

**North Yorkshire County Council****Corporate and Partnerships Overview and Scrutiny Committee****13 October 2014****Council Plan 2014 - 2015 and 2020 North Yorkshire plan****1 Purpose of the report**

To inform Corporate and Partnerships Overview and Scrutiny Committee of responses to the Council Plan consultation 2014 and progress with the priority actions in the current plan, and to consult the committee on priorities for the proposed 2020 North Yorkshire plan.

**2 Background**

- 2.1 The Council Plan is a key component of the Council's policy framework, setting out the Council's objectives and how resources are to be used to deliver those objectives. Ensuring the Council Plan is developed in a timely and robust manner is essential in order to drive forward the business of the Council and improve performance, including the Council's contribution to the delivery of the North Yorkshire Community Plan.
- 2.2 The Council Plan sets out the Council's long-term corporate ambitions and priorities for action for the next year. The plan has been revised annually.
- 2.3 This process is closely allied to the budget setting process, clearly demonstrating the golden thread running through the Council's objectives, priorities and allocation of resources.
- 2.4 The Council Plan 2014/15, in addition to detailing the County Council's achievements for 2013/14 and priorities for 2014/15, also explained how the Council's role will need to change in the future in response to funding challenges. It proposed revised vision, values and objectives to inform the County Council's approach to the end of the decade and its 2020 North Yorkshire plan. It was published electronically and can be downloaded at <http://www.northyorks.gov.uk/article/23979/The-council-plan>

**3 Consultation**

- 3.1 An online public consultation on the proposed approach, including the future vision, values and objectives, ran from 6 March until 30 June 2014. This consultation was promoted through North Yorkshire Now and the County Council's pages in the Johnston Press newspapers, and staff were also encouraged to respond by articles on the intranet, key messages and Richard Flinton's fortnightly message. Contact details and methods of feedback for those not online were also advertised.
- 3.2 79 responses were received to the online consultation. Three responses were received by email.

- 3.3 86% of respondents to the online consultation strongly agreed or agreed with the Council's proposed vision statement. 6% disagreed or strongly disagreed with it.
- 3.4 83% of respondents to the online consultation strongly agreed or agreed with the proposed values. 4% disagreed or strongly disagreed with them.
- 3.5 80% of respondents to the online consultation strongly agreed or agreed with the proposed objectives. 9% disagreed or strongly disagreed with them.
- 3.6 A summary of the consultation responses and actions to be taken by the Council has been published on the website at <http://www.northyorks.gov.uk/article/28635/Consultation-on-future-vision-values-and-objectives-for-North-Yorkshire-County-Council> and responses relating to specific services shared with the relevant officers.
- 3.7 The proposed vision, values and objectives are attached at appendix 1.

#### **4 Progress on priority actions in Council Plan 2014 – 2015**

- 4.1 A number of activities were identified in the Council Plan 2014 – 2015 as being priorities for this year. Progress so far against these priorities to end of September 2014 has been monitored and is detailed in appendix 2.

#### **5 2020 North Yorkshire plan**

- 5.1 To align with 2020 North Yorkshire the next Council Plan will set a long term vision to take the Council to 2020, accepting the need for a refresh in 2017 after the next County Council elections. This plan will be the public expression of the 2020 North Yorkshire vision and be informed by the consultation responses referred to above.
- 5.2 The plan will be developed using the agreed process for key cross-cutting strategies with input from all directorates and under the sponsorship of Management Board and will be aligned to the development of the council budget with both being agreed at the February 2015 meeting of the full County Council.
- 5.3 It will include a delivery plan to implement the 2020 North Yorkshire County Council vision, and to monitor progress. The delivery plan will be refreshed annually and highlight the most important issues and pressures upon the County Council for the year, explain what its income will be and details of spending and savings plans, as well as specific actions to be carried out during the year.
- 5.4 Priorities for the 2020 North Yorkshire Council plan must focus on those issues where the Council can provide leadership and where its intervention is needed to overcome some of the on-going issues that affect the lives of people within the county. Public consultation on the proposed priorities is taking place using the Citizens' Panel.

The proposed priorities are:

- Opportunities for young people;
- Loneliness and social isolation;

- Transport links;
- Economic opportunity for all parts of the county;
- Broadband connectivity

5.5 Members are asked to consider:

- Whether these priorities are the right ones?
- Whether there are any others which ought to be included?
- Which aspects of the proposed priorities should be pursued, within the context of current reduced resources?

## 6 **Recommendations**

- 6.1 That the overview and scrutiny committee note the responses received to the consultation and implications for the vision, objectives and values of 2020 North Yorkshire
- 6.2 That the overview and scrutiny committee comment on progress against the priorities in the current Council Plan 2014 - 2015
- 6.3 That the overview and scrutiny committee comment on the proposed priorities for the 2020 North Yorkshire plan.

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September 2014

Background papers: None

Appendices:

Appendix 1 - Proposed vision, values and objectives  
Appendix 2 – Progress on priorities for service delivery in 2014-15

## Appendix 1 - Proposed vision, values and objectives

### Vision

We want North Yorkshire to be a thriving county which adapts to a changing world and remains a special place for everyone to live, work and visit.

### Values

1. Customer focus – promoting individual, family and community self-service and resilience, with additional support for the most vulnerable.
2. Care and respect – treating people as individuals and with courtesy, seeking to understand how others see things, valuing their contribution.
3. Honesty – being clear about what we are able to deliver and that we must live within our means.
4. One team – one council working with partners and communities.
5. Effective local democracy – strengthening community leadership.
6. Innovative and can-do attitude – understanding what needs to be done, taking responsibility to see things through and deliver what has been agreed, identifying ways to improve services and performance.
7. Efficient and effective commissioning from those who are best placed to deliver – whether in-house, private sector or voluntary and community sector.
8. Valuing our staff – our key asset to work and deliver for individuals, families and communities.

### Objectives

1. To lead the achievement of the vision:
  - a. Ensuring that the key issues for people and places in North Yorkshire are identified and understood.
  - b. Ensuring that there are strategies, developed with communities and partners, in place to tackle these.
  - c. Making the case for North Yorkshire.
2. To enable individuals, families and communities to do the best for themselves:
  - a. Supporting empowered and vibrant communities to provide a range of services for local people that fully utilise all local assets, prevent loneliness and troubled families, and contribute to healthier lifestyles.
  - b. Providing self service facilities and ready access to relevant information and signposting – enabling customers to access information, check eligibility, carry out a self-assessment, make appointments, make online payments, and request simple services themselves.
3. To ensure the delivery of:
  - a. services to the most vulnerable people.
  - b. high priority services that enable a thriving county.

## North Yorkshire County Council plan - Progress on priorities for service delivery in 2014-15

Priority	Reference to strategy/plan/delivery mechanism	Progress in Quarters 1 and 2	Further work planned for Quarters 3 and 4
<p><b>School improvement</b> - implement the recommendations of the Commission on School Improvement in order to support more schools to be good or outstanding.</p>	<p>Children &amp; Young People's Plan 2014-17</p>	<p>The Commission reconvened in late April for a further day session. The purpose of this further session was to reflect on the feedback received, review the recommendations in the light of that feedback and agree next steps in the implementation of Commission proposals.</p> <p>The Schools Forum has endorsed the establishment of a sub-group to develop proposals for an Education Partnership Board for consultation in the Autumn 2014.</p>	<p>Consultation on proposals for an Education Partnership Board.</p> <p>Launch of the Education Partnership Board in January 2015 and further work in readiness of the implementation of the Commission proposals in Q1 and Q2 2015/16.</p>
<p><b>Educational outcomes</b> – improve educational achievements for vulnerable groups of children to narrow the gap between them and other children in North Yorkshire.</p>	<p>Children &amp; Young People's Plan 2014-17</p> <p>“Closing the Gap” project</p> <p>Looked After Children (LAC) Strategy</p>	<p>Narrowing the gap in attainment between vulnerable children and their peers is an explicit priority within the new Children &amp; Young People's Plan, “Young &amp; Yorkshire”. Ambitious targets to narrow gaps in attainment for children in care and those eligible for free school meals have been set.</p> <p>Provisional data indicates that the gap in attainment at Key Stage 2 between pupils eligible for free school meals and their peers narrowed in the last academic year</p>	<p>Under the banner of the “Closing the Gap” project, schools, teaching alliances/school clusters will continue to explore and develop innovative approaches to closing attainment gaps.</p> <p>Attainment data for the academic year 2013/14 (published in Q2 and Q3 2014/15) will be robustly analysed to identify trends and opportunities for intervention.</p>

		<p>by 3.5%.</p> <p>Provisional data also indicates that the percentage of children looked after who achieved the benchmark of Level 4 or above in Reading, Writing and Mathematics rose by 22 percentage points.</p>	
<p><b>Special educational needs</b> – improve provision on a partnership basis for children and families affected by special educational needs and disabilities.</p>	<p>Children &amp; Young People's Plan 2014-17</p> <p>Special Educational Needs and Disabilities (SEND) Implementation Programme</p>	<p>All families whose children are being assessed for the first time are being offered the new Education, Health and Care Plan (EHCP) procedure, with their informed consent.</p> <p>The SEND Steering Group has re-focused its work into three workstrands:</p> <ul style="list-style-type: none"> <li>• Finance &amp; Commissioning</li> <li>• Implementation of Part 3 of the Children &amp; Families Act 2014, including the local offer, EHCP and Personalisation</li> <li>• Inclusive Schools</li> </ul>	<p>Work will begin to develop an SEND Strategy for 2015-18.</p> <p>An integrated model of support designed to improve the preparation for adulthood of young people with SEND from the age of 14 up to 25 will be developed, in consultation with partners, young people, families and carers.</p> <p>The SEND Steering Group will continue to monitor the progress of the three workstrands.</p> <p>Work will continue to develop an integrated approach between HAS, CYPS and Health to personal budgets and Direct Payments system.</p> <p>North Yorkshire continues to operate in the role of regional Champion for Yorkshire and the Humber with Calderdale, sharing learning with the 13 other local authorities in the region.</p>

<p><b>Child protection</b> – strengthen preventative work with families in order to minimise the numbers of children who need child protection services, safely reduce the numbers of children in care, and improve the offer to children not in mainstream education.</p>	<p>Children &amp; Young People’s Plan 2014-17</p> <p>LAC Strategy</p>	<p>Proposals to create a single 0 to 19 age range Prevention Service have been finalised and implementation is underway.</p> <p>The Troubled Families Programme (known locally as the Developing Stronger Families initiative) has worked with 90% of the target number of families identified by DCLG as needing to be worked with by 31 March 2015. North Yorkshire has been recognised as one of the most successful areas of the Country and invited to join Phase 2 of the programme to help shape Phase 2 prior to national roll-out in April 2015.</p> <p>A multi-agency action plan has been developed to combat the threat of child sexual exploitation and a scoping exercise/gap analysis has been commissioned.</p>	<p>Continue to work with the remaining 10% of families identified by DCLG under Phase 1 of the Troubled Families. Begin implementation of Phase 2 of the Programme.</p> <p>Further work to develop a robust multi-agency response to the threat of child sexual exploitation in North Yorkshire.</p> <p>Review of progress made in delivering improved outcomes for looked after children against the eight priorities set out in the LAC strategy.</p>
<p><b>Extra Care Housing</b> – we will begin construction on up to ten new schemes (subject to planning consent). We will launch the next phase of our North Yorkshire Extra Care Housing Programme; a major procurement project to secure a partner to develop a large number of additional extra care housing schemes across the County.</p>	<p>In August 2014 consultation was launched on the draft ‘Care and Support Where I Live’ strategy. This draft strategy sets out the proposals of the Health and Adult Services Directorate to transform the way they make sure that people can remain safe and independent in their own homes and improve the</p>	<p><u>New schemes</u></p> <ul style="list-style-type: none"> <li>• Phase I of Meadowfields extra care housing scheme in Thirsk was completed and work commenced on the development of Phase II of the scheme</li> <li>• Work commenced on site to build a further two extra care schemes</li> </ul>	<p><u>New schemes</u></p> <ul style="list-style-type: none"> <li>• Construction of the new extra care schemes in Settle and Eastfield will be completed</li> <li>• Subject to planning consent, construction will begin on a further three new extra care schemes</li> </ul>

<p>This should result in a total of 56 extra care housing schemes across North Yorkshire by 2020.</p>	<p>amount and quality of accommodation with care and support across the County by 2020.</p>	<p><u>'Care and Support Where I Live' draft strategy</u></p> <ul style="list-style-type: none"> <li>• Consultation on the draft strategy was launched</li> <li>• Activities undertaken to promote the strategy consultation</li> <li>• Responses to consultation being collated</li> </ul> <p><u>Procurement</u></p> <ul style="list-style-type: none"> <li>• Plans were approved to launch a procurement to find a provider to build extra care housing schemes in Ingleton and High Bentham</li> </ul> <p>Approval was obtained for the procurement of a framework contract for the delivery of future extra care housing schemes</p>	<p><u>'Care and Support Where I Live' draft strategy</u></p> <ul style="list-style-type: none"> <li>• Further activities are planned to promote the strategy consultation and responses will continue to be collated</li> <li>• The consultation period will close in November</li> <li>• Responses will be collated and reviewed with a further report back to Executive in early 2015</li> </ul> <p><u>Procurement</u></p> <ul style="list-style-type: none"> <li>• Launch of the procurement process to find a provider to build extra care housing schemes in Ingleton and High Bentham</li> </ul> <p>Launch of the procurement process to secure a framework contract of partners for the delivery of future extra care housing schemes</p>
<p><b>Joining up health and social care</b> – we will be continuing to move care out of hospital and into the community. We will develop a North Yorkshire plan with our health colleagues to provide a prevention service aimed at keeping people fit and healthy in their own homes and reducing loneliness and social isolation.</p>	<p>The Better Care Fund Plan for North Yorkshire sets out the shared vision for North Yorkshire to achieve better outcomes and experiences for local people through joining up health and social care services.</p> <p>'Independence – with support when I need it' programme is</p>	<p>Developed and formally agreed the second draft of Better Care Fund with all 5 CCGs Sept 2014.</p> <p>Work in progress with CCGs/NHS Trusts to develop consistent, affordable and deliverable models of care to deliver joint working between health and social care as part of the prevention agenda.</p>	<p>Developing pilots for joint reablement/intermediate care to begin in each CCG locality. Further developing joint assessments for high risk populations within GP Practices.</p>



	<p>part of NY2020 and has key projects regarding joint working with health eg joint reablement /intermediate care and joint assessments for high risk populations.</p>		
<p><b>Implementing the Care and Support Bill</b> – the biggest change to social care in the last 60 years. There will new duties to support carers and to ensure that we implement a £72,000 ‘care cap’.</p>		<p>The Care Act is based on the Care Bill, the White Paper and draft bill published in July 2012 ‘Caring for our future: reforming care and support White Paper. The Care Act received Royal Assent in May 2014.</p> <p>We have responded to the national consultation on those elements of the Act that come into effect in April 2015, with particular reference to those issues that affect NYCC as a rural shire authority with complex partnership arrangements.</p> <p>An initial impact analysis of the draft Regulations and Guidance on the Directorate’s policy and practice is being carried out, which will inform implementation planning.</p> <p>We have completed a national modelling exercise to estimate the impact of costs in 2015/16, around additional responsibilities to carers, and early assessments of self-funders in preparation for the</p>	<p>Continue with financial modelling work locally and contribute to work at regional and national level. Benchmark NYCC modelling with other shire authorities. Revise Programme Plan for implementation in April 2015 based on outcome of impact analysis.</p> <p>Update Communications Plan in light of expected publication of national Strategy in late September.</p> <p>Engage with Carers on new duties around assessment and provision of support.</p> <p>Engage with providers.</p>

		introduction of the Care Cap in April 2016.	
<p><b>New ways of working in adult social care</b> – we will be starting to introduce a new approach to prevention, promoting independence and developing more ways for people to take control of their lives. We will focus on keeping people out of hospital, providing care nearer to home, supporting people to do more for themselves, and working more closely with local community and voluntary sectors.</p>	<p>The Prevention strategy will be a coordinated response to the challenges of an ageing population and demands on adult social care.</p> <p>It contributes significantly to the 2020 programme, including budget setting.</p>	<p>The Prevention strategy sets out to ensure that the joint work of the Local Authority, Health Agencies and the independent sector all contribute to:</p> <ul style="list-style-type: none"> <li>• The promotion of individual choice, control and independence</li> <li>• Improvements in life outcomes</li> <li>• Reducing inequality</li> <li>• Improving efficiency of services</li> </ul> <p>Following HASLT meeting in June business cases being developed to look at what will be delivered as part of the prevention offer. Business cases agreed by HASLT. Working group to be established to develop Prevention Officers roles internally. Time line for implementation April 2015.</p>	<p>Investment plans need to be finalised prior to developing a new prevention framework.</p> <p>Further work required to develop additional business cases.</p>
<p><b>Improving care for people with dementia</b> – we will work with partners in the NHS to improve services for people with dementia.</p>	<p>Dementia strategy</p>	<p>Six new Dementia Support Services have been commissioned jointly with the local Clinical Commissioning Groups.</p> <p>Making Space is the provider in Hambleton, Richmondshire and Whitby CCG area, Airedale, Wharfedale and Craven CCG and</p>	<p>Our priorities are to refresh our dementia strategy, jointly with partners and with people who are living with dementia.</p> <p>The strategy will consider the wider links to public health initiatives and advice.</p> <p>Develop dementia friendly communities by increasing public awareness and</p>

		<p>South Lakes CCG and Scarborough and Ryedale. Dementia Forward will be the provider in Harrogate and the Vale of York.</p> <p>Both services provide Dementia Care Navigators who will offer personalised help to those who have been diagnosed with dementia, and to their families and carers.</p>	<p>enabling a range of public and private sector services to consider how they can make their services more accessible and customer services more responsive to the needs of people living with dementia.</p> <p>Working to ensure a range of services which people living with dementia may access will deliver the outcomes that are important to them, whilst also recognising the needs of carers - for example, home support, reablement services, supported housing, hospitals and primary care.</p> <p>Develop memory clinics, dementia support services, and other specialist dementia services which are designed and delivered around the needs of the person living with dementia, at the same time ensuring carers get the information and support they need. This will also include support for people reaching the end of life.</p>
<p><b>Public health</b> - priorities are to finalise and fully implement;</p> <ul style="list-style-type: none"> <li>• <b>the Alcohol Strategy</b> – which aims to reduce the avoidable health and social harms caused by alcohol and turn the tide on excessive drinking, and</li> <li>• <b>the Prevention Strategy</b> – which aims to support everyone in North</li> </ul>	<p>The Alcohol Strategy</p>	<p><b>The Alcohol Strategy</b>  Alcohol Needs Assessment completed and circulated  Stakeholder event agreed in February to develop priorities</p> <p>Final draft strategy approved at HASLT</p>	<p><b>The Alcohol Strategy</b>  Agree engagement plan  Launch scheduled November December  Further work required to develop additional business cases.</p>

<p>Yorkshire to live healthy, independent lives which in turn will reduce the need for health and social care services provided by a range of partners in North Yorkshire. Both of these key pieces of work are part of our broader public health strategy to increase healthy life expectancy, reduce the number of early deaths, and reduce health inequalities between the most affluent and deprived population in North Yorkshire.</p>	<p>The Prevention Strategy</p>	<p>Awaiting approval from HASEX</p> <p><b>The Prevention Strategy</b> Following HASLT meeting in June business cases being developed to look at what will be delivered as part of the prevention offer. Business cases agreed by HASLT. Working group to be established to develop Prevention Officers roles internally. Time line for implementation April 2015</p>	<p><b>The Prevention Strategy</b> Investment plans need to be finalised prior to developing a new prevention framework.</p> <p>Further work required to develop additional business cases.</p>
<p><b>Local Enterprise Partnership (LEP)</b> – progress implementation of the 5 year Strategic Economic Plan by the York, North Yorkshire &amp; East Riding LEP, through working collaboratively with partners from different organisations and engagement within the County Council.</p>	<p>LEP Strategic Economic Plan</p>	<p>The LEP has successfully secured £110m from government through the competitive Local Growth Fund to implement the infrastructure priorities within its Strategic Economic Plan. This includes £24m for highways maintenance. The funding was secured in Q2. In addition c£97m EU funding has been secured to promote Innovation, Business Support and Skills. This funding will be received in 2015-2021.</p> <p>Additionally the £3.8m Business Growth Grant programme is now £2m committed with full commitment expected by December.</p>	<p>The priority now is to ensure the 13 projects for which funding was received are fully developed, so they are in a position to deliver in 2015. Work is underway with all project sponsors to provide full business plans to allow NYCC, as accountable body, to contract.</p> <p>The Business Growth Programme will also be fully committed and defrayed by March 2015.</p> <p>With the devolution agenda gathering pace, work is underway with all Local Authorities in the LEP area to consider local governance and the potential to create a Joint Committee / Combined Authority structure to strengthen the pooling of resources and collective</p>

			<p>decision making in the region and to have clear asks of government around what additional funding and powers should be devolved to a local level.</p> <p>Finally, the EU programme Implementation Plan will be signed off by government and subject to progress nationally in gaining EU approval. The first calls for projects will take place in Q4.</p>
<p><b>Highways</b> – we will continue to invest significant funding into highway maintenance. The increasing frequency of severe weather events places huge strain on the condition of the network and we will seek to ensure that works are prioritised to make the most effective use of highway funding.</p>	<p>Local Transport Plan 3 (2011 – 2016)  <a href="http://www.northyorks.gov.uk/ltp">www.northyorks.gov.uk/ltp</a></p>	<p>The County Council has identified and secured significant additional capital funding for maintenance in the current financial year. In addition to our allocation from Government of approx. £25m we have secured an additional £10m from Government and have allocated over £7m from other County Council funding.</p> <p>Implementation of this £43m of maintenance works on roads across the County is on-going. The County Council and its partner contractor continues to improve the efficiency of its delivery of highway maintenance schemes broadly following the principles of the Government supported Highways Maintenance Efficiency Programme (HMEP) guidance.</p> <p>In addition to extra funding secured</p>	<p>Implementation of the programme of over 1000 highway maintenance schemes will continue.</p> <p>Approximately £5m of the additional funding from the Government and £5m of the additional funding allocated from other County Council resources is being targeted at repairing or preventing potholes on some of the poorest roads in the County. It is estimated that this additional funding will allow us to repair an additional 130km of road filling in approximately 200,000 potholes  <a href="http://www.northyorks.gov.uk/potholes">www.northyorks.gov.uk/potholes</a></p>

		for the current year (14/15) the County Council has recently agreed to allocate a total of £15m extra funding for highway maintenance for the period 2015/16 to 2020/21 and has been successful in a highly innovative bid to Government for an extra £24m (provisional) from the Local Growth Fund for highway maintenance to cover the period 2016/17 to 2020/21.	
<b>Tour de France</b> – deliver our responsibilities associated with hosting the Tour de France in North Yorkshire in 2014 to enhance the perception of North Yorkshire, support the potential for inward investment and deliver legacy benefits.	North Yorkshire Event Management Plan	The Tour de France took place over the weekend of the 5 and 6 July 2014 and has been widely recognised as a resounding success. Coverage in the media and feedback from those attending has been extremely positive. The County Council successfully delivered all of its responsibilities working collaboratively with a range of partners.	A report is currently being prepared to quantify the economic impact of hosting the Tour de France. There will be a need for the County Council to understand how this relates to North Yorkshire. Work is also on-going to maximise the raised profile of cycling with an emphasis on children, families and public health benefits.
<b>Waste</b> – deliver a conclusion to the waste Public Private Partnership project.	Joint Waste Management Strategy	The Executive considered a proposal to proceed with the long term contract at its meeting on 9 September 2014. The Executive resolved to proceed with the Contract subject to agreement of Full Council. Council approval was given at a special meeting on 24 September 2014.	Financial close will occur late in October provided it can be delivered within the financial envelope agreed by Council. This will fix the price to the Council and trigger construction. The build programme is estimated to be 39 months although waste will be delivered for commissioning after approximately 3 years.

<p><b>'Better together'</b> – progress our joint working project with Selby District Council (SDC) to collaborate on back office, front line services and customer access.</p>	<p>2020 vision statement</p>	<p>Work is being progressed under different workstreams on a number of collaboration projects, which include property rationalisation (highways, registrars), integration of services (Selby Care Hub) and work with communities to improve resilience and encourage community provision of services (Sherburn, Tadcaster). Some of these projects are still at the exploration stage.</p> <p>Sharing underpinning tools such as business intelligence, customer insight and single view of the customer is being scoped as part of the 2020 North Yorkshire Customer Theme.</p> <p>Combined training and learning opportunities and a shared procurement route map are also being considered.</p>	<p><b>Customer Relationship Management (CRM)/ Website Integration Project</b>  The initial development of the core website infrastructure, includes moving current SDC web content, following a content review, onto an updated platform (phase one). This is expected to be complete by mid to late December with a Go-Live date to be agreed. Phase two consists of the longer term development of a more transactional based website. In terms of the CRM and this phase 2 website delivery, a number of sessions with SDC services looking at the current and desired future customer journeys have been planned taking place stretching from October 2014 to February 2015. These customer journeys will then provide the detail for future website and CRM build, planned to be undertaken from early March 2015 onwards, once the customer journeys are complete.</p> <p><b>Registrars Project</b>  This project has an expected completion date of 9 January 2015. This allows all appointments to be honoured at the present location (Brooklodge) up to and including 5 January 2015. There will then be a three month gap until appointments recommence at SDC Civic Centre in April 2015. Early conversations are being held in relation to this launch with the</p>
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			<p>consideration of a wedding fair etc.</p> <p><b>NYCC Highways / AS Assets Team Co-location</b></p> <p>The phase 1 relocation is on track to be implemented by 1 December 2014. Following this a clear plan to identify and deliver savings from integration is in place.</p>
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