

Policy Committee

Wednesday, 02 July 2014 at 10:30

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

AGENDA

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| 1 | Minutes of last meeting held on 4 June 2014 | 3 - 6 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | Redefining Your Council - Consultation Outcome | 7 - 40 |
| 5 | A Draft Operating Framework for Working with Communities | 41 - 52 |
| 6 | LEADER Rural Development Programme - Nottinghamshire Proposed Submissions | 53 - 56 |
| 7 | Local Government Transparency Code | 57 - 74 |
| 8 | Development of the Carers' Strategy 2014-15 | 75 - 88 |
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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>

Meeting POLICY COMMITTEE

Date Wednesday, 4 June 2014 at 10:30am

membership

Persons absent are marked with 'A'

COUNCILLORS

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

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

John Knight
Diana Meale
Philip Owen
John Peck JP
Ken Rigby
Martin Suthers OBE
Stuart Wallace
Muriel Weisz

ALSO IN ATTENDANCE

Councillor Nicki Brooks
Councillor Steve Calvert
Councillor Steve Carroll
Councillor Kate Foale

Councillor Sheila Place
Councillor Liz Plant
Councillor John Wilkinson

OFFICERS IN ATTENDANCE

Mick Burrows	Chief Executive
Carl Bilbey	Policy, Planning and Corporate Services
Paul Davies	Policy, Planning and Corporate Services
Peter Barker	Policy, Planning and Corporate Services
Tim Gregory	Environment and Resources
Nicola McCoy-Brown	Policy, Planning and Corporate Services
Celia Morris	Policy, Planning and Corporate Services
Cathy Munro	Policy, Planning and Corporate Services
Michelle Welsh	Policy, Planning and Corporate Services
Jon Wilson	Adult Social Care, Health and Public Protection
Clare Yau	Policy, Planning and Corporate Services

APPOINTMENT OF CHAIR AND VICE-CHAIR

The appointment by the County Councillor on 15 May 2014 of Councillor Alan Rhodes as Chair and Councillor Joyce Bosnjak as Vice-Chair was noted.

MEMBERSHIP OF THE COMMITTEE

The membership of the committee, as set out above, was noted. Councillors Garner and Rigby had been appointed in place of Councillors Turner and Zadrozny for this meeting only.

MINUTES

The Minutes of the last meeting held on 7 May 2014 having been previously circulated were confirmed and signed by the Chairman.

APOLOGIES FOR ABSENCE

None

DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS

None

BETTER BROADBAND FOR NOTTINGHAMSHIRE

RESOLVED 2014/035

That approval be given to the submission to the Government for Superfast Extension Programme resources.

CONSULTATION RESPONSE: PROPOSAL TO AMEND LEGISLATION RELATING TO COMBINED AUTHORITIES AND ECONOMIC PROSPERITY BOARDS

RESOLVED 2014/036

- (1) That the Corporate Director, Policy, Planning and Corporate Services in consultation with the Leader be authorised to submit a formal response to a Department for Communities and Local Government consultation on proposed amendments to legislation on combined authorities and economic prosperity boards.
- (2) That a copy of the response be sent to all Policy Committee members for information and appended to the minutes of the Policy Committee meeting in July.

REVISION OF THE SAFEGUARDING ADULTS PROCEDURES AND GUIDANCE

RESOLVED 2014/037

That approval be given to the changes to the multi-agency safeguarding adults procedures and guidance which were endorsed by the Adult Social Care and Health Committee on 12 May 2014.

POLICIES FOR SAFETY AT SPORTS GROUNDS

RESOLVED 2014/038

That the proposed policies for Safety at Sports Grounds in Nottinghamshire be noted.

COUNTY COUNCIL CIVIC SERVICE, 20 JULY 2014

Councillor Heptinstall declared a private interest in this item.

RESOLVED 2014/039

That approval be given to the estimated costs of £1,000 in connection with the Civic Service on 20 July 2014 at St Paul's Church, Daybrook being met from the County Hospitality budget.

RURAL SERVICES NETWORK – PROPOSED MEMBERSHIP

RESOLVED 2014/040

- (1) That the County Council become a member of the Rural Services Network special interest group.
- (2) That the Leader of the County Council be the authority's network.
- (3) That membership be reviewed after twelve months.

WORK PROGRAMME

RESOLVED 2014/041

That the Committee's work programme be noted, subject to the inclusion of reports on:

- D2N2 Local Enterprise Partnership
- The City of Nottingham and Nottinghamshire Economic Prosperity Committee
- Independent Commission on Economic Growth and the Future of Public Services in Non-Metropolitan England (chaired by Sir John Peace)
- Rural Services Network

The meeting closed at 11.30 pm.

CHAIRMAN

REPORT OF THE LEADER OF THE COUNCIL**REDEFINING YOUR COUNCIL – CONSULTATION OUTCOME****Purpose of Report**

1. To inform Policy Committee of the feedback and outcomes from the ***Redefining Your Council*** consultation.

Information and Advice

2. Redefining Your Council provides a framework for decision making to address further reductions in Government grant funding, coupled with rising demand for services, driven by an ageing population and the focus on safeguarding children. Other significant factors include changes to national policy such as the Care Bill, that will come into effect in 2015/16 and changes to regulatory frameworks, such as Ofsted and the Care Quality Commission. In addition, in a digital era, people have expectations that public services will be provided differently, keeping pace with advances in mobile technology and social media.
3. Redefining Your Council sets out the approach to tackling the scale of challenge we face, recognising that the Council can no longer deliver services in the same way or at the same level as in the past. Redefining Your Council creates a framework that will enable decisions to be made about which services the Council provides, how they will be provided and at what level. These decisions will be underpinned by the principles and values of the Council as set out in the Strategic Plan (2014-2018).
4. On 6 May 2014, Policy Committee approved the draft Redefining Your Council framework for consultation.
5. This report provides an overview of the consultation responses and makes recommendations on revisions to the Redefining Your Council document to take account of these. The revised Redefining Your Council document is provided at **Appendix 1**. The **background papers** detail the consultation process and summary findings of the consultation.

Consultation process

6. Consultation began on 7 May 2014 and ran for 6 weeks. During this time Nottinghamshire residents, business partners, health and police colleagues, voluntary and community sector representatives, Higher Education sector representatives, other public sector providers, Council employees and their

representative organisations have been engaged through a variety of events and activities aimed at seeking their feedback and views.

7. The consultation process was designed to provide an opportunity for open and honest discussion with interested people and groups on the future direction of travel of the Council. People were engaged through a variety of formats, including questionnaires, face to face meetings, focus groups and a number of events for employees. In addition to the main Redefining Your Council document a short easy read executive summary was made available.
8. A summary of the key activity undertaken is given below:
 - public questionnaire - through the internet and paper copies available in all NCC public libraries. This attracted 501 responses
 - publicity - through partner organisations such as NAVO and district based Community and Voluntary Sector infrastructure organisations
 - five Employee Roadshows - for around 600 frontline employees
 - four Leadership Development Programme events - for 360 team managers
 - employee Focus Groups and meetings with Trade Unions through Joint Central Negotiating Panel
 - employee survey through the intranet - paper copies were made available at all employee events and 136 questionnaires were completed
 - face to face stakeholder and partner events - with around 40 stakeholders representing a wide range of locally based businesses and organisations;
 - a challenge session with Local Government Association representatives;
 - email publicity - through the following databases: the Council's email service, Citizens Panel, staff groups, and grant funded groups
 - media releases - resulting in 40 local and national news stories
 - information on the County Council's website - including a bespoke webpage with the full draft strategy; summary and consultation questionnaire
 - telephone enquiries through the Customer Service Centre.

Summary of consultation results

9. The consultation resulted in engagement with over 1,600 respondents in total.
10. Overall, responses were positive and in favour of the approach outlined in Redefining Your Council. All audience groups were positive about the approach to engagement and indicated a preference for on-going discussions.
11. There was a strong preference for an evidence based approach to decision making, arising from the reviews of services. This stemmed from a consistent view that there is no "one size fits all" approach which suits the variety of services provided by the Council.
12. Throughout this process a number of overarching themes have been identified, including:

- **mixed economy:** providing clarity around how the Council plans to deliver its services in future, in particular the Council's approach to evaluating options for service delivery
- **detail:** as options for change emerge engaging with employees, partners and local people about what these mean in more detail
- **clarity:** about what outcomes the Council aims to achieve from its services and what services the Council will deliver, particularly in relation to those services which aren't part of the core offer
- **financial strategy:** the further development of the Council's Medium Term Financial Strategy to ensure that the Council is making the best use of resources and planning for the future
- **forward thinking:** planning for the longer term (beyond the three years covered in Redefining Your Council) through strategic thinking and workforce development
- **partnerships:** working with key partners to develop innovative ideas and share learning.

13. All consultation comments have been analysed and responses drafted to address each issue. This is available on the Nottinghamshire County Council website at: www.nottinghamshire.gov.uk/redefiningyourcouncil

14. A summary of feedback broken down by each major audience group is provided below.

Public consultation

15. Overall, there were 501 responses to the public consultation.

16. The Public Consultation was promoted through a variety of methods including a bespoke Redefining Your Council webpage, rolling coverage on the Council's website, extensive media coverage, Twitter and Facebook updates as well as email bulletins to 2,500 members of the Citizens Panel and 900 "email me" subscribers.

17. Key themes arising from the public consultation were:

- **the majority (58%) of respondents strongly agree or agree with the overall approach** that the Council is taking to Redefining Your Council;
- **the majority (59%) of respondents also strongly agree or agree that the Redefining Your Council draft document represented well the Council's three core values:** Treating People Fairly, Value for Money and Working Together;
- **overall (an average of 66%) of respondents strongly agree or agree with the four key drivers for change, and;**
- **the majority (62%) of respondents strongly agree or agree that the Council will need to source services from a range of different suppliers in the future** (e.g. from the private and public sector, along with in-house provision and consideration of mutual companies and charitable status). 28% disagreed or strongly disagreed with this proposal.

18. All respondents were given an opportunity to provide comments to be considered when developing the Redefining Your Council framework. This question attracted 200 responses, with some respondents making more than one comment. All the comments were analysed and categorised under the following key themes/issues.

19. These are listed below:

Comments	No. of Comments
• Comments relating to outsourcing and the implications for the cost and quality of services	58
• Look for efficiency savings by reducing administration and management overheads .	34
• Comments relating to the <i>Redefining Your Council</i> content or consultation terminology to avoid jargon/buzzwords	32
• General comments	32
• Protect frontline services and staff particularly those supporting the most vulnerable	26
• Consider shared services and or mergers with other Local Authorities	18
• Review staffing structures and salaries: consider Staff welfare, empower staff, etc. Stronger managerial leadership and Improve internal communications.	15
• Protect rural communities and non-statutory services such as country parks, youth services.	13
• Look at income generation	12
• Empower local communities to do more for themselves and work with the voluntary sector to deliver some services	11
• Introduce new ICT and ensure staff are trained to use it	10
• Review democratic structures to make elected Members and decision making more accountable	7
• Seek greater support/challenge central government .	8

20. All this feedback has been given due consideration in revising and producing the final Redefining Your Council document.

Employee consultation

21. A wide range of employee consultation events were arranged to inform and consult across the organisation. This has included face to face meetings with over 1,000 employees through focus groups, the Leadership Development programme, departmental workshops and council-wide events.

22. Overall, employees indicated support for the approach outlined in Redefining Your Council. A consistent message from feedback was a desire for on-going engagement and communication in order to contribute ideas and to be kept informed as more detail emerges.

23. Initially 3 employee roadshows were planned to take place throughout the consultation period. This was extended to a total of 5 to meet with significant levels of demand. These events were organised and presented by the Chief Executive and Deputy Chief Executive with an opportunity for attendees to participate in a question and answer session.

24. Around 600 employees have participated in the roadshows with every event being fully booked. This included Trade Union representatives. In addition employees have also had the opportunity to submit questions before each event which have been addressed as part of the question and answer session.

25. Key themes that emerged from the roadshows include:

- clarity about what the Council's **core service offer** will comprise
- exploration of options to deliver **services differently** and more effectively
- considering how we might **use our reserves** to support transformation
- a preference for operating in a **mixed-economy** of service provision
- consideration of **sharing services** with other local authorities and the **future shape of local government**
- **supporting managers** through change
- exploring opportunities for **income generation**
- consideration of the impact of **existing budget savings**
- **continuing to engage** and make more detail available on the specific implications for services
- **the need for a strong commitment to the process** from both elected Members and senior officers.

26. A separate questionnaire was available on the intranet to all employees. This received 136 responses which indicate:

- **98.4% of respondents feel more informed** about Redefining Your Council
- **97.6% understand why we need to change** the way we work
- **75.2% feel committed** to supporting Redefining Your Council in their work
- **80.7% believe that Redefining Your Council reflects the Council's 3 core values**; to treat people fairly, ensure value for money and working together
- **80.2% feel that they can contribute their ideas** about Redefining Your Council
- **84% plan to discuss Redefining Your Council** with their colleagues
- **75.6% feel that senior managers have been open and honest** in their communications around Redefining Your Council.

27. These responses have directly informed the revised Redefining Your Council document.
28. In addition, feedback, comments and observations have also been received from individuals, collective teams or groups of staff. These have been logged and considered as part of feedback and are included in the summary of key themes in paragraph 12 above.

Trade Union consultation

29. Redefining Your Council has been discussed with the recognised Trade Unions at the Central Joint Consultative and Negotiating Panel meetings on 26 March, 24 April and 22 May.
30. It has been agreed that this item will be a standing item on both Central Panel and Departmental Joint Consultative and Negotiating Panels to provide the opportunity to discuss any issues arising with Trade Union colleagues at both a corporate and service specific level as the work on the targeted service reviews and transformation portfolios is developed.
31. Further consideration is being given to how trades union colleagues can be involved in more detailed, specific cross-cutting strands of activity such as the development of a Workforce Strategy for the Council.

Stakeholder consultation

32. Stakeholders were engaged in a variety of ways including letters, face to face meetings and consultation events. Around 40 stakeholder organisations have participated in these events including representatives from health, police, local business, education, the voluntary and community sector and other public sector partners.
33. Feedback from this group has been strongly supportive of the Redefining Your Council approach. A common theme emerging from the group has been the need to create further opportunities for engagement with the Council on an on-going basis to help shape the direction of travel and bring new ideas to the table.
34. The key themes arising from the stakeholder consultation were:
- focus on **creativity and innovation** when looking at different ways to provide Council services
 - **collaboration** with other public sector partners, voluntary and community sector and local business to co-produce and learn from other bodies
 - **a changed relationship** between the Council and local people, particularly in relation to expectation/demand management and encouraging people to think differently
 - improve how the Council **commissions and procures** its services
 - a need to **invest in transformation** and to **utilise reserves**
 - ensuring the approach to transformation focuses **a longer term strategic approach**

How this will be addressed in the future development of Redefining Your Council

35. Following the extensive consultation process, feedback and views from the public, employees and stakeholders have been considered and a number of revisions are proposed to the Redefining Your Council document. The revised document is attached at **Appendix 1**.

36. Significant revisions to the document as a direct result of the consultation include:

Proposed amendment:	Where this can be found:
<ul style="list-style-type: none"> • collaboration, public sector alignment and how we will work with others: has been added as an important area of focus for the Council. The proposed revision to Redefining Your Council outlines how the Council will look to create stronger partnerships and increased collaboration with other public sector bodies, the voluntary and community sector and local businesses. This is intended to lead to more shared services and co-production with other local organisations and bodies; 	Page 6
<ul style="list-style-type: none"> • a focus on outcomes: has been included to ensure that the Council clearly identifies the outcomes for the users of services; 	Page 6
<ul style="list-style-type: none"> • the Council's approach to its finances: has been clarified with the Council re-evaluating the underlying principles and assumptions that support its Medium Term Financial Strategy. This work will align the implementation of Redefining Your Council with a fundamental review of the Council's financial planning and the forecasts of its revenue streams, cost and inflationary pressures and the use and allocation of its balances and reserves; 	This will be considered by County Council at its meeting on 26 June 2014
<ul style="list-style-type: none"> • making the best use of the Council's buildings and fixed resources: both internally and externally by sharing with partners where appropriate; 	Page 6
<ul style="list-style-type: none"> • a commitment to targeted early intervention and prevention: where evidence demonstrates that it improves outcomes and prevents long term high cost, and; 	Page 6
<ul style="list-style-type: none"> • empowering local people: through exploring effective methods of community engagement, working with local communities in the spirit of co-producing some Council services. 	Page 5

Way Forward

37. The reviews set out in Redefining Your Council (Section Four) are underway. These will be complete by early October 2014. Where appropriate, decisions arising from these reviews will be progressed through the relevant Committee.
38. All other outcomes arising from the reviews will form part of the Council's budget consultation, which will begin in the autumn of 2014.
39. There will be an on-going engagement with employees, stakeholders and local people to engage with and inform them of progress to implement Redefining Your Council. This will be supported by a Communications Plan.
40. Further updates on Redefining Your Council will be provided to Policy Committee on a regular basis, incorporated into the current updates on the Council's transformation programme.

41. RECOMMENDATION

It is recommended that the Policy Committee:

1. notes the outcomes of the Redefining Your Council consultation process;
2. agrees the proposed revisions to the document and approves the final Redefining Your Council document attached at **Appendix 1**;
3. endorses the commitment to ongoing engagement with the public, employees and stakeholders;
4. notes that outcomes from the review process will be progressed through the relevant committee or incorporated into the Council's budget consultation, which will begin in the autumn of 2014; and
5. notes that future updates on Redefining Your Council will be included in the regular reports to Policy Committee on the Council's transformation programme (already included in the work programme).

Councillor Alan Rhodes
Leader of the Council

For any enquiries about this report please contact:

Anthony May, Corporate Director Children Families and Cultural Services and Deputy Chief Executive T: 0115 97 73639

Constitutional Comments (SG 24/06/2014)

15. The proposals in this report fall within the remit of the Committee.

Financial Comments (PDS 24/06/2014)

16. There are no direct financial implications arising from this report. However, as set out, Redefining Your Council provides a framework on which future decisions will be made as to how the County Council will close the forecast budget deficit of £77m

over the next 3 years. This framework will be used to inform the County Council's annual budget setting process.

Human Resources Comments (MT 24/06/2014)

17. Employees and recognised Trade Unions have been fully engaged in the consultation process to date. Further events and dialogue is planned to support the continued engagement of employees and their representatives in the Council's transformation. The recognised Trade Unions and employees will be formally consulted through the agreed mechanisms and processes as proposals are developed.

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
Nottinghamshire County Council Strategic Management Framework
Consultation responses
Nottinghamshire Unison Response

Electoral Division(s) and Member(s) Affected

All



Nottinghamshire
County Council

Redefining Your Council

June 2014

Foreword	By the Leader of the Council	
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Foreword by the Leader of the Council

Redefining Your Council represents a radical shift in our thinking. It is a platform for doing things differently while fostering a culture of creativity and innovation. Our ambition is to transform every aspect of the Council. We will redefine how we operate, make the right choices for the residents of Nottinghamshire and identify more effective and efficient ways of working.

We have a duty to rise to the challenge. While the need to make significant savings is a key driver, we must not be defined by cost savings and austerity. Instead, we must face our challenges with a new resolve. We will work in new and creative ways to secure the best possible outcomes for local people. We will support individuals and communities by offering the best possible, cost effective services. We will support economic growth so that Nottinghamshire is a good place to live, work and visit.

Above all, we will be true to our beliefs. The Strategic Plan 2014-18 details three core values which will underpin all of our decisions.

Redefining Your Council is our response to the unprecedented pressures on Local Government across the country with simultaneous reductions in Government funding and increasing demand for services, particularly in adults and children's social care.

These circumstances require us to make tough decisions about which services we provide, the level at which we provide them and how they are delivered. We believe that transforming the way we operate is the best way to protect vital services. Doing nothing is not an option - it is clear that we must change to meet rising need, deliver better value for money and address the challenges facing local government.

We are committed to protecting vital frontline services and improving the lives of local people. To do so, we must change what we do, how we do it and who we work with. Our motivation in making these changes is simple – we want the best for local people.

Our core values & what this means for *Redefining Your Council*



- Fairness, equity and prioritising the most vulnerable
- Champion community needs and aspirations
- Engage our communities in the planning and delivery of services.



- Foster creativity and innovation and focus on outcomes rather than who delivers services
- Provide good quality affordable services.



- Work in partnership
- Work as One Council, One Community.



Alan Rhodes

Leader of Nottinghamshire
County Council

Redefining Your Council is about the future of Nottinghamshire County Council.

Recent years have shown that the Council is able to respond in the face of challenging circumstances.

Redefining Your Council is about a fundamental and whole-Council transformation which will enable the Council to focus on its priorities at a time of unprecedented challenges. The main pressures are reducing budgets, demographic trends and legislative changes.

In order to best serve our residents and communities, the successful Council of the future will have:

- Strong political leadership
- A clear vision and planning framework
- A better understanding of and a focus on meeting local people's needs
- Maximised the potential of digital technologies
- Robust management of finances, internal costs, benefits and risks
- A range of services that are delivered through different models and suppliers
- A commitment to partnership working.

In response to the unprecedented challenges, this document covers:

- The changes made in recent years
- Further detailed analysis of the challenges and how this will impact on the role of the Council
- The main functions of the Council in this new context
- A framework for reviewing every aspect of the Council
- The timetable for transformation.

Redefining Your Council recognises that the Council has recently approved proposals to save more than £80m. This document goes beyond this and sets the framework for further transformational change. This will act as a catalyst to make further savings which are necessary to ensure the Council can balance its budget up to the end of the 2017/18 financial year.

This means that the Council of the future will be different in the way it is shaped, organised and how it provides services.

Redefining Your Council seeks to set out in plain and understandable terms a blueprint for how we need to change in order to best serve local people now and in the future.

Section one

Our transformation journey

The local government landscape has changed considerably in recent years and will change radically in the coming years. This section examines our journey so far, the factors that are driving further transformation and the size of our financial challenge.

Our journey so far

In recent years, services have been reshaped in order to provide better value for money and enhance the quality of people's lives. As well as making savings, we have also reinvested in priority frontline services. The Council has also improved its support functions and management efficiency through a "One Council" approach.

Treating people fairly

This principle underpins the Council's ambition for transformation. In 2012, we formed the innovative Multi-Agency Safeguarding Hub (MASH) to better protect vulnerable children and adults. This is staffed by a range of professionals from different agencies including social workers, the police, health and probation.

Professionals from a range of services are now able to share information in order to make quicker and better informed safeguarding decisions, ensuring that children young people and vulnerable adults are kept safe.

Providing value for money

This is what local people expect. In 2013 we entered into an innovative partnership with Lafarge Tarmac to deliver a range of highways services including resurfacing, gulley cleaning, street lighting, road marking and earthworks.

This is a cost based contract with incentives for both partners to reduce the cost of projects and service delivery.

The partnership is helping deliver more than £2m of savings each year. It has also supported local employment opportunities and use of local suppliers.

Working together

More critical than before, for example working with the NHS across Nottinghamshire, we developed a community-based service for supporting older people living with dementia and their carers.

Specialist joint teams now provide intensive support seven days per week. This is additional support for many older people and their carers who do not meet the criteria for traditional care services yet still require care and support.

We have also developed better support for those who need care in their own home or after a stay in hospital. Through partnership working and the use of technology, we have been able to deliver a solution that is more cost effective and better for the individual than alternatives such as hospital admissions or residential care.



Section one

Key drivers

Service pressures

We have seen increased demand for our services. In Children's Services, the number of children in care increased faster than anywhere else in the country between 2008 and 2012 – going from 455 to 800.

It is predicted that the number of older people over 85 is set to double by 2030. Equally, there is an anticipated 20% increase in the number of adults over 65 with complex disabilities.

In our Highways Service we have seen the number of customer enquiries increase by 50% between 2011 and 2013. This is a further indication for growth in demand for many of our services.

Prolonged financial pressures, increased demand for services and the way people live today are driving significant changes for local councils.

Technology

The rapid acceleration in digital technology is driving how people want to access public services or engage with local democracy. There are increased expectations that public services are accessible in a range of new and different ways. Our services must be able to operate in the context of this digital era.

It is important that all service areas retain a capacity to innovate and take advantage of new technology. One example is the introduction of LED in our street lights to reduce energy bills. There are many such examples but we know we can do more to embrace technology.

Policy and regulation

Major national programmes such as the Care Act (which comes into effect during 2015) and the Health and Social Care Act 2012 have implications for the Council. At the same time there is an ever increasing regulatory and inspection framework which holds councils and other public services to account. For example, there is a new Ofsted inspection framework for Children's Services with plans to develop this into a multi-inspectorate approach in 2015. This, combined with an increasing inspection burden on Adults and Health Services, means that we must work across public services to ensure high levels of transparency, compliance and accountability.

Reduced resources

The Council's net budget for 2014/15 is £567m. Since the financial year 2011/12, savings of over £100m have been delivered across the Council. In the next three financial years (2014/15 - 2016/17) a further £82m of savings have been agreed. Despite this, there remains a shortfall of more than £77m up to the financial year 2017/18. Councils across the country face a similar prolonged period of austerity so we must move quickly to ensure we make savings in a planned, strategic way.

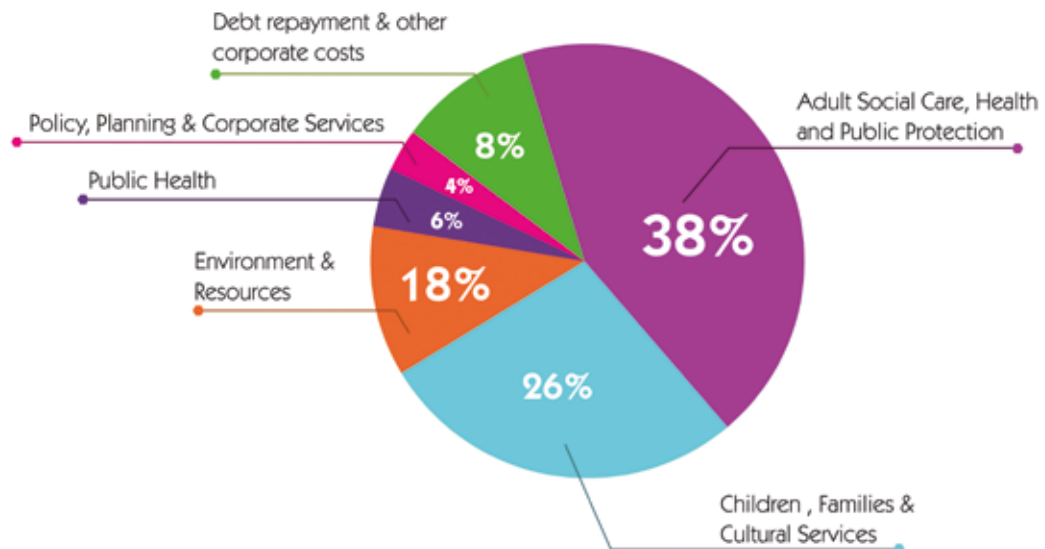


Section one

How we spend our money and the budget gap

While money is not the sole driver of change, there is no doubt that we are in an era of unprecedented financial challenge.

Where our money is spent



The size of the challenge

With reduced Government funding and increasing demand for council services, the Council is facing a challenging funding gap. Plans are in place to reduce the £154 million deficit that was forecast last year. However, there remains a shortfall of £77 million over the next four years to 2017/18.

By 2017/2018 the Council is expecting to receive in the region of £440 million through Council Tax, Business Rates, income and grants from central Government. However, we have estimated we will need approximately £517 million to deliver all the services that we currently provide, leaving the funding gap of £77 million.

This financial challenge is largely due to three factors:

- 1** Funding from central Government has been cut over successive years and this trend looks like it will continue into the future.
- 2** Demand for vital care services, including support for vulnerable adults and children in the community, is estimated to increase by £38 million over the next four years.
- 3** Unavoidable price inflation is predicted to increase costs by an additional £19 million.

The graph below shows how the funding gap is projected to widen to £77 million by 2017/18.



Section two

What this means for your council?

As forecasts suggest that Government funding will continue to decline while demand for care services will continue to grow, we assume that the Council will be a significantly different organisation. For example, we might provide fewer services and employ fewer people. All of these changes are likely to alter the shape of the Council, the way in which we relate to local people, the nature of our partnerships and our delivery models.

The Council's relationship with the citizen

Digital innovation and the drive for transparency has increased scrutiny on public services and created new channels for consultation and engagement in local democracy. We are also seeing a cultural shift from the local authority as delivery agents of all services and more towards a partnership with local communities, groups and volunteers to provide services. There are examples in Nottinghamshire and across the country where local people are providing services in partnership with their council. The Council will need to explore effective methods of community engagement and work with communities in the spirit of "co-production"

Partnerships

The Council has always worked in partnership. Currently, there is a stronger focus on how local organisations and sectors can coordinate action to achieve desired outcomes. Every part of the public sector is facing financial and other constraints and it is becoming more important to forge alliances and collaboration with local partners to effect change. Whether at a strategic or local level, partnerships are a key component of achieving clarity about the ambitions and priorities of stakeholders. This has been a feature in the development of our Health and Wellbeing Strategy led by the Nottinghamshire's Health and Wellbeing Board.



Alternative delivery models

There are an increasing number of alternative forms of delivery available to local government. Nottinghamshire County Council has contracts and partnerships with other public bodies, voluntary sector organisations and with the private sector, is a member of a leisure services trust and has a 50% share in a wholly local authority owned company. Increasingly, councils are considering other forms of delivery such as strategic alliances and formal partnership with the NHS, trusts for leisure and arts services, and social enterprise models. A cultural shift is underway which seeks to foster creativity and innovation in how services are delivered, focusing on outcomes rather than who delivers the service.

Section two

Redefining your Council

As a consequence of these changes, the Council of the future will have the following areas of focus:

Political leadership:

- Championing the voice of local people and communities
- Allocation of resources
- Driving transformation
- Managing performance
- Working with communities to find better local solutions.

Strategic direction:

- Driven by political values and principles
- Focused on local need and fulfilling statutory and mandatory duties
- Improving the understanding of local people's needs
- Prioritising resources where they can have the greatest impact
- Using a diverse range of delivery models and partnerships to deliver services
- A commitment to targeted early intervention and prevention where evidence demonstrates it improves outcomes
- Clear about what outcomes services will achieve for local people.

Collaboration:

- Increased collaboration with other public sector bodies to ensure that services across Nottinghamshire are joined up and cost effective. This includes sharing services with other public sector bodies where appropriate
- Increased collaboration with the voluntary and community sector in the spirit of "co-production" of local services
- A stronger partnership with local businesses so they are more engaged in the Council and the Council learns from them.

Customer access:

- Improving access to online services and information
- Reducing costs through online delivery
- Developing better customer insight and information to inform decision making
- A better customer experience by improving our internal systems and processes
- Developing digital solutions for people to access services. Using digital solutions to improve the customer experience
- Increasing participation in local democracy through new means of consultation and engagement, which embrace social media and other digital channels.

Effective management:

- Increasing clarity around the base cost of providing services
- Ensuring that the cost of statutory services is sustainable and allows for the resourcing of other priorities
- Robust performance management
- An integrated approach to commissioning, procurement and contract management
- Ensuring best value for money both internally and from suppliers
- Making best use of the Council's buildings and other fixed resources both internally (co-location and locality working) and by sharing with partners..



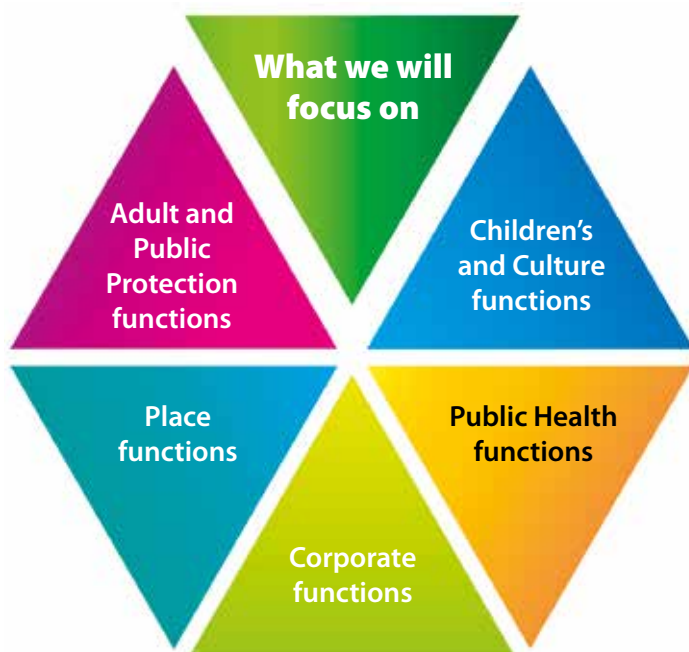
In light of the need to change how we deliver services, the Council's core functions have been defined.

This has taken into account our strategic priorities, statutory and mandatory obligations as well as those functions against which we are regulated and inspected.

Being clear about our core functions will inform what services we deliver and at what level. This will allow us to prioritise resources accordingly and determine the level of resources available for other important areas.

We will seek to keep the cost of running the Council to the minimum to ensure best value for money and protect frontline delivery. In doing so, we will be clear about the role, purpose and level of our support services.

The Council's Core Functions



Adult and Public Protection Functions

- **Personal Social Care Services to Individuals and their Carers:** A range of care and support services provided to people because of their age, disability, health or personal situation.

- **Direct Social Care Services:** Services that are provided by the Council for people with eligible social care needs, including day services, care and support centres, short term home care and short breaks services.
- **Market Development & Facilitation:** Services that develop a high quality health and social care market, ensuring quality improvement, efficiency of service provision and effective partnership arrangements.
- **Public Protection & Community Safety:** Services that ensure a fair and safe trading environment, tackle crime and safety issues in partnership with other agencies and are responsible for registration of births, deaths, marriages and civil partnerships and emergency planning.

Children's and Culture Functions

- **Children's Social Care:** Specialist services to ensure that the most vulnerable children and young people in Nottinghamshire receive the support and protection they need to be safe, secure and happy, and to achieve their full potential.
- **Education Services:** Work closely with schools to secure a school place for all children, raise standards in education, reduce inequality and support children with special educational needs and disabilities.
- **Early Help Services:** Support vulnerable children, young people and their families with a range of social, economic and personal issues.
- **Cultural Services:** Provide a network of libraries, country parks and activities to enrich the lives of all Nottinghamshire residents.

Public Health Functions

- **Public Health Improvement:** Uses Public Health knowledge and skills to design and deliver joined-up services across partner organisations that will improve health.
- **Public Health Protection:** Services that provide infection prevention and control advice and expert leadership to ensure plans and services are in place to protect people from health emergencies and outbreaks of infection.
- **Public Health Service Commissioning:** Public Health services provided to people according to local need to help improve health and reduce inequalities.
- **Public Health Advice to Commissioners and Partners:** Provides specialist population health advice, information and expertise to support the commissioning of health and social care services that improve the populations health and reduce inequalities.

Corporate Functions

- These functions encompass the Council's internal services, including finance, ICT, human resources, property, governance, planning, business support and communications.

Place Functions

- **Transport and Travel:** Manages the commissioning and provision of local bus services supported by the Council, the national statutory concessionary travel scheme for the elderly and county wide adult social care and school transport services.
- **Waste and Energy:** Discharges the Council's statutory responsibilities for household waste, recycling centres and waste minimisation. It also manages policies, programmes and energy/water supply contracts for the corporate estate, schools and other public sector bodies.
- **Highways:** Covers a wide range of service areas associated with the highway network and linked functions. The service affects all residents of Nottinghamshire and users of the highway network.



There are three main elements to managing our transformation:

1

Portfolio, programme and project management model

We will adopt a portfolio management approach, beneath which will sit a number of programmes and projects designed to deliver transformation and budget savings.

2

Targeted Reviews

We will conduct a series of intensive, targeted reviews, to examine the following areas:

- Those services which spend the most money
- Those services identified by the Chartered Institute of Public Finance and Accountancy (CIFPA) as being above average cost
- Those services designated as non-core.

3

Annual review and evaluation

We will review all of our services on an annual basis through our Strategic Management Framework to ensure that our services continue to meet need, remain flexible and agile, and operate within the available resources.

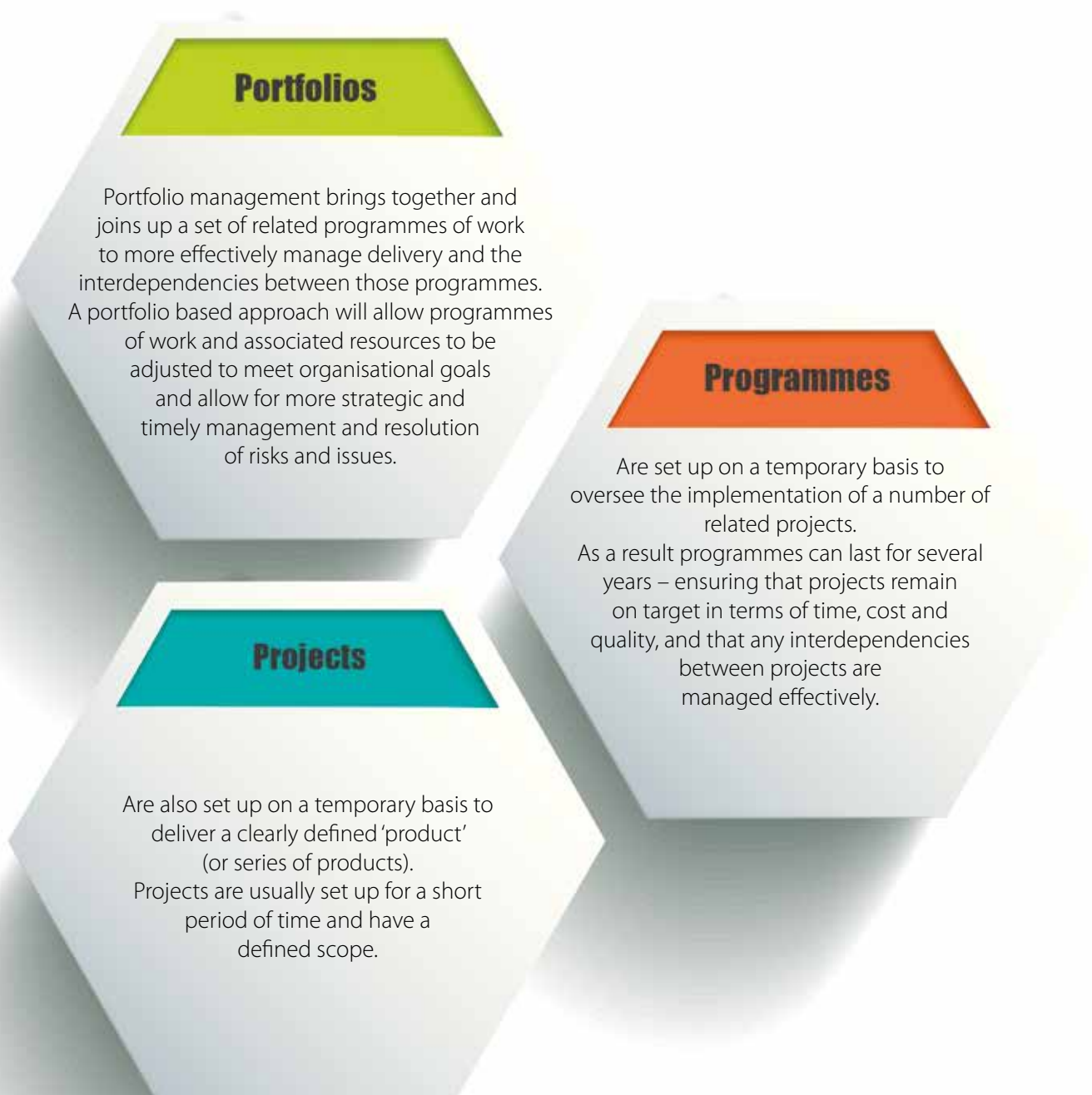
Through this approach, all Council activity will be examined to see if there are better and less costly ways of doing things. Ultimately, we need to change the way we deliver services.

Section four

A portfolio, programme and project management model

Adopting a portfolio approach will increase collaborative working and allow consideration of the impact of programmes and projects at an organisational level.

This approach will be underpinned by a set of standards and processes to enable robust performance management. This will allow a strategic oversight of how the reductions are implemented and deliver better value for the residents of Nottinghamshire.



Section four

Our new transformation portfolios

To drive the next phase of the Council's transformation, **Redefining Your Council** introduces four Transformation Portfolios. These portfolios will be led jointly by elected Members and Chief Officers and contain programmes and projects.



* SEN (Special Educational Needs)

Section four

Transformation portfolios

The Adult and Health Portfolio

Senior Responsible Officer

Corporate Director of Adult Social Care, Health and Public Protection or the Deputy Corporate Director as delegated.

Lead Members

Chairman of the Adult Social Care and Health Committee and the Deputy Leader of the Council (and the Chairman of the Health and Wellbeing Board).

Description

Transforming the way we deliver services for vulnerable adults and older people across Nottinghamshire.

Ensuring effective integration between the Council and Health Services, working with the Nottinghamshire Health and Wellbeing Board.

Care Act Implementation (including integration with Health)

This programme will prepare the Council for the introduction of The Care Act, which will bring significant changes to the adult social care system in 2015 and 2016.

The programme will focus on:

- Our response to funding reforms and a number of new duties and responsibilities
- How we deal with a likely increase in assessment demand and requirement to fund the care and support of more people
- Our response to a likely new duty to support carers and a requirement to integrate services with Health.

The programme will also focus on closer integration with Health.

Public Health outcomes

This programme will evaluate the current allocation of resources in the Public Health budget. The programme will work in partnership with key stakeholders such as Clinical Commissioning Groups (CCGs) and make recommendations as to how current spend could be realigned so that it:

- Meets the requirements of the Public Health Outcomes Framework
- Aligns with Nottinghamshire's Health and Wellbeing Strategy and the work of the Health and Wellbeing Board
- Aligns with the priorities of the County Council and CCGs.

Implementation of the Adult Social Care Strategy and facilitation of market development

This programme will embed the new adult social care strategy with service users, carers, partners and staff.

This will focus on:

- Developing a diverse market of social care services which provide users with good value for money
- Providing care which prevents, delays or reduces the need for higher level intervention
- Establishing an outcome based commissioning approach
- Developing and maintaining strategic partnership arrangements with a number of providers through contractual relationships and wider market facilitation.

Direct Services provision

This programme builds on existing work to transform residential, respite care and day services.

Further transformation work will include:

- Our response to the introduction of Personal Budgets, particularly around the implications of Direct Payments
- Developing options around Alternative Delivery Models which may include social enterprises, trusts and other forms of external delivery which may be better placed to run services in the future.

The Children's and Culture Portfolio

Senior Responsible Officer

Corporate Director Children, Families and Cultural Services.

Lead Members

Chairman of the Children and Young People's Committee and Chairman of the Culture Committee.

Transforming the way we deliver services for children, young people and their families, and our cultural services.

Children's Services Integration:

The Children's Service's Integration programme will be a single transformation programme designed to establish a revised operating model for children's services, focused upon:

- Moving to streamlined points of access for children's services, through the Council's customer service centre where appropriate
- Developing integrated access hubs to triage and allocate service referrals
- Establishing integrated, multi-disciplinary, co-located teams based in three geographical localities
- Establishing centralised specialist services and support services.

This will support the delivery of continuing financial efficiencies, and improved educational and social outcomes for vulnerable children and families.

Within the overarching Integration Programme are several key strands:

Transformation of Special Educational Needs (SEN), Behaviour and Disability Services:

This programme will redesign and integrate our SEN and disabled children's services around the needs of families. We will also redesign our educational behaviour support services to ensure that pupils are educated in schools that can best meet their needs. Wherever possible, this will be in mainstream schools rather than alternative provision.

Transformation of Social Care:

This programme will complete our transformation of our children's social care services to improve service quality and stabilise costs, moving towards a long term reduction in the volume of children and families requiring support. We will continue to reduce the costs of supporting our Looked After Children population.

Commissioning of Children's Health Services:

This programme will accelerate the integrated commissioning of children's health services. Commissioning decisions will be aligned with the new operating model for Children's Services.

Cultural Services Transformation:

The Cultural Services Transformation programme will explore and deliver alternative operating arrangements for our cultural services, including libraries, arts, sports, country parks, archives and adult learning. The new operating arrangements will help sustain a range of popular and well used universal services whilst delivering significant monetary savings, and will encompass delivery through mutuals/trusts, community groups and enterprises and the private sector.

The Cross Council Portfolio

Senior Responsible Officer

Corporate Director Policy, Planning and Corporate Services.

Lead Members

The Leader of the Council and Chairman of Finance and Property Committee.

Description

Transforming the way in which we approach access to our services, the way in which we work within the Council and how we ensure good/required/expected performance.

New ways of working:

This programme will promote new ways of working in the Council, aligned to our core functions. This will include:

- Cultural changes to working practices
- Making best use of new technology to work more flexibly and responsively
- An examination of our property portfolio with a view to reducing it.

Performance management and benchmarking:

This programme will develop a performance management strategy for the Council, which:

- Supports the development of good business cases and decisions about strategic priorities
- Enables a rigorous, cross-council cycle of target setting, monitoring and evaluation
- Incorporates an agreed approach to the use of benchmarking data
- Is clear about the role of Elected Members in performance management
- Supports a cycle of continuous improvement and cost saving.

Customer access and digital development:

This programme will develop a customer access and digital development strategy which:

- Develops new ways for local people to access and use services
- Integrates services so that they are seamless from the perspective of the service user
- Increases participation in local democracy through new means of consultation and engagement
- Increases understanding of how local people interact with services
- Integrates data management to support the performance management strategy.

Workforce development:

This programme will develop a workforce strategy for the Council which:

- Reflects the core functions, roles and responsibilities of the Council
- Recognises the changing size and focus of the Council's directly employed workforce
- Recognises the emergence of alternative delivery models and increased multi-agency partnership working
- Embraces the digital era.

The Place and Resources Portfolio

Senior Responsible Officer

Corporate Director Environment and Resources.

Lead Members

Chairman of Highways and Transport Committee, Chairman of Environment and Sustainability Committee, Chairman and Member of the Finance and Property Committee.

Transforming the way that people access our place - based and resources services.

Highways Transformation:

This programme will determine the best model for the future delivery of highways services and operations as well as defining the new service offer.

In parallel, the programme will evaluate options to drive reform and cost reduction through process and technological improvement, new partnership opportunities and working with local communities.

Transport:

The programme will review the provision of transport across the Council.

This will include a review of policies and spending on school and social care transport.

The programme will determine the future shape of transport services and how these are best delivered in order to improve value for money. There will be a focus on the nature of our future partnership with transport providers.

Energy and Waste:

This programme will determine our future strategy and approach to the disposal of waste. The Council is currently responsible for disposal of around 350,000 tonnes of waste each year and the programme will explore ways to maximise benefits from our current contractual arrangements in this area of service.

The programme will also focus on achieving savings to the cost of energy to schools and other Council buildings.

Traded Services:

This programme will determine the best model for future service delivery of traded services including catering, facilities management and fleet services and highways operations.

Reform of corporate services and functions:

This programme will review all the components of corporate support and enabling services to determine the best future model for delivery.

This could include further internal efficiency improvements, shared service and/or externalisation of services.

Integrated commissioning and procurement innovation:

This programme will align the Council's approach to commissioning, procurement and contract management. It will clarify the corporate centre's role in commissioning and the role of departments and services, ensuring a "One Council" approach.

The programme will clarify the links between commissioning, procurement and contract management. It will set out key roles and responsibilities include defining lead commissioners, category management arrangements and where responsibility rests for contract management.

The programme will analyse the Council's current capacity to support effective commissioning, procurement and contract management and make recommendations accordingly.

Some key areas of service will be the subject of a targeted review.

The political leadership will review these services. The Leader of the Council will be supported in this work by the Chief Executive and a “critical friend” from the Local Government Association. Appropriate external and internal support and challenge will also support the process.

The targeted reviews will cover the following areas:

1

Areas of highest spend

The Council spends more than £560 million each year. Most of this is spent in our key services for adults, children and the environment. If we are to transform what we do, and save money, it makes sense to target the biggest spending areas. (see below).

Top 10 Net Budget Areas (per 2014/15 Budget Book)

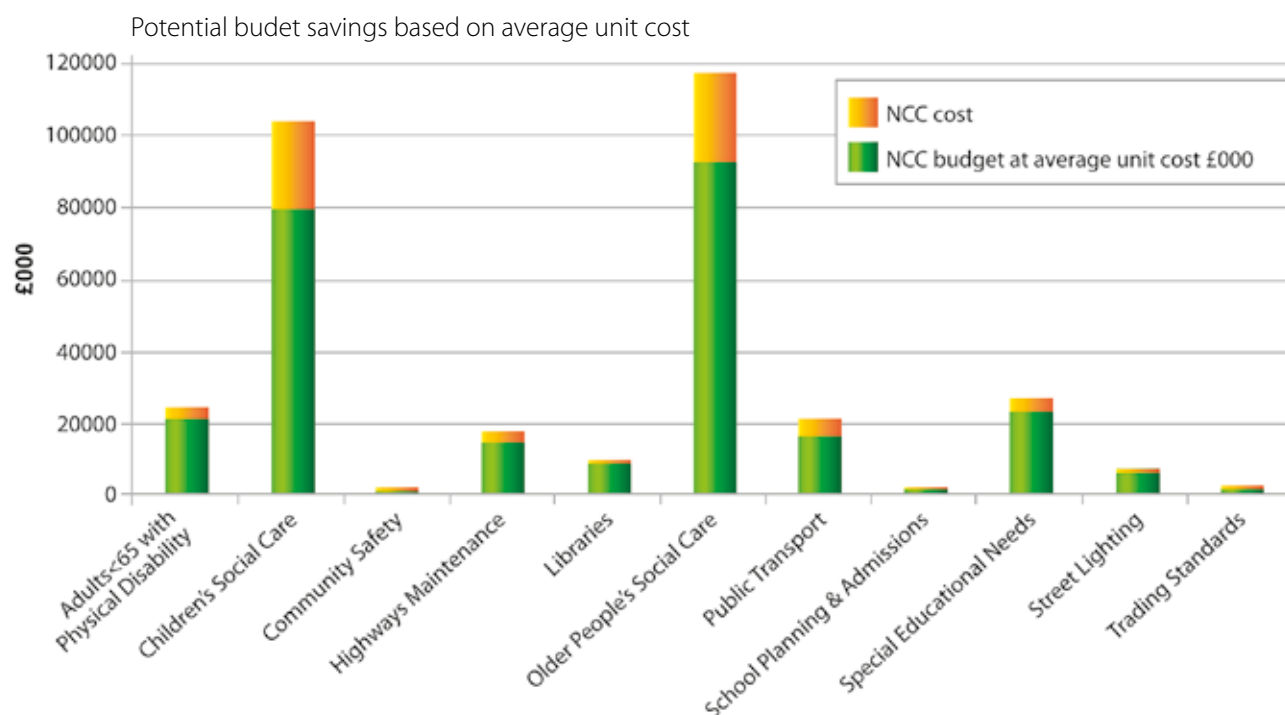
Committee	Area	£000m
Adult Social Care and Health	Older People	106,045
Adult Social Care and Health	Younger Adults Disability	76,014
Children and Young People	Access to Resources (placements for Looked After Children) and other costs	37,978
Environment & Sustainability	Waste Management & Energy	30,291
Adult Social Care and Health	Community Learning Disability Teams	24,923
Transport and Highways	Highways	23,151
Transport and Highways	Transport	21,343
Children and Young People	Early Years & Early Intervention Service	16,965
Children and Young People	Children’s Disability Service	16,166
Adult Social Care and Health	Joint Commissioning	15,513

2

Areas where we spend above the national average

CIPFA collects data nationally on council spending. For Nottinghamshire this data demonstrated that between 2011 and 2013 we were above the national average in eleven areas of service.

Above average cost



3

Non-core areas

The Council's core functions have been defined as those that are based on meeting statutory or mandatory obligations as well as those functions against which we are regulated and inspected. We will also take into account how critical they are in delivering our strategic priorities.

We will undertake further work to agree which areas of service fall outside of these core functions. Once this has been agreed, services which are not classified as core will be subject to a targeted review.

Section four

Annual cycle of reviews and evaluation

List for initial targeted reviews:

Using the approach outlined above, the following services will be subject to targeted reviews.

Adult Social Care, Health and Public Protection

- Services for older people
- Services for younger adults with a disability
- Joint Commissioning.

Children, Families and Cultural Services

- Children's Social Care
- Early Years and Early Intervention Service
- Special Educational Needs.

Environment and Resources

- Highways
- Public Transport
- Waste Management and Energy.

Annual reviews and evaluation

The Redefining Your Council approach will be aligned with the Strategic Management Framework, which was approved by Policy Committee in September 2013. The framework sets out an approach to intelligence-based strategic planning, service commissioning and performance management.

A financial accountability framework will also be developed to ensure delivery of the approach outlined.

Innovation and challenge

We want to establish a level of innovation and challenge in our approach to transformation. This will be done by:

- Embedding external challenge (commercial and sector specialist) into the approach
- Ensuring that this carries on into the longer-term approach, driven through the Strategic Management Framework
- Inviting local business, commerce and other key partners to contribute to the transformation by engaging them with our plans at an early stage
- Empowering our employees to engage with the transformation agenda by:
 - Building on the 'Eureka!' project, which encourages ideas and innovation from the frontline
 - Incorporating feedback on the way we do things and how we could improve the appraisal and supervision processes



Section five

Governance

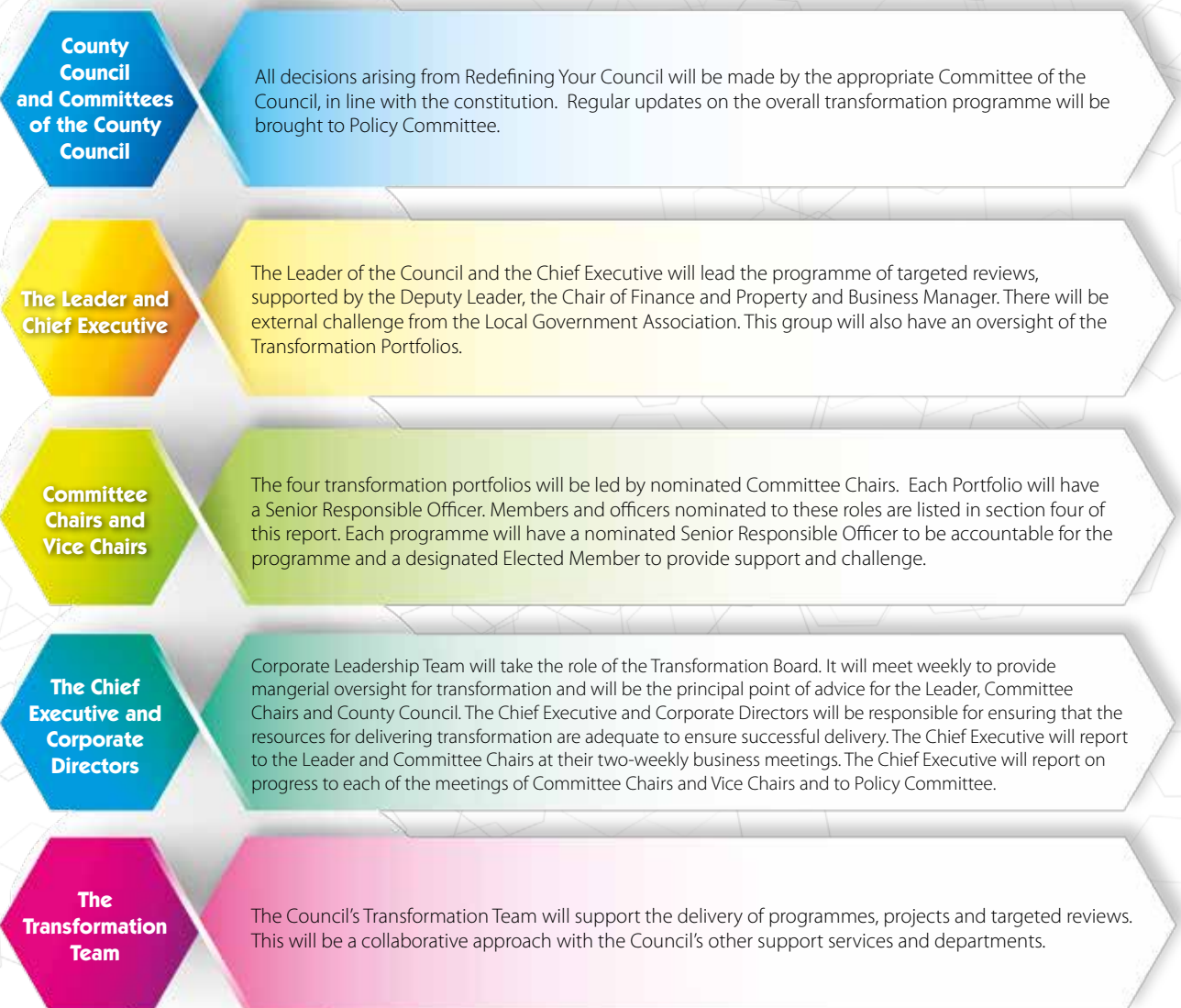
Robust governance will ensure that the identified portfolio of programmes, projects and targeted reviews successfully deliver the change and transformation of the Council at the necessary scale and pace. These governance arrangements are set out below.

They are designed to ensure clearly defined structures to enable timely and informed decision making at the right level. Elected Members will be at the heart of this, with a focus on political leadership and oversight across all portfolios and programmes.

There will be strong collective leadership between elected Members and officers. Nominated lead officers will be accountable for the delivery of portfolios, programmes and projects, working closely with Committee Chairs and Vice Chairs. The Leader of the Council will lead the targeted reviews.

There will be strong, consistent but proportionate oversight of programme and project delivery. This will be underpinned by independent assurance and challenge. Where benefit can be derived, this will be augmented by external (sector and commercial) challenge and expertise.

Governance arrangements



Section six

Timetable for transformation

Short Term

MAY
2014

Draft report to Policy Committee on 7 May 2014

MAY
to JULY

Employee and stakeholder consultation from 7 May until 17 June 2014

MAY

- Agree scope for targeted reviews
- Agree final list of non-core functions
- Develop detailed Portfolio, Programme and Project Plans
- Agree final documentation (including methodology, Terms of Reference and templates) for Portfolio, Programme and Project management model

MAY to
end JULY

- Develop initial options through Portfolio, Programme and Project model
- Challenge and oversight by elected Members complete by the end of July 2014
- Targeted Reviews of those services with the largest budgets identified as being above average cost and designated as Non-Core

JULY

Redefining Your Council considered by Policy Committee on 2 July 2014

Medium Term

SEPT
2014

Commence implementation of Business Cases and Transformation Portfolios, Programmes and Projects

SEPT
2014 - FEB
2015

Development of budget proposals for next 3 years from 2015/16 – 2017/18

AUTUMN
2014

Consultation on budget proposals

FEB
2015

County Council budget meeting

Long Term

FEB
2015 on

Realising benefits and savings from Transformation Portfolios, Programmes and Projects

FEB
2015 on

An annual cycle of review and evaluation

Section seven

Conclusion

Redefining Your Council sets out the blueprint for transformation in order to ensure the delivery of services that meet the needs of the residents of Nottinghamshire.

The budget pressures, demographic changes and the changing ways that people live in the digital age mean that we cannot stay the same. We have no other option than to change.

If we do this piecemeal and in a non-strategic way, then we will not be delivering best value.

This plan attempts to address the budget challenge by fundamentally Redefining Your Council. The approach will be underpinned by our values and principles.

We do not underestimate the scale of this challenge and that tough decisions will need to be made along the way but we should embrace change and the opportunities it will bring.

The rapidly changing digital landscape presents plenty of opportunities to be creative and innovative when seeking solutions to some of these challenges but it is important to remember that no one thing will provide all the answers.

Doing things
differently today tomorrow together

Publication date: **June 2014**

**REPORT OF THE DEPUTY LEADER & CHAIR OF COMMUNITY SAFETY
COMMITTEE****A DRAFT OPERATING FRAMEWORK FOR WORKING WITH COMMUNITIES****Purpose of the Report**

1. To consider and seek approval to the Community and Voluntary Sector Team's revised approach to community working set out in the attached Draft Operating Framework for Working with Communities.

Information and Advice

2. As part of its budget approvals for 2014 – 15, the Council restructured the team responsible for working with the community and voluntary sector. The team is now made up of 4 Community Officers each with a focus on a priority area, such as social enterprise development, a Grant Aid Officer, Business Support and the Team Manager.
3. As part of this refocusing, the future work priorities of the team were identified as working in partnership with the voluntary and community sector to improve preventative and core services that strengthen the local community; to streamline the corporate grant aid process and to promote localism by working with communities to increase community involvement in the way services are shaped and delivered.
4. The Council is committed to building on its reputation of working in partnership with the community and voluntary sector to help build local capacity. The ambition is to drive a series of local programmes with communities to deliver services in a different way which will support their transformation.
5. A key strategic priority for the Council is to ensure that Nottinghamshire has strong communities that are safe and thriving. The reality of the challenges faced means that the council of the future will be different in the way it is shaped, organised and how services are delivered. The Council is committed to moving with the times and working in partnership with local communities, voluntary groups and volunteers to provide services.
6. The Draft Operating Framework for Working with Communities sets out how the Council intends to transform the way the way we engage with communities. This framework illustrates a way to develop and strengthen engagement with communities, moving towards a changed landscape of local services with new and innovative models being implemented. The Draft Framework will focus on:

- Working with communities to move towards more cooperative models of service delivery, promoting community ownership by for example supporting the development of social enterprises and supporting community groups to develop sustainable models for future working like The Tin Hat Centre in Selston, Pleasley Landmark in Mansfield, The Centre for Sports and Learning in Manton and The Crossing in Worksop
- Having a consistent approach to partnership working – an agreed set of shared standards for working with communities ensuring for example that the community and voluntary sector are engaged at all levels with the priorities for community safety
- Ensuring co-ordinated and targeted engagement – rationalising the community engagement undertaken, reducing duplication and maximising efficiencies, this will empower communities for example by establishing a WW1 Community Commemoration Fund
- Developing alternative service models – encouraging creativity and innovation in how services are delivered, focusing on outcomes and supporting the community and voluntary sector to move towards greater sustainability rather than being reliant on grant aid
- Better services – listening and responding to the local community, meaning that services meet their needs effectively and efficiently – this will be underpinned by the approach to community safety and cohesion

Development of the Working with Communities Framework

7. The Council has several important roles to play in supporting communities to:

- Build a strong sense of community, capacity and pride through collaborative partnerships
- Engage in the planning and delivery of services
- Generate and sustain their own capacity to respond to the challenges which Nottinghamshire faces.

8. Through the Community & Voluntary Sector Team, building on past activities the Council will work across the sector to engage them in the planning and delivery of services by helping to build capacity and confidence to drive improvements in quality of life, influence decisions which affect them and consider their role in the delivery of services. The appendix to this report contains the proposed framework

9. Success will be measured by consistently checking against the delivery plan and reporting outcomes to Community Safety Committee / Grant Aid Sub Committee

Other Options Considered

10. The Council may not wish to adopt this framework.

Reason/s for Recommendation/s

11. To enable Community Safety Committee / Grant Aid Sub Committee to develop a more detailed delivery plan for taking this Working with Communities forward

Statutory and Policy Implications

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

RECOMMENDATION/S

13. To approve the Working with Communities Framework as an approach to supporting local communities and to note that future reports on the implementation of the framework will be brought to the Community Safety Committee for their consideration.

Joyce Bosnjak
Deputy Leader
Committee

Glynn Gilfoyle
Chair of Community Safety

For any enquiries about this report please contact:

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Community and Voluntary Sector Team Manager
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Constitutional Comments (SLB 20/06/2014)

The Policy Committee has the authority to approve the recommendations set out in this report by virtue of its terms of reference.

Financial Comments (SEM 24/06/2014)

There are no direct financial implications arising from this report.

Background Papers and Published Documents

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

- 'None'

Electoral Division(s) and Member(s) Affected

- 'All'

A Draft Operating Framework for Working with Communities 2014 - 2017

Introduction

Nottinghamshire County Council faces unprecedented challenges, and has to balance a reducing budget with increasing demands on providing high quality services for the most vulnerable citizens.

Against this backdrop, one of the Council's top strategic priorities is to ensure that Nottinghamshire has strong communities that are safe and thriving. The reality of the challenges faced means that the council of the future will be different in the way it is shaped, organised and how services are delivered. The Council is committed to moving with the times and working in partnership with local communities, voluntary groups and volunteers to provide services.

The Council is committed to building on its reputation of working in partnership with the community and voluntary sector to help build local capacity. The Council's ambition is to drive a series of local programmes with communities to deliver services in a different way.

The Council has a strong history of working with communities to support positive change. It has funded the voluntary sector through grant aid and also through commissioned services to secure the best service for the most vulnerable citizens. The Council has committed to 3 year grant aid agreements for 138 voluntary groups supporting people in the most disadvantaged communities.

This Draft Operating Framework sets out the way in which the Council wants to build on, develop and strengthen its engagement with communities, to look at how new and innovative models of delivering services can be implemented.

This Draft Operating Framework will be underpinned by a focus on:

- Fairness, equity and prioritising the most vulnerable
- Championing community needs and aspirations
- Engaging communities in the planning and delivery of services
- Working in partnership

THE CORE OFFER

The Council has several important roles to play in supporting communities to:

- Build a strong sense of community, capacity and pride through collaborative partnerships
- Engage in the planning and delivery of services
- Generate and sustain their own capacity to respond to the challenges which Nottinghamshire faces

Through the Community & Voluntary Sector Team the Council will work across the community and voluntary sector to engage them in the planning and delivery of services by helping to build capacity and confidence to drive improvements in quality of life, influence decisions which affect them and take part in the delivery of services. The Council is committed to:

- Working with communities to move towards more cooperative models of service delivery, promoting community ownership by for example supporting the development of social enterprises and supporting community groups to develop sustainable models for future working like The Tin Hat in Selston, Pleasley Landmark in Mansfield, The Centre for Sport and Learning in Manton and The Crossing in Worksop
- Having a consistent approach to partnership working – an agreed set of shared standards for working with communities ensuring for example, that the community and voluntary sector are engaged at all levels with the priorities for community safety
- Ensuring co-ordinated and targeted engagement – rationalising the community engagement undertaken, ensuring that activities are not duplicated and thereby maximising efficiencies to empower communities for example establishing a WW1 Community Commemoration Fund
- Developing alternative service models – encouraging creativity and innovation in how services are delivered, focusing on outcomes and supporting the community and voluntary sector to move towards greater sustainability rather than being reliant on grant aid
- Better services – listening and responding to the local community, meaning that services meet their needs effectively and efficiently – this will be underpinned by the Council's approach to community safety and cohesion

For Nottinghamshire County Council, this means enabling communities to have a greater influence over local decision making, service provision and delivery. The Council recognises that there are a range of activities that it can undertake to help facilitate this. A single approach; is not appropriate instead appropriate engagement activity will depend on the needs of the community and the issue under consideration. With this in mind knowledge about local communities will be used to ensure that positive engagement is used in the most effective way.

NCC Draft Operating Framework for Working with Communities



Working with Communities Plan

Area	Desired Outcome	Key Actions	Lead
Geographical	Effective community support	Working with groups to help them build capacity so that they can effectively influence and, or play a part in the planning and delivery of services by gaining the appropriate skills, intelligence and governance needed. This includes funding advice, organisational, financial and management skills as well as change management skills such as planning, partnership working and negotiating.	Community & Voluntary Sector Team

Area	Desired Outcome	Key Actions	Lead
Geographical	Funding support including grant aid. Support also includes organisational finance and fit for purpose health checks, assistance with governance arrangements, support to trustees	138 voluntary groups are currently grant-aided by the County Council totalling just under £6 million over a 3 year period – this is a lifeline for those groups – work is on-going to secure external funding which will maintain the sectors long term sustainability.	Community & Voluntary Sector Team
Geographical	Developing a culture which focuses on business and financial management skills which the sector market themselves better.	This will support communities and groups to consider bidding for commissioned services.	Community & Voluntary Sector Team
Geographical	Partnership working	Acting as link with partners through identified partnership boards and involvement groups such as in targeted pathfinder areas such as Partnership Plus.	Community & Voluntary Sector Team

Area	Desired Outcome	Key Actions	Lead
Elected Member Support	Enhanced support to elected members in performing their community leadership roles	Support to local community and voluntary groups Supporting events Assistance with group development Advice on funding Governance support Being a point of contact for elected members to share local intelligence and knowledge and providing support to pursue community issues Supporting elected members in developing and strengthening the council's reputation by providing the resource to involve and consult with communities on the planning and delivery of services – focusing on working with communities to find local solutions.	Community & Voluntary Sector Team

Area	Desired Outcome	Key Actions	Lead
Focussed Specialist Development	<p>The transformation agenda driven through the Redefining Your Council Framework will require a need to use a diverse range of delivery models and partnerships to deliver services.</p>	<p>Supporting communities and the voluntary sector to be prepared for delivering services will be underpinned by Social Enterprise/Co-op Development – working with willing voluntary and community groups, the team will support them to develop as Social Enterprises/co-operatives so that they can trade to make money and trading is an increasingly important source of income for many voluntary and community groups. VCS groups are in a unique position to offer paid services tailored to communities needs as they have a close relationship and a clear understanding of their interests and problems. Funding advice.</p>	<p>Community & Voluntary Sector Team</p>

Area	Desired Outcome	Key Actions	Lead
Focussed Specialist Development		Commissioned services – focusing on outcomes and Social Value Impact – supporting the VCS to be market ready – developing third sector markets, co-production of preventative services, community safety initiatives and building resilience in communities.	Community & Voluntary Sector Team

Nottinghamshire County Council is proud of the strong relationships which have developed with the voluntary and community sector but recognise that the financial challenges facing the public sector as a whole requires a different approach to what is effectively a changing market of service provision. The Council is committed to working with the sector to support community involvement, engagement and commissioning but also recognises that the sector faces significant challenges in balancing existing user expectations, climate and operational constraints.

The reality is that the significant challenges faced require a step change in joint working. There is however a strong synergy for working together with the VCS taking a leading role in service provision.

REPORT OF THE CHAIR, ECONOMIC DEVELOPMENT COMMITTEE**LEADER RURAL DEVELOPMENT PROGRAMME – NOTTINGHAMSHIRE
PROPOSED SUBMISSIONS****Purpose of the Report**

1. To authorise the Corporate Director, Policy, Planning and Corporate Services, in consultation with the Chair of the Economic Development Committee, to provide County Council endorsement for the submission of two Local Development Strategy (LDS) submissions to the Department of the Environment, Food and Rural Affairs (Defra) for LEADER Funding to support and develop new rural growth activity in eligible parts of Nottinghamshire (2014-20).
2. To seek authority for the County Council to undertake the Accountable Body role should both bids be successful, provided that no risks of performing this role are identified which cannot be satisfactorily managed or mitigated in the view of the Council's Monitoring Officer in consultation with the Section 151 Officer. Should such risks be identified and given the deadline for submissions, further authority would be sought to perform this role through the Council's agreed urgency procedures unless an acceptable alternative Accountable Body organisation can be identified.

Information and advice

3. In February 2014, the Government announced funding to help support new and existing Local Action Groups (LAGs) to develop bids for rural economic development activities under the forthcoming LEADER Programme 2014-2020 ['Liaison Entre Actions de Développement de l'Économie Rurale' or 'links between the rural economy and development actions'].
4. LEADER is funded through the European Union's Common Agricultural Policy. An estimated £138 million will be available in England over the programme period – although competition is expected to be very high and overall awards lower than under previous programmes (current Defra estimates £1.5 to £2m per area), as the government has sought to encourage wider access to LEADER funding.
5. The key aim of the Programme is to promote economic growth and job creation in rural areas. This is cross sector support but includes the following priorities:
 - The promotion of increased farming and forestry productivity

- Support for micro and small businesses and farm diversification
 - Support for rural tourism
 - Provision of rural services, including broadband and
 - Support for cultural and heritage activity
6. In March 2014, Economic Development Committee approved the delegated authority for the County Council to apply for Defra preparatory funds. After collaboration with the District Councils, four bids were submitted covering key “rural” wards in Gedling, Ashfield, Mansfield and Rushcliffe. The existing North Nottinghamshire LAG was awarded separate funding through Bassetlaw District Council.
 7. Preparatory funding for all 4 “new areas” was approved by Defra to a total value of £20,000. This funding is being used to support consultancy to develop cohesive geographic areas, create a shadow LAG and local engagement and identify priority needs and solutions within a framework issued by Defra. The intention is that this will culminate in the drafting of a Local Development Strategy (LDS) The LDS, when completed, forms the application for LEADER funds 2014-20 – although activity and spend will not commence until 2015. Rose Regeneration, following a procurement exercise, has been appointed to fulfil the consultancy role.
 8. Eligible rural populations that can be included in a LEADER area are narrowly defined. Following work with partners and Defra, 2 Nottinghamshire LAG areas have met the necessary requirements to progress to the full LDS bidding stage. These are i) the South Nottinghamshire LAG area (working title) including eligible areas of Rushcliffe and Gedling and ii) the North Nottinghamshire LAG area – covering Newark and Sherwood and Bassetlaw (as under the previous programme) plus eligible populations in Mansfield
 9. Eligible populations in Ashfield were significantly beneath the numbers required to proceed independently, however the consultant has been tasked with assessing the value and relevance of adding some rural areas in Ashfield to the South Nottinghamshire LAG. This data will then be considered by partners for possible inclusion in the South Nottinghamshire LDS subject to further discussions with Defra.
 10. Between now and the submission date of 5th September, two separate Local Development Strategies will be developed for South and North Nottinghamshire. If the final documents comply with the LEADER eligibility criteria in terms of proposed project activity and area, viability in terms of delivery and value for money, it will be signed off by both the LAG and the chosen Accountable Body as that area’s submission for LEADER funding 2014-20.
 11. Following receipt of the LDS, Defra will then appraise and score the submissions both locally and nationally. It is intended that in November 2014, funding decisions will be announced to allow contracts to be completed with each Accountable Body in December in order to facilitate the commencement of spend and activity in January 2015.

12. Discussions are under way in respect of who the Accountable Body organisation(s) should be. With the intention to develop two LDS submissions for Nottinghamshire, and with Defra wishing to drive efficiencies in terms of administration costs, it would seem logical for a single body to provide shared back office functions to support both Programmes should they be successful. Partners have requested County Council consideration of this potential Accountable Body role. This would be supported by a Management and Administration grant from the programme of up to 17% of total programme award.
13. Discussions and option appraisals are currently underway and authority to proceed in any Accountable Body role is sought now (given the 5th September deadline for submissions), provided that after careful analysis of the risks and opportunities, there are no risks to the County Council which cannot be satisfactorily managed or mitigated in the view of the Monitoring Officer in consultation with the Section 151 Officer.
14. Should only one LDS be chosen to progress or be successful, it would not be appropriate for the County Council to fulfil the Accountable Body role – discussions with partners will identify a suitable organisation to fulfil the role in such circumstances.

Reason(s) for Recommendations

15. Defra has invited LDS applications under the LEADER programme 2014-2020. Two Nottinghamshire applications are in development and require County Council endorsement as a key partner and formal approval should it be determined that the County Council also act as the Accountable Body for both bids.

Statutory and Policy Implications

16. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described in the report.

RECOMMENDATIONS

17. It is recommended that the Policy Committee:
 - a) authorises the Corporate Director, Policy, Planning and Corporate Services in consultation with the Chair of Economic Development Committee, to consider and endorse LDS application(s) to Defra by the deadline of 5th September 2014;
 - b) authorises the County Council acting as Accountable Body for the LDS applications provided that there are no risks to the County Council which

- cannot be satisfactorily managed or mitigated in the view of the Monitoring Officer in consultation with the Section 151 Officer;
- c) Should such risks be identified and no acceptable alternative Accountable Body can be found, further authority would be sought to perform this role through the Council's agreed urgency procedures.

Councillor Diana Meale

Chairman, Economic Development Committee

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For any enquiries about this report please contact: Mandy Ramm, 72685.

Constitutional Comments [LM 19.06.2014]

The Policy Committee has delegated authority within the Constitution to approve the recommendations in the report'.

Financial Comments [SEM 24.06.2014]

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

Background Papers

<http://rdpenetwork.defra.gov.uk/funding-sources/leader-resources>

Electoral Division(s) and Member(s) Affected

Eligible rural areas in Ashfield, Bassetlaw, Gedling, Mansfield, Newark and Sherwood and Rushcliffe.

REPORT OF THE LEADER OF THE COUNCIL**LOCAL GOVERNMENT TRANSPARENCY CODE****Purpose of the Report**

1. Policy Committee are invited to consider the actions required for the Council to comply with the Local Authority Transparency Code, and to consider the approach the Council should take in relation to information recommended, but not required, for publication.

Background

2. The Code of Recommended Practice for Local Authorities on Data Transparency ("the 2011 Code") was published in September 2011. [The 2011 Code](#) sets out key principles for Local Authorities in creating greater transparency through the publication of public data.
3. The 2011 Code was issued to meet the Government's desire to place more power into citizens' hands to increase democratic accountability and make it easier for local people to contribute to the local decision making process and help shape public services. Availability of data is also viewed by Government as being able to open new markets for local businesses, the voluntary and community sectors, and social enterprises to run services or manage public assets.
4. When the 2011 Code was published, Government committed to reviewing its content and scope. Following a period of consultation, Government published on 1st May 2014 the [Local Government Transparency Code \("the 2014 Code"\)](#).
5. The 2014 Code includes detailed requirements in relation to data which must be published and an extensive list of additional data which local authorities are encouraged to also publish.

Overview of key requirements of the 2014 code**All individual items of expenditure exceeding £500**

6. Published information should include both a summary of the purpose of the expenditure, the specific merchant category (e.g. computers) and a number of other pieces of prescribed detail. The Council currently publishes information by making extensive use of general terms such as third party payments and supplies & services.
7. Government is recommending that local authorities voluntarily choose to publish, on a monthly basis, details of all expenditure above £250.

Government Procurement Card Transactions

8. There is a requirement to publish details of every transaction on a Government Procurement Card.
9. There is a Government recommendation that local authorities also publish details of all transactions on all corporate cards.

Procurement Information

10. The code requires that every invitation to tender or quote and that all purchase orders and contracts awarded exceeding £5,000 be published. The Council publishes information on the Source Nottinghamshire website however the Code requires that additional detail is published.
11. There is a recommendation that publishing of invitations to tender or quote and of purchase orders and contracts awarded applies at £500 in value.

Local Authority land and property

12. There is a requirement to publish prescribed details of all land and building assets. The Council's public website currently includes a general statement concerning the property portfolio and lists those for lease, sale or auction but the extensive requirements included in the Code will require additional data to be published.
13. Government is recommending further additional details are also included in the list of all Council owned land and property for example, the reasons for holding the asset and the costs of operating a building.

Grants to Voluntary, Community and Social Enterprises

14. The requirement is to publish annually specific details of all grants showing date, time period, council department, the beneficiary, purpose and amount. Although information is publicly available the Code requires additional detail and ease of access via the Council's public website.

Organisation chart / Senior officer salaries

15. The regulations require the publication of an organisation chart covering staff in the top three levels and to include the grade, contact details, salary in £5k brackets, salary ceiling and permanent/temporary status.
16. There is an existing requirement to publish data in respect of senior officer salaries, the pay multiple and to publish the Council's constitution, all of which the Council does.
17. Government is recommending that, in addition, the chart includes all employees whose salary exceeds £50k showing their salary band and information about vacant posts.

Trade Union facility time

18. Publish a range of information including:

Total number (absolute number and full time equivalent) of staff who are union representatives (including general, learning and health and safety representatives);

Total number (absolute number and full time equivalent) of union representatives who devote at least 50 per cent of their time to union activity;

Names of all trade unions represented in the Council;

Basic estimate of spending on unions as a percentage of the total pay bill.

Parking Revenues

19. Local authorities must place a link on their website to a range of prescribed data or place the data itself on their website. Information required includes revenue, enforcement notices and parking spaces.
20. There is a recommendation to include additional information including how parking revenue is used.

Other information

21. Nottinghamshire County Council is committed to openness and transparency and the Council already routinely publishes a significant proportion of this information; however each service affected will need to review its publication arrangements in light of the new requirements. The Corporate Information Management Group, which has a membership of senior officers from all departments, will maintain an oversight of delivery across the Council. This Group will produce an action plan including timescales for implementation. The action plan will include a review of the Publication Scheme which the Council already publishes, but which will need to be updated in light of the new requirements.
22. The full requirements of the 2014 Code are shown at Appendix A. This is an expansion on previous requirements and will form the basis for the Council's action plan.
23. In addition, Government is recommending that the Council publish on a voluntary basis additional data to demonstrate a commitment to transparency. In particular, it is recommended that Councils publish details of their counter fraud work on an annual basis. The initial Council focus will be on the mandatory elements of the Code to ensure compliance and where voluntary elements can be provided without additional resource requirements they will be published at the same time. It is proposed that a further report will be brought to Policy Committee detailing cost implications, including any availability of grant monies, in relation to publication of 'recommended' information.

Next stage

24. The Department for Communities and Local Government are advising that the Parliamentary process to make the Code mandatory is expected to be completed within 3 months of the Code being issued, (1 August 2014) subject to Parliamentary approval. This process may involve minor changes to the guidance. Progress preparing for and implementing the mandatory requirements will be reported to Policy Committee before the end of the year to ensure that the Council is compliant.

25. The Council will be required to meet the requirements of the code within the frequency set out in the Code. For example, quarterly data must first be published no later than three months after the Code becomes mandatory and annual data must first be published no later than 12 months after the Code becomes mandatory.
26. Compliance with the 2014 Code will not be monitored by government, but complaints will more normally be dealt with under existing frameworks through the Information Commissioner's Office and the Local Government Ombudsman.

Other Options Considered

27. None.

Reason/s for Recommendation/s

28. To comply with the revised Local Government Transparency Code which requires the Council to publish prescribed data.

Statutory and Policy Implications

29. 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. The Policy Committee note the requirements of the Local Government Transparency Code 2014 and the Council's arrangements to ensure compliance.
2. The Policy Committee agree for a further report to be brought detailing how the mandatory requirements are being met.
3. The Policy Committee agree for a further report to be brought in order to consider whether the optional data as described in the Code should be published by the Council.

Councillor Alan Rhodes
Leader of the Council

For any enquiries about this report please contact:

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Constitutional Comments (HD 23/06/14)

Policy Committee has authority to approve the recommendation set out in this report by virtue of its terms of reference.

Financial Comments (SEM 24/06/14)

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

Background Papers

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

The Code of Recommended Practice for Local Authorities on Data Transparency 2011 (published)

The Local Government Transparency code 2014 (published)

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

Appendix A

Information title	Information which must be published	Information recommended by Government to be published
Expenditure exceeding £500	<p>Quarterly publication Publish details of each individual item of expenditure that exceeds £500, including items of expenditure, consistent with Local Government Association guidance, such as:</p> <ul style="list-style-type: none"> • individual invoices • grant payments • expense payments • payments for goods and services • grants • grant in aid • rent • credit notes over £500 • transactions with other public bodies. <p>For each individual item of expenditure the following information must be published:</p> <ul style="list-style-type: none"> • date the expenditure was incurred • local authority department which incurred the expenditure • beneficiary • summary of the purpose of the expenditure 	<p>Publish information on a monthly instead of quarterly basis, or ideally, as soon as it becomes available and therefore known to the authority (commonly known as 'real-time' publication)</p> <ul style="list-style-type: none"> • Publish details of all transactions that exceed £250 instead of £500 (same individual information items) • Publish the total amount spent on remuneration over the period being reported on • Classify expenditure using the Chartered Institute of Public Finance and Accountancy Service Reporting Code of Practice to enable comparability between local authorities.

	<ul style="list-style-type: none"> • amount • Value Added Tax that cannot be recovered • merchant category (eg. computers, software etc). 	
Government Procurement Card transactions	<p>Quarterly publication Publish details of every transaction on a Government Procurement Card. For each transaction, the following details must be published:</p> <ul style="list-style-type: none"> • date of the transaction • local authority department which incurred the expenditure • beneficiary • amount • Value Added Tax that cannot be recovered • summary of the purpose of the expenditure • merchant category (eg. computers, software etc). 	<p>Publish all transactions on all corporate credit cards, charge cards and procurements, including those that are not a Government Procurement Card (same individual information items).</p>
Procurement information	<p>Quarterly publication Publish details of every invitation to tender for contracts to provide goods and/or services with a value that exceeds £5,000. For each invitation, the following details must be published:</p> <ul style="list-style-type: none"> • reference number • title • description of goods and/or services sought • start, end and review dates 	<p>Place on Contracts Finder, as well as any other local portal, every invitation to tender or invitation to quote for contracts to provide goods and/or services with a value that exceeds £10,000.</p> <p>In addition, publish:</p> <ul style="list-style-type: none"> • information on a monthly instead of quarterly basis, or ideally, as soon as it is generated and therefore becomes available (commonly known as 'real-time' publication) • every invitation to tender for contracts to provide

	<ul style="list-style-type: none"> • local authority department responsible. <p>Quarterly publication Publish details of any contract, commissioned activity, purchase order, framework agreement and any other legally enforceable agreement with a value that exceeds £5,000. For each contract, the following must be published:</p> <ul style="list-style-type: none"> • reference number • title of agreement • local authority department responsible • description of the goods and/or services being provided • supplier name and details • sum to be paid over the length of the contract or the estimated annual spending or budget for the contract • Value Added Tax that cannot be recovered • start, end and review dates • whether or not the contract was the result of an invitation to quote or a published invitation to tender • whether or not the supplier is a small or medium sized enterprise and/or a voluntary or community sector organisation and where it is, provide the relevant registration number. 	<p>goods and/or services with a value that exceeds £500 instead of £5,000</p> <ul style="list-style-type: none"> • details of invitations to quote where there has not been a formal invitation to tender • all contracts in their entirety where the value of the contract exceeds £5,000 • company registration number at Companies House • details of invitations to tender or invitations to quote that are likely to be issued in the next twelve months • details of the geographical (eg. by ward) coverage of contracts entered into by the local authority • details of performance against contractual key performance indicators • information disaggregated by voluntary and community sector category (eg. whether it is registered with Companies House, charity or charitable incorporated organisation, community interest company, industrial and provident society, housing association, etc) • details of existing waste collection contracts, at the point they first publish quarterly contract information under Part 2 of the Code.
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<p>Local authority land</p>	<p>Annual publication Publish details of all land and building assets including:</p> <ul style="list-style-type: none"> • all service and office properties occupied or controlled by user bodies, both freehold and leasehold • any properties occupied or run under Private Finance Initiative contracts • all other properties they own or use, for example, hostels, laboratories, investment properties and depots • garages unless rented as part of a housing tenancy agreement • Surplus, sublet or vacant properties <ul style="list-style-type: none"> • Undeveloped land • serviced or temporary offices where contractual or actual occupation exceeds three months • all future commitments, for example under an agreement for lease, from when the contractual commitment is made. <p>However, there are some exclusions:</p> <ul style="list-style-type: none"> • social housing • rent free properties provided by traders (such as information booths in public places or ports) • operational railways and canals • operational public highways (but any adjoining land not subject to public rights should be included) • assets of national security 	<p>Publish information on a monthly instead of annual basis, or ideally, as soon as it becomes available and therefore known to the authority (commonly known as 'real-time' publication).</p> <p>It is also recommended that local authorities should publish all the information possible on Electronic Property Information Mapping Service.</p> <p>Publish the following additional information:</p> <ul style="list-style-type: none"> • the size of the asset measured in Gross Internal Area (m²) for buildings or hectares for land, in accordance with the Royal Institute of Chartered Surveyors Code of Measuring Practice. The Gross Internal Area is the area of a building measured to the internal face of the perimeter walls at each floor level. Local authorities using Net Internal Area (m²) should convert measurements to Gross Internal Area using appropriate conversion factors and state the conversion factor used • the services offered from the asset, using the services listed from the Effective Services Delivery government service function list http://doc.esd.org.uk/FunctionList/1.00.html (listing up to five main services) • the reason for holding asset such as, it is occupied by the local authority or it is providing a service in its behalf, it is an investment property, it supports economic development (eg. provision of small businesses or incubator space), it is surplus to the authority's requirements, it is awaiting development, it is under construction, it provides infrastructure or it is a community asset.
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	<ul style="list-style-type: none"> information deemed inappropriate for public access as a result of data protection and/or disclosure controls (eg. such as refuge houses). <p>For each land or building asset, the following information must be published together in one place:</p> <ul style="list-style-type: none"> Unique Property Reference Number Unique asset identity - the local reference identifier used by the local body, sometimes known as local name or building block. There should be one entry per asset or user/owner (eg. on one site there could be several buildings or in one building there could be several users, floors/rooms etc – where this is the case, each of these will have a separate asset identity). This must include the original reference number from the data source plus authority code name of the building/land or both street number or numbers - any sets of 2 or more numbers should be separated with the ‘-’ symbol (eg. 10-15 London Road) street name – this is the postal road address 	<ul style="list-style-type: none"> whether or not the asset is either one which is an asset in the authority’s ownership that is listed under Part 5, Chapter 3 of the Localism Act 2011 (assets of community value) and/or an asset which the authority is actively seeking to transfer to the community total building operation (revenue) costs as defined in the corporate value for money indicators for public services at http://www.vfmindicators.co.uk/guidance/2010-11-Estates-Management.pdf required maintenance - the cost to bring the property from its present state up to the state reasonably required by the authority to deliver the service and/or to meet statutory or contract obligations and maintain it at the standard. This should exclude improvement projects but include works necessary to comply with new legislation (eg. asbestos and legionella) functional suitability rating using the scale: <ul style="list-style-type: none"> good – performing well and operating efficiently (supports the needs of staff and the delivery of services) satisfactory – performing well but with minor problems (generally supports the needs of staff and the delivery of services) poor – showing major problems and/or not operating optimally (impedes the performance of staff and/or the delivery of services)
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	<ul style="list-style-type: none"> • postal town • United Kingdom postcode • easting and northing (geocoding in accordance with ISO 6709 Standard Representation for Geographic Point Location by Coordinates, usually a centre point of the asset location) • whether the local authority owns the freehold or a lease for the asset and for whichever category applies, the local authority must list all the characteristics that apply from the options given below: <p>for freehold assets:</p> <ul style="list-style-type: none"> • occupied by the local authority • ground leasehold • leasehold • licence • vacant <p>for leasehold assets:</p> <ul style="list-style-type: none"> • occupied by the local authority • ground leasehold • sub leasehold • licence <p>for other assets:</p> <ul style="list-style-type: none"> • free text description eg. rights of way, access etc. • whether or not the asset is land 	<ul style="list-style-type: none"> • unsuitable – does not support or actually impedes the delivery of services • energy performance rating as stated on the Display Energy Certificate under the Energy Performance of Buildings (Certificates and Inspections) (England and Wales) Regulations 2007.
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	only (without permanent buildings) or it is land with a permanent building.	
Grants to voluntary, community and social enterprise organisations	<p>Annual publication Publish details of all grants to voluntary, community and social enterprise organisations. This can be achieved by either:</p> <ul style="list-style-type: none"> • tagging and hence specifically identifying transactions which relate to voluntary, community and social enterprise organisations within published data on expenditure over £500 or published procurement information or, • by publishing a separate list or register. <p>For each identified grant, the following information must be published as a minimum:</p> <ul style="list-style-type: none"> • date the grant was awarded 	<ul style="list-style-type: none"> • Publish information on a monthly instead of annual basis where payments are made more frequently than a single annual payment, or ideally, as soon as the data becomes available and therefore known to the authority (commonly known as 'real-time' publication). • information disaggregated by voluntary and community sector category (eg. whether it is registered with Companies House, charity or charitable incorporated organisation, community interest company, industrial and provident society, housing association etc).

	<ul style="list-style-type: none"> • time period for which the grant has been given • local authority department which awarded the grant • beneficiary • beneficiary's registration number • summary of the purpose of the expenditure • amount. 	
Organisation chart	<p>Annual publication Publish an organisation chart covering staff in the top three levels of the organisation. The following information must be included for each member of staff included in the chart:</p> <ul style="list-style-type: none"> • grade • job title • local authority department and team • whether permanent or temporary staff • contact details • salary in £5,000 brackets, consistent with the details published for Senior Salaries • salary ceiling (the maximum salary for the grade). 	<p>Local authorities should publish:</p> <ul style="list-style-type: none"> • charts including all employees in the local authority whose salary exceeds £50,000 • the salary band for each employee included in the chart(s) • information about current vacant posts, or signpost vacancies that are going to be advertised in the future.
Trade union facility time	<p>Annual publication Publish the following information:</p> <ul style="list-style-type: none"> • total number (absolute number and full time equivalent) of staff who are union representatives (including general, learning and health and 	

	<p>safety representatives)</p> <ul style="list-style-type: none"> • total number (absolute number and full time equivalent) of union representatives who devote at least 50 per cent of their time to union duties • names of all trade unions represented in the local authority • a basic estimate of spending on unions as a percentage of the total pay bill (calculated as the number of full time equivalent days spent on union activities multiplied by the average salary divided by the total pay bill). 	
Parking revenues	<p>Annual publication</p> <p>Local authorities must place a link on their website to the following published data or place the data itself on its website:</p> <ul style="list-style-type: none"> • revenue collected from on-street and off-street parking • parking enforcement notices 	<p>Local authorities should publish a breakdown of how they spend or use revenue from parking charges and enforcement activities.</p>
Controlled parking spaces	<p>Annual publication</p> <p>Publish the number of marked out controlled on and off-street parking spaces within their area, or an estimate of the number of spaces where controlled parking space is not marked out in individual parking bays or spaces.</p>	<p>Local authorities should publish the number of free parking spaces available in its area which are provided directly by the local authority or an estimate of the number of spaces where free parking space is not marked out in individual parking bays or spaces.</p>

Senior salaries	<p>Annual publication</p> <p>Local authorities must place a link on their website to the following data or must place the data itself on its website:</p> <ul style="list-style-type: none"> • the number of employees whose remuneration in that year was at least £50,000 in brackets of £5,000 • details of remuneration and job title of certain senior employees whose salary is at least £50,000 • employees whose salaries are £150,000 or more must also be identified by name. • a list of responsibilities (for example, the services and functions they are responsible for, budget held and number of staff) and details of bonuses and 'benefits in kind', for all employees whose salary exceeds £50,000. 	
Constitution	<p>Annual publication</p> <p>Local authorities must publish their Constitution on their website.</p>	
Pay multiple	<p>Annual publication</p> <p>Publish the pay multiple on their website defined as the ratio between the highest paid salary and the median salary of the whole of the authority's workforce. The measure must:</p> <ul style="list-style-type: none"> • cover all elements of remuneration that can be valued (eg. all taxable earnings for the given year, including base salary, variable pay, bonuses, 	

	<p>allowances and the cash value of any benefits-in-kind)</p> <ul style="list-style-type: none"> • use the median earnings figure as the denominator, which should be that of all employees of the local authority on a fixed date each year, coinciding with reporting at the end of the financial year • exclude changes in pension benefits, which due to their variety and complexity cannot be accurately included in a pay multiple disclosure. 	
Fraud		<p>Local authorities should publish annually the following details of their counter fraud work:</p> <ul style="list-style-type: none"> • number of occasions they use powers under the Prevention of Social Housing Fraud (Power to Require Information)(England) Regulations 2014, or similar powers • number of counter fraud staff employed by the authority • amount spent by the authority on counter fraud work • number of fraud cases investigated • number of occasions on which fraud was identified, and • monetary value of the fraud detected and recovered.

12 June 2014

For further information contact Steve Derbyshire, Policy Officer, Policy, Performance and Research Team, Tel 73304, e-mail steve.derbyshire@nottsc.gov.uk

**REPORT OF THE SERVICE DIRECTOR OF NORTH AND MID
NOTTINGHAMSHIRE****DEVELOPMENT OF THE CARERS' STRATEGY 2014-15****Purpose of the Report**

1. To up-date Policy Committee on the Carers' Survey 2012 and following its presentation on 9th June 2014 to the Adult Social Care and Health Committee, to approve the Carers' Strategy 2014-15.

Information and Advice

2. The 2011 Census shows there are approximately 5.8 million people providing unpaid care in England and Wales, representing just over one tenth of the population. The figure has grown by 600,000 since 2001. The largest growth was in the category of people who provide 50 or more hours unpaid care per week.
3. The exponential growth in the number of older people will almost certainly mean a similar increase in the number of older carers; predictions include the demand for care provided by partners will more than double over the next thirty years, and care provided by adult children will increase by approximately 90%.
4. The 2011 Census report identified that there has been an increase in the number of carers in the last decade by 7,517 across Nottinghamshire (excluding Nottingham City). There are now 90,698 carers in the County; 57,426 carers are providing between 1-19 hours of care per week, and the number of carers now providing over 50 hours of care per week has reached 21,680.
5. The economic value of the contribution made by carers in the UK is estimated to be £119 billion per year. Based on population data, the value in Nottinghamshire would be around £1,656 million. In other words, carers in the County are saving the public sector an enormous sum of money; it is therefore both economically and ethically sound to support carers to continue in their caring role.
6. Currently, Nottinghamshire County Council spends approximately £9 million on carers (including NHS monies transferred to the Local Authority under a S256 arrangement for carers' services, which is overseen by the Carers' Implementation Group- see section 8).

7. From April 2013 to March 2014, the Authority has assessed and reviewed 4,719 carers, of whom 3,470 received a service (NB these figures are provisional until the Department of Health ratifies them in June 2014).
8. The Carers' Strategy 2014-15 is overseen, developed and up-dated by the Nottinghamshire Carers' Implementation Group, chaired by the Commissioning Manager for Carers and comprising representatives from all Clinical Commissioning Groups, carers from all localities and key stakeholders. The Carers' Implementation Group reports to the Older People's Integrated Commissioning Group and ultimately the Health and Wellbeing Board.
9. The Carers' Strategy is developed in response to local need and national drivers such as, 'Carers at the heart of 21st Century Families and Communities'; (Department of Health, 2008), the 2011 Census; consultation with local carers (including carers of people with dementia carried out by the Alzheimer's Society); the new Care Bill; and the plans developed by the Clinical Commissioning Groups. In addition, the Strategy addresses the Carers' Survey 2012.
10. Nottinghamshire County Council and the Clinical Commissioning Groups commissioned Healthwatch to host a countywide Carers' Conference on 1 May 2014, "What next for carers?" At this conference, local carers were asked for their views on the priorities for supporting carers to inform the Carers' Strategy. The headlines were:
 - One stop shops for information
 - Packs of carers' information
 - More leaflets; not everyone has access to the internet
 - Up to date information about what is available locally; sometimes information goes out of date - this should be monitored with regular reviews
 - Working with the local media more
 - Parity between carers and service users from the start
 - Service-user / patient to give permission for carer to be involved once - to be recorded in the assessment
 - Recognition of the role of advocacy
 - More 'professional' training for carers, especially dementia and moving and handling
11. The new Care Bill provides an ideal opportunity to capitalise on the new focus on the importance of working more closely with carers and the responsibility placed on Local Authorities to undertake a Carer's Assessment. In addition, the Bill emphasises:
 - 'Parity of esteem' for carers & cared-for
 - Principles of well-being & personalisation
 - Universal rights to information & advice
 - Right to carer's assessment & support plan

12. The Care Bill creates a single duty to undertake a “carer assessment”. The aim of the assessment is to determine whether the carer has support needs and what those needs may be. A “carer” is defined as any adult who is caring, or intends to care, for another adult. This duty replaces existing duties previously described in the Carers (Recognition and Services) Act 1995 and section 1 of the Carers and Disabled Children Act 2000. However, the new duty does not require (as the previous provision did) that the carer must be providing “substantial care on a regular basis”.
13. The Carers’ Survey 2012 results were described in the ACSH Committee Report on 25 November 2013. The Survey is a national tool which aims to find out whether or not services received by carers are helping them in their caring role, their life outside of caring and also their perception of services provided to the cared for person.
14. The key findings from the Carers’ Survey 2012 are shown below, in comparison with results from the 2009/10 survey.
 - Nottinghamshire remains slightly above the average for overall satisfaction with support or services.
 - The percentage of carers who feel they are neglecting themselves has fallen in Nottinghamshire since 2009/10.
 - More carers in Nottinghamshire have no worries about their personal safety since 2009/10. Results for the East Midlands dropped and England remained the same.
 - Nottinghamshire have scored higher than the East Midlands and England average for carers saying they felt involved or consulted to some level.
 - Carers in Nottinghamshire feel they spend less time doing things they want or enjoy than in the East Midlands or England.
 - Nottinghamshire score for carers having enough control over their lives is below the East Midlands and England average.
 - Results for social contact remain fairly consistent between years however Nottinghamshire scored below the East Midlands and England average in this area.
 - There has been a drop in the percentage of carers who feel they have encouragement and support in their role and Nottinghamshire are below the East Midlands and England average.
15. Between September and November 2013, Helen Turner, Alzheimer’s Society Project Manager, undertook a Personal Budgets and Dementia project, which included feedback on consultation with people with dementia and carers.
16. The purpose of the consultation was to establish what information about services or support people with dementia and their carers wanted and needed, plus where and how they might want to access that information.
17. The results highlighted that many carers of people with dementia did not know where to go for help in the future when they might need support. People placed a great value on practical information particularly in the early stages post

diagnosis, such as: reduction in Council tax, eligibility for Attendance Allowance, Blue Badge scheme, life line on call system, radar disabled toilet key. Legal advice and information was also mentioned as important.

18. Some people would like 'self-help' information sheets or a booklet, rather than leaflets in different locations.
19. Carers were very keen to receive information about services or support that might give them some respite from their caring role. Sitting service whilst carer shops, or when carer has to attend appointments; more respite care; day care opportunities were all regularly mentioned. Carers did have some information, but this was often just what had been mentioned by their Community Psychiatric Nurse (CPN) or GP.

"Information doesn't come to you, you have to find it" Carer Rushcliffe

"Information about activities please. I am not able to fill the day with enough activities for my husband who is still very active" Rushcliffe Carer

20. In response to this consultation, the Carers' Strategy has many actions relating to support for carers of people with dementia; for example, the commissioning of a team of Compass Workers who will advise and support these carers and provide extensive information.

Update and Carers' Strategy

21. The Integrated Commissioning Carers' Strategy 2014-15 includes several actions to address the concerns raised in the Carers' Survey 2012. Please see Appendix for full Strategy.

Concerns from Carers' Survey	Carers' Strategy
25% of carers said information and advice were difficult to find	<ul style="list-style-type: none"> Recruitment of 3 Carers' Support workers in the Adult Access Team, based at the Customer Services Centre, who provide accurate and comprehensive information promptly to carers Commissioning of Carers' Universal Services (current provider is Carers Federation) to provide information and advice to carers. There is agreement to merge the similar contracts held by Nottinghamshire County Council and the Clinical Commissioning Groups to ensure cost-effectiveness and comprehensive cover across the County Development of various information outlets to reach carers in diverse situations e.g. displays in GPs surgeries, Community Pharmacists, and utilising social media

87% of carers said they do not spend as much time as they want on what they enjoy	<ul style="list-style-type: none"> • Promoting use of Personal Budgets for carers to facilitate a life outside caring • Improving accessibility of availability of NHS breaks through the flexible use of Carers' Personal Budgets
45% of carers said they do not look after themselves well enough	<ul style="list-style-type: none"> • Commissioning team of qualified 'Compass' workers to provide practical and emotional support to carers of people with dementia • Commissioning 'End of Life Carers Support Service' to provide practical and emotional support for 'end of life' carers • Implement the role of Carers Champions within General Practice • Promoting awareness and uptake of Carers' Crisis Prevention Service • Offering training courses ('Caring with Confidence' by Carers Federation)
68% of carers said they did not have enough social contact	<ul style="list-style-type: none"> • Commissioning of Carers' Universal Services to provide support to carers • Encouraging carers to access 'Choose My Support' for information about community activities in their locality
65% of carers said they did not get enough encouragement and support in their role	<ul style="list-style-type: none"> • Establish mechanism to improve communication from Carers' Support Service, NCC to GP practices and vice versa, to identify carers and then provide information and support • Implement the role of Carers' Champions within General Practice • Commissioning of team of 'Compass' workers to provide practical and emotional support to carers of people with dementia • Commissioning of 'End of Life Carers Support Service' to provide practical and emotional support for 'end of life' carers

Other Options Considered

22. There were no other options to be considered.

Reason/s for Recommendation/s

23. The Carers' Strategy is the key way in which the Authority and the local NHS respond to the findings of the Carers' Survey 2012, and other drivers such as the Care Bill, the 2011 Census and local consultations.

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 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. The costs of the various proposals will be met through the utilisation of the budget of £1.225 million for 2014-2015 which is transferred from the NHS to the Local Authority and overseen by the Carers' Implementation Group.

Public Sector Equality Duty implications

26. The survey applies to all carers across the County.

Implications for Service Users

27. The successful implementation of the Carers' Strategy will have positive impact on both carers, and by implication on the service users they are looking after, as carers will be receiving more support, advice and information to assist them in their role as a carer.

RECOMMENDATION/S

- 1) It is recommended that Policy Committee notes the Carers' Survey 2012 update and approves the Carers' Strategy 2014-15.

DAVID HAMILTON

Service Director of North and Mid-Nottinghamshire

For any enquiries about this report please contact:

Sue Batty
Group Manager

Penny Spice
Commissioning Manager
Email: penny.spice@nottscc.gov.uk

Constitutional Comments (SLB 30/05/2014)

28. Policy Committee is the appropriate body to approve the strategy, following it's consideration by the Adult Social Care and health Committee on 9th June 2014.

Financial Comments (KAS 20/05/14)

29. The financial implications are contained within paragraph 25 of the report.

Background Papers and Published Documents

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

- Carers' Survey: Adult Social Care and Health Committee on 25 November 2013
- The Integrated Commissioning Carers' Strategy 2013/14 Update, approved by the Adult Social Care and Health Committee on 6 January 2014.
- Carer's Strategy 2014-15: Adult Social Care and Health Committee on 9th June 2014.

Electoral Division(s) and Member(s) Affected

All.

ASC

Actions required	Target/measure	Outcomes	Timescale	Lead (post / organisation)	RAG (Red / Amber / Green)	Progress
1. Improve support to carers	1.1 To develop ' Compass ' workers who provide practical and emotional support to carers of people with dementia	Earlier diagnosis, intervention and reablement mean that people and their carers are less dependent on intensive services. Carers can balance their caring roles and maintain their desired quality of life	March 2015	<ul style="list-style-type: none"> NCC Notts Healthcare Trust CCGs 	GREEN	Contract set up with Notts Healthcare Trust who are recruiting 7.5 Compass Workers to start ASAP
	1.2 To develop ' End of Life Carers Support Service ' providing practical and emotional support for 'end of life' carers	Carers can balance their caring roles and maintain their desired quality of life	March 2015	<ul style="list-style-type: none"> NCC CCGs 	GREEN	Tender has been awarded to Central Notts Clinical Services
	1.3 Carer training: a) To run training courses ('Caring with Confidence') across the county b) To increase awareness of and recruitment to 'Looking After Me' course c) To provide input into Carer Information Support Programme (CrISP) for carers of people with	Carers can balance their caring roles and maintain their desired quality of life	March 2015	<ul style="list-style-type: none"> Carers' Federation Notts CHP NCC CCGs Alzheimer' 	AMBER	Input into CrISP sessions on-going. 'Caring With Confidence' evaluated and on-going. Investigation into other training

	<p>dementia, run by the Alzheimer's Society on a rolling programme</p> <p>d) To support the provision of training for carers of people with Dementia through Radford Care Group</p>			<ul style="list-style-type: none"> s Society Nott'm West & Nott'm North & East CCG 		providers underway.
	<p>1.4 To improve access to NHS Carers' Breaks, i.e. to provide alternatives for the 'cared for' person. This may be through the use of Direct Payments for carers.</p> <p>Improve appropriate promotion of Carers Breaks in order to increase access to more groups - including seldom heard groups.</p>	Carers can balance their caring roles and maintain their desired quality of life	Summer 2014	<ul style="list-style-type: none"> NCC GEM CCGs 	AMBER	SLT approved allocation of Carers' Personal Budgets to access NHS Carer Breaks on 28 May 2014. Plan to change Framework in progress.
	<p>1.5 To implement the Rushcliffe carers and self-care support service:</p> <ul style="list-style-type: none"> - holistic focus on the lives of for mental and physical health and wellbeing, ensuring their practical, social & emotional needs are met - focus on patients, supported to self-care & proactively self-manage conditions, particularly long term, to reduce some dependency on carers. 	<p>GP practices and their teams will be supported to embed the carers agenda into primary care. Practices will have up to date resources.</p> <p>Carers will be signposted to support that is available to them.</p> <p>Carers will be supported to ensure that they stay healthy and prioritise their own physical and mental wellbeing.</p> <p>Carers will be supported to fulfil their own ambitions and potential outside their caring responsibilities.</p>	Summer 2014	<ul style="list-style-type: none"> Rushcliffe CCG 	AMBER	CCG to advise on progress

		Patients will be empowered as much as possible about how to deal with their condition.				
	1.6 To develop BME Carer Support Service	<p>BME Carers will feel that they are respected and valued as equal partners throughout the care process.</p> <p>People from BME communities who use social care and their carers are satisfied with their personal experience of care and support services</p>	March 2015	<ul style="list-style-type: none"> Nott'm West CCG 	AMBER	CCG to advise on progress
	1.7 To develop Memory Clinic support workers and CRISP courses provided by the Alzheimer's Society within Bassetlaw for carers of people with dementia	<p>Earlier diagnosis, intervention and reablement mean that people and their carers are less dependent on intensive services.</p> <p>Carers can balance their caring roles and maintain their desired quality of life.</p>	March 2015	<ul style="list-style-type: none"> Bassetlaw CCG Alzheimer's Society 	AMBER	CCG to advise on progress
	1.8 To scope current services for young carers in Bassetlaw and identify gaps. Put together proposal for development of services.	<p>Carers feel that they are respected as equal partners throughout the care process.</p> <p>People who use social care and their carers are satisfied with their experience of care and support services</p>	March 2015	<ul style="list-style-type: none"> Bassetlaw CCG 	AMBER	CCG to advise on progress
	1.9 To establish a carers' forum meeting the costs of out-of-pocket expenses that will release carers from their caring role to attend	<p>Carers feel that they are respected as equal partners throughout the care process.</p>	March 2015	<ul style="list-style-type: none"> Mansfield / Ashfield CCG 	AMBER	CCG to advise on progress

2. Identify carers	2.1 To increase number of carers identified and assessed through a joint Communications Plan between the CCGs and NCC Work in partnership with the District Council and the local CVS to engage and consult with a range of local groups that support carers. We want to look for quick wins, for areas where local agencies working together can achieve more sustainable change.	Carers feel that they are respected as equal partners throughout the care process. People who use social care and their carers are satisfied with their experience of care and support services	March 2015	<ul style="list-style-type: none"> NCC CCGs 	GREEN	Joint NCC and CCG Communications Plan established and joint budget identified.
	2.2 To identify Carers within GP practices through a carers promotional banner, information packs and carers sign-posting cards within each GP surgery in Rushcliffe and Mansfield and Ashfield	Carers will have greater information about relevant services to access.	July 2014	<ul style="list-style-type: none"> Rushcliffe CCG Mansfield / Ashfield CCG 	AMBER	CCG to advise on progress
	2.3 To work with local schools to raise awareness of help & support for young carers through local 'Young Carers' Campaign at primary & secondary schools.	Young carers will be signposted to support that is available to them.	Autumn 2014	<ul style="list-style-type: none"> Nott'm West CCG 	AMBER	CCG to advise on progress
	2.4 To evaluate the Practice Carers Support Pilot & rollout to the remaining 10 practices.	Carers will have greater information about relevant services to access.	March 2015	<ul style="list-style-type: none"> Nott'm West CCG 	AMBER	CCG to advise on progress
	2.5 To provide Carers' Training for new clinical and non-clinical staff	Carers feel that they are respected as equal partners throughout the care process. People who use social care and their carers are satisfied	March 2015	<ul style="list-style-type: none"> NCC CCGs 	GREEN	Regular sessions are being run for NHS staff

		with their experience of care and support services				
	2.6 To implement the role of Carers Champions within General Practice providing appropriate training, support and materials	Carers feel that they are respected as equal partners throughout the care process	March 2015	<ul style="list-style-type: none"> Mansfield / Ashfield CCG 	GREEN	Rushcliffe have Champions in all Practices
3. Improve information	3.1 To improve information for parent carers	People know what choices are available to them locally, what they are entitled to, and who to contact when they need help	December 2014	<ul style="list-style-type: none"> NCC CCGs 	RED	Work planned with regard to Care Act requirements
	3.2 To establish mechanism to improve communication from carers Support Service, NCC to GP practices and vice versa to help them identify Carers	Carers will have a greater information and experience of care and support from their local care services	March 2015	<ul style="list-style-type: none"> NCC CCGs 	AMBER	Plan established with CCG and Carer Support Service
	3.3 To ensure that carers of people living with dementia have early access to information about services & support To develop: <ul style="list-style-type: none"> Carers Resilience website for carers of dementia simple signposting sheets introductory leaflet on Personal Budgets and Direct payments aimed at people with dementia and carers produced in partnership with the Alzheimer's Society Website developed by carers for carers of people with dementia 	People know what choices are available to them locally, what they are entitled to, and who to contact when they need help	Summer 2014	<ul style="list-style-type: none"> NCC CCG Alzheimer's Society ARC Research & BCCG 	GREEN	Website developed using carers in videos to inform and inspire

	www.dementiacarer.net					
	3.4 To produce leaflets in different formats to reach seldom heard groups; including: Carers Information leaflet translated and printed in other languages, 1 page Carers' signposting card of local services	People know what choices are available to them locally, what they are entitled to and who to contact when they need help	Summer 2014	<ul style="list-style-type: none"> Nott'm West CCG 	AMBER	CCG to advise on progress
	3.5 To work with community pharmacists , to improve information & advice for carers through specially designed aids with promotional material to help the management of medications	People know what choices are available to them locally, what they are entitled to and who to contact when they need help	Autumn 2014	<ul style="list-style-type: none"> Nott'm West CCG 	AMBER	CCG to advise on progress
	3.6 To produce & implement a specifically designed carers' point of information display for GP practice waiting rooms & potentially clinic rooms. To be accompanied by a practice lead (carers champion) - key contact to respond to questions & keep information updated.	People know what choices are available to them locally, what they are entitled to, and who to contact when they need help	November 2014	<ul style="list-style-type: none"> CCG 	AMBER	CCG to advise on progress
	3.7 To pilot dedicated support to tenants for Carers in managing their own health & cared for's health, working with Gedling Homes & Gedling Borough Council. To include dedicated resource in addressing health needs & dedicated support relevant for young carers & dedicated support for older carers.	Earlier diagnosis, intervention and reablement mean that people and their carers are less dependent on intensive services. Carers can balance their caring roles and maintain their desired quality of life	August 2014	<ul style="list-style-type: none"> Nott'm North & East CCG 	AMBER	CCG to advise on progress

	3.8 To produce comprehensive Carers packs for individuals with Dementia available through GP practices & local pharmacies, in different languages	People know what choices are available to them locally, what they are entitled to and who to contact when they need help	June 2014	<ul style="list-style-type: none"> Nott'm North & East CCG 	AMBER	CCG to advise on progress
	3.9 To provide a dedicated page on the NNE web-site, in the NNE app and on the NNE page providing relevant information for carers and sign-posting to local services.	People know what choices are available to them locally, what they are entitled to and who to contact when they need help	July 2014	<ul style="list-style-type: none"> Nott'm North & East CCG 	AMBER	CCG to advise on progress

Abbreviations: CCG = Clinical Commissioning Group NCC = Nottinghamshire County Council

2 July 2014**Agenda Item: 9****REPORT OF THE SERVICE DIRECTOR ACCESS AND PUBLIC
PROTECTION****VULNERABLE ADULTS INTIMATE PERSONAL RELATIONSHIPS POLICY****Purpose of the Report**

1. This report asks Committee to approve the revised staff guidance on sex and sexuality, now called the Vulnerable Adults Intimate Personal Relationships Policy, and associated staff guidance. The policy was supported by the Adult Social Care and Health Committee on 9th June 2014, subject to the name being changed to make it clear that the policy is about relationships between service users and not between staff.

Information and Advice

2. The Adult Social Care, Health and Public Protection Department currently has staff guidance on sex and sexuality, which was approved by Delegated Decision on 16th November 2007.
3. Work to update the guidance was initiated last year by Community Learning Disability Team (CLDT). The purpose of the update was to take account of new legislation and new case law, and to change the emphasis of the guidance from sexuality to intimate personal relationships. This was to ensure that staff are aware that an assessment under the Mental Capacity must be completed by a competent practitioner if doubts are raised by anyone, including family or friends, about a person's ability to make decisions about an intimate personal relationship, including a marriage or civil partnership.
4. The main difference between the new staff guidance and the old is that the sections dealing with consent have been covered in more detail. The old guidance focussed on consent to a sexual relationship. The new guidance covers this, but also includes information on consent for the use of contraception and consent to marry or form a civil partnership. It also gives more detail about the need to provide accessible information to service users before their capacity to consent is established. Details of case law and links to relevant web-sites have also been added to allow staff to keep up to date with changes to case law.
5. The new documents are applicable to all vulnerable adults in all areas of the county. If approved, the staff guidance and policy will be published in the Policy

Library on the Intranet and the policy will be available to the general public on the Internet.

Other Options Considered

6. No other options were considered.

Reason/s for Recommendation/s

7. The policy and staff guidance are important in ensuring that staff act within the law and that vulnerable adults are protected.

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 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.

Safeguarding of Children and Vulnerable Adults Implications

9. The law relating intimate personal relationships involving vulnerable adults is complex. It is essential that a test for capacity is undertaken in all situations where there are doubts about a vulnerable adult's ability to consent to sexual activity, marriage or civil partnership. The revised policy and staff guidance gives protection to vulnerable adults, and to County Council staff in carrying out their duties.

RECOMMENDATION/S

10. The Policy Committee are asked to:
 - 1) Approve the Vulnerable Adults Intimate Personal Relationships Policy and associated staff guidance, taking account of the change recommended by the Adult Social Care and Health Committee on the 9th June 2014.
 - 2) Approve the new policy for publication in the Policy Library on the public web-site.

Paul McKay
Service Director Access and Public Protection

**For any enquiries about this report please contact Sarah Hampton,
Commissioning Officer, Adult Social Care, Health and Public Protection
0115 9774969**

Constitutional Comments (LM 10/06/14)

11. The Policy Committee has delegated authority within the Constitution to approve the recommendations in the report.

Financial Comments (KAS 20/05/14)

12. There are no financial implications contained within 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.

- Vulnerable Adults Intimate Personal Relationships Policy – final draft
- Vulnerable Adults Intimate Personal Relationships Staff Guidance – final draft

Electoral Division(s) and Member(s) Affected

All



Policy Library Pro Forma

This information will be used to add a policy, procedure, guidance or strategy to the Policy Library.

Title: Vulnerable Adults Intimate Personal Relationships Policy

Aim / Summary: To set out the County Council's policy in relation to intimate relationships involving vulnerable adults, including marriage and civil partnerships.

Document type (please choose one)

Policy	<input checked="" type="checkbox"/>	Guidance	<input type="checkbox"/>
Strategy	<input type="checkbox"/>	Procedure	<input type="checkbox"/>

Approved by:

Version number: 1

Date approved:

Proposed review date:

Subject Areas (choose all relevant)

About the Council	<input type="checkbox"/>	Older people	<input checked="" type="checkbox"/>
Births, Deaths, Marriages	<input type="checkbox"/>	Parking	<input type="checkbox"/>
Business	<input type="checkbox"/>	Recycling and Waste	<input type="checkbox"/>
Children and Families	<input type="checkbox"/>	Roads	<input type="checkbox"/>
Countryside & Environment	<input type="checkbox"/>	Schools	<input type="checkbox"/>
History and Heritage	<input type="checkbox"/>	Social Care	<input checked="" type="checkbox"/>
Jobs	<input type="checkbox"/>	Staff	<input type="checkbox"/>
Leisure	<input type="checkbox"/>	Travel and Transport	<input type="checkbox"/>
libraries	<input type="checkbox"/>		<input type="checkbox"/>

Author:

Responsible team:

Contact number:

Contact email:

Please include any supporting documents

1. Vulnerable Adults Intimate Personal Relationships – staff guidance

2.

3.

Review date

Amendments



Vulnerable Adults Intimate Personal Relationships Policy

Context

The Council recognises that most adults who use social care services have the same sexual needs and rights as other people, irrespective of their age or disability; most will have had intimate personal relationships and raised children.

However, some people will not have, or will have lost, the capacity to give consent to the development or maintenance of an intimate personal relationship. The Council is committed to ensuring that vulnerable people in this situation are protected and that council staff act within the law.

The law relating to this area includes:

[The Marriage Act 1949](#) sets out four lawful impediments to marriage, these are:

1. The person must not be aged under 16 years
2. There must not be a pre-existing marriage or civil partnership that has not been legally dissolved
3. The two people must not be of the same sex
4. The two people must not have a prohibited relationship to one another, for example, they must not be mother and son.

The threshold for the legal capacity to marry is low and registrars/ ministers are not expected to undertake or refer people for a mental capacity assessment if they are concerned about the person's ability to consent to the marriage.

[The Human Rights Act 1998](#) applies equally to all UK citizens. Article 12 deals with the right to marry and have a family.

[The Sexual Offences Act 2003](#) forbids sexual activity between care workers and people with "mental disorders" whether they appear to give consent or not and whether they have the legal capacity to consent or not. A partial defence in this situation might be that the care worker and the person with a mental disorder are married, in a civil partnership or have a pre existing sexual relationship. However, if the person lacks capacity to give consent the sexual activity is illegal and in all situations staff must abide by the **[Council's code of conduct](#)**.

Under the Act care workers can be charged with the following specific offences:

(a) "...sexual activity with a person with a mental disorder. This covers all intercourse, other penetration or sexual touching of someone with a mental disorder. It includes sexual touching of any part of their body, clothed or unclothed, either with the body or with an object."

(b) "...causing or inciting sexual activity. This covers causing or persuading someone with a mental disorder to engage in any sexual activity, including sexual acts with someone else, or making them strip or masturbate. This offence applies where someone has incited a person with a mental disorder to engage in sex, even if the intended sexual activity does not take place."

(c) "...causing a person with a mental disorder to watch a sexual act This makes it an offence to intentionally cause a person with a mental disorder to watch someone else taking part in sexual activity — including looking at images such as videos, photos, or webcams — for the purpose of the worker's own sexual gratification. It is not intended that this should prevent care workers from providing legitimate sex education. For instance, a care worker showing a person with a mental disorder a video of a sexual act as part of an approved support plan would not be liable for this offence.

Sexual relationships with people other than care workers are also covered by the Act. If the person has incapacity related to mental disorder or to use the language of the Act, is "unable to refuse" due to lack of capacity or being unable to communicate, then sexual activity is illegal.

[The Civil Partnership Act 2004](#) enables same-sex couples to obtain legal recognition of their relationship. Couples who form a civil partnership have the legal status of 'civil partner'.

[The Mental Capacity Act 2005](#) provides a legal structure for assessing people who may lack capacity to make a particular decision. It also sets out how to act in the person's best interests if they are assessed as lacking capacity. However, section 27 of the Act specifically excludes making decisions for someone lacking capacity in relation to consent to sexual relations and consent to marriage or civil partnership. This means that no one is permitted to consent to sexual activity on behalf of a person lacking capacity.

[The Marriage \(Same Sex Couples Act\) 2013](#) makes provision for the marriage of same sex couples in England and Wales and about gender change by married persons and civil partners. It became law on the 17th July 2013.

Scope of this policy

This policy covers vulnerable people aged 16 years and over, who are in receipt of social care support, and who may or may not have the capacity to give consent to an intimate personal relationship. It covers sexual relationships, sexual activity, marriage, civil partnership and co-habitation. It does not deal with friendships and other kinds of personal relationships.

Principles and Commitments

- Social care staff will apply the 5 statutory principles, set out in [Section 1 of the Mental Capacity Act 2005](#), in relation to the intimate personal relationships of people that they work with.
- Social care staff will work to the standards of conduct, performance and ethics as part of their registration with the Health and Care Professions Council, www.hpc-uk.org
- Council staff will respect the sexual orientation of service users and will not impose their own views in relation to sex and personal relationships on the people who use its services.
- The Council will ensure that sexual expression takes place within the law and does not devalue, stigmatise or exploit individuals. Some people prefer not to be sexually active or to consider sexual issues and this will be respected.
- In situations where a couple have had an established sexual relationship in the past but one of them has lost the capacity to give consent to its continuation, the Council will ensure that its staff understand that sex in this situation is illegal.
- Council staff will adopt a proactive approach by making referrals to appropriate professionals for advice and support about sex and intimate relationships, rather than adopting a 'reactive' approach where action is only triggered as a result of a 'problem'.
- A support plan will be developed where a person needs information and/or advice about sexual health needs, including the development of knowledge and skills in making intimate personal relationships. This is to protect staff under the Sexual Offences Act 2003. The design of the support plan may include advice from an appropriate professional.
- Council staff will not get involved in making direct arrangements with a sex worker or agency, even if the service user's disability makes it difficult for him or her to make the arrangements, because of the law relating to procurement for prostitution.
- Council staff will not allow illegal pornographic material to be accessed on its premises. Material of this kind will be removed and the police will be informed.
- If doubts are raised about a person's ability to make decisions about an intimate personal relationship by anyone concerned with their care, including family and friends, a Mental Capacity Act – 2 Stage Test for Capacity or an assessment report will be completed by a competent practitioner as a way of recording evidence and making a decision regarding the person's capacity to make the decision in question. The practitioner may be a social care worker or, for example, a psychologist working for an NHS trust.
- The Council is committed to ensuring that people have access to independent advocacy services so that they are assisted, where necessary, to get their voices heard.

Key actions to meet the commitments set out in the policy

- The Council will maintain up to date guidance for staff in relation to intimate personal relationships, which takes account of changes to legislation, including case law.
- The Council will provide training for staff in relation to the law relating to intimate personal relationships for vulnerable people.
- The Council will ensure that staff working in social care and registration services understand each others roles and responsibilities in relation to marriages and civil partnerships involving vulnerable people.

DRAFT



Nottinghamshire County Council

Policy Library Pro Forma

This information will be used to add a policy, procedure, guidance or strategy to the Policy Library.

Title: Vulnerable Adults Intimate Personal Relationships – staff guidance

Aim / Summary: To give guidance to staff in relation to intimate relationships involving vulnerable adults, including marriage and civil partnerships.

Document type (please choose one)

Policy		Guidance	✓
Strategy		Procedure	

Approved by:

Version number: 4

Date approved:

Proposed review date:

Subject Areas (choose all relevant)

About the Council		Older people	✓
Births, Deaths, Marriages		Parking	
Business		Recycling and Waste	
Children and Families		Roads	
Countryside & Environment		Schools	
History and Heritage		Social Care	✓
Jobs		Staff	
Leisure		Travel and Transport	
libraries			

Author:

Responsible team:

Contact number:

Contact email:

Please include any supporting documents

1. Vulnerable Adults Intimate Personal Relationships Policy

Review date	Amendments
2.7.2014	Updated to take account of new case law.
3.9.2013	Set out in corporate template. Links checked.
19.10.2011	Department title updated, links checked and formatted.



Vulnerable Adults Intimate Personal Relationships – staff guidance

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1 Policy on intimate personal relationships between vulnerable adults

This staff guidance must be read alongside the Council's policy, Vulnerable Adults Intimate Personal Relationships. The guidance is to assist staff in responding to situations where:

- The person they are supporting may not have the capacity to consent to an intimate personal relationship
- They are asked for advice and information by a person who does have the capacity to consent.

1.1 Expectations of staff

In relation to intimate sexual relationships, staff are expected to:

- Act within the law

- Remember that, in terms of sexual relationships, capacity is dependent upon the person's understanding of the sexual act, not on the nature of the person they choose to have sex with. See section 2 for more information.
- Abide by the expectations of personal behaviour set out in the Personnel Handbook – [D35: Code of Conduct](#).
- Work to the standards of conduct, performance and ethics as part of their registration with the Health and Care Professions Council. See www.hpc-uk.org

1.2 Guiding principles

Implicit throughout this guidance are three guiding principles:

- In any situation, staff must make the best judgement possible, based on the information available and legal advice, where necessary.
- Staff should consult with a line manager as a matter of course when dealing with particularly sensitive situations.
- All decisions must be formally recorded

1.3 Service Provision

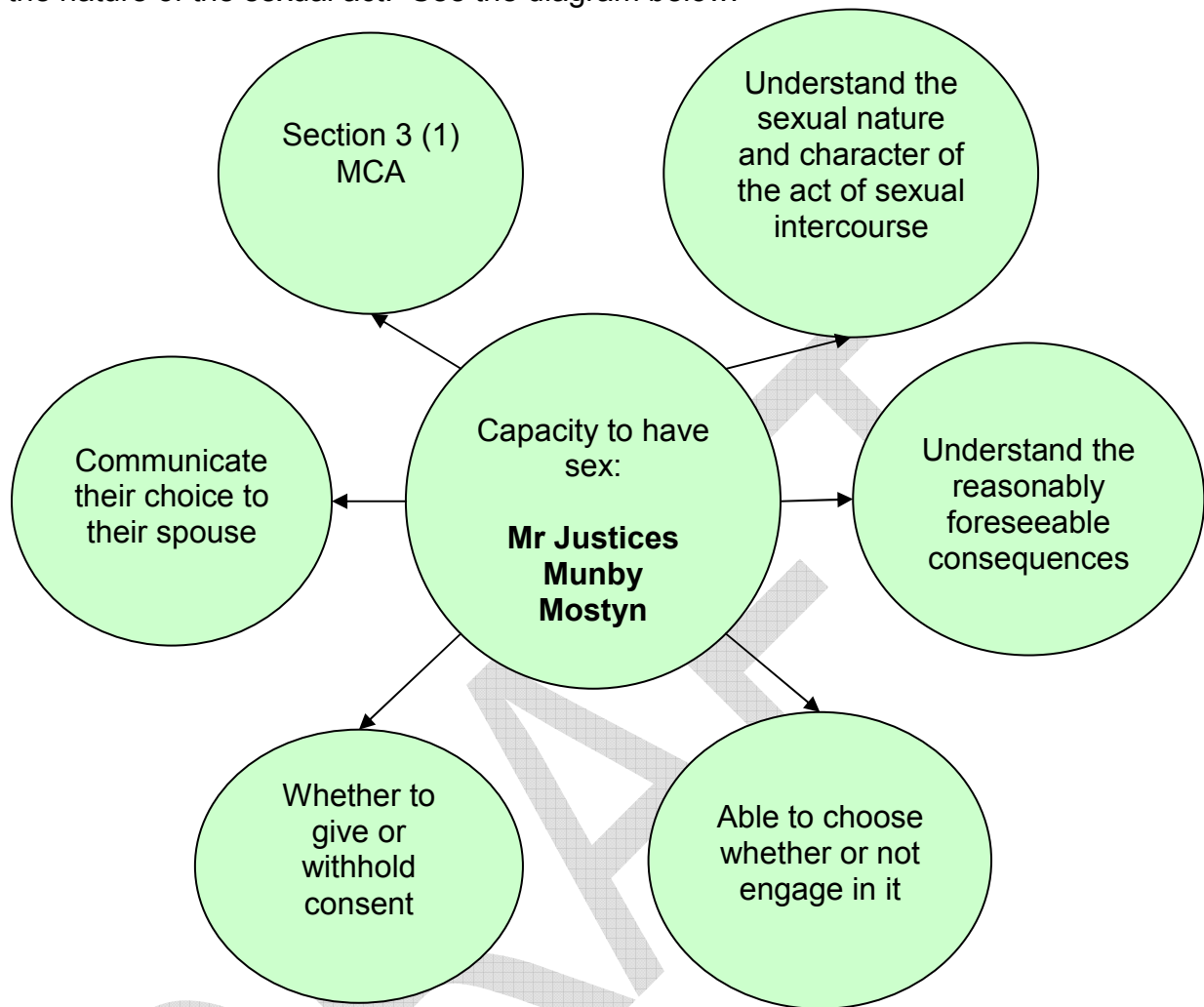
The key points to observe at all times when considering issues to do with the sexual or intimate needs of other people are: DIGNITY, SENSITIVITY, CHOICE AND RESPECT. The following points must be taken into account in this area of work:

- **Shared rooms** - if two people (whether of the opposite or same sex) living in a care home are having an sexual relationship and they have the capacity to make that decision, staff should make sure that they have access to each other's room for private time together if necessary. Requests for shared rooms should be met wherever possible.
- **Privacy** should be respected and members of staff and others should not enter a service user's room without knocking. This is of particular importance in residential settings.
- **Intimate personal care** tasks should be dealt with sensitively. Intimate personal care may inadvertently give rise to sexual stimulation, which may cause problems for the staff member and/or the service user. A risk assessment must be completed in this situation and a decision should be made about how to manage the situation. Staff must be familiar with the [staff guidance on the provision of intimate personal care](#).

2 Capacity to consent to sexual relations

If doubts are raised about a person's capacity to make a decision about sexual relations, staff must ensure that either the Mental Capacity Act – Two Stage Test of Capacity episode in Framework is completed or a report is requested from, for example, a NHS psychologist, as a way of recording evidence and making a decision regarding the person's capacity to make the decision in question. Staff should refer to the [Multi-Agency Joint Policy and Procedure on the Mental Capacity Act 2005](#) in this situation.

Capacity to consent to sexual relations is based on whether the person understands the nature of the sexual act. See the diagram below:



For details of the case law see: [Local Authority x v MM and KM \(2007\) EWHC 2003 \(Fam\)](#)

Someone who lacks the capacity to consent to sexual relations will, for that very reason, lack the capacity to marry. However, the opposite is not necessarily true; someone may have the capacity to consent to sexual relations, whilst lacking the capacity to marry.

If a woman who lacks the capacity to give consent to sexual activity becomes pregnant a criminal offence will have taken place and must be investigated. When these situations arise they clearly need to be dealt with sensitively. A referral to the [MASH Team](#) MUST be made.

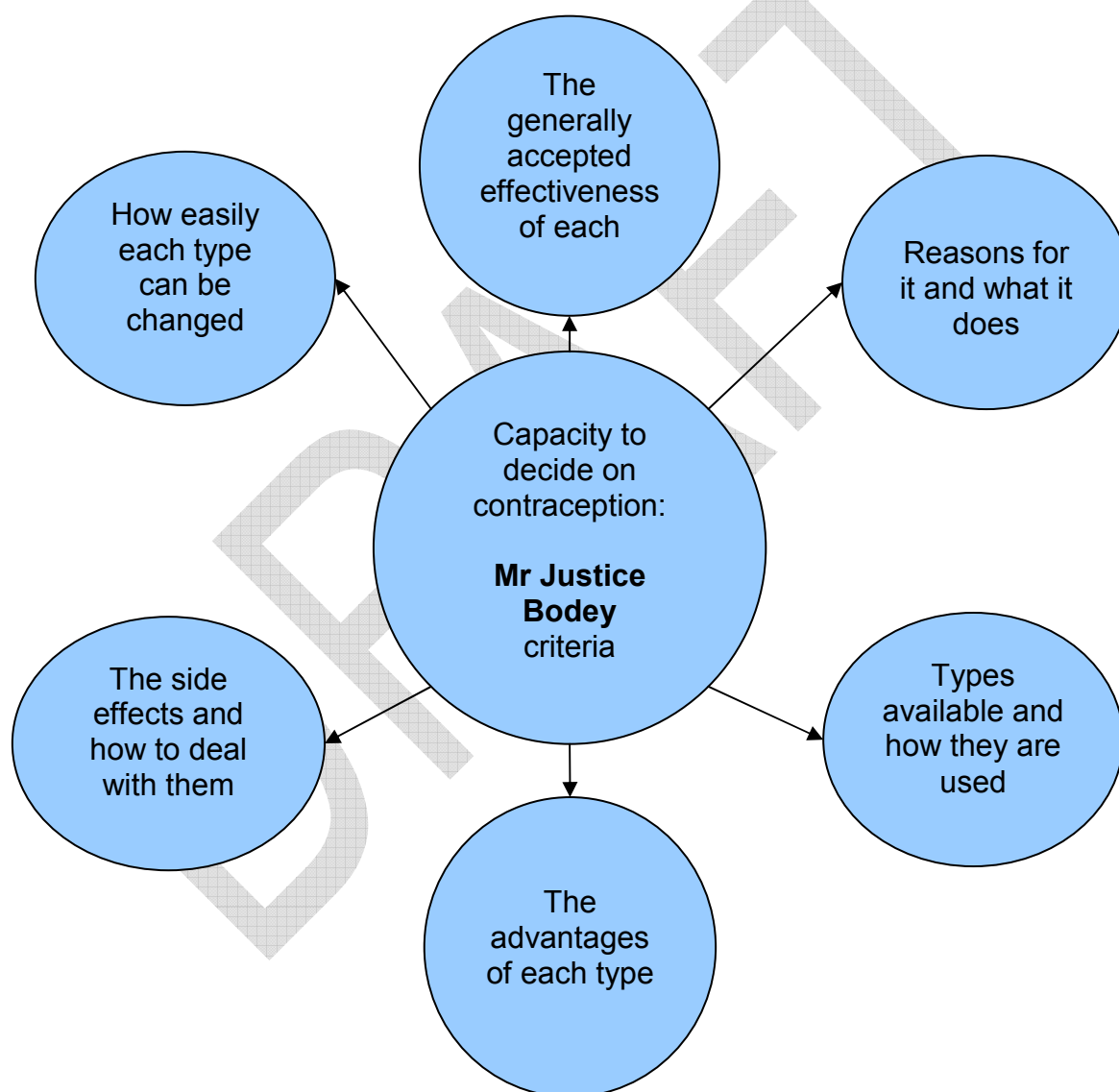
2.1 Loss of capacity to give consent to sex in an established relationship

Sex is illegal in situations where a couple have had an established sexual relationship in the past but one of them has lost the capacity to give consent to its continuation, Staff may come across this situation where the partner lacking capacity

has been admitted to a care home and sexual activity takes place when their partner visits. Staff should follow the [safeguarding adults' guidance](#) if they think an offence is being committed.

2.2 Contraception

A test for capacity should be applied if there are any doubts about a person's ability to make a decision to use contraception. This test is the responsibility of the relevant healthcare professional, i.e the prescriber. The diagram below is reproduced to clarify understanding of the issue. Where a person does have capacity to make a decision they should be given information about contraception, where appropriate. Staff may also be involved in helping an individual to get prescribed contraceptive services by referral to a GP or family planning clinic.



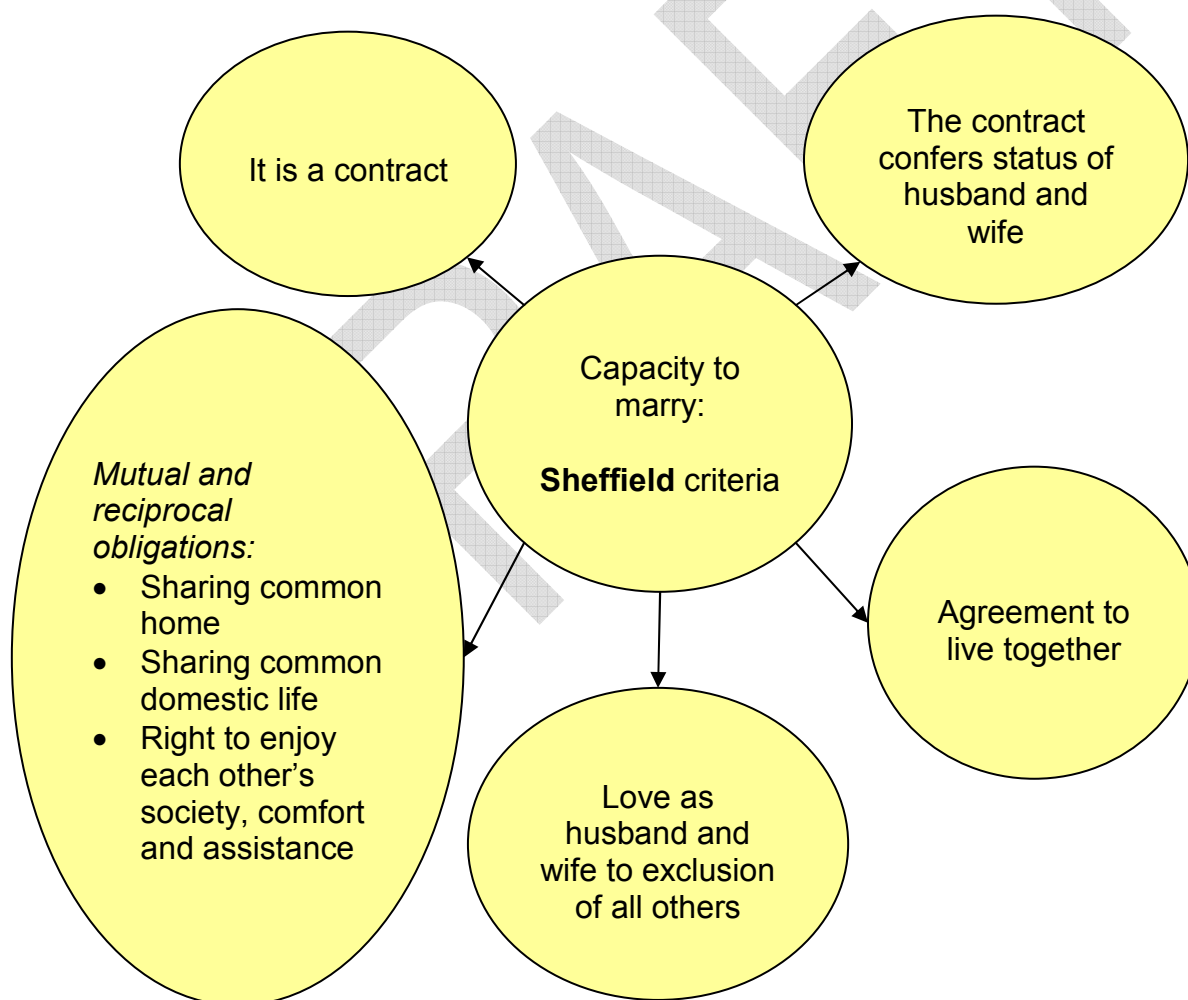
For details of the case law see: [A Local Authority v Mrs A and Mr A \(2010\) EWHC 1549 \(Fam\)](#)

3 Capacity to marry or form a civil partnership

If doubts are raised about a person's capacity to make a decision to marry or form a civil partnership, staff must ensure that either the Mental Capacity Act – Two Stage Test for Capacity episode in Framework is completed or a report is requested from, for example, a NHS psychologist, as a way of recording evidence and making a decision regarding the person's capacity to make the decision in question. Staff should refer to the [Multi-Agency Joint Policy and Procedure on the Mental Capacity Act 2005](#) in this situation. This **must** be done before **any** arrangements are made.

Advice may also be sought from legal services and, for marriages and civil partnerships, from the [Registration Service](#), where necessary.

Capacity to marry is based on whether a person can understand the nature of the marriage or civil partnership contract and whether they are mentally capable of understanding the duties and responsibilities that normally attach to a marriage or civil partnership. See the diagram below:



For details of the case law see:
[Sheffield City Council V E and S \(2004\) EWHC 2808 \(Fam\)](#)

Anyone wishing to marry must satisfy the Registration Service and the registrar who conducts the ceremony, or the presiding minister, that they understand the nature of the marriage vows.

3.1 Co-habitation

If a couple have the capacity to make a decision about having a sexual relationship and getting married, they can also decide to co-habit.

Where a couple both lack capacity to marry, a best interests decision can be made regarding co-habitation. However, if one or both lack the capacity to engage in sexual relations, the couple would need to be supervised to ensure that no sexual contact takes place.

3.2 Forced marriage

If staff are concerned that a service user is being forced to get married or is not able to give consent to a proposed marriage they must follow the [forced marriage guidance on the Gov.UK website](#).

4 Pregnancy and parenthood

Some disabled people who become parents, or wish to consider doing so, may need support to deal with a range of issues. They may need to explore the implications and responsibilities of parenthood, to understand the law in relation to “children in need”, to consider the level of support available to them and they may request access to genetic counselling. Staff should refer to the [staff guidance on supporting disabled parents](#) in this situation. Co-operative working between adults’ and children’s services must be established as early as possible in a pregnancy if there are concerns about capacity and child safety.

4.1 Sterilisation or termination of pregnancy

Where a person lacks the capacity to make a decision about sterilisation or to the termination of a pregnancy, case law directs that the matter should be referred to the Court of Protection by the medical practitioner proposing to carry out the operation. Other than the Court of Protection, no-one may sign a consent form on behalf of a woman for a termination or any other operation. Staff must inform the group manager about situations of this kind.

5 Information

5.1 Information for service users

Principle two of the Mental Capacity Act 2005 states that,

A person is not treated as unable to make a decision unless all practicable steps to help him to do so have been taken without success.

The [Mental Capacity Act 2005 Code of Practice](#) explains what this means. It states that,

...the kind of support people might need to help them make a decision varies. It depends on personal circumstances, the kind of decision that has to be made and the time available to make the decision. It might include:

- *using a different form of communication (for example, non-verbal communication)*
- *providing information in a more accessible form (for example, photographs, drawings, or tapes) treating a medical condition which may be affecting the person's capacity*
- *having a structured programme to improve a person's capacity to make particular decisions (for example, helping a person with learning disabilities to learn new skills)." (paragraph 2.7)*

This means that information must be provided to a person when assessing their capacity to make a decision. In all other situations specialist resources are available from the NHS, including on [NHS Choices](#).

5.2 Information for staff

Staff must:

- Have an awareness of the current law relating to sexual relationships.
- Be aware of the [staff guidance on the provision of intimate personal care](#).
- Take up training opportunities and enter into discussions in supervision in order to explore attitudes and raise awareness of issues relating to sexuality.

If a staff member feels unable to support or offer an impartial view to service users with regard to sexual matters, they should discuss this with their line manager.

The following links may be useful for keeping up to date with case law in this area:

- **Browne Jackson Solicitors** – their website provides up to date information, including regular health and public sector legal updates, webinars and bulletins – www.bjlegaltraining.com
- **Bailii** – this website has a special page dedicated to Court of Protection case law – www.bailii.org
- **Mental Health Law online** – this webpage has links to mental capacity and mental health case law – www.mentalhealthlaw.co.uk
- **39 Essex Street** – this website provides useful summaries and discussion of Court of Protection case law and publishes a regular newsletter – www.39essex.com

6 Guidance on specific areas

6.1 Masturbation

Individuals who are unaware of their surroundings because of their sensory impairments, or who are unaware of standard social 'norms', might not easily identify an appropriate place to masturbate as defined by others. Staff, in helping clients locate appropriate venues, should adopt a manner that conveys 'it's OK to engage in this behaviour — but not here'.

Staff can teach an individual to masturbate using diagrams and descriptions with no physical contact, as long it is part of that person's agreed care plan. Touching a man's or woman's genitals could be interpreted as sexual touching which is covered under offences in the [Sexual Offences Act 2003](#). Staff must not get involved in contact of this kind.

If individuals are expressing difficulties beyond the scope of discussion, referral for specialist help should be considered.

Staff should be sensitive to the fact that a person may indicate that he/she wants their incontinence wear removed for short period so that he/she can masturbate. A risk assessment should be done in this situation and the person should then be left alone for a specified length of time, if safe to do so.

6.2 Pornography

Individuals might request the use of pornographic material for the purposes of sexual arousal or entertainment - it is part of sexual activity for some adults. It might be used to aid the development of sexual awareness or for sexual stimulation. While staff should not encourage the use of these materials, neither should they deny access to legal pornography to an individual who has the capacity to make a choice. In situations where the person does not have the capacity to consent but needs to be shown particular types of material for educational purposes, this should be recorded in an approved support plan.

Access to materials that are believed to be illegal, for example, sexual images of children, must be stopped. Staff must inform their line manager who will report the matter to the police. If the material is on County Council premises it must be taken away from the service user.

Legal pornography includes any materials that may be legally sold by a newsagent or (UK) licensed sex shop. It may include some videos certificated by BBFC (British Board of Film Censors).

It is appropriate for staff members to stress that pornographic material should not be displayed whilst they are with the service user and that it should be used in private. In residential and independent living settings service users may depend on staff support and staff may be asked to buy pornographic material. Staff must not buy or help people to get access to illegal material, but they may buy legal material if agreed with their line manager and if they are willing to do it. The decision must be recorded.

6.3 Hiring the services of a sex worker (prostitute)

People may choose to seek the services of a sex worker. However, staff must not get involved in making direct arrangements with a sex worker or agency, even if the

service user's disability makes it difficult for him or her to do it, because of the law relating to procurement for prostitution.

6.4 Inappropriate Sexual Behaviour

Sexual behaviour may be inappropriate for a number of reasons. Individuals may not understand what is regarded as appropriate behaviour. This should normally be addressed through an agreed educational programme, identified as a priority need as part of a support plan.

Occasionally in day or residential services, people may display inappropriate sexual behaviour, such as inappropriate touching or masturbating. If this behaviour affects other service users and staff, one or more of the following steps should be taken:

- Explain to the person that the behaviour is inappropriate and make sure they understand why.
- Check the individual's knowledge and understanding of the law on sexual behaviour and sexual harassment.
- Assess the capacity of the person to understand how their behaviour affects others, if necessary. Understanding may be limited by dementia or other conditions.

Where public displays of sexually inappropriate behaviour continue, or the behaviour exploits, or is oppressive to others, specialist help may be needed from, for example, a psychologist or other therapist. If the behaviour might constitute a criminal offence, for example, assault, indecent exposure or an expressed sexual interest in children, staff must inform their line manager who will report the matter to the police or to the Multi-Agency Safeguarding Hub (MASH). The [safeguarding adults guidance](#) must be followed if the behaviour adversely affects another vulnerable service user.

REPORT OF THE LEADER OF THE COUNTY COUNCIL**TRANSFORMATION TEAM PROGRESS UPDATE****Purpose of the Report**

1. The purpose of this report is to provide Policy Committee with a progress update on the Council's Transformation Programme.

Information and Advice**Background**

2. In February 2014 approval was granted by County Council to 122 Outline Business Cases (OBCs) that are set to deliver £83m of savings in the three years to 2016/17 as part of the Annual Budget and Medium Term Financial Strategy (MTFS).
3. These OBCs have been reviewed by the Transformation Team and, in conjunction with Departments, have been categorised as being either high; medium or low governance. The categorisation depends on factors such as value (in savings / costs); complexity; and risk, with high governance projects typically having a higher score on most if not all of those factors. The categorisation of projects in this way provides a mechanism to enable focus where it is needed most, both in terms of project management and other resources and in terms of overall assurance and visibility of delivery.
4. 21 OBCs with a combined value of £43.7m were categorised high governance and these, together with the existing high governance projects, comprise the Transformation Programme as at the start of 2014/15. Departments will be supported in the delivery of these high governance projects by the Transformation Team which comprises experienced and skilled programme and project management staff, along with specialists such as a programme planner and commercial analyst.
5. Departments will generally be delivering low and medium governance projects without the support of the Transformation Team as these do not have the complexity, value or risk that warrants dedicated project management support, although advice and guidance is provided by the Team where requested.

6. A list of the current high governance programmes and projects that comprise the Transformation Programme is attached at Appendix A.

Programme Assurance

7. It is well recognised that properly setting-up projects at the outset significantly increases a project's chance of being successfully delivered. To this end, the Transformation Team has supported service-based staff to design, develop and document their high governance projects including defining scope, objectives, success criteria and undertaking initial project planning and risk identification.
8. In line with robust project management practice, all high governance projects are required to report progress in delivery on a monthly basis. In this way, there can be early warning of any issues arising so that these can be addressed and support provided where necessary. In preparation of the commencement of monthly reporting, during March 2014, all of the new projects forming part of the Transformation Programme were assessed for their readiness to deliver the expected savings. This exercise resulted in some of issues being identified which will require action over the coming months and will be monitored on an on-going basis.
9. In future, the outcome of the monthly highlight reporting process will be fed into the Financial Monitoring Report to Finance and Property Committee.

Update on Programme Delivery

10. The following provides an overview of progress made in some key areas over the past three months.

Adult Social Care & Health

11. One of the fifteen high governance projects within ASCH&PP, the delivery of the assessment and care management project, is one area where the Department is supported by the Transformation Team.
12. Following a Lean+ review of the assessment and care management business processes, for both older and younger adults, three main areas of change were identified:
 - (i) Increasing the % of contacts resolved at Customer Service Centre / Adult Access Service, through increased commissioning and empowering advisors to resolve low level enquiries, thereby reducing the number of assessment requests received within district social work teams
 - (ii) Reducing the time taken on average per worker to undertake assessment and care management tasks across the end-to-end process, through various initiatives such as mobilisation (i.e. equipping staff with mobile technology such as tablets to enable them to undertake work off-site and when engaging with customers).

- (iii) Reducing process inefficiencies within Framework-i (the Department's social care case management system) through making best use of information gained upon initial contact with customers.

13. The savings associated with this project relate to a reduction in the number of posts required to deliver the service. The project has been set up to deliver the changes to ensure that the remaining staff have are given the capacity to meet their increased workload.
14. As part of the project, 45 staff are currently working with tablet devices that have the facility for workers to access service user case notes, held on the Framework-i system, whilst out in the field and for updates made by staff to be automatically updated back to Framework-I without the staff member having to return to an office setting.
15. The same capacity is being developed for the assessment form and it is expected that this will provide significant time savings for staff and remove some of the key frustrations for staff that were identified as part of the Lean+ review.

Children's, Families and Cultural Services

16. One of the key projects within the Children's Social Care Programme is a review of the Children's Disability Service (CDS).
17. Nottinghamshire spends significantly more than its statistical neighbours on children with disabilities. This is primarily due to a high reliance on residential care including overnight short breaks. This project will undertake a comprehensive review of the current Children's Disability Service to meet the 30% savings target that has been set over a 4 year period. Four main workstreams have been identified which include a review of social work, residential care homes, occupational therapy and support for children at home.
18. This project is in its early stages of development and a significant amount of consultation will be necessary. The shift towards reducing reliance on residential care by creating a range of alternative types of locally based support will require in depth consultation with parents, carers and a range of other key stakeholders.
19. Key achievements to date include
- A Current Position Statement has been produced showing how the service currently operates; as well as benchmarking and best practice. This provides a strong basis for moving forward to transform services to embrace the personalisation agenda
 - Transformation Team and service staff were successful in securing £100,000 via a Delivering Differently bid from the Cabinet Office to support consultation and development of a range of alternative approaches to the delivery of CDS services across Nottinghamshire.

Ways of Working

20. The Ways of Working (WoW) Programme is continuing to progress well and refurbishment works at Trent Bridge House were completed at the end of 2013. The refurbishment, building reconfiguration and move to flexible working arrangements has facilitated an initial occupancy increase of 54% (from 518 in 2011 to 802 based on an average desk to person ratio of 7:10).
21. Refurbishment works are continuing at County Hall in H Block with two floors completed to date. Significant planning has been undertaken for the next phase of work comprising the Council Chamber and Assembly Hall.
22. Council employees being re-located and making the change to flexible working practices are reporting satisfaction levels of over 70%. This is borne out by positive feedback received by the Transformation Team who have been supporting employees making the transition to a new way of working and a new type of working environment; ensuring that business requirements are met for their particular service area and support/training to understand and use the new technology provided.
23. Surveys are underway to assess the configuration of teams occupying the Annex at Meadow House. This information will supplement data already collected about how the main building is utilised and will inform scoping of works emerging as a result of the New Ways of Working Programme within 'Redefining Your Council'.
24. Work across the County to surrender or dispose of property as a result of the Ways of Working programme has resulted in £2.1million worth of cashable benefits made so far, made up of reduced running costs and property sales. Projected figures for the full ten years are £15.9m revenue savings and £2.9m capital receipts.

Redefining Your Council

25. In May 2014, Policy Committee agreed to the commencement of a consultation period on Redefining Your Council. Redefining Your Council provides a strategic framework for the wholesale transformation of the Council in response to the numerous drivers for change including rising demand for services; changing policy and regulation; reduced resources and a revolution in new technologies.
26. The three main elements to managing the transformation set out in the document are:
 - Targeted Reviews – comprising a combination of reviews of high and / or above average cost services and reviews of non-core services.
 - Portfolio, Programme, Project Approach – comprising a review of those areas of the Council encompassed in the defined Portfolios, Programmes and Projects, not covered by the targeted reviews
 - Annual review and evaluation – comprising an annual review of all services using the Strategic Management Framework (SMF) as a reviewing tool, beyond the initial reviews.

27. The Transformation Team has supported the development of a process to enable the early implementation of the change and transformation envisaged in Redefining Your Council.

28. The programmes and projects within the existing Transformation Programme will need to be integrated within the four Portfolios of work set-out in Redefining Your Council and governed accordingly. This will ensure that all significant transformation and change activity is developed and delivered within a strategic context with an overview, at organisational level, of outcomes, resource requirements, risk, issues and interdependencies.

Other Options Considered

29. Not applicable

Reason/s for Recommendation/s

30. Not applicable

Statutory and Policy Implications

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

RECOMMENDATION/S

1) That Policy Committee notes the content of the report

Councillor Alan Rhodes
Leader of the County Council

For any enquiries about this report please contact:

Caroline Agnew, Programme Manager, Transformation Team (0115 9773760)

Constitutional Comments (SLB 12/06/2014)

32. The report is for noting only.

Financial Comments (SEM 13/06/14)

33. 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 County Council	February 2014
Reports to Policy Committee	June and October 2012, April and July 2013 and January 2014

Electoral Division(s) and Member(s) Affected

All

High Governance Programmes and Projects within the Transformation Programme

Title	OBC Reference
Redesign of Assessment and Care Management Functions (older adults)	B01
Redesign of Assessment and Care Management Functions (younger adults)	B07
Living at Home Phase II	A01
Reduction in supplier costs - older persons' care homes	B04
Reduction in supplier costs - Younger Adults	B05
Reducing Community Care spend - Older Adults	C01
Reducing the average community care personal budget - Younger Adults	C02
Reduction in long-term care placements	C03
Reduction in cost of transport services	C04
Day Services	C07
Supporting People	C12
Targeting Reablement Support	C13
Residential Short Breaks Services	C06
Early Years and Early Intervention	B12
Libraries, Archives, Information and Learning	B13
Provider Services (looked after children)	B16
Children's Disability Service	C16
Local Bus Service Review	B17
Reduce Street Lighting Energy Costs	A41
Business support services review	A07 & A15
Traded Services – Alternative Service Delivery Models Options Review	N/A
Redesign of Home Based Services	N/A
Ways of Working	N/A
Digital First	N/A
MASH LEAN Review	N/A
Strategic Management Framework	N/A
One Space	N/A

Broadband	N/A
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OBC details can be found at <http://www.nottinghamshire.gov.uk/living/jobs/workingforthecouncil/staff/?entryid7=356209>

**REPORT OF CORPORATE DIRECTOR, POLICY, PLANNING AND
CORPORATE SERVICES****WORK PROGRAMME****Purpose of the Report**

1. To review the Committee's work programme for 2014/15.

Information and Advice

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

Other Options Considered

6. None.

Reason/s for Recommendation/s

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

Statutory and Policy Implications

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

RECOMMENDATION/S

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

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

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

Constitutional Comments (SLB 30/04/2012)

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

Financial Comments (PS 2/5/12)

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

Background Papers

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

None

Electoral Division(s) and Member(s) Affected

All

POLICY COMMITTEE - WORK PROGRAMME

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>For Decision or Information</u>	<u>Lead Officer</u>	<u>Report Author</u>
10 September 2014				
Review of Emailme – the Council's Email Marketing System		Information	Martin Done	Martin Done
Improvement Programme – Annual Report 2013/14	Annual report of achievements for 2013-14.	Information	Jayne Francis-Ward	Caroline Agnew
Performance against priorities	Overview of baseline position for performance measures for Council's first annual delivery plan and initiation of actions to deliver strategic plan priority outcomes.	Information	Celia Morris	Matthew Garrard
Complaints principles	Policy establishing the principles by which the Council handles complaints.	Decision	Celia Morris	Jo Kirkby
Economic development activity	Overview of D2N2 Local Enterprise Partnership, Joint Economic Prosperity Committee etc	Information	Celia Morris	
8 October 2014				
FOI, Data protection and complaints	Annual report and review of freedom of information and data protection performance and processes and a summary of complaints made to the County Council and the Local Government Ombudsman.	Information	Celia Morris	Jo Kirkby
12 November 2014				
Improvement Programme – Performance	Quarterly report on the progress of the Council's Improvement Programme.	Information	Jayne Francis-Ward	Caroline Agnew
Performance against priorities	Summary of actions undertaken during the first six month	Information	Celia Morris	Matthew

	of 2014-15 to deliver strategic plan priority outcomes and initial indications of impact.			Garrard
10 December 2014				
Economic Development Strategy	Progress Report	Information	Jayne Francis-Ward	Celia Morris
Digital Strategy	Progress Report	Information	Jayne Francis-Ward	Martin Done
7 January 2014				
11 February 2015				
Improvement Programme – Performance	Quarterly report on the progress of the Council's Improvement Programme.	Information	Jayne Francis-Ward	
Performance against priorities	Progress update of actions underway to deliver strategic plan priority outcomes, potential risks and indications of impact.	Information	Celia Morris	Matthew Garrard
Annual Delivery Plan 2015-16	Consideration of key actions and measures to support delivery of the Council's strategic plan priorities in 2015-16.	Decision	Celia Morris	Matthew Garrard
11 March 2015				
22 April 2015				
Economic Prosperity Committee	Annual report on the Economic Prosperity Committee which is a joint committee between the County Council, City Council and Borough/District Councils in Notts.	Information	Jayne Francis-Ward	Matt Lockley
20 May 2015				
Performance against priorities	Review of final position against the first annual delivery plan and progress against the four year strategic plan.	Information	Celia Morris	Matthew Garrard
17 June 2015				

15 July 2015				

