on the site since March 2015. • New hospital discharge arrangements prepared to help reduce delayed transfers of care. • Most Social Care staff have now received, and been trained to use,mobile devices which has increased productivity and improved the service provided. • Approval given at October ASCH committee to consult with key stakeholders on options for new delivery models for Direct Services. • Establishment of a cross-party Members forum to discuss and debate issues around integration with health proposals. • Guiding principles on integration with health agreed with Members and partners. • Better Together Memorandum of Understanding (for Mid-Nottinghamshire) negotiated which, when agreed, will enable work to proceed to create an Alliance across the NHS, the Council and voluntary sector organisations working in Mansfield, Ashfield and	• A training plan for the workforce to ensure they are supported to deliver the Adult Social Care Strategy, including workshops for frontline staff and managers in November. • Development of outline business case for new operating model for Direct Services in consultation with key stakeholders. • Integrated Care teams fully in place across South Nottinghamshire enabling improved and more joined-up care provision • Winter pressure plans including seven day services enacted. • Online contact and carers contact to be available for people to make contact with Social Care. • Increased use of different methods of assessment with service users, including telephone assessments and clinics, to make best use of social care staff time. • Further develop agreed options for change from Challenge Panel and research and design for transformation and change ideas. • Increased understanding of the NHS in Nottinghamshire about the implications of the Adult Social Care Strategy, to underpin cultural change. • The Council signing the Memorandum of Understanding for the Better Together commissioning and provider alliance. • Transfer responsibility for family nursing and health visiting services from NHS to the Council • Complete the Young People's Health Strategy and establish a Steering Group to oversee implementation, which will include representation from

1

Newark & Sherwood. • Awarded contracts for services to combat domestic violence and abuse (joint contract with Police and Crime Commissioner; services in place from 1 October 2015) and tobacco control (new, integrated services due to commence 1 April 2016).	young people.

Key risks to delivery	• Managing demand for services when there are increasing pressures from rising demographics and increased responsibilities from legislation. • Protecting service quality as much as possible in the face of falling budgets and the continued need to find savings. • Maintaining care provision as business models amongst care providers become unsustainable owing to increased costs and staff recruitment and retention.

Adult and Health Portfolio: Summary of Project status as at September 2015

Status Key (this key applies to all project status summaries)

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

High Governance Projects					
Project Name	**Project Status September 2015**	**Cashable Benefits**		**At Risk**	
		2015/16 (£000)s	**Total (£000)s**	**2015/16 (£000)s**	**Total (£000)s**
Redesign of Home Based Services	**Experiencing Obstacles** Page 28 of 106	0	**0**	0	**0**

Project Name	Project Status September 2015	Cashable Benefits		At Risk	
		2015/16 (£000)s	Total (£000)s	2015/16 (£000)s	Total (£000)s
Redesign of Assessment and Care Management Functions & Organisational Re-design (B07/08)	On Target	1,194	1,444	0	0
Living at Home Phase II (A01)	On Target	631	1,344	0	0
Reducing Community Care spend - Older Adults (C01)	Experiencing Obstacles	1,953	2,350	651	0
Reducing the average community care personal budget - Younger Adults (C02)	On Target	1,369	2,467	0	0
Reduction in long-term care placements (C03)	Experiencing Obstacles	550	973	262	0
Day Services (C07)	On Target	220	710	0	0
Targeting Reablement Support (C13)	Closed or Completed	755	755	0	0
Residential Short Breaks Services (C06)	On Target	250	500	0	0
Care Act	On Target	0	0	0	0
Older Adults Residential Care Banding (OfC C02)	Experiencing Obstacles	0	100	0	0
Reducing the Costs of residential Placements - Younger Adults (OfC C06)	Experiencing Obstacles	500	2,500	300	0
Care and Support Centres (OfC C03)	On Target	0	4,346	0	0
New ASC ASDMs	No Status	0	0	0	0
Direct Payments (OfC C01)	Experiencing Obstacles	98	1,769	0	0

Medium / Low Governance Projects					
		Cashable Benefits		At Risk	
Project Name	Project Status September 2015	2015/16 (£000)s	Total (£000)s	2015/16 (£000)s	Total (£000)s
Development of reablement in Physical Disability services	Experiencing Obstacles	150	150	0	0
Reduction in staff posts in the Joint Commissioning Unit	On Target	0	149	0	0
Restructure of Adult Care Financial Services (ACFS) and a reduction in posts	Closed or Complete	121	121	0	0
Group Manager Restructure	Closed or Complete	200	200	0	0
Reduce no. of social care staff in hospital settings by 15%	On Target	147	147	0	0
Reduction in supplier costs - Younger Adults	Closed or Complete	100	100	0	0
Managing Demand in Younger Adults	Experiencing Obstacles	200	200	0	0
Savings from the Supporting People budget	On Target	1,250	3,200	0	0
Various contract changes by the Joint Commissioning Unit	On Target	179	369	0	0
Cease NHS short breaks service (Newlands)	On Target	460	460	0	0
Various options to reduce the cost of the intermediate care service	Experiencing Obstacles	540	2,140	0	0
Registration Service Income Generation	Experiencing Obstacles	0	0	0	0
Service Restructuring	Closed or Complete	0	0	0	0
Reduction in Trading Standards staffing and increased income generation	Experiencing Obstacles	195	195	37	0

4

Project Name	Project Status September 2015	Cashable Benefits		At Risk	
		2015/16 (£000)s	Total (£000)s	2015/16 (£000)s	Total (£000)s
Ensuring cost-effective day services	On Target	50	200	0	0
Gain alternative paid employment for remaining Sherwood Industries staff	On Target	0	70		0
Partnership Homes	On Target	-84	208	0	0
Quality Assurance and Mentoring Package	Compromised	0	75	0	75
Community Safety - Reductions to Net Budget	Closed or Complete	66	66	0	0
Handy Persons Preventative Adaptation Service	Experiencing Obstacles	100	100	0	0
Short Term Prevention Services	On Target	0	200	0	0
To create a single integrated safeguarding support service for the council	Compromised	0	70	0	70
Development of a single integrated meals production and delivery service	On Target	0	293	0	0
Expansion of community-based care and support options	Compromised	50	50	50	50
Strategic Commissioning - Review of Contracts	On Target	86	129	0	0
Increasing income for Short Breaks	Experiencing Obstacles	212	212	0	0
		11,542	28,361	1,300	195

5

Redefining Your Council – Children's & Culture Portfolio as at September 2015

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

Key achievements in last 3 months	Expected delivery over next 3 months
• Priorities for 'Preparing for Adulthood' agreed by multi-disciplinary group. • LEAN (business process) reviews, data analysis and activity analysis completed in the Children's Disability Service and SEND. • Expression of interest for the regional adoption agencies programme submitted. • Implementation of a block-purchase agreement to drive down the unit cost of residential care and ensure that sufficient in-county placements are available. • Preferred partner selected to design, build and run the Sherwood Forest visitor centre and country park. • New culture, learning & libraries company established and registered.	• Establishment of a multi-disciplinary locality-based family support service from November 2015. • New Information, Advice & Support Service launched for Children and Young People with disabilities, with a streamlined access point in place for January 16. • Evaluation of the effectiveness of the social work support officer pilot. • Implementation of the single assessment framework in Children's Social Care. • Members approval sought to investigate further changes that will enable the running costs at Rufford to be reduced. • Contract signature for the new culture, learning & libraries company.

Key risks to delivery	• The higher thresholds for the new Family Service could impact on demand for Children's Social Care. • The ICT Mosaic upgrade could impact on the implementation of single assessment. • The development of the required service level agreements for the culture, learning & libraries company could delay contract start.

6

Children's & Culture Portfolio: Summary of Project status as at September 2015

High Governance Projects					
Project Name	**Project Status September 2015**	**Cashable Benefits**		**At Risk**	
		2015/16 (£000)s	**Total (£000)s**	**2015/16 (£000)s**	**Total (£000)s**
Early Years and Early Intervention (B12) & (OfC B05)	**On Target**	200	**3,500**	0	**0**
Libraries, Archives, Information and Learning (B13 & (OfCA15)	**Experiencing Obstacles**	125	**750**	0	**0**
Looked After Children placements (B16) & (OfCA09)	**At Risk**	909	**5,681**	38	**2,477**
Children's Disability Service (C16) & (OfCC08)	**On Target**	407	**407**	0	**0**
Integrated Family Support Model (OfCB09)	**On Target**	0	**1,000**	0	**0**
Sherwood Forest (OfC A15 & A16)	**Experiencing Obstacles**	160	**605**	0	**0**
SEND Home to School Transport (OfC B06)	**Compromised**	0	**800**	0	**800**
Social Work Practices Pilot	**On Target**	0	**0**	0	**0**
CDS/SEND/Health Integration	**On Target**	0	**0**	0	**0**

7

Medium / Low Governance Projects					
Project Name	**Project Status September 2015**	**Cashable Benefits**		**At Risk**	
		2015/16 (£000)s	**Total (£000)s**	**2015/16 (£000)s**	**Total (£000)s**
Cultural and Enrichment Services	**On Target**	130	**130**	**0**	**0**
Country Parks and Green Estates	**N/A**	0	**0**	**0**	**0**
Support to Schools	**On Target**	370	**370**	**0**	**0**
School Access	**On Target**	50	**100**	**0**	**0**
Targeted Support and Youth Justice	**On Target**	100	**200**	**0**	**0**
Children's Social Care Management Review	**On Target**	80	**80**	**0**	**0**
Planning, Performance and Quality Assurance Group	**On Target**	150	**150**	**0**	**0**
CFCS Management Structure Review	**On Target**	110	**295**	**0**	**0**
Independent Travel Training	**Compromised**	0	**300**	**0**	**300**
Young People's Service	**On Target**	675	**675**	**0**	**0**
Cultural and Enrichment Services	**On Target**	420	**470**	**0**	**0**
Recharge to Schools Budget	**On Target**	175	**300**	**0**	**0**

8

Project Name	Project Status September 2015	Cashable Benefits		At Risk	
		2015/16 (£000)s	Total (£000)s	2015/16 (£000)s	Total (£000)s
Support to Schools Service – Education Improvement	On Target	550	550	0	0
Outdoor Education - Income generation and efficiency savings	On Target	84	154	0	0
Restructure of the Quality and Improvement Group	On Target	0	250	0	0
Accelerated delivery of Green Estates Strategy	N/A	0	0	0	0
Targeted Support and Youth Justice Cost Reductions	On Target	500	500	0	0
CYP Sports & Arts - Service redesign including arm's length operation	Experiencing Obstacles	0	350	0	0
Arts Development Service - Staffing Reduction	On Target	0	149	0	0
Sports Development - Reduction of revenue funding	On Target	0	108	0	0
Rufford Abbey Country Park - Improve customer offer and reduce revenue costs	Experiencing Obstacles	0	303	0	0
		5,195	18,177	38	3,577

9

Redefining Your Council – Place Portfolio as at September 2015

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

Key achievements in last 3 months	Expected delivery over next 3 months
• Formal review conducted to provide assurance that the Highways Alternative Delivery Model project is on course to deliver expected benefits. • Shareholder Agreement drafted for the new Highways company. • Recruitmnet process for the Highways Company managing director (MD) underway. • D2N2 Devolution Prospectus refined; powers and budgets clarified and Public Service Reform theme included • Revised Devolution submission made to government 4 September 2015 • State of Voluntary Sector in Nottinghamshire report finalised. • Extensive engagement with CCG's, District Councils and Community Transport Operators to identify opportunities for integration under the Total Transport Pilot Fund • Development of shared working with City Council on Transport Infrastructure resulting in increased collaboration (e.g. joint procurement of goods / services) • Member consideration of outline business case and selection of preferred partner for a Joint Venture for Property Design and	• Externally conducted Gateway Review on the Highways Alternative Delivery Model undertaken to assure the project prior to final commitments being made. • Business Plan, Service Contract, Articles, Shareholder Agreement for Highways Company completed prior to sign-off. • Preferred candidate confirmed for Highways Company MD. • Two stakeholder events held on the State of Voluntary Sector in Nottinghamshire to guide next steps for the Community Empowerment & Resilience Programme. • A Devolution Deal confirmed and announced by Comprehensive Spending Review and implementation plans developed. • County Council consider ratification on future governance model for the Devolution Deal. • Introduction of a corporate Transport Solutions Service with shadow operation from early 2016 and a restructure of wider Transport & Travel Service • Implementation of Total Transport Pilot Fund Pilots integrating NCC transport with that of other providers e.g. Health • Decision from Members on full business case and wherher to proceed

10

Operations	with a Joint Venture for Property Design and Operations.

Key risks to delivery	• Using new operating models which are previously untested by the Council • Ensuring integrated services meet the different needs and strategies of all organisations involved • Ensuring there is a collaborative approach across key stakeholders to effect economic and community development • Protecting service quality as much as possible in the face of reduced budgets

Place Portfolio: Summary of Project status as at September 2015

High Governance Projects					
Project Name	**Project Status September 2015**	**Cashable Benefits**		**At Risk**	
		2015/16 (£000)s	**Total (£000)s**	**2015/16 (£000)s**	**Total (£000)s**
Highways JV (OfC B13)	**On Target**	0	**1,050**	0	**0**
Reduce street lighting energy costs (A41)	**On Target**	500	**1,200**	0	**0**
Integrated Transport Programme	**On Target**	0	**0**	0	**0**
Reducing Local Bus Service Costs (OfC C09)	**On Target**	250	**820**	0	**0**
Broadband	**On Target**	0	**0**	0	**0**
Medium / Low Governance Projects					
Project Name	**Project Status September 2015**	**Cashable Benefits**		**At Risk**	
		2015/16 (£000)s	**Total (£000)s**	**2015/16 (£000)s**	**Total (£000)s**
Renegotiation of Waste Management Contracts	**On Target**	200	**200**	0	**0**

Project Name	Project Status September 2015	Cashable Benefits		At Risk	
		2015/16 (£000)s	Total (£000)s	2015/16 (£000)s	Total (£000)s
Introduce a range of measures associated with HWRC's	On Target	505	505	0	0
Provide financial support to Waste Collection Authorities to introduce kerbside Green Waste Collections	On Target	200	200	0	0
Reduction in County Offices Maintenance	On Target	200	300	0	0
Reduction in Property Staffing	On Target	100	100	0	0
Rationalisation and staffing reductions	On Target	50	250	0	0
Reduction in Planned Maintenance Budget	On Target	0	519	0	0
Income generation	On Target	24	48	0	0
Devt Mgmt restructuring - staff reductions. Income generation.	Experiencing Obstacles	0	3	0	0
Reduce the financial contribution to HealthWatch Nottinghamshire	Closed or Complete	50	50	0	0
Highways Contract savings	On Target	0	0	0	0
Increased efficiency by Highways Operations Group	On Target	0	100	0	0
Efficiencies through more effective pothole repair & patching service	On Target	100	200	0	0

Project Name	Project Status September 2015	Cashable Benefits		At Risk	
		2015/16 (£000)s	Total (£000)s	2015/16 (£000)s	Total (£000)s
Reduce contribution to Highways Safety Shared Service	On Target	100	200	0	0
Shared Service for Central Processing Unit	On Target	25	25	0	0
Removal of Robin Hood Line subsidy	On Target	80	80	0	0
Increased Highways Income from additional housing development activity	On Target	10	23	0	0
Increased income from various service areas	On Target	30	60	0	0
Restructuring - staff reductions	On Target	217	217	0	0
Restructuring - staff reductions	On Target	284	284	0	0
Restructuring - staff reductions	On Target	311	311	0	0
Staffing Reductions in Transport & Travel Services	On Target	150	150	0	0
Establishment of fund for replacing worn out integrated transport measures	On Target	200	400	0	0
Reduction of discretionary spend	On Target	100	200	0	0
Efficiencies & Local Bus Service reductions	Closed or Complete	1,000	1,000	0	0

Project Name	Project Status September 2015	Cashable Benefits		At Risk	
		2015/16 (£000)s	Total (£000)s	2015/16 (£000)s	Total (£000)s
Reduction in Rights of Way Service	On Target	50	50	0	0
Increase charges for Blue Badges	On Target	40	96	0	0
Deliver Road Safety Education as part of public health commissioning for Nottinghamshire	On Target	79	79	0	0
Concessionary Travel Scheme	On Target	100	300	0	0
Veolia Revised Project Plan (RPP) Contract Negotiationss	On Target	1,000	1,000	0	0
Publicity & Transport Infrastructure	On Target	10	50	0	0
Passenger Transport Facilities Charge	On Target	15	63	0	0
Introduction of charges for the acceptance of non-Household Waste at recycling centres.	On Target	150	150	0	0
		6,130	10,283	0	0

14

Redefining Your Council – Resources Portfolio as at September 2015

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

Key achievements in last 3 months	Expected delivery over next 3 months
• Further roll-out of tablet devices to social care staff to increase productivity. • Video conferencing facilities installed at County Hall, Lawn View House and / or Trent Bridge House to reduce the need for staff travel. • Touchdown zones installed at County Hall, Lawn View House and / or Trent Bridge House to increase staff mobility and reduce need for travel. • External validation of the approach to, and tender of, the Business Reporting & Business Intelligence project. • Council's new public website launched in September followed by new schools portal (replacing Wired). Positive feedback received from employees, customers and schools.	• Externally conducted Gateway Review on the Smarter Working Programme undertaken to give assurance on progress to date and future plans. • Commencment of Smarter Working approach being deployed at Lawn View House. • Evaluation of tenders for a technology partner to develop a new and integrated business reporting and intelligence system for the Council. • Suite of performance reports designed and written to support the delivery of the Adult Social Care Strategy and Care Act. • Development and consideration by Members of a new Social Media Strategy. • Consultation with Members, managers and Trade Unions on the draft Customer Access Strategy. • Consultation with Members, managers and Trade Unions on the draft Workforce Development Strategy.

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

Resources Portfolio: Summary of Project status as at September 2015

High Governance Projects					
Project Name	**Project Status September 2015**	**Cashable Benefits**		**At Risk**	
		2015/16 (£000)s	**Total (£000)s**	**2015/16 (£000)s**	**Total (£000)s**
Ways of Working	On Target	0	**0**	0	**0**
Business Support Services Review (ASCH&PP and CFCS) (A07/A15)	On Target	895	**2,203**	0	**0**
Digital First	On Target	0	**0**	0	**0**
BRMI	At Risk	0	**0**	0	**0**
Medium / Low Governance Projects					
Project Name	**Project Status September 2015**	**Cashable Benefits**		**At Risk**	
		2015/16 (£000)s	**Total (£000)s**	**2015/16 (£000)s**	**Total (£000)s**
Finance & Procurement Staffing Reductions	On Target	250	**500**	0	**0**
Contract Savings	On Target	0	**350**	0	**0**
Reduction in provision of ICT equipment replacement	On Target	100	**100**	0	**0**
Review Human Resources activity & support - increased self service	Closed or Complete	0	**47**	0	**0**
Restructure, efficiencies and cost reductions in the Business Support Centre	On Target	500	**700**	0	**0**
Customer Service Centre - efficiencies and shift to more cost effective access channels	On Target	200	**320**	0	**0**
Customer Service Centre - generation of additional income and sharing of services with other public sector providers	On Target	50	**50**	0	**0**

Project Name	Project Status September 2015	Cashable Benefits		At Risk	
		2015/16 (£000)s	Total (£000)s	2015/16 (£000)s	Total (£000)s
Legal services - redesign staffing structure	Closed or Complete	408	420	0	0
To move to partial electronic only provision of committee papers.	Experiencing Obstacles	0	0	0	0
Staffing reductions to reflect streamlined financial procedures	On Target	110	200	0	0
Shared service for Internal Audit	Experiencing Obstacles	0	75	0	0
Changing the Council's banking partner to save money	On Target	62	62	0	0
ICT Licences	On Target	80	80	0	0
ICT Services Telephone Network	On Target	70	70	0	0
Redesigned Human Resources service offer	On Target	0	184	0	0
Business Support Centre- Maintain an in-house service and explore the opportunities to sell services to other organisations	On Target	0	300	0	0
Ongoing development of digital improvements to legal services procedures	On Target	500	850	0	0
To retain the Customer Service Centre in-house and identify new opportunities to develop the services on offer	On Target	0	200	0	0
Review of the in-house Document Services team	Experiencing Obstacles	98	431	0	0
Reductions in Communications and Marketing	On Target	174	224	0	0
Centralising information management, performance and data functions	Closed or Complete	0	0	0	0

Project Name	Project Status September 2015	Cashable Benefits		At Risk	
		2015/16 (£000)s	Total (£000)s	2015/16 (£000)s	Total (£000)s
Democratic Services	On Target	17	**17**	0	**0**
		3,514	**7,383**	**0**	**0**

Project Status Report as at September 2015

Status Key

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

High Governance Projects

Portfolio	Project Name	Project Status (Last Month) August 2015	Project Status (This Month) September 2015	Cashable Benefits						At Risk				
				2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	Total (£000)s
Adult Social Care & Health	Redesign of Home Based Services	Experiencing Obstacles	Experiencing Obstacles	0	0	0	0	0	**0**	0	0	0	0	**0**
Adult Social Care & Health	Redesign of Assessment and Care Management Functions & Organisational Re-design (B07/08)	On Target	On Target	1,194	250	0	0	0	**1,444**	0	0	0	0	**0**
Adult Social Care & Health	Living at Home Phase II (A01)	On Target	On Target	631	555	158	0	0	**1,344**	0	0	0	0	**0**
Adult Social Care & Health	Reducing Community Care spend - Older Adults (C01)	Experiencing Obstacles	Experiencing Obstacles	1,953	224	173	0	0	**2,350**	651	-651	0	0	**0**
Adult Social Care & Health	Reducing the average community care personal budget - Younger Adults (C02)	On Target	On Target	1,369	925	173	0	0	**2,467**	0	0	0	0	**0**
Adult Social Care & Health	Reduction in long-term care placements (C03)	Experiencing Obstacles	Experiencing Obstacles	550	423	0	0	0	**973**	262	-262	0	0	**0**
Adult Social Care & Health	Day Services (C07)	On Target	On Target	220	490	0	0	0	**710**	0	0	0	0	**0**
Adult Social Care & Health	Targeting Reablement Support (C13)	Closed or Completed	Closed or Completed	755	0	0	0	0	**755**	0	0	0	0	**0**
Adult Social Care & Health	Residential Short Breaks Services (C06)	On Target	On Target	250	250	0	0	0	**500**	0	0	0	0	**0**
Adult Social Care & Health	Care Act	On Target	On Target	0	0	0	0	0	**0**	0	0	0	0	**0**
Adult Social Care & Health	Older Adults Residential Care Banding (OfC C02)	Experiencing Obstacles	Experiencing Obstacles	0	100	0	0	0	**100**	0	0	0	0	**0**
Adult Social Care & Health	Reducing the Costs of residential Placements - Younger Adults (OfC C06)	Experiencing Obstacles	Experiencing Obstacles	500	1,000	1,000	0	0	**2,500**	300	-300	0	0	**0**
Adult Social Care & Health	Care and Support Centres (OfC C03)	On Target	On Target	0	492	1,995	1,688	171	**4,346**	0	0	0	0	**0**
Adult Social Care & Health	New ASC ASDMs	No Status	No Status	0	0	0	0	0	**0**	0	0	0	0	**0**
Adult Social Care & Health	Direct Payments (OfC C01)	Experiencing Obstacles	Experiencing Obstacles	98	1,671	0	0	0	**1,769**	0	0	0	0	**0**

1

Portfolio	Project Name	Project Status (Last Month) August 2015	Project Status (This Month) September 2015	Cashable Benefits						At Risk				
				2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	Total (£000)s
Children, Families & Culture	Early Years and Early Intervention (B12) & (OfC B05)	Experiencing Obstacles	On Target	200	3,300	0	0	0	3,500	0	0	0	0	0
Children, Families & Culture	Libraries, Archives, Information and Learning (B13 & (OfCA15)	Experiencing Obstacles	Experiencing Obstacles	125	625	0	0	0	750	0	0	0	0	0
Children, Families & Culture	Looked After Children placements (B16) & (OfCA09)	At Risk	At Risk	909	2,405	2,033	334	0	5,681	38	655	1,450	334	2,477
Children, Families & Culture	Children's Disability Service (C16) & (OfCC08)	On Target	On Target	407	0	0	0	0	407	0	0	0	0	0
Children, Families & Culture	Integrated Family Support Model (OfCB09)	Experiencing Obstacles	On Target	0	0	1,000	0	0	1,000	0	0	0	0	0
Children, Families & Culture	Sherwood Forest (OfC A15 & A16)	On Target	Experiencing Obstacles	160	50	100	295	0	605	0	0	0	0	0
Children, Families & Culture	SEND Home to School Transport (OfC B06)	Compromised	Compromised	0	300	500	0	0	800	0	300	500	0	800
Children, Families & Culture	Social Work Practices Pilot	On Target	On Target	0	0	0	0	0	0	0	0	0	0	0
Children, Families & Culture	CDS/SEND/Health Integration	On Target	On Target	0	0	0	0	0	0	0	0	0	0	0
Place	Highways JV (OfC B13)	At Risk	On Target	0	300	750	0	0	1,050	0	0	0	0	0
Place	Reduce street lighting energy costs (A41)	On Target	On Target	500	700	0	0	0	1,200	0	0	0	0	0
Place	Integrated Transport Programme	On Target	On Target	0	0	0	0	0	0	0	0	0	0	0
Place	Reducing Local Bus Service Costs (OfC C09)	On Target	On Target	250	350	220	0	0	820	0	0	0	0	0
Place	Broadband	On Target	On Target	0	0	0	0	0	0	0	0	0	0	0
Resources	Ways of Working	On Target	On Target	0	0	0	0	0	0	0	0	0	0	0
Resources	Business Support Services Review (ASCH&PP and CFCS) (A07/A15)	On Target	On Target	895	508	400	400	0	2,203	0	0	0	0	0
Resources	Digital First	On Target	On Target	0	0	0	0	0	0	0	0	0	0	0
Resources	BRMI	At Risk	At Risk	0	0	0	0	0	0	0	0	0	0	0
			TOTALS	10,966	14,918	8,501	2,717	171	37,273	1,251	-258	1,950	334	3,277

2

Portfolio	Project Name	Project Status (Last Month) August 2015	Project Status (This Month) September 2015	Cashable Benefits						At Risk				
				2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	Total (£000)s
Low / Medium Governance Projects														
Adult Social Care & Health	Development of reablement in Physical Disability services	Experiencing Obstacles	Experiencing Obstacles	150	0	0	0	0	**150**	0	0	0	0	**0**
Adult Social Care & Health	Reduction in staff posts in the Joint Commissioning Unit	On Target	On Target	0	149	0	0	0	**149**	0	0	0	0	**0**
Adult Social Care & Health	Restructure of Adult Care Financial Services (ACFS) and a reduction in posts	Closed or Complete	Closed or Complete	121	0	0	0	0	**121**	0	0	0	0	**0**
Adult Social Care & Health	Group Manager Restructure	Closed or Complete	Closed or Complete	200	0	0	0	0	**200**	0	0	0	0	**0**
Adult Social Care & Health	Reduce no. of social care staff in hospital settings by 15%	On Target	On Target	147	0	0	0	0	**147**	0	0	0	0	**0**
Adult Social Care & Health	Reduction in supplier costs - Younger Adults	Closed or Complete	Closed or Complete	100	0	0	0	0	**100**	0	0	0	0	**0**
Adult Social Care & Health	Managing Demand in Younger Adults	Experiencing Obstacles	Experiencing Obstacles	200	0	0	0	0	**200**	0	0	0	0	**0**
Adult Social Care & Health	Savings from the Supporting People budget	On Target	On Target	1,250	1,950	0	0	0	**3,200**	0	0	0	0	**0**
Adult Social Care & Health	Various contract changes by the Joint Commissioning Unit	On Target	On Target	179	190	0	0	0	**369**	0	0	0	0	**0**
Adult Social Care & Health	Cease NHS short breaks service (Newlands)	On Target	On Target	460	0	0	0	0	**460**	0	0	0	0	**0**
Adult Social Care & Health	Various options to reduce the cost of the intermediate care service	Experiencing Obstacles	Experiencing Obstacles	540	800	800	0	0	**2,140**	0	0	0	0	**0**
Adult Social Care & Health	Registration Service Income Generation	Experiencing Obstacles	Experiencing Obstacles	0	0	0	0	0	**0**	0	0	0	0	**0**
Adult Social Care & Health	Service Restructuring	Closed or Complete	Closed or Complete	0	0	0	0	0	**0**	0	0	0	0	**0**
Adult Social Care & Health	Reduction in Trading Standards staffing and increased income generation	Experiencing Obstacles	Experiencing Obstacles	195	0	0	0	0	**195**	37	-37	0	0	**0**
Adult Social Care & Health	Ensuring cost-effective day services	On Target	On Target	50	150	0	0	0	**200**	0	0	0	0	**0**
Adult Social Care & Health	Gain alternative paid employment for remaining Sherwood Industries staff	On Target	On Target	0	35	35	0	0	**70**					**0**
Adult Social Care & Health	Partnership Homes	On Target	On Target	-84	0	292	0	0	**208**	0	0	0	0	**0**
Adult Social Care & Health	Quality Assurance and Mentoring Package	Compromised	Compromised	0	75	0	0	0	**75**	0	75	0	0	**75**
Adult Social Care & Health	Community Safety - Reductions to Net Budget	Closed or Complete	Closed or Complete	66	0	0	0	0	**66**	0	0	0	0	**0**
Adult Social Care & Health	Handy Persons Preventative Adaptation Service	Experiencing Obstacles	Experiencing Obstacles	100	0	0	0	0	**100**	0	0	0	0	**0**
Adult Social Care & Health	Short Term Prevention Services	On Target	On Target	0	200	0	0	0	**200**	0	0	0	0	**0**
Adult Social Care & Health	To create a single integrated safeguarding support service for the council	Compromised	Compromised	0	70	0	0	0	**70**	0	70	0	0	**70**
Adult Social Care & Health	Development of a single integrated meals production and delivery service	On Target	On Target	0	293	0	0	0	**293**	0	0	0	0	**0**
Adult Social Care & Health	Expansion of community-based care and support options	Compromised	Compromised	50	0	0	0	0	**50**	50	0	0	0	**50**

3

Portfolio	Project Name	Project Status (Last Month) August 2015	Project Status (This Month) September 2015	Cashable Benefits						At Risk				
				2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	Total (£000)s
Adult Social Care & Health	Strategic Commissioning - Review of Contracts	On Target	On Target	86	43	0	0	0	129	0	0	0	0	0
Adult Social Care & Health	Increasing income for Short Breaks	Experiencing Obstacles	Experiencing Obstacles	212	0	0	0	0	212	0	0	0	0	0
Children, Families & Culture	Cultural and Enrichment Services	On Target	On Target	130	0	0	0	0	130	0	0	0	0	0
Children, Families & Culture	Country Parks and Green Estates	N/A	N/A	0	0	0	0	0	0	0	0	0	0	0
Children, Families & Culture	Support to Schools	On Target	On Target	370	0	0	0	0	370	0	0	0	0	0
Children, Families & Culture	School Access	On Target	On Target	50	50	0	0	0	100	0	0	0	0	0
Children, Families & Culture	Targeted Support and Youth Justice	On Target	On Target	100	100	0	0	0	200	0	0	0	0	0
Children, Families & Culture	Children's Social Care Management Review	On Target	On Target	80	0	0	0	0	80	0	0	0	0	0
Children, Families & Culture	Planning, Performance and Quality Assurance Group	On Target	On Target	150	0	0	0	0	150	0	0	0	0	0
Children, Families & Culture	CFCS Management Structure Review	On Target	On Target	110	185	0	0	0	295	0	0	0	0	0
Children, Families & Culture	Independent Travel Training	Compromised	Compromised	0	300	0	0	0	300	0	300	0	0	300
Children, Families & Culture	Young People's Service	On Target	On Target	675	0	0	0	0	675	0	0	0	0	0
Children, Families & Culture	Cultural and Enrichment Services	On Target	On Target	420	50	0	0	0	470	0	0	0	0	0
Children, Families & Culture	Recharge to Schools Budget	On Target	On Target	175	125	0	0	0	300	0	0	0	0	0
Children, Families & Culture	Support to Schools Service – Education Improvement	On Target	On Target	550	0	0	0	0	550	0	0	0	0	0
Children, Families & Culture	Outdoor Education - Income generation and efficiency savings	On Target	On Target	84	45	25	0	0	154	0	0	0	0	0
Children, Families & Culture	Restructure of the Quality and Improvement Group	On Target	On Target	0	125	125	0	0	250	0	0	0	0	0
Children, Families & Culture	Accelerated delivery of Green Estates Strategy	N/A	N/A	0	0	0	0	0	0	0	0	0	0	0
Children, Families & Culture	Targeted Support and Youth Justice Cost Reductions	On Target	On Target	500	0	0	0	0	500	0	0	0	0	0
Children, Families & Culture	CYP Sports & Arts - Service redesign including arm's length operation	Experiencing Obstacles	Experiencing Obstacles	0	200	150	0	0	350	0	0	0	0	0
Children, Families & Culture	Arts Development Service - Staffing Reduction	On Target	On Target	0	149	0	0	0	149	0	0	0	0	0
Children, Families & Culture	Sports Development - Reduction of revenue funding	On Target	On Target	0	0	108	0	0	108	0	0	0	0	0
Children, Families & Culture	Rufford Abbey Country Park - Improve customer offer and reduce revenue costs	Experiencing Obstacles	Experiencing Obstacles	0	0	303	0	0	303	0	0	0	0	0
Place	Renegotiation of Waste Management Contracts	On Target	On Target	200	0	0	0	0	200	0	0	0	0	0
Place	Introduce a range of measures associated with HWRC's	On Target	On Target	505	0	0	0	0	505	0	0	0	0	0

4

Portfolio	Project Name	Project Status (Last Month) August 2015	Project Status (This Month) September 2015	Cashable Benefits						At Risk				
				2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	Total (£000)s
Place	Provide financial support to Waste Collection Authorities to introduce kerbside Green Waste Collections	On Target	On Target	200	0	0	0	0	**200**	0	0	0	0	**0**
Place	Reduction in County Offices Maintenance	On Target	On Target	200	100	0	0	0	**300**	0	0	0	0	**0**
Place	Reduction in Property Staffing	On Target	On Target	100	0	0	0	0	**100**	0	0	0	0	**0**
Place	Rationalisation and staffing reductions	On Target	On Target	50	200	0	0	0	**250**	0	0	0	0	**0**
Place	Reduction in Planned Maintenance Budget	On Target	On Target	0	519	0	0	0	**519**	0	0	0	0	**0**
Place	Contract Savings	On Target	On Target	0	350	0	0	0	**350**	0	0	0	0	**0**
Place	Income generation	On Target	On Target	24	24	0	0	0	**48**	0	0	0	0	**0**
Place	Devt Mgmt restructuring - staff reductions. Income generation.	Experiencing Obstacles	Experiencing Obstacles	0	3	0	0	0	**3**	0	0	0	0	**0**
Place	Reduce the financial contribution to HealthWatch Nottinghamshire	Closed or Complete	Closed or Complete	50	0	0	0	0	**50**	0	0	0	0	**0**
Place	Highways Contract savings	On Target	On Target	0	0	0	0	0	**0**	0	0	0	0	**0**
Place	Increased efficiency by Highways Operations Group	On Target	On Target	0	100	0	0	0	**100**	0	0	0	0	**0**
Place	Efficiencies through more effective pothole repair & patching service	On Target	On Target	100	100	0	0	0	**200**	0	0	0	0	**0**
Place	Reduce contribution to Highways Safety Shared Service	On Target	On Target	100	100	0	0	0	**200**	0	0	0	0	**0**
Place	Shared Service for Central Processing Unit	On Target	On Target	25	0	0	0	0	**25**	0	0	0	0	**0**
Place	Removal of Robin Hood Line subsidy	On Target	On Target	80	0	0	0	0	**80**	0	0	0	0	**0**
Place	Increased Highways Income from additional housing development activity	On Target	On Target	10	13	0	0	0	**23**	0	0	0	0	**0**
Place	Increased income from various service areas	On Target	On Target	30	30	0	0	0	**60**	0	0	0	0	**0**
Place	Restructuring - staff reductions	On Target	On Target	217	0	0	0	0	**217**	0	0	0	0	**0**
Place	Restructuring - staff reductions	On Target	On Target	284	0	0	0	0	**284**	0	0	0	0	**0**
Place	Restructuring - staff reductions	On Target	On Target	311	0	0	0	0	**311**	0	0	0	0	**0**
Place	Staffing Reductions in Transport & Travel Services	On Target	On Target	150	0	0	0	0	**150**	0	0	0	0	**0**
Place	Establishment of fund for replacing worn out integrated transport measures	On Target	On Target	200	200	0	0	0	**400**	0	0	0	0	**0**
Place	Reduction of discretionary spend	On Target	On Target	100	100	0	0	0	**200**	0	0	0	0	**0**
Place	Efficiencies & Local Bus Service reductions	Closed or Complete	Closed or Complete	1,000	0	0	0	0	**1,000**	0	0	0	0	**0**
Place	Reduction in Rights of Way Service	On Target	On Target	50	0	0	0	0	**50**	0	0	0	0	**0**

5

Portfolio	Project Name	Project Status (Last Month) August 2015	Project Status (This Month) September 2015	Cashable Benefits						At Risk				
				2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	Total (£000)s
Place	Increase charges for Blue Badges	On Target	On Target	40	56	0	0	0	96	0	0	0	0	0
Place	Deliver Road Safety Education as part of public health commissioning for Nottinghamshire	On Target	On Target	79	0	0	0	0	79	0	0	0	0	0
Place	Concessionary Travel Scheme	On Target	On Target	100	100	100	0	0	300	0	0	0	0	0
Place	Veolia Revised Project Plan (RPP) Contract Negotiationss	On Target	On Target	1,000	0	0	0	0	1,000	0	0	0	0	0
Place	Joint Venture for Property Services	On Target	On Target	0	0	0	0	0	0	0	0	0	0	0
Place	Publicity & Transport Infrastructure	On Target	On Target	10	20	20	0	0	50	0	0	0	0	0
Place	Passenger Transport Facilities Charge	On Target	On Target	15	23	25	0	0	63	0	0	0	0	0
Place	Introduction of charges for the acceptance of non-Household Waste at recycling centres.	On Target	On Target	150	0	0	0	0	150	0	0	0	0	0
Resources	Finance & Procurement Staffing Reductions	On Target	On Target	250	250	0	0	0	500	0	0	0	0	0
Resources	Reduction in provision of ICT equipment replacement	On Target	On Target	100	0	0	0	0	100	0	0	0	0	0
Resources	Review Human Resources activity & support - increased self service	Closed or Complete	Closed or Complete	0	47	0	0	0	47	0	0	0	0	0
Resources	Restructure, efficiencies and cost reductions in the Business Support Centre	On Target	On Target	500	200	0	0	0	700	0	0	0	0	0
Resources	Customer Service Centre - efficiencies and shift to more cost effective access channels	On Target	On Target	200	120	0	0	0	320	0	0	0	0	0
Resources	Customer Service Centre - generation of additional income and sharing of services with other public sector providers	On Target	On Target	50	0	0	0	0	50	0	0	0	0	0
Resources	Legal services - redesign staffing structure	Closed or Complete	Closed or Complete	408	12	0	0	0	420	0	0	0	0	0
Resources	To move to partial electronic only provision of committee papers.	Experiencing Obstacles	Experiencing Obstacles	0	0	0	0	0	0	0	0	0	0	0
Resources	Staffing reductions to reflect streamlined financial procedures	On Target	On Target	110	90	0	0	0	200	0	0	0	0	0
Resources	Shared service for Internal Audit	Experiencing Obstacles	Experiencing Obstacles	0	75	0	0	0	75	0	0	0	0	0
Resources	Changing the Council's banking partner to save money	On Target	On Target	62	0	0	0	0	62	0	0	0	0	0
Resources	ICT Licences	On Target	On Target	80	0	0	0	0	80	0	0	0	0	0
Resources	ICT Services Telephone Network	On Target	On Target	70	0	0	0	0	70	0	0	0	0	0
Resources	Redesigned Human Resources service offer	On Target	On Target	0	184	0	0	0	184	0	0	0	0	0
Resources	Business Support Centre- Maintain an in-house service and explore the opportunities to sell services to other organisations	On Target	On Target	0	0	300	0	0	300	0	0	0	0	0
Resources	Ongoing development of digital improvements to legal services procedures	On Target	On Target	500	200	150	0	0	850	0	0	0	0	0
Resources	To retain the Customer Service Centre in-house and identify new opportunities to develop the services on offer	On Target	On Target	0	0	200	0	0	200	0	0	0	0	0

Portfolio	Project Name	Project Status (Last Month) August 2015	Project Status (This Month) September 2015	Cashable Benefits						At Risk				
				2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	2019/20 (£000)s	Total (£000)s	2015/16 (£000)s	2016/17 (£000)s	2017/18 (£000)s	2018/19 (£000)s	Total (£000)s
Resources	Review of the in-house Document Services team	Experiencing Obstacles	Experiencing Obstacles	98	193	140	0	0	431	0	0	0	0	0
Resources	Reductions in Communications and Marketing	On Target	On Target	174	25	25	0	0	224	0	0	0	0	0
Resources	Centralising information management, performance and data functions	Closed or Complete	Closed or Complete	0	0	0	0	0	0	0	0	0	0	0
Resources	Democratic Services	On Target	On Target	17	0	0	0	0	17	0	0	0	0	0
			TOTALS	26,381	23,636	11,299	2,717	171	64,204	1,338	150	1,950	334	3,772

Nottinghamshire County Council

REPORT OF THE LEADER OF THE COUNTY COUNCIL

SMARTER WORKING PROGRAMME

Purpose of the Report

1   The purpose of this report is to provide Policy Committee with an update on the Ways of Working (WoW) programme and its successor Smarter Working programme (SWP).

Information and Advice
Background

2   The WoW Programme was initiated in 2010 as a key component of the Improvement Programme with the aim of reducing the Authority's portfolio of office accommodation and modernising working practices.

3   A fundamental review of all the existing office accommodation was undertaken.

4   County Hall and Trent Bridge House have been adapted to allow an average of seven desks for every ten members of staff.

5   New working practices have been introduced e.g. clear desk policy, supported by a modern open-plan office environment, the introduction of Lync telephony and the digitisation of records and files.

6   The WoW programme will come to an end with the clearance of the CLASP block of County Hall and a successor programme, Smarter Working, has been established as agreed at Policy Committee in July 2014.

Achievements of the WoW Programme

7   The original aim of the programme was to reduce the portfolio of office buildings and to date 11 buildings have been vacated or disposed. (Detailed in Appendix A)

8   This has so far generated:

£ 2.42 m in capital receipts
£ 3.11 m reduction in annual running costs

9   County Hall and Trent Bridge House have been transformed over the last four years. Whilst significant issues have been encountered and overcome, the fact that this process has gone so smoothly is a testament to excellent partnership working.

10   Organisationally, the greatest impact of the programme has been on the managers and staff taken through the process who have embraced new ways of working. This has not been without difficulties and it is recognised that culture change on this scale has to be an iterative journey. However, for a significant proportion there has been a step change in how they work.

11   A programme close report for the WoW programme, including a review of the lessons learned, will be produced once the programme has cleared the CLASP block.

Vision, outcomes and scope for the Smarter Working programme

12   The vision for the Smarter Working Programme is:

"To enable the Council to be a more efficient, agile and sustainable organisation that is able to deliver its services more cost effectively"

13   The expected outcomes for the programme are:

- A reduced requirement for the property estate resulting in savings
- Maximised use of and benefits of technology ensuring efficiency
- A working environment that optimises productivity
- Improved management of the office space
- Resolution of existing building-based issues
- A more joined up use of buildings across sectors
- A more environmentally-friendly service provision

14   The net internal floor area for the entire property estate of approximately 700 properties is just over 750,000, of which approximately 60% is schools. The scope of the programme includes all Nottinghamshire County Council (NCC) staff and all NCC properties excluding schools. Currently, approximately 9,000 staff make use of the Council's property portfolio including office accommodation, properties used for service provision, touchdown locations and a number of partner properties across the county.

15   There are approximately 3,850 office based staff and the initial focus of the programme is on the office portfolio that they utilise.

Working with departments

16   In order to deliver major changes in working practices it is important to understand service needs and operating practices and to get engagement and buy-in from the services affected.

17   To that end, workshops have been held with service departments, in conjunction with colleagues from Property and ICT, to understand how the way that they currently operate will change as a result of introducing new technologies and to consider how this will impact on their future property requirements. Details of the building-related issues currently faced by staff were also considered.

Working with ICT – Smarter Working Technologies

18   The following technologies have been identified as being vital to support the transformation of how staff undertake their work:

- Tablet devices with software to support mobile working
- Lync telephony
- Smart phones
- Video conferencing
- Electronic file sharing and management (Sharepoint)
- Electronic scheduling
- Homeworking solutions
- Software that supports the automation of activities
- Technologies that support joined-up working with other parts of the public sector

19   The programme is working closely with ICT on the development, prioritisation and deployment of these technologies and to ensure that their maximum potential is realised.

Working with Property - Link to the Property Strategy

20   The Property group has a target to develop a long term (10 year) asset management plan (AMP). Information from the programme, in addition to the results of extensive suitability modelling of buildings that has been undertaken by property in conjunction with departments, will inform the development of this plan.

21   The results of the suitability assessments will be presented to the corporate leadership team as soon as agenda space allows to approve the future use/ proposed exit strategy for the 64 properties identified as totally unsuitable. Departments will be engaged to consider the full range of unsuitable

properties and assisted in the development of local asset management plans. It is proposed that Departments will be set a challenge to minimise their property footprint by utilising modern service delivery methods and modern ways of working. The above work will progress in parallel with the SWP on the corporate property estate to help formulate the long term AMP.

Supporting Principles

22   Previously agreed principles for the WoW programme are:

- A 7:10 desk : staff ratio
- A clear desk policy
- Digital storage where possible

23   It is now considered that, in addition to the above, the following principles are required:

- A 6:10 desk : staff ratio
- When allocating space in buildings the priority will be to ensure that frontline workers are in close proximity to their service users and located with teams where work synergies exist to reduce travel times and encourage collaborative working across teams and services
- Allocating a maximum of eight square metres of office space per full time equivalent (FTE) to ensure that efficient use is made of our buildings
- Making use of technology to improve business processes and reduce the need for paper
- Audio/video conferencing as an alternative to travelling to meetings
- Working from home as an additional and alternative work setting
- The Council's parking policy will be aligned with and underpin smarter working principles

24   The adoption of smarter working will require significant cultural change. Some individuals will have concerns about the changes and a different approach to management and the development of new leadership skills and competencies will be required and will form part of the Workforce Strategy moving forward.

Progress on Smarter Working to date

Tablet devices

25   Since March 2015, over 1,600 tablet devices have been provided, mainly to Social Care staff in Adult Social Care, Health and Public Protection, (ASCH&PP) and Children Families and Cultural Services (CFCS). The devices are equipped with specialist software that enables the devices to synchronise with back office systems allowing staff to complete work and update case notes whilst in the field. This saves time, reduces travel and duplication and facilitates mobile working. The early signs from our monitoring is that this is having a positive effect on the productivity of staff.

Lync telephony

26   Following the deployment at County Hall and Trent Bridge House, plans are currently being developed to rollout Lync to Lawn View House (LVH) and the likely timescales are late 2015/ early 2016. It will then be rolled out across the remaining main office sites across the County. This provides staff with the capability to communicate far more effectively and provides the functionality to hold telephone conferences and work collaboratively on shared electronic documents allowing staff to work more efficiently and reduce the need for meetings.

Smart Phones

27   By moving to the Windows Smartphones we will be fully utilising the Microsoft applications already installed on desktop computers and tablet devices. These offer a greater level of security and a more familiar 'look and feel' to users. A technical pilot is currently underway and if this is successful they will be rolled out across the Council to replace existing Blackberry phones.

Video Conferencing

28   Following a feasibility study, video conferencing facilities have been installed at County Hall, Lawn View House and Trent Bridge House. This is to facilitate a move to video conferencing as an alternative to staff spending time and money travelling to and from meetings. If this proves successful, additional sites across the County will be established.

29   Other flexible solutions to facilitate video conferencing are being piloted that could allow any meeting room to be used for video conferencing

Electronic file sharing

30   The ability to store, share and manage electronically stored information is a key enabler for collaborative working. This is currently provided by the OneSpace functionality within the Sharepoint application. This is used internally at present but new functionality will mean that it will be soon be possible to open up access to external partners to facilitate more effective partnership working.

Electronic scheduling

31   A first pilot to trial the electronic scheduling of appointments for Occupational Therapists (OTs) in ASCH&PP is currently underway. This allows staff within the Adult Access Service, based at the Customer Services Centre, to book a slot with a service user at the time they make contact with us rather than wait for an OT to make contact at a later date. The aim of this pilot is to test out the technology and to measure the impact on the time it takes from a service user making contact with us to them being assessed. Two further pilots with different teams are planned to evaluate the potential to roll out on a wider

basis across the Council. Initial findings are that the scheduling can dramatically reduce the time for a service user to be assessed.

Homeworking solutions

32   Over 2,500 staff have received an upgrade to the *Get Connected* service which allows them to access emails and work files from home over an internet connection. The upgrade provides a more reliable connection which improves the experience of staff working from home.

Touchdown zones

33   A key element of the programme is to promote and support the mobilisation of staff. For this ambition to be realised it is important to have a network of locations that staff can use across the County. Therefore, 'touchdown zones' have been established at County Hall and Lawn View house as part of a pilot that could see them introduced at all main office buildings. Work is ongoing with Property to establish a wider network, including providing staff access to Day Centres and an interactive map is being developed for staff to identify where the nearest touchdown facility is when they are out in the community.

Following the undertaking of a Space Utilisation Survey, we will revisit the allocation of space at Trent Bridge House to ensure that the target desk ratios are maintained.

Financial Benefits

34   The benefits for the programme have been grouped under the following four headings and are detailed in Appendix B

Reduced budgets
Improved customer experience and value for money
Better partnership working
More stable workforce

35   Modelling the potential impact of the SWP on the requirement for office space within the property portfolio has identified potential savings in running costs of £720k per annum.

36   It is important to note that these are indicative savings and the actual savings from this programme will be derived from what is currently spent on the buildings that we would no longer use. For this to happen, the pockets of space created in a number of buildings will need to be translated into whole buildings being freed up by relocating services. Therefore, the final savings target for the programme cannot be evaluated until the property strategy has been developed and we know which buildings we intend to sell/vacate or share.

Lawn View House

37   Lawn View House (LVH) has been identified as the first site at which the Smarter Working approach will be deployed. This site has been chosen as it is one of the geographical areas with the highest densities of service users, there is a mix of teams from different departments based there and it is the most flexible of the main buildings outside of the County Hall campus. This is also why LVH has been chosen as a site for a new touchdown area, a fixed video conferencing capacity and to be the first building outside the County Hall campus to have Lync deployed.

38   Planning and preparatory work has started and details of the approach to be taken are detailed in Appendix C

Gateway Review

39   A gateway review of the programme will be undertaken in November to:

- Provide an assessment of how successfully Smart Working has been implemented so far through the Ways of Working Programme
- Review the expressed vision, expected outcomes, approach being developed and governance for the Smarter Working Programme
- Make recommendations for taking Smart Working forward.

40   The review will be undertaken by a specialist in flexible and smarter working who is currently advising the Cabinet Office.

Other Options Considered
None.

Reason/s for Recommendation/s
To update Policy Committee on progress with this programme

Statutory and Policy Implications
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 Policy Committee notes the work undertaken to date for the Ways of Working (WoW) programme and its successor Smarter Working programme.

2) Further reports are brought to provide an update on a six monthly basis

Councillor Alan Rhodes
Leader of the County Council

For any enquiries about this report please contact:
Iain Macmillan, Programme Manager, Programme & Projects Team
(0115 9772341)

Constitutional Comments

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

Financial Comments (SES 02/11/15)

42   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 0overnment Act 1972.

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

Properties vacated/disposed since 2010	Capital Receipts £	Running costs £
39/41 Loughborough Road, Rushcliffe	338,000	140,400
47 Loughborough Road, Rushcliffe	250,000	44,000
Centenary House, Rushcliffe	1,450,000	248,174
Thoroton Road, Rushcliffe	384,000	47,216
West Bridgford House, Rushcliffe		230,007
The Hall (Office), Rushcliffe		194,470
Ludlow House, Rushcliffe		184,500
Mundella Centre, City		600,000
Heathcote Buildings, City		116,000
Baldertongate, Newark		294,000
Oak House, Rushcliffe		902,000
52a Rectory Road, Rushcliffe		110,000
	2,422,000	**3,110,767**

There will be an additional saving in running costs of £178k when the CLASP has been demolished.

Benefits expected from the Smarter Working Programme

Reduced budgets, measurable by:
- Less square metres of property per FTE
- Increased income generation through property rentals
- Lower maintenance and running costs
- Increased capital receipts
- Reduced spend on carbon tax
- Increased space utilisation ratios

Improved customer experience and value for money, measured by:
- Reduced processing time for customers
- Ability to provide better or maintained services, at less cost
- Ability to provide services to more people at same or less cost
- Fewer customer complaints

Better partnership working, measurable by:
- Increased number of initiatives / ventures done jointly with partners

More stable workforce, measurable by:
- Increased retention rates
- Reduced sickness
- Employee Satisfaction Surveys

The Smarter Working approach

Step 1
Before engaging with the teams based at the building we will work with colleagues from Business Support & Admin, Property, Facilities Management, ICT and Print to consider the following:

- Clarity of roles for Facilities management / Business Support & Admin / Nominated Property Officer / Nominated Property Contact at LVH
- Adoption of Smarter Working practices within teams
- Culture, performance management and training requirements
- Development of protocols
- Digital solutions for mail in and mail out
- The clarity of existing signage in the building
- Visitor management at the building
- Stationary / resource hubs
- A review of existing storage
- Governance for the management of the building

Step 2
Identify the optimum mix of teams to be based at the building

Step 3
Determine the amount of space to be made available to each of the teams and the amount of space to be identified as touchdown space for all staff

Step 4
Undertake a Space Utilisation Survey of the building to confirm baseline activity

Step 5
Work with managers to facilitate the adoption of new management/leadership skills so that teams can work effectively, communicate constructively and maintain high levels of engagement and performance. This includes constructive challenge to the status quo that involves entrenched out-dated working habits

Step 6
Work with employees to ensure they can adopt smarter working practices by understanding what they are expected to do and how the new approach to performance management works

Step 7

Work with the identified teams to understand how they work together and determine what new team working practices need to be adopted as a result of mobilisation and the introduction of technologies to support Smarter Working – using that knowledge to inform how they would like to configure their space.

Step 8

Design and develop working protocols that include both smarter working principles and new localised working practices.

Step 9

Finalise, agree and get sign-off for the proposed configuration and evaluate the cost of the change from the existing configuration

Step 10

Obtain sign off to the configuration and budget approval for any associated costs to facilitate implementation and go-live

Nottinghamshire County Council

REPORT OF THE LEADER

BUDGET CONSULTATION 2016/2017

Purpose of the Report

1   To inform Policy Committee of the indicative timetable and approach for the 2016/2017 budget consultation process and to seek approval for the proposed methodology.

Information and Advice

2   Budget consultation is a statutory requirement that aims to balance the various interests and needs of the Council and its stakeholders, and to produce a soundly based financial plan for the future. The budget process is set against the background of the Council's Medium Term Financial Strategy, which, in turn, uses information from the Government's spending reviews.

3   Consultation is undertaken to engage with and listen to local people to help the Council make informed decisions on difficult and challenging issues.

4   The consultation process aims to deliver the following outcomes:

   •   Raise awareness of the financial challenge and how the Council is dealing with budget reductions
   •   Ensure residents and local businesses understand the full range of services provided by the Council
   •   Obtain views on specific budget proposals that have been collectively put forward

5   The consultation best practice principles of Integrity, Visibility, Accessibility, Transparency and Disclosure will be adopted at all times.

6   The consultation will attempt to reach the following groups in Nottinghamshire:

- Young people
- Older people
- Families
- Public Service organisations
- Borough and District Councils
- Town and Parish Councils
- Disability groups
- Business Community

- Service users
- Voluntary and Community sector
- Nottinghamshire citizens' panel
- Council employees
- Hard to Reach groups
- Black Minority Ethnic, and new communities making Nottinghamshire their home

7   The budget consultation methodology will ensure that anyone who wants to contribute their views can do so. It will also seek to ensure that residents are able to find out what the Council is proposing in terms of any service changes.

Consultation Timetable

8   It is anticipated that the overall consultation campaign will take place between the 9 December 2015 and 5 February 2016, with awareness raising taking place in the three weeks leading up to the start of the consultation to generate interest and awareness. The timetable is as follows:

Activity	Timescale	
	Commence	Close
Budget consultation – to raise awareness of the start date	16 November 2015	
Consultation on budget proposals launched following Policy Committee's approval	9 December 2015	5 February 2016
Reporting:		
Consultation returns, collected, analysed and considered		w/c 8 February 2016
Budget proposals considered by Full Council		25 February 2016

Consultation methodology

9   The overall budget narrative will reinforce key messages about why the Council is having to take some challenging decisions.

10   A detailed methodology together with anticipated outcomes is detailed in **Appendix A**.

11   This year's consultation will use more digital channels than previous years which will ensure it is more cost effective, targeted and easier to evaluate. The Council's website has been recently re-launched so that residents can now access it more easily from their smartphones and tablets. This is helping the Council provide access to services and consultations in a more cost-effective way. Offline methods (e.g. calling the Customer Service Centre, taking part in community events or completing paper surveys) will be available for those residents that do not have digital access.

12   The Council has a specific statutory duty to consult with the Business Community regarding expenditure plans for the coming financial year. It is proposed that this is conducted through: the Business Engagement Group (which includes the Federation of Small Businesses and the Chamber of Commerce); Business Clubs, and a range of digital channels.

13   All comments received by the Council will be taken into consideration and dealt with according to the "Internal protocol for responding to correspondence".

Other Options Considered

14   The County Council has a legal duty to consult on the setting of its budget.

Reason/s for Recommendation/s

15   To outline and obtain approval on how the Council will meet its statutory obligations with regard to consultation on the annual budget.

Statutory and Policy Implications

16   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

17   It is envisaged that the 2016/17 budget consultation can be undertaken at a maximum cost of £4,000 and will be met from the 2015/2016 Communications budget.

Equalities Implications

18   Equalities implications have been considered as part of compiling this report. As there are no negative impacts on any protected group, an Equality Impact Assessment has not been deemed necessary. However, all individual budget proposals will be considered on their own merits, and where appropriate specific Equality Impact Assessments will be undertaken.

RECOMMENDATIONS

It is recommended that Policy Committee:

1. Endorses the consultation timetable and approach
2. Approves the proposed methodology

Councillor Alan Rhodes
Leader of the Council

For any enquiries about this report please contact:
Martin Done, Service Director, Communications and Marketing

Constitutional Comments (SLB 16/09/2015)

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

Financial Comments (SES 16/09/15)

The financial implications are set out in the 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.

Internal protocol for responding to Budget Consultation Correspondence

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

……………….

Appendix A – Consultation Methodology

CONSULTATION METHODOLOGY FOR 2016/17 BUDGET PROPOSALS

Methodology	Output
General information/awareness raising	
Information about the financial challenge will be placed on the Council's website. This will be supported by a paper version.	The financial context for the proposals is understood.
An online form will be created to allow residents the opportunity to give their views.	Residents have their say on specific budget proposals.
Offline information will be placed in libraries and residents will also be able to ring the Customer Service Centre.	Residents who do not have digital access can have their say on specific budget proposals
Information will also be sent schools, children's centres, colleges, public information points etc.	
There will also be community/neighbourhood meetings arranged to allow for further contributions.	
Social media	
Social media will be used to support the budget consultation with the following channels:	Engagement of those residents who use social media.
Local community groups/community organisations/voluntary sector/other agencies	
Use pre-existing community activities to promote and encourage engagement with the budget consultation. Many of these will include residents in the 'hard to reach' category.	Using established networks will encourage residents who do not normally engage to get involved.
The consultation will also be promoted via local community newsletters/community information sheets and sent to voluntary and community organisations	Community and voluntary sector will be engaged with the consultation.
Budget workshops in schools across the county / engaging with young people	
Schools will be encouraged to take part via the 'schools portal'.	Students and young people will get be directed at material that will encourage them to learn about the financial challenges and to have their say
Engagement with young people will also take place via posters in youth centres, directing them to the Council's website.	
Engaging with older people	
Existing networks, such as the Older People's Advisory Group and local community groups will be used to encourage participation.	Older people will get the opportunity to discuss the financial challenges within their own group
Engaging with Hard to Reach Groups	
Existing databases used to directly reach local groups that receive grant aid from the Council.	Awareness of the challenges facing the Council raised among Black and Ethnic Minority communities

Engagement with Business Community	
Engagement via the Business Engagement Group and Business Clubs.	Business better understands the financial challenge.
Engagement with Town and Parish Councils	
Posters on parish notice boards informing residents on how they can get involved. The consultation questionnaire will also be sent to all town and parish councils.	Residents living in rural and isolated areas of Nottinghamshire will get involved.
Engagement with Nottinghamshire citizens' panellists who have provided email addresses	
Emails will be sent to 1,500 panellists directing them to the website.	Value for money return
Engagement with members of the public who have provided us with an email address and expressed a wish to be informed of Nottinghamshire County Council events and campaigns	
Emails will be sent pointing them to the website	Value for money return

Nottinghamshire County Council

REPORT OF THE LEADER OF THE COUNCIL

SOCIAL MEDIA STRATEGY AND POLICY

Purpose of the Report

1. To seek approval for the revised Social Media Policy and associated Strategy and Guidance documents.

Information and Advice

2. Social media is the term commonly given to online tools, channels and interactive media which allow people to interact with individuals, groups or organisations by sharing information, opinions, knowledge, interests and asking questions or participating in online discussion and conversations.

3. Social media includes a range of channels - such as Facebook, Twitter and LinkedIn – which are gradually replacing traditional media and mass communication methods. These tools present opportunities and challenges for the Council.

4. The Council recognises that large numbers of residents now want and expect to be able to interact with the Council (whether as individuals, groups or organisations)using social media channels. Social media is therefore a key method in the Council's Communications Strategy.

5. The Council also recognises that there are a number of risks with using social media and it brings professional responsibilities that all Council employees need to understand. The revised Social Media Policy (**Appendix 1**) provides a framework to manage such risks to ensure the benefits of using social media are maximised with minimum risk.

6. The benefits of using social media include:

   - Reaching more residents as many are already using social media channels, including both young people and older people as two key demographics
   - A two-way dialogue with residents to ensure more regular and higher quality feedback (e.g. customer feedback on improving services)
   - Encouraging residents to participate in democracy and be engaged in local issues
   - Lower transaction costs for the Council by residents accessing information and services online (e.g. rather than by calling the Council or accessing higher cost face to face services)
   - A free/very low cost method of communication, compared with using other offline channels such as hard copy publications

- Improved access to training and development materials for employees (e.g. training videos on YouTube).

7. Policy Committee approved the existing Social Media Policy in December 2012, but the latest best practice, technology improvements and legal guidelines have moved on since then and a new updated Policy, Strategy (**Appendix 2**) and Guidelines (**Appendix 3**) are required.

Social Media Policy

8. This proposed Policy ensures that social media activity is safe, appropriate, purposeful and legal.

9. This Policy has been developed in line with various best practice and guidance documents published by other local authorities, the Local Government Association (LGA), Advisory, Conciliation and Arbitration Service (ACAS), the Government's Cabinet Office, Smart Insights and takes account of legal and regulatory requirements related to digital and social media.

10. The purpose of the updated Policy is threefold:

- To minimise the reputational, legal and governance risks to the council and its employees arising from use of social media by staff in a professional (work-related) capacity.
- To enable the safe use of social media for the purposes of communication, engagement, customer service and service delivery.
- To ensure a consistent approach is applied across the council, focused on achieving business objectives and improving customer satisfaction.

11. The Policy aims to achieve this by establishing a corporate approach, standards and guidance on the use of social media and to help manage risks around social media usage. It predominantly covers work-related use of social media.

12. The Policy recognises that the ability for anybody with Internet access to instantly publish to the world brings with it professional responsibilities and risks that all council employees need to understand, even if they only use social media in their personal lives rather than for work purposes. So the Policy also references how personal use of social media is covered separately by various ICT and HR policies and procedures – with further specific guidance around personal use included in the Social Media Guidelines document.

13. A key update to this Policy includes the commitment that the Council will make access to social and streaming media open by default from devices on the Council's network. This is to reflect the benefit that accessing social media can have to support the delivery of Council services and personal development activity by employees. A number of other councils have recognised this and opened up access to social and streaming media sites to employees, including Nottingham City Council, Oxfordshire County Council and Derbyshire County Council. Usage will be governed by appropriate HR and ICT policies and procedures to ensure it is appropriate and beneficial to duties.

14. The other main updates to the Policy are to reflect a higher focus on effective risk management, including the following precautions, safeguards and monitoring for social media. Social media will be monitored by a number of services including:

- Communications and Marketing service – will monitor mentions of the Council using social media management tools for online brand and reputation management
- ICT service – will ensure access to inappropriate social media content is blocked, filtered and monitored where possible and appropriate (in line with the IT Security Policy) from the Council's network by using filtering and security tools
- HR service – will maintain relevant HR policies and guidance to ensure individual access to social and streaming media from Council devices is appropriate to official duties. All staff will receive basic awareness training on digital and social media through an elearning module which will be developed
- Line managers in all services – will ensure all relevant policies and guidance related to the professional and personal use of social and streaming media is understood by employees, plus will proactively address any performance or conduct issue around use of social media (seeking HR advice as needed)

15. The Policy will be regularly reviewed and any future updates will be brought back to Policy Committee for approval.

Social Media Strategy

16. This supports the Council's Communications Strategy and sets out the strategic approach to how Council will use social media more effectively to ensure it directly supports business objectives.

17. The Strategy outlines that there are three strategic aims to using social media:

- Achieve value for money and cost savings
- Increase positive reputation through customer satisfaction and service take-up
- Increase participation in the democratic process – including using social media to gather information to support improved service delivery

18. The Strategy sets out the following timetable for implementation:

Phase	Brief details	Timescale
Rationalisation and basic housekeeping – of existing social media counts	Delete old/unnecessary profiles Ensure appropriate branding Ensure digital team has access	End of October 2015
Implement content strategy across corporate social media accounts	Ensure content/publishing schedule is in place	End of November 2015
Communication of basic standards	Proactively communicate and promote the Social Media Policy and Social Media Guidelines	End of December 2015
Implementation of standards (for profiles not already meeting them)	Address with individual services as needed	End of January 2016

Support	Identify social media ambassadors	End of March 2016
	Provide bespoke training to relevant individuals/services	
	Establish digital elearning module for all staff to include social media standards	

Social Media Guidelines

19. This new document covers the practicalities of using social media. It has been specifically developed to provide full and comprehensive guidance around the standards expected in relation to both work-related and personal use of social media.

20. The Guidelines make clear the difference between professional and personal use of social media and include reference to:

- Roles and responsibilities
- Legal implications
- Monitoring of social media
- Specific guidance on professional use – including Council owned social networks, (including the process for requesting new social media profiles/pages and closing down accounts), guidance for employees working with children and vulnerable adults, contributions using a personal account and things to consider when running an online community
- Specific guidance on personal use
- Signposting and links to other relevant Council policies (e.g. Code of Conduct and ICT Email and Internet Use), as well as external sources of best practice.

21. The Guidelines will be kept updated on an ongoing basis.

Other Options Considered

22. Not updating the Social Media Policy is high risk as the existing Policy is out of date and inadequate to ensure the Council's safe, appropriate, purposeful and legal use of social media.

Reason/s for Recommendation/s

23. To ensure the Council takes a strategic and effectively risk managed approach to using social media to deliver online services that are so good, that those that can, will choose to use them.

Statutory and Policy Implications

24. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health only), the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications

are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

25. All expenditure attached with the social media Digital First work stream is contained within existing budgets. Any divergence from this position will be brought back before Members.

Equalities Implications

26. Equalities implications have been considered as part of compiling this report. Social media is one of many communications channels used by the Council, so is not exclusive to any protected groups. As there are no negative impacts on any protected group, an Equality Impact Assessment has not been deemed necessary.

RECOMMENDATION/S

It is recommended that Policy Committee:

1)   Approves the Council's updated Social Media Policy and associated strategy and guidance documents.
2)   Receives a report in six months' time on the implementation of the new Policy.

Alan Rhodes
Leader of the Council

For any enquiries about this report please contact: Martin Done/Clare Yau

Constitutional Comments (LM 1/09/15)

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

Financial Comments (SEM 14/10/15)

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

Human Resources Comments (GME 14/10/15)

29. The implications of the Policy, Strategy and Guidelines for employees are covered in the body of the report. The recognised trade unions have been engaged with and invited to comment through Central Joint Consultative and Negotiating Panel.

Background Papers and Published Documents

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

Electoral Division(s) and Member(s) Affected

- All

<u>Appendices</u>

Appendix 1 – Social Media Policy
Appendix 2 – Social Media Strategy
Appendix 3 – Social Media Guidelines

Nottinghamshire County Council

Social Media Policy

Purpose

1. The purpose of this policy is to ensure the Council's social media activity is safe, appropriate, purposeful and legal. Specifically:

    - To minimise the reputational, legal and governance risks to the council and its employees arising from use of social media by staff in a professional (work related) capacity.
    - To enable the safe use of social media for the purposes of communication, engagement, customer service and service delivery.
    - To ensure a consistent approach is applied across the council, focused on achieving business objectives and improving customer satisfaction.

Introduction

2. Social media is the term commonly given to online tools, channels and interactive media which allow people to interact with individuals, groups or organisations by sharing information, opinions, knowledge, interests and asking questions or participating in online discussion and conversations.

3. Social media includes a range of channels - such as Facebook, Twitter, LinkedIn, Yammer, Flickr, YouTube, Instagram, blogs and forums – which are gradually replacing traditional media and mass communication methods. These tools present opportunities and challenges for the Council.

4. The Council understands the need to use social media channels to stay connected to and interact with residents, customers and partners – whether as individuals, groups or organisations. Social media is therefore a key method in the Council's **Corporate Communications Strategy**.

5. The ability for anybody with Internet access to instantly publish to the world brings with it professional responsibilities that all council employees need to understand, even if they don't use social networks for work purposes.

6. This policy has been developed in line with various best practice and guidance documents published by the Local Government Association (LGA), Advisory, Conciliation and Arbitration Service (ACAS), the Government's Cabinet Office, Smart Insights and takes account of legal and regulatory requirements related to digital and social media.

Context

7. This policy establishes a corporate approach, standards and guidance on the use of social media and helps manage risks around social media usage. The following risks are identified with the use of social media:

    - Damage to the Council's reputation
    - Civil or criminal action relating to breaches of legislation
    - Disclosure of confidential information / breach of safeguarding through the use of images or personal data
    - Virus or other malware (malicious software) infection / social engineering attacks (sometimes known as 'phishing')
    - Bullying or witch-hunting
    - Lost productivity as a result of personal use of social media during work time

8. These risks can be effectively managed through upholding the principles, commitments and key actions set out below. This policy informs the Council's **Social Media Strategy** which establishes

the Council's guiding principles on using social media as a key communications channel. More detailed guidance is available in the Council's **Social Media Guidelines** document.

9. Together, the Council's Social Media Strategy, Social Media Policy and Social Media Guidelines enable the Council to:

- Respond to the increasing public use of social media as a way to communicate
- Engage with a wider range of audiences including young people
- Further the Council's strategic vision, including promotion of key campaigns, projects and events
- Oversee how the Council communicate messages to the public, while maintaining its public duties
- Uphold the reputation of the Council and enhance the image of Nottinghamshire
- Evaluate and measure the usage of social media and the impact this has upon cost savings of the Council
- Ensure effective management of social media channels as a communications tool by relevant services (e.g. Communications and Marketing)
- Establish open access from any device on the Council's network to view social and streaming media
- Minimise risks associated with using social media

Scope of this policy

10. This policy is designed to cover <u>work-related</u> use of social media, including:

- The Council's use of social media as a communications channel where the content, information, or services are being provided by or accessed, or on behalf of, the Council.

- Access to social and streaming media sites by employees in the course of their professional duties from devices on the Council's network. Examples include, but are not limited to, monitoring feedback about a service (e.g. TripAdvisor reviews, Facebook comments) or accessing materials to support learning and development (e.g. training videos on YouTube).

- Participation on social media sites not managed by the Council where contributions are posted directly in a professional capacity (e.g. contributing to a professional forum), or is by someone who identifies themselves as an employee, Member or any other person employed (or contracted either directly or indirectly) by the Council or working on the Council's behalf. Contributions include, but are not limited to, text, photographs and video.

11. This policy does not cover <u>personal use</u> of social media or streaming media sites by employees, Councillors, or other representatives of the Council. This is covered separately by the Council's:

- Employee Code of Conduct (section D35, appendix 1 paragraphs 31 and 42)
- Code of Conduct for Members
- Email and Internet Policy (section 5.5).

12. The Council's Social Media Guidelines document provides full and comprehensive guidance around the standards expected in relation to both work-related and personal use of social media.

Principles and commitments

13. The Council will use social media in a safe, appropriate and purposeful way to engage and interact with the public, stakeholders, opinion formers, the media and employees in support of the Council's strategic vision and key policy objectives.

14. The Council will abide by any relevant or applicable laws, terms, and conditions, so that the County Council is not exposed to risks.

15. Council use of social media must be undertaken in accordance with the Council's Social Media Guidelines, Code of Conduct, IT Security Policy, Email and Internet Policy, Equality and Diversity Policy.

16. Use of social media sites will at all times be consistent with the County Council's duty to safeguard children, young people and vulnerable adults, in accordance with relevant statutory requirements and service specific protocols.

17. During the course of their work, employees using social media sites for business purposes must maintain political neutrality and not indicate individual political opinions.

18. The reputation and / or business of the County Council, service users, partners or others connected with the County Council must not be brought into disrepute through use of social media sites.

19. Council social media accounts will only be authorised by the Council's Communication and Marketing service with approval from the relevant Corporate Director.

20. The Council will make access to social and streaming media open by default from devices on the Council's network. Usage will be governed by appropriate HR and ICT policies and procedures to ensure it is appropriate and beneficial to duties.

21. Employees must act in accordance with the law and be aware of the risk of legal action against them individually and the Council as employer if social media is used inappropriately - including breaching any standards outlined in this policy.

Key actions to meet the commitments set out in the policy

22. Employees are responsible for upholding this Policy and should ensure that they take the time to read and understand it. Any misuse of social media must be reported promptly to the employee's line manager.

23. Line managers will ensure that their employees are aware of this policy (and all other relevant policies and guidance related to the professional and personal use of social and streaming media). Line managers are responsible for ensuring that their employees act in accordance with requirements.

24. If any employee is found to have breached this policy, they may be subject to the Council's disciplinary procedure. If a criminal offence is considered to have been committed, further action may be taken to assist in the prosecution of the offenders.

25. The Council's HR service will maintain relevant HR policies and guidance to ensure individual access to social and streaming media from Council devices is appropriate to official duties. It will also provide advice to managers on any individual performance or conduct issues relating to the appropriate use of social media.

26. The Council's HR service will make available to all staff basic awareness training on digital and social media (e.g. through an elearning module).

27. The Council's Communications and Marketing service will maintain the Social Media Policy. It will also promote and maintain the Social Media Guidelines.

28. The Council's Communication and Marketing service will maintain a register of all authorised social media accounts. All corporate accounts will be accessed and monitored by this service.

29. The Council's Communication and Marketing service will co-ordinate Council-wide social media accounts on the most relevant social media sites. This includes providing access to services to deal directly with customer contact and/or other communications messages where there is a valid business case for services to do so.

30. The Council's Communications and Marketing service will provide initial advice on what to do if there are any reputational issues on social media no matter what the origin or nature of this may be. This will include signposting to other services such as HR and Legal Services for further specialist advice as needed.

31. The Council's Communication and Marketing service will utilise tools to appropriately monitor social media usage and interaction for the purposes of: brand and reputation management; and gaining information and customer insight to inform improvement to Council communications or services. This includes, but is not limited, to:

   - Public mentions of the Council
   - Data gathered through the Council's own social media channels
   - Data gathered on Council profiles on third party social media sites.

32. The Council's ICT service will also monitor the use of social media in relation to any access of inappropriate social media content and ensure that any appropriate blocking or filtering of access to inappropriate social media content is put in place from the Council's network, as per the IT Security Policy.

Nottinghamshire County Council

Social Media Strategy

1. Introduction

Social media is the term commonly given to online channels and tools which allow people to interact either with organisations or individuals – by sharing opinions, knowledge, content, common interests or asking questions.

Increasing numbers of people are using social networking and content sharing sites such as Facebook Twitter, LinkedIn, Yammer, Flickr, YouTube, Instagram, blogs and forums (this is not an exhaustive list). Facebook alone has 30.3 million users in the UK (as of May 2014) and makes up nearly 96% of the online audience in the UK. These tools are gradually replacing traditional media and mass communication methods and present both opportunities and challenges for the Council.

The Council understands the need to use social media channels to stay connected to and interact with residents, customers and partners – whether as individuals, groups or organisations. Social media is therefore a key method in the Council's **Corporate Communications Strategy**.

This Strategy should be read in conjunction with the Council's:

- **Social Media Policy** – this informs the Social Media Strategy by ensuring that social media activity is safe, appropriate, purposeful and legal; and
- **Social Media Guidelines** - this covers the practicalities of using social media (in order to uphold the Strategy and Policy).

2. Insight

This Strategy has been informed by a comprehensive review of the Council's social media activity undertaken in November 2014. This included consideration of:

- The market – clearer segmentation to understand *who* the Council connects with and their needs
- The message – the Council's Strategic Plan (including three core values) should drive key messages so it's clear *what* needs to be communicated
- The media – having a better understanding of the range of social media tools will enable more targeted communication as such methods are *how* the Council will achieve its aims

1

The insight gathered has led the Council to take a more strategic approach to its use of social media. Activity will be refocused to be more aligned to Council or service strategic objectives and delivered through customer-centric tactics as part of an integrated mix of digital and offline communications channels.

3. Strategic aims

The Council uses social media for three main purposes:

- **Service delivery** - enabling and optimising social media for self-service in the channel
- **Customer service** - resolving enquiries in the channel of first contact, as appropriate linking enquiries made on social media to a customer record of all contact
- **Communications, engagement and participation** - two-way engagement and targeted messaging for key audiences in order to optimise take-up of Council services and encourage participation in the democratic process

This is in order to achieve three main strategic aims:

- Achieve **value for money and cost savings**
- Increase **positive reputation** through customer satisfaction and service take-up
- Increase **participation in the democratic process** – including using social media to gather information which will support improved service delivery

4. Objectives

The primary corporate objectives of social media activity are to achieve the objectives highlighted in the Council's Corporate Communications and Marketing Strategy 2014-18:

- **Increase customer (resident) satisfaction with the Council** - this includes:
  - o Brand perception (reputation)
  - o How informed people feel
  - o Their perception that the Council provides good value for money
  - o How able people feel they are to influence decision making
  - o Customer satisfaction with enquiries handled through social media channels
- **Improve the financial position of the Council** by generating income and supporting major savings through cost avoidance – this includes:
  - o Lower cost per transaction through resolving enquiries or providing supported access to digital services via social media
  - o Enable take up of income generating services and savings through optimising direct service delivery through social media channels

Plus:

2

- **Achieve specific service, campaign and consultation objectives** - through appropriate use of social media (to be defined in service, campaign/communication and consultation plans).

5. Strategy

The following approach will be taken to social media.

Targeting

The Council will target key individuals and groups through social media, including a range of key online influencers and audiences, in order to meet its business aims.

Positioning

The Council will focus messaging and activity on 'people, place and culture' (rather than on itself as an organisation). It will genuinely engage with customers through social media, actively promote the County and support the online Nottinghamshire community.

Key messages

- We are in touch with and support local people and communities
- We listen and talk honestly and openly online
- We recognise that social media is the channel of choice for many - for customer service, talking to us, receiving information from us and for accessing our services. We support this choice and optimise our service delivery appropriately.
- Social media is about listening as much as talking - without infringing privacy and with respect for personal and organisational boundaries as well as platform etiquette we will actively listen as well as engage with appropriate online communities and influencers.

Tone

Overall this is friendly and professional. A range of tones will be taken depending on the nature of bespoke messages.

6. Tactics

The following social media tactics will be used:

Content

It's not about the technology but the online experience – there needs to be a reason to engage so content is key. The key to successful social media is content which means people repeat visit and engage.

3

There will be a focus on 'showing' rather than 'telling' and as part of this multimedia content (images and video as well as text) will be actively considered.

Social media content will be both planned and scheduled, as well as reactive. This is to ensure a balance of different types of content whether this is promotional, engaging, questions/feedback, educational, inspirational or supportive in nature.

Channels

We will use social media channels appropriate to our objectives and in which customers choose to engage. This might include but is not limited to: Facebook Twitter, LinkedIn, Yammer, Flickr, YouTube, Instagram, blogs and forums.

As a rough guide (as channels will change over time and in accordance with the preferences of target audiences), the following social media channels are currently likely to be most suitable for the following groups:

Children and young people	Snapchat, Facebook, Tumblr, Instagram, Vine, YouTube and Twitter
Adults and families	Facebook, Twitter LinkedIn, Google+, YouTube, Vine, Flickr and Pinterest
Older people	Facebook, Twitter and LinkedIn
Businesses	Twitter, LinkedIn Facebook, YouTube, Vine
Visitors	Facebook, YouTube, Instagram, Twitter & Pinterest

Social media channels can take the form of being 'owned' by the Council, 'earned' (i.e. third parties who republish Council content) or 'paid for' (e.g. advertising on social media channels).

The right mix of channels to reach the right audience at the right time with the right message, will be determined by a targeted, audience focussed approach.

Hashtag

Use of hashtags will be used when relevant as part of key communications campaigns to help build and be an easy reference point for audiences.

Customer journeys

Social media will be used to support customers to complete online (and offline) journeys that meet their needs – whether this is towards completing a call to action, finding information or accessing a service. This will be done in an integrated way, so social media is promoted through other digital and offline channels.

4

7. Implementation

A phased approach will be taken to implementing this Strategy as follows (please note some of these stages will run concurrently):

Phase	Brief details	Timescale
Rationalisation and basic housekeeping – of existing social media counts	Delete old/unnecessary profiles Ensure appropriate branding Ensure digital team has access	End of October 2015
Implement content strategy across corporate social media accounts	Ensure content/publishing schedule is in place	End of November 2015
Communication of basic standards	Proactively communicate and promote the Social Media Policy and Social Media Guidelines	End of December 2015
Implementation of standards (for profiles not already meeting them)	Address with individual services as needed	End of January 2015
Support, empower and enable	Identify social media ambassadors Provide bespoke training to relevant individuals/services Establish digital elearning module for all staff to include social media standards	End of March 2015

In addition, ongoing promotion and review/evaluation of social media profiles and activity will take place to maximise information and engagement with online communities.

8. Monitoring, measurement and evaluation

A social media monitoring system/s will be used to manage Council profiles and accounts on social media channels. This will also enable proactive gathering of data to help meet customer needs and achieve Council aims. A range of external social media measurement tools will also be used to gather a range of quantitative and qualitative data.

The impact of activity and overall return on investment will be measured against the primary corporate objectives for social media outlined in section 4 above.

Specific KPIs will be set for specific objectives defined in relevant service or communication plans. Social media monitoring is likely to include, but is not limited to metrics such as:

- Volume
- Engagement
- Share of voice
- Influence
- Awareness
- Traffic
- Click throughs
- Conversion (completing a call to action, making a sale)

5

- User journey
- Customer satisfaction
- Customer service

9. Interdependencies

This Strategy supports and takes account of the following:

- Corporate Communications and Marketing Strategy and relevant policies/procedures, including:
  - Social Media Policy and Social Media Guidelines
  - Digital First ethos and standards for content, design and technology
- ICT Strategy and relevant policies/procedures, including:
  - IT security
  - Internet and Email Use Policy
- Customer Access Strategy and relevant HR policies/procedures, including:
  - Employee Code of Conduct

6

Nottinghamshire County Council

Social Media Guidelines

For Managers and Employees

Introduction

1. These Guidelines for Council employees should be read in conjunction with the Council's **Social Media Strategy** and **Social Media Policy.**

2. The purpose of these Guidelines is to cover the <u>practicalities</u> of using social media in order to uphold this Strategy and Policy. It covers the <u>standards</u> expected in relation to both work-related and personal use of social media.

3. These Guidelines have been developed in line with various best practice and guidance documents published by other local authorities, Local Government Association (LGA), Advisory, Conciliation and Arbitration Service (ACAS), the Government's Cabinet Office, Smart Insights. It takes account of legal and regulatory requirements related to digital and social media.

What is social media?

4. Social media is the term commonly given to online tools, channels and interactive media which allow people to interact with individuals, groups or organisations by sharing information, opinions, knowledge, interests and asking questions or participating in online discussion and conversations.

5. Social media includes a range of channels - such as Facebook, Twitter, LinkedIn, Yammer, Flickr, YouTube, Instagram, blogs and forums – which are gradually replacing traditional media and mass communication methods. These tools present opportunities and challenges for the Council.

Why use social media?

6. There is a clear distinction between using social media for professional (work-related) purposes and for personal use in your own time (whether during breaks whilst at work or in your own time outside of work hours).

7. The Council understands the need to use social media channels to stay connected to and interact with residents, customers and partners – whether as individuals, groups or organisations. Social media is therefore a key method in the Council's **Corporate Communications Strategy**.

8. The ability for anybody with Internet access to instantly publish to the world brings with it professional responsibilities that all council employees need to understand, even if they don't use social networks for work purposes.

9. The following risks are identified with the use of social media:

   - Damage to the Council's reputation
   - Civil or criminal action relating to breaches of legislation
   - Disclosure of confidential information / breach of safeguarding through the use of images or personal data
   - Virus or other malware (malicious software) infection / social engineering attacks (sometimes known as 'phishing')
   - Potential effect on ICT network performance
   - Bullying or witch-hunting
   - Lost productivity as a result of personal use of social media during work time

10. These risks can be effectively managed by upholding the Council's Social Media Policy and following the guidelines set out below.

Responsible use of social media

11. Everyone is responsible for using social media appropriately and need to be aware of a variety of **legal implications** associated with the inappropriate use of social media. This applies whether you are using social media for professional or personal use. Liability can arise under the laws of:

   - Defamation (including Libel)
   - Copyright
   - Discrimination
   - Contract
   - Human Rights
   - Protection from harassment
   - Criminal Justice
   - Data Protection
   - Plus issues of confidentiality and breach of professional standards

12. The particular responsibilities of services and individuals are set out below:

   - Communications and Marketing – maintaining the Council's Social Media Policy, Guidelines and corporate accounts
   - ICT – monitoring usage of social media, access to inappropriate content and reporting any abuse
   - HR – advising and supporting managers in upholding performance and conduct related to individuals' social media use
   - Employees - for your own actions (including compliance with the Council's Social Media Policy); reporting any misuse and raising any potential issues promptly with your line manager; and seeking advice if you are unsure about the application of any part of the Social Media Policy or Guidelines
   - Managers - ensuring that your employees are aware of the Council's Social Media Policy and these Guidelines (including through induction and regular discussion in supervision and team meetings) and act in accordance with these requirements.

13. If any employee is found to have breached the Social Media Policy they may be subject to the Council's disciplinary procedure.

Monitoring

14. All Council ICT systems can be monitored in accordance with ICT Policies including the Email and Internet Policy, so personal privacy cannot be assumed when using the Council's network.

15. Postings made on a personal account may attain a wide readership and will therefore be considered public rather than private. In particular if an association with the Council is referenced or mention of the Council's name or services is referenced. Publically accessible postings may be investigated if there is a suspected breach of the Social Media Policy.

The difference between 'professional' and 'personal' use

16. Access to social media channels within the workplace is granted to Council employees via the Council's network. This is to enable you to:

- Understand the issues, queries and concerns that are raised by residents, service users and stakeholders via social media
- Access training materials, build professional networks and advocate (as appropriate) the work of the Council

17. Council ICT equipment is primarily reserved for work-related use of social media. Employees are permitted to use Council approved social media channels as part of their normal work duties with agreement from the employee's line manager.

18. During normal working hours, employees are permitted to access and use social media via Council ICT equipment in your own time (e.g. in break periods), providing it does not interfere with your work.

19. Outside of normal working hours, the use of Council ICT equipment for personal use must comply with the Corporate Information Security Policy and only take place with prior approval from your line manager.

20. The Council recognises that many employees will also use personal devices (e.g. personal smartphones and tablets) for personal use of social media during break times in working hours.

21. The following applies to all employees regardless of whether Council or personal equipment is used or when social media is accessed or postings are made:

- **Any views stated are personal views**
- **Ultimately, you must comply with your responsibilities under the Council's Code of Conduct and may be required to remove social media postings that are deemed to be in breach of this policy**
- Discussing the Council, your work, clients, partner organisations or the people you work with on social networks should not be considered private, even in a forum with restricted access (such as on someone's Facebook wall). It is not the same as having an offline discussion among friends or a one-to-one email conversation. Social networks are designed to make sharing as easy as possible, so anything you say may be circulated to a wider audience and could be brought to the attention of Council colleagues, managers, Councillors and customers
- You are personally responsible for anything you post online
- You should not do or say anything that may harm the reputation of the Council or undermine your role as a representative of the Council
- You should show proper consideration for the privacy of the people you work with
- You should not allow your professional and personal use of social media sites to become blurred and therefore need to be mindful of your duties not to:
    o Disclose Council information without authority
    o Take part in any political or public activity which compromises or might be seen to compromise your impartial service to the Council and its stakeholders
    o Make derogatory comments about the Council, its policies or procedures
    o Make derogatory comments about other Council employees, customers, Councillors or stakeholders
    o Continue to engage with others who become abusive or aggressive.

22. You may wish to identify yourself as a Council employee and contribute to a conversation on social media to inform customers or protect the Council's reputation. Whilst the Council encourages this use of social media it falls under professional use, so you should first read the guidance in Section A below.

Section A – Professional use of social media

Context

23. 'Professional' or work-related use is when you use social media for official Council business or post in a way that implies that you represent the Council. This includes:

   - Publishing information via a Council-owned account
   - Posting in your role as an employee of the Council
   - Posting as an official spokesperson for the Council.

24. Appropriate professional use of social media is encouraged but you should familiarise yourself with the guidance below before posting.

Specific guidance on professional use

25. Follow the following general good practice tips:

   - Ensure Council social media accounts remain secure (e.g. follow normal data security and do not share passwords)
   - You should normally use Council provided equipment
   - Be honest, courteous and professional at all time
   - Avoid arguments, be positive and add something significant to the conversation
   - Only post facts that you are sure of and don't do or say anything illegal
   - Remain politically neutral
   - Understand the situation and audience before you post
   - Tell colleagues before you post if something you say may affect them
   - Get permission before you republish copyrighted material
   - Don't share confidential or sensitive information, even in private forums
   - How you deal with a complaint is as important as the complaint itself
   - Nothing you say can be 100% deleted, so always be sure before you post
   - Journalists may quote you so be mindful of the Council's Media Protocol (seek advice from the Council's Communications and Marketing service as needed).

26. If you are in any doubt, contact your line manager and the Communications and Marketing service for advice before posting.

27. If you are threatened with legal action for something you have posted - remove the posting immediately and notify your line manager who must notify the Communications and Marketing service and consult Legal Services (if your line manager is not available you will need to notify these services).

Employees working with children and vulnerable adults

28. You should follow any service protocols as appropriate which relate to your role and any guidance published by regulatory bodies, for example the Health Care Professions Council (HCPC) or Ofsted.

29. Only use Council approved accounts and equipment to communicate with clients. Do not "friend" or enter into any private online contact with children or adults who are clients (or any of their family members). Friend requests should be politely declined by explaining that it is against Council policy, which is designed to protect staff and the public from any misunderstandings.

30. Be responsible for the way you behave, for what you post and for the language you use whether you are communicating by text, email or social media. Remain professional.

31. Conduct yourself in a way that does not breach any of the Council's policies including the Employee Code of Conduct or your professional codes of practice.

32. How you behave online can have an impact on you professionally as well as personally. Anything that is posted online including photos, images and video material, could leave you open to scrutiny from the public and people who use services and could affect your own professional reputation and that of the Council and could be viewed as misconduct.

33. Employees should respect the privacy and rights of young people and vulnerable adults they are working with. However, from time to time, you may become aware of material or information posted on social media sites or through other communication channels, which causes concern about the safety of vulnerable users. In these circumstances you have a duty to report these concerns and follow the appropriate safeguarding procedures.

34. Where a child or young person is in care or a care leaver, it is particularly important to inform the relevant Social Worker/Personal Advisor about anything of concern or any inappropriate information shared online.

35. Follow the following good practice tips:

- Use and regularly check your personal security settings. To keep your accounts private, choose settings that mean only the people on your "friends", followers or contacts lists can see your profiles
- It is advised that as a general measure to protect your personal safety and identity, you should not accept friend requests from people who are not personally known to you
- Be aware also that anyone can search for information about you online, just as they do for any service or product
- Avoid putting personal information up on your page e.g. where you work, live, your phone number and you may choose not to post images which identify your home or family
- You may wish to ask friends to check before photographs are posted which may cause you embarrassment.

36. All staff working with young people are advised to make themselves familiar with the advice that is available for parents/carers/professionals and for young people about being safe online, including:

- The National Crime Agency's CEOP (Child Exploitation and Online Protection Centre) website www.thinkyouknow.co.uk
- National Society for the Prevention of Cruelty to Children website www.nspcc.org.uk/preventing-abuse/keeping-children-safe/online-safety/
- The UK Safer Internet website www.saferinternet.org.uk

Contributions using a personal account

37. In your personal or professional use of the Internet, you may come across opportunities to identify yourself as an employee of Nottinghamshire County Council and contribute positively to a discussion or otherwise publish something online.

38. In these situations, you are representing both the Council and yourself and the following guidance should be observed.

39. Be clear about whether what you are saying is your own personal view or represents official Council policy. You may wish to state your views stated are personal.

40. Think through the reason for participating before posting. Stick to your area of expertise. Good reasons for getting involved include: to help people using your professional knowledge, to correct misinformation or to direct people to useful information. Poor reasons for getting involved include: to respond to comments clearly intended to provoke a response (known as "trolling"), participating in arguments or political debates. If you are in any doubt, talk it through with your manager first.

41. Be up front about who you work for and your role in the Council. Be aware that, once you identify yourself as a Council spokesperson, the rest of your postings under the same account may be scrutinised. This includes your profile details, any photo you may have submitted etc. Ensure that your history on that account will not bring the Council into disrepute.

42. You can of course simply notify the Communications and Marketing service about a discussion concerning the Council without getting involved yourself. Contact the Digital Team if:

- You are in any doubt about a contribution you are about to make
- The situation turns negative and you need advice on how to proceed
- Your contribution results in a tangible positive outcome (e.g. a satisfied customer who says as much).

Council owned social network accounts

43. This section covers the setting up and use of social media accounts that are directly associated with the Council.

44. The Communications and Marketing service (Digital Team) must agree and approve all accounts and pages that represent the Council or its services. All corporate accounts will be accessed and monitored by this service.

45. Use of social media should align with business objectives and form part of a wider communications and marketing strategy for your service.

46. The Digital Team will provide advice as to whether use of social media is appropriate in any given instance and, if so, in what form. This advice must be followed in order to uphold the Council's Social Media Policy.

47. The following will be observed in line with good practice:

- All social media will be managed through a social media management tool – training will be provided
- Every account or page should have a primary contact who is responsible for administration
- To provide cover when the primary contact is not available, trusted colleagues can also be provided with log in details
- Everyone with log in details to Council affiliated accounts must be known to the Digital Team
- Keep account log in details secure and never email passwords
- Accounts and pages should normally use Nottinghamshire County Council branding (unless a business exception is granted as per the provisions in the Council's Brand Guidelines)
- User comments that breach the Rules of Engagement (see the Rules of Engagement section below) must be addressed as soon as possible and ideally within 24 hours
- You should check your account at least once a day in case anything urgent arises – thought therefore needs to be given to how weekends/out of hours may need to be covered
- Ensure everything you post is accurate and conveyed in plain English

6

- Be prepared to respond in a timely fashion to feedback. Direct questions should be answered. If it takes time to prepare an answer, publish a 'holding' message to show that you're listening
- On the other hand, too much engagement can draw accusations of "wasting taxpayer's money" so be concise. Avoid protracted discussions and don't be drawn away from the topic at hand
- How much personal information you disclose (e.g. your real name) is up to you but refer to the rest of this Guidance document for further information about personal identification on social media
- Never use official accounts to post personal opinions that could bring the Council into disrepute or which conflict with official Council policy.

Requests for a new social media account, page or other online presence

48. Use of social media should align with business objectives and form part of a wider communications and marketing strategy for your service.

49. Know what you want to achieve before you start. Plan how you will evaluate the success or otherwise of any social media activity. Make sure you understand the potential time investment involved in building and maintaining online communities/relationships takes time and effort.

50. All requests for new accounts must come through the Communications and Marketing service. You can email econtent@nottscc.gov.uk to start the process.

51. Requests will be assessed on a business case base, so you will be asked to fill in a Request Form which will ask you to consider things like: Objectives, Audience, Content and resource plan, Lifespan of account, Accessibility and provision for those unable to access social media.

Running an online community

52. When you set up a Council affiliated group, page or discussion forum, you are responsible for administering and moderating user contributions.

53. You role is to encourage discussion, set user expectations, create and follow the rules, check the content of everything posted and respond to feedback.

54. As the administrator of an online community, you should follow these basic guidelines:

- Make sure you publish the Rules of Engagement (see below paragraph 78) in a prominent place.
- Apply the rules fairly and consistently.
- Respond to questions and feedback quickly. Social networks move quickly, and a delay of more than 48 hours could cause frustration.
- Make sure you have time to proactively encourage participation. The biggest threat to online communities is a lack of activity.

Rules of Engagement

55. Any group, page, forum or other Council affiliated online presence that allows users to post must make available clear rules for participation. These will allow you to moderate (i.e. edit, delete, warn or ban) submissions and participants fairly. They let users know what is and isn't acceptable up front, which could save you a lot of time and hassle.

56. The wording for 'rules of engagement' should be made clearly accessible to visitors. You may wish to adapt them to your specific use (for example, if young people or vulnerable adults are involved).

57. The following wording is recommended as best practice for 'Rules of Engagement': *The views expressed by members of the public do not represent the views of and are not endorsed by Nottinghamshire County Council. The Council reserves the right to remove any contributions that are not civil, tasteful and relevant or messages which are unlawful, harassing, defamatory, abusive, threatening, harmful, obscene, profane, sexually oriented or racially offensive.*

58. If your online group or community is hosted on a third-party site (such as Facebook or Twitter), you should make sure that your community's rules don't contradict the hosting website's rules.

59. Some general don'ts:

   - Do not swear
   - Do not post content for which you do not own the copyright
   - Do not post the same message, or very similar messages, more than once (also called "spamming")
   - Do not publicise other people's personal information, such as contact details
   - Do not advertise non-County Council products or services
   - Do not impersonate someone else

60. Please note that comments that are critical of the Council can be deemed to be appropriate content unless they breach the above rules. Seek to address any criticisms or complaints quickly and fairly.

Closing down accounts and pages

61. Sometimes groups, pages and accounts are not run in an efficient way, are no longer appropriate or needed, or just don't attract the following they need to remain viable. Leaving dormant or poorly visited accounts online can cause confusion and doesn't reflect well on the organisation. Council accounts will be managed proactively to avoid any such poor social media presence.

62. The Communications and Marketing service (Digital Team) will monitor activity on Council owned accounts and have the right to remove them from the public domain if they seem to have run their course. The owner of the account will be contacted first.

Section B - Personal use of social media

Context

63. Every day people talk online about Nottinghamshire and Nottinghamshire County Council. As a Council colleague you are an ambassador for the authority, whether out in the community, dealing with our customers as part of your work, or indeed when making use of Council services for yourself.

64. Many colleagues will already be active users of social media channels such as Facebook and Twitter on a personal basis outside work. By and large, material posted by you as an individual colleague on your own social media profiles is a personal matter and no business of the Council's.

65. Social media can have an impact on the Council and your work both in a positive and a negative way. In a positive sense, using social media can be a good way to connect with other

professionals working in the same area as you locally, regionally and nationally, to learn and share good practice. It's also beneficial to the Council for its employees to talk positively about their work on social media and to be able to see material posted and comments made on corporate and service-related social media accounts so they can share it through their own personal networks.

66. However, there is the potential for personal social media use to reflect negatively on the Council and its reputation or impact on your employment if any material posted is inappropriate, inaccurate, illegal or contravenes the Code of Conduct for Employees or the Members' Code of Conduct.

67. Also, with social media accessible at work though the Council's IT network, employees need to be mindful of ICT Policies including the Email and Internet Policy.

68. With the above in mind, this Guidance provides a framework to help you as a Council employee access and use social media in an effective, safe and appropriate way – highlighting some dos and don'ts, particularly relating to legal and regulatory issues.

Specific guidance regarding personal use

69. You need to ensure that your personal social media use does not contravene the Code of Conduct for Employees or any ICT Policies including the Email and Internet Policy.

70. **Make clear that what you say is representative of your personal views only.** Use a disclaimer - when using social media for personal purposes, you must not imply you are speaking for the Council. It should be noted that even when using a disclaimer, the law and the Council's Code of Conduct still applies. Avoid use of the Council e-mail address, logos or other Council identification.

71. You must not set up any social media profiles on behalf of a Council service or function without having first discussed it with the Communications and Marketing service and received approval, the appropriate guidance and training.

72. The Council will accept no liability for an individual's participation on social media sites, whether in a professional or personal capacity. Remember that if you break the law using social media (for example by posting something defamatory), you will be personally responsible.

73. Ensure the following best practice is upheld:

- You need to ensure that any material you publish via social media does not contravene laws relating to copyright, libel, privacy and data protection
- Use of social media sites must at all times be consistent with the Council's duty to safeguard children, young people and vulnerable adults, in accordance with relevant statutory requirements and service specific protocols
- The reputation and / or business of the Council, service users, partners or others connected with the Council must not be brought into disrepute through use of social media sites
- Be mindful of the comments you make on social media if you are in a politically restricted post
- By identifying yourself as a Council employee within a social network, you will be connected to your colleagues, managers and even Council citizens. You should ensure that content associated with you is consistent with your work at the Council.
- Think twice and always use discretion in all personal communications in social media.

74. If in doubt about personal use of social media then seek advice from your line manager, HR or the Communications and Marketing service.

Nottinghamshire County Council

Report to Policy Committee

11 November 2015

Agenda Item: 10

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

OUTSIDE BODIES - APPOINTMENT TO MID-NOTTINGHAMSHIRE ALLIANCE DEVELOPMENT LEADERSHIP BOARD

Purpose of the Report

1. To seek approval to add the Mid-Nottinghamshire Alliance Development Leadership Board to the Council's Outside Body appointment list and to appoint the Chair of the Adult Social Care and Health Committee and Corporate Director, Adult Social Care, Health and Public Protection as members of the Board.

Information and Advice

2. As part of the Better Together programme to integrate health and social care services in Mid-Nottinghamshire, an Alliance Leadership Development Board is being created with responsibility for strategic leadership, oversight of finance and performance, and delivery of new models of care.

3. The Board will comprise the Chairs and Chief Executives of each organisation in the Alliance, or other representatives at senior level. Members of the Alliance include Mansfield and Ashfield and Newark and Sherwood Clinical Commissioning Groups, the County Council, NHS Trusts and other health provider bodies.

4. Adult Social Care and Health Committee on 2 November 2015 considered a report about a draft Memorandum of Understanding which will commit partners to develop a mutually agreeable Alliance agreement. Establishment of the Alliance Leadership Development Board forms part of the Memorandum of Understanding. It is intended the Board will continue to form part of the Alliance governance arrangements in the longer term.

5. Adult Social Care and Health Committee has recommended that the County Council be represented on the Board by the Chair of the Adult Social Care and Health Committee and Corporate Director, Adult Social Care, Health and Public Protection.

Other Options Considered

6. Policy Committee could decide not to make the appointments.

Reason/s for Recommendation/s

1

7. To enable the County Council's participation in the governance of the Mid-Nottinghamshire Alliance.

Statutory and Policy Implications

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

Financial Implications

9. None arising from the report.

RECOMMENDATIONS

1) That the Mid-Nottinghamshire Alliance Development Leadership Board be added to the Outside Body appointment list.

2) That the Chair of the Adult Social Care and Health Committee and Corporate Director, Adult Social Care, Health and Public Protection be appointed as the County Council's representatives on the Board.

3) That Policy Committee receives quarterly progress reports on the work of the Mid-Nottinghamshire Alliance Development Leadership Board.

COUNCILLOR MURIEL WEISZ
CHAIR OF THE ADULT SOCIAL CARE AND HEALTH COMMITTEE

For any enquiries about this report please contact: Paul Davies, Democratic Services

Constitutional Comments (SLB 14 /10/2015)

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

Financial Comments (SES 14/10/15)

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

Background Papers and Published Documents

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

- Report to Adult Social Care and Health Committee, 2 November 2015

Electoral Division(s) and Member(s) Affected

- All

Nottinghamshire County Council

REPORT OF THE CORPORATE DIRECTOR OF RESOURCES

WORK PROGRAMME

Purpose of the Report

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

Information and Advice

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

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

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

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

   a. The following items were withdrawn from the agenda of the October Policy Committee meeting and have been rescheduled as follows:-

      i) Budget Consultation 2016-17 – rescheduled to 11 November 2015 – to include revised approach to consultation;

      ii) Business Rates Pooling 2013-15 – rescheduled to 11 November 2015 – to enable further consultation with Members.

   b. The following new items have been scheduled for the 11 November 2015 meeting (these are new items of business that are being submitted to Policy Committee to enable consideration by Members at the earliest opportunity):-

      i) Devolution Deal

      ii) Outside Bodies - Mid-Nottinghamshire Alliance Development Leadership Board

> iii)　Smarter Working Programme

c.　Mental Health Champion Update – new item added to December 2015.

d.　Healthwatch Contract – deferred from November 2015 to December 2015 to provide time for further discussions with Healthwatch..

e.　Response to petition requesting School Hall at East Markham Primary – new item added to December 2015.

f.　Update on use of Urgency provisions – new item added to December 2015.

g.　Smarter Working Programme – further update added to May 2016.

h.　Young People's Health Strategy for Nottinghamshire – removed from Work Programme – Policy Committee consideration not required.

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 - Resources

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

Constitutional Comments (SLB)

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

Financial Comments (NS)

There are no financial implications arising directly from this report.

Background Papers

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

None

Electoral Division(s) and Member(s) Affected

All

POLICY COMMITTEE - WORK PROGRAMME (AS AT 3 NOVEMBER 2015)

Report Title	Brief summary of agenda item	Lead Officer	Report Author
9 December 2015			
Update on use of Urgency Procedure	To update Policy Committee about the number of occasions the Urgency provisions have been used and the reasons for their use.	Jayne Francis-Ward	Keith Ford
Healthwatch Contract	Consideration of extension of the Council's contract with Healthwatch.	Sally Gill	Cathy Harvey
Business Rates Pooling 2013-15	To inform Members of the final outturn position on the Nottinghamshire Business Rate Pool as at 31 March 2015 and the proposed distribution of the Pool surplus.	Nigel Stevenson	Nigel Stevenson
Response to petition requesting School Hall at East Markham Primary	Response to petition submitted to Full Council meeting of 17 September 2015	John Slater	Andrew Stevens / Lynn Cave
Boundary Review update	Consideration of final recommendations from Boundary Commission	Jayne Francis-Ward	Keith Ford
Savings Proposals 2016/17 and 2018/19	To seek approval to implement Category A savings and transformation proposals and consult on Category B and Category C proposals as appropriate.	Anthony May	Paula Mullin
Mental Health Champion Update	Update report on the work of the Council's Mental Health Champion.	David Pearson	Susan March / Cheryl George
Hate Crime Policy	Approval of policy.	Paul McKay	Andy Peacock
6 January 2016			
Accessibility Strategy	Approval of strategy.	Derek Higton	Christine Buck
10 February 2016			
Performance Reporting on the Strategic Plan 2014-18 and Redefining Your Council	To consider progress and performance against each of the Strategic Plan priorities and the programmes within Redefining Your Council	Nigel Stevenson	Celia Morris

Report Title	Brief summary of agenda item	Lead Officer	Report Author
9 March 2016			
Nottinghamshire Child and Family Poverty Strategy	Approval of revised strategy.	Laurence Jones	Irene Kakoullis
20 April 2016			
18 May 2016			
Smarter Working Programme update	Six monthly update on progress with the implementation of the Smarter Working Programme	Jayne Francis-Ward	Iain Macmillan
Performance Reporting on the Strategic Plan 2014-18 and Redefining Your Council	To consider progress and performance against each of the Strategic Plan priorities and the programmes within Redefining Your Council	Nigel Stevenson	Celia Morris
15 June 2016			
13 July 2016			
Review of Senior Management Structure	Review following interim structure agreed by Policy Committee on 15 July 2015.	Anthony May	Anthony May
Rural Services Network – Review of Membership	Following the initial review by Policy Committee on 15 July 2016.	Sally Gill	Heather Stokes
County Life – Evaluation Report	Annual evaluation report – as agreed by Policy Committee on 15 July 2015.	Martin Done	Martin Done