

## Cabinet

**Thursday, 20 April 2023 at 10:30**

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

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## AGENDA

- |   |  |         |
|---|--|---------|
| 1 | Minutes of the last meeting of Cabinet held on 9 March 2023  | 3 - 6   |
| 2 | Apologies for Absence  |         |
| 3 | Declarations of Interests by Members and Officers:- (see note below)<br>(a) Disclosable Pecuniary Interests<br>(b) Private Interests (pecuniary and non-pecuniary) |         |
| 4 | Key Decision – Nottinghamshire Plan - Annual Delivery Plan 2023-24   | 7 - 46  |
| 5 | Outcome of Call-in of decision - Nottinghamshire Healthy Families Programme - 2024 and beyond  | 47 - 50 |
| 6 | Nottinghamshire Healthy Families Programme - 2024 and beyond - Consideration of call-in outcome  | 51 - 54 |
| 7 | Financial Monitoring Report Period 11 2022-23  | 55 - 70 |

### 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:-

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

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

- (4) Councillors are reminded that Committee and Sub-Committee papers, with the exception of those which contain Exempt or Confidential Information, may be recycled.
- (5) This agenda and its associated reports are available to view online via an online calendar - <http://www.nottinghamshire.gov.uk/dms/Meetings.aspx>

Meeting CABINET

Date Thursday 9 March 2023 (commencing at 10.30 am)

membership

### **COUNCILLORS**

Ben Bradley MP (Chairman)  
Bruce Laughton (Vice-Chairman)

Chris Barnfather  
Matt Barney  
Neil Clarke MBE  
John Cottee  
Keith Girling  
Richard Jackson  
Tracey Taylor  
Gordon Wheeler

### **OTHER COUNCILLORS IN ATTENDANCE**

#### Deputy Cabinet Members

Reg Adair  
Sinead Anderson  
Scott Carlton  
Tom Smith  
Jonathan Wheeler

#### Other Councillors

Jim Creamer  
Paul Henshaw

### **OFFICERS IN ATTENDANCE**

Adrian Smith

Chief Executive

Marjorie Toward  
Isobel Fleming  
Kaj Ghattaora  
Phil Rostance  
Nigel Stevenson  
Sara Allmond

Chief Executive's Department

Melanie Williams

Adult Social Care and Public Health Department

Jonathan Gribbin  
Kellie Adams  
Amanda Fletcher  
Lisa Burn

Colin Pettigrew                      Children and Families Department

Matt Neal                              Place Department  
Mark Walker

Charles Price                      STEP Director for Strategy and Investment

**1.     MINUTES**

The minutes of the last meeting of Cabinet held on 26 January 2023, having been previously circulated, were confirmed and signed by the Chairman.

**2.     APOLOGIES FOR ABSENCE**

None

**3.     DECLARATIONS OF INTERESTS BY MEMBERS AND OFFICERS**

None

**4.     KEY DECISION – SPHERICAL TOKAMAK FOR ENERGY PRODUCTION (STEP) FUSION PROJECT UPDATE**

**RESOLVED 2023/005**

- 1) That the current proposal for the regional collaboration which continue to be progressed as outlined in the report be noted, subject to any future approvals by the relevant decision makers required to establish these boards, agree their terms of reference and nominate relevant members and officers to them.
- 2) That a funding requirement of up to £200,00 be approved from the existing Investment & Growth Services budget to further the necessary work to support the STEP programme.
- 3) That a further report to review the delivery of STEP and the collaboration arrangements be presented to Cabinet in 12 months' time.

**5.     KEY DECISION – NOTTINGHAMSHIRE'S COST OF CARE REPORTS, ADULT SOCIAL CARE MARKET SUSTAINABILITY PLAN, MARKET POSITION STATEMENT AND FEE UPLIFTS**

**RESOLVED 2023/006**

- 1) That the final submission of the cost of care reports, as set out in Appendices 1 and 2 of the report, made to the Department of Health and Social Care on 1 February 2023 be noted.
- 2) That the final Market Sustainability Plan, as set out in Appendix 3 of the report, be approved for publication and submission to the Department for Health and Social Care on 27 March 2023.
- 3) That the refreshed Market Position Statement (2023-25), as set out in Appendix 4 of the report, be approved.
- 4) That the fee uplifts for commissioned adult social care services be approved with effect from 3 April 2023 and that the use of the Market Sustainability and Improvement Grant (2023/24) as outline in paragraph 56 of the report be approved.

**6. KEY DECISION – NOTTINGHAM AND NOTTINGHAMSHIRE ALL-AGE CARERS STRATEGY**

**RESOLVED 2023/007**

- 1) That the final version of the All-Age Carers Strategy, as set out in Appendix 1 of the report, and subsequent implementation activity be approved.

**7. KEY DECISION – THE NOTTINGHAMSHIRE COMBATING SUBSTANCE MISUSE PARTNERSHIP (THE PARTNERSHIP) STRATEGY AND DELIVERY PLAN 2023-2025**

**RESOLVED 2023/008**

- 1) That the new Nottinghamshire Combating Substance Misuse Partnership Strategy and Delivery Plan 2023-2025 be approved.

**8. KEY DECISION – NOTTINGHAMSHIRE HEALTHY FAMILIES PROGRAMME: 2024 AND BEYOND**

**RESOLVED 2023/009**

- 1) That the principle of developing a new contract for delivery of the Nottinghamshire Healthy Families Programme, for a period of up to nine years and based on the indicative costs detailed in the Financial Implications section of the report, be progressed via a co-ordinated arrangement between the Council and Nottinghamshire Healthcare NHS Foundation Trust (NHFT), subject to the satisfactory and affordable outcome of further negotiation and development activity described in the report.
- 2) That a further report be brought back to Cabinet for approval of the co-operation agreement, following development and negotiation of the co-

operation agreement setting out how co-operation will operate and how each of the public authorities will deliver their respective obligations in the public interest.

**9. KEY DECISION – STRATEGIC COMMISSIONING FRAMEWORK**

**RESOLVED 2023/010**

- 1) That the Strategic Commissioning Framework and the associated Training and Implementation Plan, as set out in the report, be approved.

**10. THE KING'S CORONATION AND OTHER NOTTINGHAMSHIRE COUNTY COUNCIL EVENTS 2023**

**RESOLVED 2023/011**

- 1) That the plans for celebrating The King's Coronation across Nottinghamshire be noted.
- 2) That the plans for contributing to the Nottinghamshire Show and Nottinghamshire Day be noted, and that the establishment of a permanent budget of £40,000 to support these events in future years be approved.

The meeting closed at 11.39 am

CHAIRMAN

**REPORT OF THE DEPUTY LEADER AND CABINET MEMBER FOR  
TRANSFORMATION****NOTTINGHAMSHIRE PLAN – ANNUAL DELIVERY PLAN 2023/24****Purpose of the Report**

1. The purpose of this report is to seek Cabinet approval for the Council's Annual Delivery Plan for 2023/24.
2. This is a Key Decision due to the fact that it will have a significant effect on two or more electoral divisions.

**Information**

3. Approved by Full Council in November 2021, [The Nottinghamshire Plan](#) established an ambitious, strategic vision for the future of Nottinghamshire and the local authority, built on the premise of achieving a 'healthy, prosperous and greener future for everyone'.
4. This bold 10-year vision is supported by nine ambitions and commitments to 2025. These act as a framework for all County Council activity and range from helping our people to live healthier, more independent lives, to improving transport and digital connections.
5. A tenth ambition - 'A forward-looking and resilient Council' - outlines the Council's plans to strengthen the processes, systems and ways of working that enable the whole organisation to deliver efficient and effective services for Nottinghamshire's people and communities.
6. We continue to make progress in delivering against the Nottinghamshire Plan. The following are just a few of the tangible outcomes from last year (2022/23), which are furthering the Council's ability to meet the needs of residents:
  - a. Opened new primary schools in Bingham and East Leake and continued a broader expansion of school places across the County, to ensure a school place for every child.
  - b. Delivered a successful Tour of Britain Stage for a crowd of 200,000, generating £4m of economic benefit for Nottinghamshire.
  - c. Secured £18m additional investment in our Bus Service Improvement Programme to deliver enhanced bus services across the county.
  - d. Delivered a range of activities in the Highways Improvement Programme to ensure a "right first time" approach to our road repairs, and to maximise the impact of the £15m additional investment being made into highways maintenance over the current Medium Term Financial Strategy (MTFS).

- e. In partnership with other Councils, we secured a ground breaking devolution deal for the East Midlands that will generate £1bn investment into the East Midlands region over the next 30 years.
  - f. The Joint Health and Wellbeing Strategy is starting to drive a focus on tackling health inequality across the Integrated Care System in Nottinghamshire.
  - g. Established a joint Care Quality Team with the Integrated Care Board. This will support social care market quality and be central to delivering market sustainability.
  - h. Rolled out an innovative approach in all our adult social care assessments called '3 conversations'. These conversations strengthen the focus on how an individual can use the support around them and access resources in their community.
  - i. Published the Carers Strategy which sets out what we will do, together with Nottingham City and the Integrated Care Board, to improve the health and wellbeing of carers.
  - j. As part of our Whole family Safeguarding transformation programme we have:
    - i. Launched a Stronger Families Team to support young people on the edge of care
    - ii. Established a multi-disciplinary approach dedicated to the needs of the whole family to support families to help themselves
    - iii. Launched a Kinship Support Service that will provide support to people looking after children within their family and friends network
    - iv. Increased the fees that we pay to foster carers to support them with the increased cost of living, supporting them to continue to provide family homes for children who need care
    - v. Secured funding to increase the number of residential places in Nottinghamshire so that young people who need a residential place can live closer to their family home.
7. Further details of actions that have been completed and benefits delivered as part of the 2022/23 Annual Delivery Plan, will be provided as part of the upcoming Annual Report that details our achievements and reports our progress against these key measures of success.
8. This year's Annual Delivery Plan sets out the actions we will take during 2023/24 to achieve our ambitions. The high-level actions in the Annual Delivery plan sit above the specific team, service or project delivery plans. These include more operational detail and link directly to individual action plans via the EDPR system. The Plan also describes how the Council will monitor progress towards achieving these ambitions, through the use of performance indicators.
9. Cabinet Members ensure that the Annual Delivery Plan reflects the priorities of the 10-year Nottinghamshire Plan.
10. Key themes include working to transform the way we deliver services over the long term, so that we can offer more support within communities, and simultaneously increase the impact of services to keep everyone healthy, safe and independent. Whilst we will also ensure that we operate under a balanced and stable budget, spending money wisely and where it is needed most, to see that our resources reach those who need them.
11. To ensure the Annual Delivery Plan is visible to residents, [The Nottinghamshire Plan website](#) will be updated with the new actions and deliverables for the forthcoming year. Members are encouraged to share the Plan with their communities.



12. It is to be noted that the Plan includes the most recent data at the time of writing. Further data may become available during Quarter 1 of 2023/24, to represent our end of year position for 2022/23. This will be reflected in the monitoring of the plan.

### **Other Options Considered**

13. Not to have an annual delivery plan. This would result in a risk to the delivery of the Nottinghamshire Plan, impact on the ability to monitor progress against ambitions and the Council's ability to demonstrate value for money.
14. To set a plan with actions over the medium term linked to the MTFS. The areas of focus were developed for the initial four year of the Nottinghamshire Plan. However, the detailed actions and progress against these are reviewed more regularly given some of the uncertainty the Council faces in the ongoing recovery from COVID and the impact of inflation and reform. Therefore, this would not be a practicable option.
15. Future options for the Delivery Plan will be reviewed as part of the annual planning cycle.

### **Reason/s for Recommendation/s**

16. The Nottinghamshire Plan articulates the authority's strategic vision and acts as the framework for all Council activity and decision making. The Annual Delivery Plan sets out the actions to be taken in 2023/24 to continue work towards achieving this vision in the current optimum planning cycle.

### **Statutory and Policy Implications**

17. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment 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**

18. The Council's Budget for 2023/24, approved in February 2023, reflects the delivery plan for 2023/24. [NS 23.02.2023].

### **Crime and Disorder Implications**

19. The Annual Delivery Plan includes actions which will help to protect people and communities from crime and disorder. In particular, through our Trading Standards service, which prevents and supports the victims of doorstep crime, scams, fraud and the sale of illegal or potentially harmful products, through our continued involvement with the Safer Nottinghamshire Board and through our ongoing partnership work to prevent youth offending and reoffending and protect young people and vulnerable adults from exploitation and abuse.

### **Public Sector Equality Duty implications**

20. A high-level Equality Impact Assessment has been produced.

## **Smarter Working Implications**

21. As part of the Council's considerations for smarter working, actions within this year's Plan that will further embed a hybrid working approach are within ambition 9.

## **Safeguarding of Children and Adults at Risk Implications**

22. Ambition Three (Keeping children, vulnerable adults and communities safe) within the Annual Delivery Plan includes a number of actions which will continue to improve how we support and safeguard children, families and adults at risk.

## **Implications for Residents**

23. The Annual Delivery Plan for 2023/24 outlines the steps we will take to ensure a 'healthy, prosperous and greener future for everyone'. Residents will be able to see the progress we are making against these actions throughout the year, as part of our reporting against the Plan.

## **Implications for Sustainability and the Environment**

24. One of the primary ambitions from The Nottinghamshire Plan is to protect the environment and reduce our carbon footprint (ambition 9). Detail can be found in the Annual Delivery Plan for 2023-24 as to how the Council will continue to work towards this aim during this year.

## **RECOMMENDATIONS**

- 1) That Cabinet approves the Annual Delivery Plan 2023/24.
- 2) That Cabinet agrees to receive regular progress updates against the Annual Delivery Plan and an Annual Report at the end of 2023/24, which may be reviewed by scrutiny committees where appropriate.

**Councillor Bruce Laughton**

**Deputy Leader and Cabinet Member for Transformation**

**For any enquiries about this report please contact:**

Dr Isobel Fleming, Service Director Transformation and Change 0115 854 6184

## **Constitutional Comments [CEH 16.03.2023]**

25. Cabinet has the authority to consider the report and recommendations.

## **Financial Comments [NS 23.02.2023]**

26. The Council's Budget for 2023/24, approved in February 2023, reflects the delivery plan for 2023/24.

## **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.

- [The Nottinghamshire Plan 2021-2031](#)
- Equality Impact Assessment

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

- All



# Nottinghamshire County Council Annual Delivery Plan 2023/24



Healthy

Prosperous

Green

# Welcome to our Annual Delivery Plan for 2023/24

This year's Plan is the second to be produced under our overarching Council Plan, [The Nottinghamshire Plan 2021-31](#), and it aims to continue the excellent work that has occurred within the last year. For example, following on from the signing of a historic £1.14 billion devolution deal with Government in August 2022, we are continuing our work with partners to develop proposals to establish a mayoral combined county authority from May 2024. This would enable us to tap into more funding and powers that will make a real difference to areas such as education, skills, transport, the local economy, and the environment.

However, this Annual Plan, whilst ambitious in scope, continues to be set against global challenges such as the escalating costs of living, the climate emergency, and the continued aftermath and recovery from COVID-19. Despite these challenges, the Council remains committed to building economic, community, family and individual resilience to achieve better outcomes and improve the lives of local people across the county.

To help achieve this, this Plan outlines the action we will take, with people, communities and partners, over the coming year. This includes working to transform the way we deliver services over the long term, so that we can offer more support within communities, and simultaneously increase the impact of our services to keep everyone healthy, safe and independent.

We will aim to prioritise and enhance key services as far as possible, particularly in those most disadvantaged communities. We will also ensure that we operate under a balanced and stable budget, spending money wisely and where it is needed most, to see that our resources reach those who need them.

As with the previous Annual Plan, we will continue to listen to our communities, ensuring your voices are heard and that you are kept informed of our progress. Therefore, at the end of the year we will produce an Annual Report which will assess our progress, to ensure we continue to work towards our 10-year vision for a healthy, prosperous, and greener Nottinghamshire for everyone.

You will find details on the following pages of our plans for 2023/24 and how we will work with our partners to deliver the best for our residents, and to help make Nottinghamshire the best that it can be for us all.



Cllr Ben Bradley MP

## Who we are

Nottinghamshire County Council provides more than 400 services, which are used by people living, visiting and working in Nottinghamshire. We operate as **One Council**, working effectively across teams and service areas to ensure that our services are available to all who need them, when they need them.

To help give you a sense of the scale of operations undertaken by the Council, below is a very brief snapshot of our four Departments and their areas of influence. You can find out more about the Council's departments on [our website](#).

### Adult Social Care and Public Health

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Working closely with local community groups, the voluntary sector, carers and families, the overarching purpose of our Adult Social Care and Public Health Department is to promote and improve the health, wellbeing and independence of people in Nottinghamshire. The Department provides and commissions advice, support and services which improve health and wellbeing, and prevent ill-health and loss of independence.

### Chief Executive's

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The Chief Executive's Department is the strong core of the organisation, enabling the smooth running of all internal Council services and supporting the delivery of our services to the communities across Nottinghamshire. It is the engine room of our Council, facilitating the effective functioning of the Council, whilst also connecting the organisation with itself and enabling us to be creative and innovative.

### Children and Families

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Working directly with children and young people, together with families and our partners, the Children and Families Department aims to give the consistent support and protection our young people need to be safe, happy, and secure and have opportunities to achieve. The department has a mix of directly delivered and commissioned services that are primarily designed around the needs of vulnerable children, families and communities.

### Place

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The Place Department brings together a range of services with an ambition to create places that meet the needs and aspirations of the people of Nottinghamshire. The department is made up of two divisions - Investment and Green Growth Division, which is responsible for a range of functions to help drive the growth and prosperity agenda, as well as the Communities and Place Division, which is responsible for helping to make Nottinghamshire a great place every day.



## Measuring our progress

There are many factors which will influence how quickly we see progress towards the Nottinghamshire Plan ambitions. The Council has more control over some factors than others. For example, the Council cannot control the state of the economy but we can make sure that the support we deliver to businesses is high quality. We can also work with partners and residents to make sure our joint actions make a difference. To understand whether we are making progress towards achieving this ambition, the Council will use different types of measures to understand:

1. The quality or impact of our services in achieving the ambition. These are factors over which the Council has more control. In this document, these are included under the heading **Success indicators the Council owns**.
2. Conditions in Nottinghamshire. These are factors that we work together with partners and residents to influence. In this document these are included under the heading **Success indicators the Council works with partners to influence**.

We also know that the ongoing impact of the rising costs of living, alongside the continued aftermath of COVID-19, continues to have a profound impact on our communities and our services. This will be reflected in the data we use to monitor the quality of our services and our progress towards achieving our ambitions. We have included baseline dates that are the most appropriate for each indicator and where there may be some irregularities in the data due to external factors, we will highlight this in our reporting. Wherever possible, we have also used the most recent, publicly available data.

- **‘Good Means’ data column:** This identifies what success looks like, which will vary by individual measure. For example, with some measures a 'down' arrow will be appropriate, such as a reduction in the crime rate. For some measures an 'up' arrow will be appropriate, such as an increase in the uptake of a particular service.
- **‘New for 23/24’:** Measures that have been included in our 2023/24 Annual Delivery Plan, that weren't in last year's Plan.

This Annual Delivery Plan is supported by a range of Service and Project plans which set out more detail on the steps we will take in pursuit of the high-level actions contained in this Plan. These detailed plans can be traced down into individual employees' Personal Development and Reviews so all of our employees can see the impact of their work on the overall ambition of the County Council. As One Council, we will work together and with other public and private partner organisations, as well as the voluntary sector, to ensure we deliver on our promises, to the benefit of residents across Nottinghamshire.



## Ambition 1 – Helping our people live healthier, more independent lives.

Health and Wellbeing is a resource which enables people to develop and pursue their goals, and communities to flourish. However, we know that people's health and wellbeing varies across Nottinghamshire and that access to health and care services, whilst important, only forms a small part of our health and wellbeing. Factors like housing, employment, education, food, transport, air quality and community networks play a big role. These are also areas where our residents experience inequalities. That's why we'll work alongside other organisations to make sure the places we grow, live and work improve health and wellbeing for all — especially in those areas where the need is greatest. But we'll also improve our services, so they have the biggest impact for local people. Our ambition is that people in every community enjoy healthier, happier lives and remain independent for longer.

### In 2023-24, to achieve this, we will deliver the following actions:

<b>1.1</b>	Implement mental health reform to include more comprehensive mental health provision across all services/stakeholders, with an emphasis on preventative intervention. We will also work with partners, as a signatory of the Prevention Concordat for Better Mental Health, to develop communication campaigns to promote mental wellbeing, including suicide prevention and awareness, reducing stigma and signposting to support.
<b>1.2</b>	Work with partners to deliver on the final year of the wave 4 suicide prevention transformation programme, with a particular focus on at-risk groups, so that suicide prevention interventions such as training, communications and awareness raising, and support, can be appropriately targeted towards those groups at increased risk of suicide and self-harm.
<b>1.3</b>	Implement the Carers and Young Carers Strategy, to provide timely intervention in the right place at the right time. This will help ensure that carers are supported to care and support their loved ones, that they have access to advice, guidance and signposting and that less crisis intervention is required.
<b>1.4</b>	Work with partners across the Integrated Care System regarding prevention, equity and integration, to support delivery of the Nottingham and Nottinghamshire Integrated Care Strategy 2023-2027. This will include development of the Making Every Contact Count Framework, reviewing our prevention approach, priority work on alcohol, tobacco and mental health, and further developing the Council's role as an anchor institution.
<b>1.5</b>	Work with partners to deliver the Nottinghamshire Combating Substance Misuse Partnership Local Strategy and Delivery Plan. Through this, the harmful individual, family and community effects of substance misuse will be reduced, using a trauma-informed approach for those requiring treatment and recovery services.
<b>1.6</b>	Deliver on the Nottingham and Nottinghamshire Tobacco Alliance plan. We will also work with schools to deliver INTENT, a smoking prevention programme, across secondary schools across the County which has been shown to reduce smoking uptake among young people.

<b>1.7</b>	Commission an Integrated Sexual Health Service, to start in April 2024, so that local residents will be able to access high quality and timely sexual health services, to reduce unplanned pregnancy and onward transmission of sexually transmitted infection.
<b>1.8</b>	Continue to embed strengths-based approaches in our Adults Social Care services, working with people to prevent, reduce and delay needs emerging and escalating, providing reablement services where people have experienced a crisis in their lives (for example, a period of time in hospital or care) and supporting people to live independent lives.
<b>1.9</b>	Work with the local District and Borough Councils and adopt a joint Housing Strategy to create healthy and sustainable places, meet housing needs in Nottinghamshire and ensure that people can live and age well in their own homes. This strategy will also focus on how we work together to provide safe homes for the most vulnerable in our communities.
<b>1.10</b>	Work with partners to publish the County's 'best start for life' offer for prospective parents, expectant parents and for families with children up to their first 1,001 Days. This will ensure that parents and carers are supported to provide a healthy and nurturing environment, so that children are able to thrive and develop with their families.
<b>1.11</b>	Continue to work positively with partners through the Integrated Care Board and the wider integrated care system (ICS), so that we maximise all opportunities to deliver and commission services collaboratively (for example, joint work to develop residential homes for young people with serious mental health conditions and behavioural concerns and approval and implementation of a joint commissioning delivery plan for children and young people).

### Success Means:

- People live more years in good health
- Increased life expectancy in areas with the biggest inequalities
- People are happier and have reduced anxiety
- More people living independently in their local community.

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
<b>Success indicators the Council owns:</b>			
<b>ASCH Core Metric 18a:</b> Number of people reabled to higher levels of independence (people supported to regain independence after a period of ill health)	1,569	2021-2022	<b>Up</b>

<b>ASCH Core Metric 18b:</b> Number of people enabled to higher levels of independence (people with disabilities supported to find greater independence)	383	2021-2022	<b>Up</b>
<b>Success indicators the Council works with partners to influence:</b>			
Healthy Life Expectancy Male	62.4 years	2018-2020	<b>Up</b>
Healthy Life Expectancy Female	60 years	2018-2020	<b>Up</b>
Inequality in life expectancy male	9.3 years	2018-2020	<b>Down</b>
Inequality in life expectancy female	7.7 years	2018-2020	<b>Down</b>
Self-reported wellbeing – % of people over the age of 16 reporting high levels of anxiety	23.96%	2021-2022	<b>Down</b>
The rate of suicide (per 100,000 population, aged 10+)	10.3	2019-2021	<b>Down</b>
<b>ASCH Core Metric 1:</b> Thinking about the good and bad things that make up your quality of life, how would you rate the quality of your life as a whole?	19.2 (score out of 24)	2021-2022	<b>Up</b>
<b>ASCH Core Metric 12:</b> Proportion of carers who reported that they had as much social contact as they would like	22.7%	2021-2022	<b>Up</b>
<b>ASCH Core Metric 13:</b> Proportion who use services who reported that they had as much social contact as they would like	43.3%	2021-2022	<b>Up</b>

## Ambition 2 – Supporting communities and families.

Nottinghamshire has a diverse range of communities in our market towns, rural villages and urban centres. Supportive, vibrant communities can boost health and wellbeing, give people a sense of belonging, and create enjoyable, welcoming places to live. Our libraries, children's centres and youth services are already doing exactly that, and we need to make sure they meet demand and provide the best possible services for all our communities and families, in the most sustainable way. We know too that the rising costs-of-living has presented challenges for households by exacerbating financial difficulties, whilst creating new challenges for our communities and making some existing problems worse. During this difficult time, we will continue to support those in need and help residents access relevant services. We continue to learn about communities' evolving needs and will use this knowledge to target our resources and support towards those who need it most, while providing services for all.

### In 2023-24, to achieve this, we will deliver the following actions:

<b>2.1</b>	Work with our partners to improve the outcomes and experiences of children with Special Educational Needs and Disabilities (SEND). This will see that they have their needs identified and met at the earliest opportunity, the timeliness of statutory assessment processes improves, the confidence of parents and carers in the ability of their local mainstream school to meet the specialist needs of their children/young people is increased, and there is sufficient delivery of high-quality specialist educational provision, as set out in the Specialist Place Planning Strategy 2021- 2026.
<b>2.2</b>	Develop the Council's approach to provision of community-based preventative support, so that people are able to access the early help and support they need to remain healthy, happy and safe in their homes and communities. To achieve this, we will work with partners through our transformation programmes to establish projects in communities that will benefit most from joined-up support and services. This work will help us make the best use of resources by reducing duplication and maximising opportunities of service integration and/or co-location for our community-based services.
<b>2.3</b>	Launch the Community Health and Wellbeing Champion programme across the county to develop a network of volunteers to promote positive health and wellbeing messages. We will also embed Local Area Co-ordinators (delivered through our Early Help and Preventative Interventions transformation programme) into five identified localities across Nottinghamshire, to provide support, guidance and signposting for individuals and communities. These services will work alongside community and voluntary sector partners, with Co-ordinators helping people achieve good lives through increased and sustained independence, reduced social isolation and increasing access to opportunities.
<b>2.4</b>	Supported by the Financial Resilience and Inclusion transformation project, we will deliver the Local Communities and Household Support Funds to help communities to be financially resilient and support our most vulnerable residents by funding the voluntary and community sector through revenue, capital, cost-of-living, and food redistribution grants.

2.5	Develop the offers available at our country parks and libraries, including through invest-to-save initiatives. This will allow us to better support our visitor economy and local communities, by maximising the number of people who can access, use and, where applicable, stay on our sites, both from inside and outside of the county.
2.6	Recommission the Nottinghamshire Healthy Families Programme to ensure that children, young people, and families receive the support they need to thrive between the ages of 0 to 19.
2.7	Develop the platforms through which people can access information, advice and guidance, as a key priority within our transformation portfolio. This will improve accessibility, making more information and support available online and through digital platforms, so that more people can easily self-serve at a time and place that is convenient for them.
2.8	Establish Family and Youth Hub Networks across Nottinghamshire that help to give children the best start for life, as a key area of focus in our transformation portfolio. This will give parents/carers, children and young people access to local support centres, where they can find a broad and integrated range of support and early help, to help them overcome challenges and build stronger relationships.
2.9	Offer high quality family support, delivering the national Supporting Families Programmes, working to meet the needs of the whole family and leads to improved outcomes for children. By developing strong partnerships with other organisations and community-based support, we will bring together a network of support around vulnerable children and their families to prevent needs increasing or risks escalating.
2.10	Protect people's homes and communities from flooding, working with partners to ensure that we have strong multi-agency emergency response plans whilst also promote local community flood risk engagement schemes. This will ensure that residents living in flood-risk areas are well supported.
2.11	Implement a comprehensive review of the County Council's Registration Service, services for births, deaths, marriages and civil partnerships. This will ensure the Council provides the best support we can for milestone moments in everyone's lives.
2.12	Work in collaboration with the Department for Work & Pensions to embed improved performance and monitoring mechanisms, in order to target more eligible families and increase the uptake of funded early years education places for two-year-olds. This will help ensure that children achieve good levels of development and that they get a good start in life.

### Success Means:

- Communities will support each other through volunteering and involvement in local organisations
- More children will be ready for school and achieve a good level of development by the end of reception year
- The Community Compact between the Council and the voluntary sector is adopted widely among community organisations
- Funding reaches those community projects and initiatives that will best support our communities

- Continued good quality and comprehensive services delivered in the communities that need them most

- Improved and better co-ordinated services in local communities.
- Fewer homes and businesses are affected by flooding.

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
<b>Success indicators the Council owns:</b>			
Number of organisations who have adopted the Community Compact	15	2022	<b>Up</b>
Number of families supported making significant sustained progress through the Supporting Families programme	880	2022-2023	<b>Up</b>
Numbers of individual children and young people engaged in positive activities delivered by the Young People's Service	9,884	2021-2022	<b>Up</b>
Total engagements with library services	3.1 million	2021-2022	<b>Up</b>
Customer satisfaction with libraries	97%	2022	<b>Up</b>
Number of Bookstart contacts	5,819	2022-2023	<b>Up</b>
<b>ASCH Core Metric 2:</b> Overall satisfaction of people who use services with their care and support	65.8%	2021-2022	<b>Up</b>
<b>ASCH Core Metric 3:</b> Overall satisfaction of carers with social services	33.5%	2021-2022	<b>Up</b>
<b>New for 23/24:</b> Number of additional specialist places provided for children with special educational needs and disabilities (SEND)	74	2022-2023	<b>Up</b>
<b>New for 23/24:</b> Number of new Education, Health and Care (EHC) Plans issued within 20 weeks (excluding exceptions)	144	2021	<b>Up</b>
<b>New for 23/24:</b> Percentage of new Education, Health and Care (EHC) Plans issued within 20 weeks (excluding exceptions)	43.7%	2021	<b>Up</b>

Success indicators the Council works with partners to influence:			
Foundation stage % achieving good level of development	66.8%	2021-2022	Up
<b>New for 23/24:</b> The % of eligible 2-year-olds benefitting from funded early education	81%	2022	Up
<b>ASCH Core Metric 14:</b> Proportion of people doing things they enjoy in their community	37.3%	2021-2022	Up
Number of properties with enhanced levels of flood protection as a result of Nottinghamshire County Council (NCC) schemes.	33,345	2022-2023	Up

## Ambition 3 – Keeping children, vulnerable adults, and communities safe.

We play an essential role in keeping all residents - especially children and vulnerable adults - safe and supported in our communities. We take our responsibilities very seriously, and we're working hard with partners like the Police, District and Borough Councils, the NHS and Government agencies, both to improve our support and tackle some of the contextual challenges that can lead to children, adults and communities being more vulnerable to harm.

### In 2023-24, to achieve this, we will deliver the following actions:

3.1	Provide advice and support to residents that have been the victim of a scam or doorstep crime and provide prevention advice for those vulnerable to scams or doorstep crime to try and prevent financial abuse.
3.2	Investigate and remove unsafe products from the market so that residents, especially the most vulnerable in our communities, are protected from harm or fatal injury. In particular, we will investigate alleged incidents of the illegal sale of vapes to minors. These investigations and related activities will help to reduce the exposure of young residents to potentially harmful products.
3.3	Work with partners including the Safer Nottinghamshire Board to prevent and reduce violent crime, including residents' involvement with County Lines gang activity and violence against women and girls. This will contribute to feelings of safety in communities, whilst ensuring that victims and survivors are supported.
3.4	Continue to prioritise improvements in the County Council services that are supporting and protecting children, families and vulnerable adults who need help, support or care. This will ensure that we are able to evidence the difference we make and how we are improving outcomes for people, assuring our external regulators that we are performing well and meeting our statutory duties.
3.5	Improve the pathways and services that enable people and partners to access support for children, young people, families and adults in need of care and support, through our multi-agency needs led front door transformation project. This will ensure that safeguarding concerns are identified, assessed and acted on appropriately and that people are able to access timely and proportionate advice, guidance and intervention.
3.6	Continue to improve how the Council supports and safeguards children who are subject of a child in need or child protection plan, responding to the findings of the national Independent Review of Children's Social Care, so that children are protected from harm and families are supported to make positive and sustainable changes. This will build on the success of innovation projects already implemented through our Whole Family Safeguarding transformation programme.
3.7	Continue to improve how we support those children who are at risk of offending and criminal/sexual exploitation and widen the number of young people at risk of offending/criminal exploitation that we are able to support through a whole family assessment, by delivering the Ministry of Justice Turnaround Programme.



<b>3.8</b>	Invest in kinship and foster care as a key priority in our Whole Family Safeguarding transformation programme, working with regional partners, so that more children benefit from safe and stable care in a family setting, as close to home as possible.
<b>3.9</b>	Continue to improve, expand and refurbish the Council's residential homes for children in our care through our Whole Family Safeguarding transformation programme, so that children can remain closer to home and achieve good outcomes.
<b>3.10</b>	Improve the pathways and support offered to young people with special educational needs and disabilities (SEND), and their families, through our transformation programmes, as they plan and prepare for adulthood.
<b>3.11</b>	Continue to embed strengths-based practice approaches, improving how we work with adults who need support and/or care, building on their strengths, assets and skills to support them to live the best life they can and reduce reliance on long-term care.
<b>3.12</b>	As a commissioner we will shape, develop and manage the adult social market to improve stability so that residents who have care and support needs have appropriate choice to meet their needs.

### Success Means:

- Crime levels in Nottinghamshire reduce
- People feel safer in their communities
- People who use our adult social care services feel safe and secure
- Children and adults at risk are appropriately identified, supported and protected
- Children in our care remain in long-term stable placements
- An increase in good and outstanding Care Quality Commission (CQC) registered provision for adults.

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
<b>Success indicators the Council owns:</b>			
Number of victims of doorstep crime, scams or other frauds who have received advice from Trading Standards	36	2022-2023	<b>Up</b>
% of children subject to a child protection plan for a second time within two years	17.6%	2021-2022	<b>Down</b>
% of child protection cases reviewed within timescale	95.1%	2021-2022	<b>Up</b>

% of looked after children in stable placements (the same placement for 2.5 years or more)	58.4%	2021-2022	<b>Up</b>
% of looked after children in family-based setting	71%	March 2022	<b>Up</b>
<b>ASCH Core Metric 4:</b> Proportion of people who use services who say that those services have made them feel safe and secure	90.9%	2021-2022	<b>Up</b>
<b>ASCH Core Metric 5:</b> Proportion of adults where the outcome of a safeguarding assessment is that the risk is reduced or removed	85.9%	2021-2022	<b>Up</b>
<b>New for 23/24:</b> The number and value of unsafe products removed or prevented from entering the market	6,504	March 2023	<b>Up</b>
<b>New for 23/24:</b> Number of interventions conducted in respect of controlling animal disease	57	March 2023	<b>Up</b>
<b>Success indicators the Council works with partners to influence:</b>			
Total recorded offences per 1000 population (excluding fraud)	72.77	2022 Q3 (12 months)	<b>Down</b>
Self-reported feelings of safety (% feeling very/fairly safe)			
• Outside in the day	89%	December 2022 (12 months)	<b>Up</b>
• Outside after dark	59%		

## Ambition 4 – Building skills that help people get good jobs.

Nottinghamshire needs a skilled workforce that can compete on a local and global stage, and we want our residents to have access to good quality, rewarding, local jobs. We also want to make sure everyone has the opportunity to realise their potential, whatever their age, ability or background. So, as well as children in early years settings, and young people in schools and colleges, we'll support adult learning too.

Education is key in finding work, so we begin with schools. We would like every child in the County to have the opportunity to attend a school with a 'good' or 'outstanding' rating. With supportive, nurturing and enjoyable places to learn, we know our children will flourish. We have a strong track record in ensuring there are sufficient school places at good or outstanding schools for children across the County. With a growing population, we must plan ahead to ensure there are enough places to meet the needs of a growing population.

Whatever stage people are in their education, we'll partner with schools, colleges, universities and training providers to ensure that the skills being taught match the needs of local businesses and new investors, while supporting the kinds of work our people want to do. In other words, we'll forge a clear pathway from training to good employment for everyone in Nottinghamshire. As one of the largest employers in the County, we can shape much of this through our own services and programmes, whether through work placements, apprenticeships or training opportunities. And, as with many of our ambitions, we'll focus our efforts where the need is greatest.

### In 2023-24, to achieve this, we will deliver the following actions:

4.1	Complete and publish an Annual Childcare Sufficiency Assessment to monitor the availability of childcare across the county, so that children can access early education to support their development and preparation for school, and to ensure there is sufficient childcare for working parents.
4.2	Deliver a new Special School in Mansfield to meet the needs of pupils with Autistic Spectrum Condition and Social Emotional and Mental Health Needs. We will also work with multi-academy trusts and existing alternative provision providers, to expand the offer of alternative education across the County and we will work with school partners to set up four new enhanced provision units in mainstream schools.
4.3	<p>Develop and expand primary and secondary schools in the County to help ensure that there are sufficient mainstream school places for our young people. This will include:</p> <ul style="list-style-type: none"> <li>• Developing a new primary school in Edwinstowe, to open by September 2025 at the latest, with high environmental standards</li> <li>• Completing a 300-place expansion of Portland Academy, by September 2024</li> <li>• Completing the permanent build of Millside primary school at East Leake for September 2023 opening</li> <li>• Completing the expansion of Carlton le Willows for September 2023</li> <li>• Progressing the expansion of Rushcliffe Spencer Academy, West Bridgford and South Wolds in Keyworth.</li> </ul>

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<b>4.4</b>	Work across all of the Council's services to develop an integrated strategy and plan to ensure people are able to access opportunities to learn and develop the skills they need to realise their ambitions and lead a productive life, contributing to the County's economic prosperity. This strategy will also focus on how we work together to support for the most vulnerable in our communities to access education, training and employment opportunities.
<b>4.5</b>	Identify and facilitate pathways from training into employment, including identifying future skills strategies. These pathways will make clear how to best transition from education into work, and how to progress when in work.
<b>4.6</b>	Lead by example by increasing the number of employment and training opportunities for children and adults with special educational needs and disabilities (SEND) within the local authority, and facilitate similar opportunities with local businesses. We will also continue our local graduate development programme to help nurture talented graduates into the managers and leaders of tomorrow.
<b>4.7</b>	Work with our partners to review and improve local library services and facilities. This will include the continued development of our libraries as community and learning hubs, enabling people to access adult learning opportunities, close to their home.

### Success Means:

- Nottinghamshire schools are classified as 'good' or 'outstanding' by Ofsted
- Fewer young people are not in education, employment or training (NEET)
- People leave education with better qualifications and skills
- Educational outcomes for vulnerable children improve
- Vulnerable children are less likely to miss education
- More people are in higher paid and skilled jobs
- Children and young people are provided with sufficient early years provision and school places in their local communities
- There are sufficient high-quality childcare places in the early years sector.

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
<b>Success indicators the Council owns:</b>			
% of children who get first preference of school	96.5% - Primary 89% - Secondary	2022-2023	<b>Up</b>
<b>ASCH Core Metric 15</b> Proportion of young adults supported to access employment, education, training or volunteering	8%	2021-2022	<b>Up</b>

Number of guided learning hours delivered through Inspire Learning	199,000	2021-2022	Up
Number of placements provided	272	2022-2023	Up
• Apprenticeships	19		
• Graduate Training			
<b>Success indicators the Council works with partners to influence:</b>			
Number of schools classified as 'good' or 'outstanding' by Ofsted	297	December 2022	Up
% of 3- and 4-year-olds benefiting from funded early education	97%	2022	Up
% of pupils achieving a standard pass (grades 4-9) in English and Maths at Key Stage 4	70.1%	2021-2022	Up
% of pupils known to be eligible for free school meals achieving a standard pass (grades 4-9) in English and Maths Key Stage 4	44.2%	2021-2022	Up
Average Progress 8 score - pupils with a statement of special educational needs (SEN) or Education, Health and Care (EHC) plan	-1.72	2021-2022	Up
Average of Progress 8 scores for Looked After Children with Progress 8 scores at the end of Key Stage 4	-1.30	2018-2019	Up
% of Children in Need who are persistent absentees	33.1%	2020-2021	Down
% 16–17-year-olds NEET (not in employment, education or training) or their activity was not known	6.5%	2021	Down
% of care leavers in education, employment or training aged 19-21	55%	2021-2022	Up
% population qualified to degree level or above	33.2%	2021	Up
Gross average weekly earnings of full-time workers living in Nottinghamshire	£599.40	2022	Up

## Ambition 5 – Strengthening businesses and creating more good-quality jobs.

We have bold plans for the Nottinghamshire economy. Not only are we helping businesses grow and be more profitable, but we're shaping them to be more sustainable, too. These actions will benefit everyone, but we want to particularly support those communities that would benefit most from better job opportunities.

Brexit, COVID-19, and the rising costs-of-living have presented challenges for both new and long-standing businesses. But there are also some exciting opportunities. We're seeing new markets, trading links and supply chains emerge, and businesses are transforming. Robotics, automation, data and digital are changing how businesses operate around the world and here in Nottinghamshire. There are new green technologies and practices developing to boost sustainability. By helping make local businesses more green, sustainable and digital, we'll boost jobs, help Nottinghamshire recover from the pandemic and support the UK's sustainability goals.

Our Council also has an important role to play in supporting the adult social care and early years sectors. Overall, our plan for Nottinghamshire's economy will benefit both our businesses and our communities, so we can work towards a greener, more prosperous future.

### In 2023-24, to achieve this, we will deliver the following actions:

5.1	Support and grow our visitor economy, using the emerging Visitor Economy Framework to guide investment decisions and priorities, so that we can generate jobs, growth, and opportunity for local people, as well as supporting small independent businesses in Nottinghamshire.
5.2	Continue to support the economic transition from COVID-19 through the delivery of the Economic Transition Plan with a specific focus on people and skills, business and enterprise, visitor economy, digital connectivity, new infrastructure and place-based initiatives.
5.3	Deliver recruitment campaigns to encourage and support people to enter growth sectors, or where there is a need to develop and grow additional workforce capacity (for example, social care, childcare).
5.4	Create innovative business growth through the development at Top Wighay Farm. This will include the site being developed to create jobs and homes, and the construction of a new office building for the Council.
5.5	Support Nottinghamshire's businesses to help them transition to meet new regulatory requirements, including compliance with key Trading Standards legislative changes.
5.6	Support businesses to thrive through targeted support programmes, enabling more start-up businesses to succeed and encouraging established businesses to grow.

### Success Means:

- Employment levels increase
- Nottinghamshire enjoys increased economic activity
- More businesses are started and survive
- More businesses are supported by high-quality advice
- The adult social care market is stronger and more sustainable
- Council contracts build social and environmental value.

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
<b>Success indicators the Council owns:</b>			
Increase in income for Trading Standards Commercial Service	£253,000	2022-2023	<b>Up</b>
<b>New for 2023/24:</b> The number of businesses provided with free funded Trading Standards business support.	120	2022-2023	<b>Up</b>
Number of small businesses supported by the Growth Hub	536	2022-2023	<b>Up</b>
<b>Success indicators the Council works with partners to influence:</b>			
Jobs density (number of jobs in an area divided by the resident population aged 16-64)	0.68	2021	<b>Up</b>
Gross Value Added (GVA): All industries (£million)	£15.6 million	2020	<b>Up</b>
Gross Value Added (GVA): All industries per filled job	North Notts: £44,189 South Notts: £55,602	2020	<b>Up</b>
Business births per 10,000 population aged 16+	55.3	2021	<b>Up</b>
Business deaths per 10,000 population aged 16+	39.09	2021	<b>Down</b>
Business survival rate at one year (% of new businesses started in 2020)	93.6%	2020	<b>Up</b>
Business survival rate at three years (% of new businesses started in 2018)	60.6%	2018	<b>Up</b>

## Ambition 6 – Making Nottinghamshire somewhere people love to live, work and visit.

Nottinghamshire is known for its rich history and heritage. It's the land of Robin Hood, Sherwood Forest, and the origin of the Mayflower Pilgrims, and today is a destination for world-class sport, culture and leisure. With a colourful past and exciting future, our County is a place people are proud to call home – and we want to play on its strengths to make it an even more attractive place to live, work and visit.

We have beautiful natural spaces and countryside for everyone to enjoy, as well as pretty market towns and villages, good living standards, and unrivalled connectivity. We're also home to some of the fastest-growing companies in the Midlands, with a diverse range of businesses based here in our County. We're determined to make more of these assets for both residents and visitors, and will prioritise the places in Nottinghamshire that would benefit the most from regeneration. We're creating a more vibrant, attractive Nottinghamshire and want to share our urban and rural environments with more people than ever before.

### In 2023-24, to achieve this, we will deliver the following actions:

<b>6.1</b>	Continue to collaborate with District and Borough Partners working with their communities to access funding available for 'levelling up' and to attract other investment in priority areas. We will support the delivery of these developments/initiatives that will create the conditions and opportunities for residents to thrive and prosper.
<b>6.2</b>	Finalise the Council's Cultural Services Strategy refresh, to support the long-term delivery and development of the Council's commissioned cultural services, including country parks and libraries.
<b>6.3</b>	Work with District and Borough partners on the delivery of housing and commercial premises through the local plan process, so that Nottinghamshire's residents benefit from attractive, sustainable, and well-planned residential and commercial developments.
<b>6.4</b>	Work with District and Borough partners to highlight and secure funding to create the infrastructure needed (such schools, transport and roads), alongside housing and commercial development, so that residents can access high quality services in their communities.
<b>6.5</b>	Continue working with partners to develop further projects following on from the end of the Miner2Major Landscape Partnership Scheme, aiming to attract further investment in Nottinghamshire's landscape and heritage as well as promoting access and enjoyment of Green Spaces.
<b>6.6</b>	Continue work to designate five new Local Nature Reserves for people and wildlife. This will help ensure sites are protect for both biodiversity and public well-being.
<b>6.7</b>	Continue work to achieve 'favourable management' status for our heritage sites by developing and agreeing a Council-wide protocol for such management. This will mean that both designated and non-designated heritage assets are identified and conserved for the future.



<b>6.8</b>	Further develop our land and buildings to generate investment in high quality housing and new jobs for residents.
<b>6.9</b>	Deliver, co-ordinate and promote major public events, including Nottinghamshire Day and a Nottinghamshire stage of the Tour of Britain, to attract investment and generate economic benefit for Nottinghamshire. These events will also ensure that residents and visitors can enjoy leisure and cultural activities within our vibrant county.

### Success Means:

- More people live in communities supported by good infrastructure
- People look after and enjoy the local natural environment
- People enjoy a wide range of leisure and cultural activities
- More economic vibrancy in our priority places
- More visitors spend more money in our County
- More sites provided by the Council are successfully and sustainably developed
- Visits to libraries, cultural and heritage venues increase.

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
<b>Success indicators the Council owns:</b>			
Country park user numbers: <ul style="list-style-type: none"> <li>• Rufford Abbey</li> <li>• Sherwood Forest</li> <li>• Holme Pierrepont/National Water Sports Centre</li> </ul>	321,959 195,410 214,931	2022-2023	<b>Up</b>
Number of volunteer hours contributing to conservation projects	6,530	2022-2023	<b>Up</b>
Numbers of children and young people accessing Outdoor and Environmental Education	21,050	2021-2022	<b>Up</b>
Number of events and activities held at libraries	3,746	2021-2022	<b>Up</b>
<b>New for 23/24:</b> Number of County Council heritage assets identified	<b>Baseline to be established in 2023/24</b>		<b>Up</b>

<b>New for 23/24:</b> Number of heritage assets managed for their conservation value	<b>Baseline to be established in 2023/24</b>		<b>Up</b>
<b>Success indicators the Council works with partners to influence:</b>			
Median housing affordability ratio (residence-based)	6.8	2022	<b>Down</b>
Volume of tourism in Nottinghamshire (excluding Nottingham city) (millions)	36.6 million	2019	<b>Up</b>
Average visitor spend per trip	£54.07	2019	<b>Up</b>

## Ambition 7 – Attracting investment in infrastructure, the economy and green growth.

We want to raise the national and international profile of Nottinghamshire and create the right conditions for investment and economic growth.

Nottinghamshire's economy is changing in response to Brexit, the pandemic and the UK's commitment to cut carbon emissions 78% by 2035, and we know that investment will be key to growing our economy and creating high-quality jobs.

We'll focus on using our influence and powers to support green growth across Nottinghamshire's businesses, and secure investment in major projects like STEP Fusion, the East Midlands Development Corporation, Integrated Rail Plan and Freeport.

As we grow, we'll work to protect our natural and historic environments, and reduce our carbon footprint. We'll also make sure that development is supported with appropriate facilities – like schools and public transport links. And, where possible, we'll promote initiatives that open up more opportunities for our residents, especially where the need is greatest. We know we can grow green and improve jobs, opportunities, and quality of life for everyone, supporting a bright and prosperous future for Nottinghamshire.

Finally, we're working hard to secure more powers and resources for Nottinghamshire as part of the East Midlands Combined County Authority. We know this would help us improve our services, support local businesses, create jobs and attract much needed investment for infrastructure and the economy. We are doing this by collaborating with our regional council partners. We're talking with Government about our proposals, and how they link to our broader ten-year vision, and the national levelling up agenda.

### In 2023-24, to achieve this, we will deliver the following actions:

<b>7.1</b>	Through our devolution programme, we will work together with our regional council partners and Government to progress the establishment of an East Midland Combined County Authority, subject to the necessary approvals and the passage of the Levelling-up and Regeneration Bill through Parliament. Devolution will secure long term major investment, jobs and increased prosperity for Nottinghamshire and the East Midlands.
<b>7.2</b>	Progress work with our partners to develop and deliver the Spherical Tokamak for Energy Production (STEP) Fusion programme in North Nottinghamshire and deliver long term investment in clean energy, high skilled jobs and a more prosperous local economy.
<b>7.3</b>	Deliver the large-scale infrastructure projects of the A614/A6097 corridor improvement, with at least two junctions completed and two more underway, to improve traffic flow across the County.
<b>7.4</b>	Progress with securing funding for rail improvements, including the extension of the Robin Hood Rail Line and Maid Marian Line, which will enable future investment and secure external funding.

<b>7.5</b>	Work with Partners to drive and support the work of the East Midlands Development Corporation to improve Nottinghamshire's road and rail connectivity and drive long term investment in green growth, infrastructure and employment across several major development sites.
<b>7.6</b>	Continue to support the delivery of the East Midlands Freeport to drive green growth and sustainable regeneration at its identified sites.

### Success Means:

- An increased amount of inward investment in the County
- Increased economic activity across the County
- More high-quality jobs for residents
- More non-carbon energy suppliers operating from the County
- Reduced carbon emissions from industry
- New green technologies are progressed
- High quality advice given to help businesses cut their carbon impact.

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
<b>Success indicators the Council owns:</b>			
Value of Social Housing Decarbonisation Funding secured from central government for Nottinghamshire homes	£478,055	2023-2024	<b>Up</b>
<b>Success indicators the Council works with partners to influence:</b>			
Jobs density (number of jobs in an area divided by the resident population aged 16-64)	0.68	2021	<b>Up</b>
CO2 emissions (commercial) per capita (tonnes per capita)	0.4 tonnes	2020	<b>Down</b>

## Ambition 8 – Improving transport and digital connections.

Our roads, transport and broadband infrastructure are essential for everyone. They bring friends and family together; grow businesses, markets, and employment opportunities; open up training and leisure; and keep Nottinghamshire well connected.

Building on our Highways Review, we're working on maintaining and improving Nottinghamshire's roads and footpaths. It's one of our big priorities, and we know it's important to residents too. We're improving our walking and cycling network, so people can be more active in the way they travel, and we're also encouraging people to use low-emission and sustainable transport where they can. Being innovative is important to us, that's why we've introduced our flexible Nottsbus on demand services in three areas of the County, with more on the way in the future.

Our Local Transport Plan will also set out how we'll improve our transport networks, prioritising those areas that would benefit most from better connections and making use of the latest technology and data to keep Nottinghamshire moving and thriving.

### Together, these steps will:

- Have a positive impact on people's health and wellbeing
- Help tackle issues like rural isolation
- Ensure the transport options we have meet demand
- Keep our County well connected
- Protect our environment and reduce our carbon footprint.

### In 2023-24, to achieve this, we will deliver the following actions:

8.1	Increase the coverage and quality of broadband connectivity across the county so that residents have access to fast and reliable broadband services. Where possible, this will also include the installation of better-quality, gigabit connectivity.
8.2	Use the Right Repair, Right First-Time approach that delivers permanent repairs on Nottinghamshire roads whenever possible, extending this to the A, B, and C road network.
8.3	Widen the roll out of demand responsive transport to support the general public's access to jobs, rural areas and leisure and shopping amenities.
8.4	Implement a three-year capital programme of highway improvements, ensuring that our investment represents good value for money. This will focus on our local road network, footways, and drainage.

<b>8.5</b>	Work with partners to deliver an intelligence led inspection programme on weight restricted roads. This will see that pedestrians, cyclists and other road users are protected from heavy goods vehicles using roads which are considered unsuitable or dangerous, with damage to weight restricted roads caused by heavy goods vehicles being prevented.
<b>8.6</b>	Pilot our on-street electric vehicle infrastructure programme providing an easier transition to electric vehicles for all.
<b>8.7</b>	Implement the Enhanced Partnership and the Bus Service Improvement Plan to maintain the existing network and where possible deliver improved bus services, ticketing, information, first phase of priority measures for buses on our roads (including feasibility for the Baums Lane/A60 junction in Mansfield), bus infrastructure and decarbonisation of bus services.
<b>8.8</b>	Review our 'active' travel (walking and cycling) approaches, in order to best improve the cycling infrastructure and maintaining rights of way to enable Nottinghamshire residents to make healthy choices about how they travel around the County.
<b>8.9</b>	Review the requirement for parking and pick up/drop off outside new schools to ensure new developments are delivered in a manner that promotes safe and sustainable access to school whilst considering the needs of all users, including local residents.
<b>8.10</b>	Review and develop our Local Transport Plan (Nottinghamshire County Council or Combined Authority) in line with awaited government guidance to ensure that Nottinghamshire's transport strategy continues to reflect the national, regional, and local vision and ambitions; and continues to guide highway and transport delivery programmes to deliver this vision.
<b>8.11</b>	Develop and implement a winter maintenance plan for road repairs to counteract the impact of the colder months on the state of Nottinghamshire's highways, ensuring that roads are well maintained.

### Success Means:

- People travel around the County easily and safely
- More people walk, cycle, and use public transport
- More electric vehicle charging points added across the County
- Improved superfast broadband coverage
- Roads and pavements are maintained to a high standard
- People are satisfied with the condition of highways and footpaths
- People are satisfied with local bus services
- All children and young people have safe and appropriate transport to school.

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
<b>Success indicators the Council owns:</b>			
% of A roads where maintenance should be considered (by network length)	2%	2021-2022	<b>Down</b>
% of B and C roads where maintenance should be considered (by network length)	3%	2021-2022	<b>Down</b>
% of unclassified roads where maintenance should be considered (by network length)	25%	2020-2021	<b>Down</b>
<b>Success indicators the Council works with partners to influence:</b>			
<b>New for 23/24:</b> % of Nottinghamshire homes/businesses that can access superfast services	97.5%	March 2023	<b>Up</b>
<b>New for 23/24:</b> % of Nottinghamshire homes/businesses that can access gigabit-capable services	74.4%	March 2023	<b>Up</b>
<b>New for 23/24:</b> % of Nottinghamshire homes/businesses that are unable to access at least 30Mbps (superfast)	2.5%	March 2023	<b>Down</b>
Change in average journey time per mile during the morning peak on the County's urban centre networks (indexed)	84.3	2021	<b>Down</b>
% infrequent bus services running on time	89%	2021-2022	<b>Up</b>
Excess waiting time for frequent bus services (decimal minutes)	1.09	2021-2022	<b>Down</b>
Bus patronage – single trips (excluding tram)	17,536,651	2021-2022	<b>Up</b>
Change in levels of cycling (indexed)	2021 = 100	2021	<b>Up</b>
Number of people killed or seriously injured (KSI) on roads	289	November 2022 (12 months)	<b>Down</b>

Publicly available electric vehicle charging devices at all speeds per 100,000 population	38.2	Q4 2022	<b>Up</b>
<b>New for 23/24:</b> Number of weight restricted road inspection exercises completed	65	March 2023	<b>Up</b>



## Ambition 9 – Protecting the environment and reducing our carbon footprint.

In 2021 we declared a climate emergency. We pledged to combat climate change and drive greener growth at a local level, to support the UK's 2050 Net Zero national target.

Our Environmental Policy and plan sets out how we'll enhance Nottinghamshire's natural habitats and landscapes, while reducing the Council's impact on the environment. We're making good progress and have seen a significant reduction in carbon emissions from energy use across our highways and properties since 2014-15. But we know we need to do more. With that in mind, we're planning to:

- further reduce emissions across our transport fleet, properties, and highways
- support and improve biodiversity
- reduce waste and increase recycling
- improve air quality
- promote greener travel.

We are committed to working towards these goals for all our communities, but especially those where a greener environment would most benefit health and wellbeing.

### In 2023-24, to achieve this, we will deliver the following actions:

9.1	Embed considerations for hybrid working within the delivery of our Property Rationalisation Strategy, which will bring forward recommendations for the future use of our key buildings, including County Hall.
9.2	Develop a staff travel plan to encourage and support staff to use active travel, public transport and reduce business miles. This action will support the delivery of the Hybrid Working Strategy.
9.3	Support our partner organisations in the development and implementation of their climate change targets and carbon reduction plans, so that they can reduce their own carbon footprint across Nottinghamshire in line with the Council's reductions and we can tackle the climate emergency together.
9.4	Develop renewable energy capacity across the Council's estate to reduce our reliance on purchased energy and grid capacity, and to further the Council's progress towards achieving our ambitious carbon neutral target by 2030.

<b>9.5</b>	Publish a Joint Waste Local Plan with Nottingham City Council and submit for examination, so that up-to-date planning policies are eventually adopted to enable applications for recycling and waste facilities to be considered positively, whilst protecting the environment of Nottinghamshire and treating waste as a resource instead of simply disposing of it.
<b>9.6</b>	Finalise the strategic review of the recycling centre network and identify opportunities to improve recycling performance across the County.
<b>9.7</b>	Enhance the natural environment through the creation of new green space at the former Willey Wood farm (Trees for Climate woodland creation programme) and the completion of habitat restoration works at No Man's Land, near Clipstone (Miner2Major). This will help to improve the biodiversity of Nottinghamshire through the creation or enhancement of priority habitats.
<b>9.8</b>	Progress with our tree planting programme, with the aim to plant 250,000 by March 2025. This will allow biodiversity to be enhanced, with carbon captured in areas which provide new places for people to access woodland.
<b>9.9</b>	Certify and enforce petroleum storage and dispensing requirements and conduct environmental searches, so that those who keep and dispense petrol and operate on historic petrol sites do not cause risk to the public or the environment.
<b>9.10</b>	Develop and implement a Greener Highways Plan, covering the management of trees, green corridors, and road verges so that we support the reduction in pollution, help alleviate flooding, increase biodiversity, enhancing the environment for both people and wildlife.
<b>9.11</b>	Develop a plan to minimise food wastage within our school and college catering estate so that we reduce our environmental impact and improve our cost effectiveness.

### Success Means:

- Carbon emissions are reduced in Nottinghamshire, in line with the national average or faster
- More of the County's waste is recycled
- The County Council is net carbon neutral in all its activities by 2030
- All street lighting is converted to LEDs by 2026
- Energy used by the County Council is reduced by 5-10% each year
- Five new local nature reserves are created
- A quarter of a million trees are planted on Council land by March 2025
- Favourable or Unfavourable Recovering condition status is achieved on 10 Sites of Special Scientific Interest units managed by Nottinghamshire County Council
- Added environmental value is achieved from Council contracts.

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
<b>Success indicators the Council owns:</b>			
% household waste sent to refuse, recycling or composting	40.4%	2021-2022	<b>Up</b>
% household waste diverted from landfill	94.5%	2021-2022	<b>Up</b>
% of lamps converted to LED	94.2%	2022-2023	<b>Up</b>
Energy consumption across Nottinghamshire County Council (NCC) Property Assets	26,376,556 kwh	2020-2021	<b>Down</b>
Number of local nature reserves on County Council land	7	2022-2023	<b>Up</b>
Number of Site of Special Scientific Interest Units managed by Nottinghamshire County Council in Favourable or Unfavourable Recovering condition	9 out of 10	2022-2023	<b>Up</b>
Total number of trees planted on Nottinghamshire County Council (NCC) land over the period 2020-2025	69,903	March 2023	<b>Up</b>
<b>New for 23/24:</b> Number of petroleum related matters responded to including environmental searches	37 - including 14 environmental searches	2022-2023	<b>N/A</b>
<b>New for 23/24:</b> Number of petroleum certificates issued	47 - 46 renewal certificates and 1 new certificate	2022-2023	<b>N/A</b>
<b>Success indicators the Council works with partners to influence:</b>			
Total CO2 emissions in Nottinghamshire (Kt)	3,922.4	2020	<b>Down</b>
CO2 emissions per capita Nottinghamshire	4.7 tonnes	2020	<b>Down</b>

## Ambition 10 – A forward looking and resilient Council.

As a large County Council, we have a range of central services that work across the whole of the Council to provide and support our day-to-day services for residents. This includes our customer service centre, legal and governance teams, finance, human resources, procurement, communications, IT, business support and transformation and change teams. These services help us provide and deliver our customer-facing services, ensuring we have the resources we need to work efficiently and adapt for the future.

Our staff stepped up during the pandemic and continue to do so to help people manage the rising the costs-of-living, working hard to adapt services and protect the most vulnerable. We want to continue to support them by giving them the skills and knowledge they need and providing a positive, inclusive culture. We'll also continue to develop new and innovative ways of working, like hybrid home/office working, and using 'virtual visits' to connect social care staff and residents. We're always looking to make services more efficient and sustainable and better meet our people's needs, and will carry on looking at ways to develop our services and change the way we work in the future.

We'll also keep developing our technologies to reach those in isolated communities and make it easier for people to communicate with us and access our services. We'll create effective, easy-to-use systems and processes to ensure we get it right for residents first time, every time. We'll also keep listening and using residents' feedback and other data to make services better, working closely with partners to get the best for people.

### In 2023-24, to achieve this, we will deliver the following actions:

<b>10.1</b>	Refresh our planning and performance framework to further strengthen performance management, including using performance to drive continuous improvement in a consistent and integrated approach.
<b>10.2</b>	Publish a Data Strategy, including the review and development of secure, integrated data systems, so that we are able to strengthen our ability to make decisions based on robust data and analysis.
<b>10.3</b>	Strengthen the processes we use to choose how to provide services for residents by developing our approach to 'strategic commissioning.' This will ensure that our funding is used effectively to meet identified needs, services demonstrate good value for money and our procurement procedures are both sustainable and compliant.
<b>10.4</b>	Develop the ways in which we engage with residents including the use of consultation, co-design and coproduction where possible, so that the views of Nottinghamshire's communities are informing both the decisions we make, and the design and delivery of the services we provide.
<b>10.5</b>	Design and deliver a Resourcing and Retention Strategy so that we can maintain a diverse and sustainable skills pool to deliver the services that matter most to residents. This will include seeking opportunities for joint workforce planning with key public service partners where possible.

<b>10.6</b>	Design and implement a new approach to employee engagement to ensure colleagues, including our self-managed groups, have a voice, feel listened to, and involved in the decisions and changes that impact them. This will also include a review of our approach to workforce Health and Wellbeing, focussing on staff wellbeing and resilience so that they are fully supported to be fit and well at work.
<b>10.7</b>	Continue to invest in our staff development by extending the Nottinghamshire Way and investing in our culture and leadership capability at all levels.
<b>10.8</b>	Continue to manage the Council's finances and resources effectively, so that we can continue to invest in delivering or commissioning services that make a difference for our residents and communities.
<b>10.9</b>	Develop plans for ICT resources that will support the delivery of technical and digital developments across the Council. The Digital Strategy is in place and will be utilised in the delivery of services to provide a positive experience to all.
<b>10.10</b>	As part of wider organisational development, we will refine and reshape our portfolio of cross-cutting transformation programmes. This will ensure the organisation is fit for purpose and has the capacity to deliver the Nottinghamshire Plan over the longer term.
<b>10.11</b>	Work collaboratively across the Council and with partners, to continue the development and delivery of our cross-cutting transformation programmes. This will help us to work together to test new and improved ways of working, service delivery and systems. It will also create the conditions to enable us to deliver coordinated and integrated transformation, that makes a difference for the County's communities and residents.
<b>10.12</b>	Strengthen our capacity to continue to develop our approaches to managing risk, and business continuity, so that we have the strategies, systems and processes that enable us to identify and target improvements, plan and respond to incidents and mitigate risks effectively.
<b>10.13</b>	Following implementation of our new governance system from a committee system to a Leader and Cabinet model, we will continue work with members and officers to review our new arrangements, develop the Council's approach to Scrutiny and to embed understanding and good practice across the organisation.
<b>10.14</b>	Undertake work to explore future delivery and service design options for Catering and Facilities Management Services, so that we are working efficiently and effectively, whilst making best use of the Council's resources.

### Success Means:

- People can access Council services more easily
- Resident satisfaction with the Council improves
- The Council has a balanced budget and valued services are protected
- The County Council retains and recruits a highly talented workforce.

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
<b>Success Indicators the Council owns:</b>			
<b>New for 23/24:</b> % of respondents who agree or strongly agree that they can influence decisions affecting their local area (annual)	17%	Autumn 2022	<b>Up</b>
<b>New for 23/24:</b> % of respondents who are satisfied or strongly satisfied with the way Nottinghamshire County Council runs things	46%	Autumn 2022	<b>Up</b>
% of staff satisfied with their health, safety and wellbeing at work	74.5%	2022	<b>Up</b>

This document will be available online at [plan.nottinghamshire.gov.uk](https://plan.nottinghamshire.gov.uk) and will be updated in year as and when required.

For more information on the aims and ambitions under which these actions are based, refer to the Council's overarching plan, [The Nottinghamshire Plan 2021-31](#).

**REPORT OF THE CHAIRMAN OF OVERVIEW COMMITTEE****OUTCOME OF CALL-IN OF DECISION - NOTTINGHAMSHIRE HEALTHY  
FAMILIES PROGRAMME: 2024 AND BEYOND****Purpose of the Report**

1. To advise Cabinet of the outcome of the Call-in of Cabinet's decision relating to the Nottinghamshire Healthy Families Programme originally taken on 9 March.

**Information**

2. A call-in request was received by the Monitoring Officer relating to the above decision citing the following grounds:
  - a. That it may not have been made in accordance with the law – this related to concerns about the way in which informal meetings of scrutiny members had taken place, the way in which their views had been represented within the Cabinet report and safeguarding and corporate parenting concerns regarding one aspect of the Healthy Families Programme;
  - b. May not have sufficiently described options or given reasons
  - c. May not be in accordance with the Council's budget and policy framework
3. Following consideration of the request, the Monitoring Officer made arrangements for a meeting of the Overview Committee to be convened to hear the concerns of the signatories to the call-in request. That meeting was held on 31 March.
4. The meeting heard from 6 of the signatories to the call-in request setting out their concerns about the decision. Further information about the Cabinet decision was then provided by the Cabinet member for Adult Social Care and Public Health, the Corporate Director for Adult Social Care and Public Health and the Director of Public Health.
5. The Monitoring Officer also provided further information about an informal dialogue meeting held between officers and various members of the Adult Social Care and Public Health Select Committee, the Children and Families Select Committee and the Health Scrutiny Committee.
6. Members of the Overview Committee then asked questions of the officers present about the concerns raised by members who initiated the call-in.
7. The Overview Committee felt that the concerns raised about the application of the Council's scrutiny process were best dealt with by way of review by the Members Working Group already established by Governance and Ethics Committee to review the implementation of the

Council's governance arrangements following the change to the Leader and Cabinet model last May. The Chairman and Vice Chairman of the Overview Committee asked to join that working group for any sessions relating to the scrutiny process.

8. The Committee considered the options for a decision open to them following a call-in request which were:
  - a. to take no further action in connection with the decision
  - b. to refer the decision back to Cabinet for reconsideration in light of the concerns outlined by the Overview Committee
  - c. to refer the matter to Full Council where a decision had been taken in breach of the Council's budget and policy framework.
9. The Monitoring Officer explained that as this decision was not contrary to the Council's budget and policy framework, option c above was not available to the Committee but that options a and b were available to them.
10. A variety of comments and views were discussed in the meeting and a range of issues were raised by Overview Committee members. Points raised included the Council's approach to scrutiny, the commissioning approach relating to the Healthy Families Programme and a general reference to matters which were characterised as safeguarding concerns. In respect of the latter point, it was acknowledged that any safeguarding concerns should be referred promptly through the Council's established routes for such reporting to ensure that they were appropriately addressed. Further assurance was also provided to the Committee on this point by the Corporate Director for Adult Social Care and Public Health following a meeting of Health Scrutiny Committee held on 28<sup>th</sup> March, which also looked at aspects of the Healthy Families Programme services.
11. The Committee considered all the information which they had heard from the members and officers attending the call-in meeting and felt that on balance there was sufficient basis to warrant further consideration of the decision by Cabinet, in respect of formal scrutiny and in respect of options. As a result, the Committee resolved to refer the decision back to Cabinet for further consideration.

### **Other Options Considered**

12. Overview Committee could have decided to take no further action in respect of the decision but felt that there was sufficient basis to refer the matter back to Cabinet for reconsideration. Once the Overview Committee have taken that decision, there is no other option as it is a requirement to refer the concerns raised at Overview Committee back to Cabinet for reconsideration of their decision in these circumstances.

### **Reason/s for Recommendation/s**

13. To inform Cabinet of the outcome of the call-in meeting of Overview Committee and their resolution to refer the decision back to Cabinet for reconsideration to consider the concerns which the Committee identified.

### **Statutory and Policy Implications**



14. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment 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**

15. There are no direct financial implications arising from this report which purely relates to the outcome of the call-in process.

## **RECOMMENDATION/S**

- 1) That Cabinet is asked to reconsider its decision in respect of the Nottinghamshire Healthy Families Programme: 2024 and beyond, in light of Overview Committee members' comments in relation to formal scrutiny of the proposals by both Adults and Children's Select Committees and further consideration of the options available.

**COUNCILLOR BOYD ELLIOTT**  
**CHAIRMAN OF OVERVIEW COMMITTEE**

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### **Constitutional Comments (CEH – 12.4.2023)**

16. Cabinet has the responsibility to consider reports from Overview Committee in accordance with the Overview and Select Committee Procedure Rules in Section 6 of the Constitution.

### **Financial Comments (SES 12/04/2023)**

17. 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 Overview Committee dated 31 March 2023 (published)

### **Electoral Division(s) and Member(s) Affected**

- All



**REPORT OF THE LEADER OF THE COUNCIL****NOTTINGHAMSHIRE HEALTHY FAMILIES PROGRAMME: 2024 AND BEYOND – CONSIDERATION OF CALL-IN OUTCOME****Purpose of the Report**

1. To consider the report of the Chairman of Overview Committee, in respect of the above decision, originally taken by Cabinet on 9 March 2023, following a meeting of Overview Committee on 31 March to hear a call-in of that decision.

**Information**

2. Cabinet has today already received a report from the Chairman of the Overview Committee setting out the outcome from the meeting of the Overview Committee held on 31 March relating to a call-in of Cabinet's original decision in respect of the Healthy Families Programme (HFP).
3. Cabinet is asked by Overview Committee to reconsider its decision in respect of the Nottinghamshire Healthy Families Programme: 2024 and beyond, in light of Overview Committee members' concerns in relation to:
  - a. formal scrutiny of the proposals by both Adults and Children's Select Committees and
  - b. further consideration of the options available.
4. Cabinet is now required to reconsider the matter, taking into account the concerns raised by Overview Committee before making a final decision on the way forward.
5. The Cabinet Member for Adult Social Care and Public Health attended the call-in meeting and listened carefully to the comments made and concerns raised by those present.
6. Having reflected on these matters the Leader has asked for further information about available options and is recommending that Cabinet takes some further time to consider next steps in connection with the HFP. It is proposed that the Cabinet embarks on a period of review and reflection with key Cabinet Members at the forefront of this work and brings a report back to a future Cabinet meeting within the next 2 months in order to formally respond to the issues raised by Overview Committee.
7. By taking time to consider the next steps carefully, Cabinet believes that this highlights the importance of constructive scrutiny within the Leader and Cabinet system of governance. It

will also enable appropriate review by the Executive of the steps taken to date to ensure that the direction of travel and the approach to this important commissioning activity meets the Council's objectives and will deliver improved outcomes for the people of Nottinghamshire in line with the ambitions in the Nottinghamshire Plan.

8. In addition, given that one of the concerns raised by the Overview Committee relate to formal scrutiny of the proposals by relevant Select Committees, it is proposed that Cabinet request the Overview Committee to establish a joint working group comprising various members of the Adult Social Care and Public Health Select Committee, the Children and Families Select Committee and the Health Scrutiny Committee to undertake further scrutiny.
9. Cabinet also recognises the concerns expressed at the Overview Committee regarding the application of the Council's approach to scrutiny activity. Cabinet welcomes the proposal made at the Overview Committee for further work in developing a scrutiny protocol to be progressed via the existing cross party Members Working Group relating to the Council's new governance arrangements, led by the Chairman of Governance and Ethics Committee. Cabinet also welcomes the suggestion that the Chairman and Vice Chairman of Overview Committee be included on that working group in respect of any sessions held in respect of Scrutiny matters.

### **Other Options Considered**

10. Cabinet is required to consider the concerns raised by Overview Committee. It may decide to make no changes or could choose to take a completely different approach. Neither of those options are considered appropriate at present as Cabinet wishes to give the matter further consideration before formulating its response.

### **Reason/s for Recommendation/s**

11. Cabinet wishes to take more time to consider its response to ensure the best outcomes are achieved for Nottinghamshire residents and communities.

### **Statutory and Policy Implications**

12. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment 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**

13. There are no specific financial implications arising from this decision at this time. When a final decision is taken in response to the issues raised any financial implications will be considered at that time.

### **Consultation**

14. As the activity described in this paper progresses, timely advice will be taken regarding the requirement to consult.

## **Implications in relation to the NHS Constitution**

15. There are no anticipated impacts in respect of the NHS Constitution at this time.

## **Public Sector Equality Duty implications**

16. At this stage of the formation of the proposals no specific impacts on particular groups are anticipated. However, as the proposals are developed, equality impacts will be assessed for consideration by Cabinet when reaching its decision on the next steps. Consideration of impact on care experienced people will be undertaken alongside this assessment. Cabinet will have due regard to these matters when reaching its decision.

## **Safeguarding of Children and Adults at Risk Implications**

17. The Nottinghamshire HFP plays an important role in safeguarding and promoting the welfare of unborn babies, children, and young people. These responsibilities are clearly defined in the current service specification and will be reflected appropriately in any future arrangements. As always, any specific safeguarding concerns should be raised through the established channels for such reporting and will be acted upon accordingly.

## **Implications for Residents**

18. There are no anticipated adverse impacts for residents in connection with this decision.

## **Implications for Sustainability and the Environment**

19. At this stage there are no identifiable implications for sustainability or the environment. However, this will be a consideration in accordance with Council policy as part of the next stage of the commissioning process.

## **RECOMMENDATION/S**

1) That Cabinet notes and acknowledges the report of the Chairman of Overview Committee outlining the issues raised by Overview Committee and will consider and bring back a formal response to those issues at a meeting of Cabinet within the next two months.

2) That Overview Committee be requested to establish a joint scrutiny working group comprised of various members of the Adult Social Care and Public Health Select Committee, the Children and Families Select Committee and the Health Scrutiny Committee and to report back Overview Committee. Any recommendations from Overview Committee will then be reported back for consideration before any final decision is taken by Cabinet.

**COUNCILLOR BEN BRADLEY MP**  
**LEADER OF THE COUNCIL**

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**Constitutional Comments (CEH – 12.4.2023)**

20. The report and recommendations fall within the remit of Cabinet under its terms of reference.

**Financial Comments Financial Comments (SES 12/04/2023)**

21. 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.

- Healthy Child Programme 0 to 19: health visitor and school nurse commissioning (commissioner guidance), Public Health England, 2016 (updated March 2021), available [Healthy child programme 0 to 19: health visitor and school nurse commissioning - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/healthy-child-programme-0-to-19-health-visitor-and-school-nurse-commissioning)
- Nottinghamshire's Best Start Strategy, 2015-25, available [Nottinghamshire Best Start Strategy 2021-2025 | Nottinghamshire County Council](https://www.nottinghamshire.gov.uk/best-start-strategy).
- The Best Start for Life, a vision for the critical 1,001 days, HM Government, 2021, available [The Best Start for Life - The Early Years Healthy Development Review Report \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/publications/the-best-start-for-life-a-vision-for-the-critical-1001-days)
- Report to Cabinet – Nottinghamshire Healthy Families Programme 2024 and beyond dated 9 March 2023 (published)
- Report to Overview Committee dated 31 March 2023 (published).

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

- All

**REPORT OF THE SERVICE DIRECTOR – FINANCE, INFRASTRUCTURE AND  
IMPROVEMENT****FINANCIAL MONITORING REPORT: PERIOD 11 2022/2023****Purpose of the Report**

1. To provide the Cabinet with a summary of the budget monitoring position as at Period 11.

**Information and Advice****Background**

2. The Council approved the 2022/23 budget at its meeting on 24 February 2022. As with previous financial years, progress updates will be closely monitored and reported to management and either the Cabinet Member for Finance or Cabinet each month.

**Summary Revenue Position**

3. The table below summarises the revenue budgets for each Portfolio for the forthcoming financial year. An underspend of £1.6m (0.3% of the Council's Net Budget Requirement) is currently projected against the budget approved by Full Council in February 2022. As a consequence of this variance and the significant levels of uncertainty and financial challenges facing the Council over the medium term, the key message to effectively manage budgets and, wherever possible, deliver in-year savings continues to be reinforced.

**Table 1 – Summary Revenue Position**

Forecast Variance as at Period 10	Portfolio	Annual Budget £'000	Actual to Period 11 £'000	Year-End Forecast £'000	Latest Forecast Variance £'000	Percentage Variance to Annual Budget
(202)	Children & Young People	169,203	150,529	168,717	(486)	(0.29%)
(1,803)	Adult Social Care & Public Health	248,164	203,864	245,330	(2,834)	(1.14%)
(201)	Transport & Environment	120,320	101,011	120,052	(268)	(0.22%)
(22)	Communities	19,081	13,243	19,090	9	0.05%
17	Economic Development & Asset Management	25,373	24,351	25,335	(38)	(0.15%)
(612)	Deputy Leader & Transformation	5,177	3,945	4,426	(751)	(14.51%)
(112)	Finance	17,881	17,013	17,738	(143)	(0.80%)
(912)	Personnel	28,278	27,333	27,278	(1,000)	(3.54%)
<b>(3,847)</b>	<b>Net Committee (under)/overspend</b>	<b>633,477</b>	<b>541,289</b>	<b>627,966</b>	<b>(5,511)</b>	
(2,000)	Central items	(56,342)	(77,247)	(58,342)	(2,000)	
	- Schools Expenditure	700	-	700	-	
2,155	Contribution to/(from) Traders	(1,227)	2,167	928	2,155	
<b>(3,692)</b>	<b>Forecast prior to use of reserves</b>	<b>576,608</b>	<b>466,209</b>	<b>571,252</b>	<b>(5,356)</b>	
	- Transfer to / (from) Corporate Reserves	(1,938)	-	(1,938)	-	
1,918	Transfer to / (from) Departmental Reserves	(15,738)	(653)	(11,930)	3,808	
	- Transfer to / (from) General Fund	-	-	-	-	
<b>(1,774)</b>	<b>Net County Council Budget Requirement</b>	<b>558,932</b>	<b>465,556</b>	<b>557,384</b>	<b>(1,548)</b>	

## Portfolio Variations

### Adult Social Care & Public Health (£2.8m underspend, 1.14% of net portfolio budget)

4. The Adult Social Care & Public Health portfolio is currently reporting a forecast underspend of £2.8m. This is mainly due to underspends in Direct & Provider Services (£3.8m), Maximising Independence (£0.5m) and Public Health (£2.3m), being partly offset overspends in Living Well and Ageing Well (£3.7m) and Strategic Commissioning and Integration (£0.1m).
5. Public Health is forecast to underspend by £2.3m, this is an increase in underspend from Period 10 of £1.0m. The £1.0m change is primarily due to a reduction in forecast contract spend, most notably £0.4m on the PHN 0-19 Healthy Families contract. Previously the estimated uplift due to increases in NHS pay settlements was predicting an overspend last period, however NHT are now advising that they are in an underspend position. There is also slippage of £0.14m on Future in Mind, £0.13m on Domestic violence and abuse, plus £75k of funding for Oral Health STP which will now be spent in 23/24. In addition, there is £135k of new government money for Dental with the government now picking up the Fluoridation costs in year.
6. The underspend in Direct & Provider Services is across all services and is mainly due to the following:
  - Anticipated additional NHS Continuing Healthcare income into residential services which is positive in supporting people with complex health and social care needs.
  - Increased underspend in Day Services due to slippage on recruitment. Although the vacancy rate is high and the majority of posts need to be recruited to maintain service



continuity, retaining a proportion of vacancies will assist in redesigning services and job roles in response to the recently launched Day Opportunities Strategy.

7. The forecast overspend in Living Well has decreased, mainly due to a reduction in the volume of cases on the Predicted Need list.
8. Living Well spend continues to be challenging, particularly in relation to increasing needs and market forces, where there is limited availability of services, particularly for people with complex needs, which results in lack of market competition and high placement costs. A number of actions are being taken to mitigate this as follows:
  - Close oversight of placement decisions through an effective panel process.
  - Joint work with Strategic Commissioning to develop the external provider market and maximise how we utilise contracted services.
  - A focus on taking a strengths-based approach to support, to maximise independence and reduce the need for formal support.
  - Reviewing the transition of young people approaching adulthood to ensure that interventions are timely and cost effective. This will form part of the focused budget setting work over the summer period.
  - A joint programme of work relating to home care and Housing with Care has been set out which will help to develop community alternatives that are cost effective and improve outcomes for our residents.

#### **Deputy Leader & Transformation (£0.8m underspend, 14.51% of net portfolio budget)**

9. The main reason for the forecast underspend is an underspend in Transformation and Change (£0.7m), an increase of £0.1m from period 10. A restructure of the T&C Group, implemented in June 2021, has led to a period of significant churn in the workforce and underspends currently relate to vacancy gaps pending recruitment.

#### **Personnel (£1.0m underspend, 3.54% of net portfolio budget)**

10. The Personnel portfolio is currently reporting a forecast underspend of £1.0m. This consists of forecast overspends in Corporate HR (£0.2m), Complaints (£0.1m) and Legal Service (£0.1m) offset by underspends in Business Support (£0.8m), Apprentices / Trainees (£0.2m), Communications & Marketing (£0.1m), Document Services (£0.1m) and Business Services Centre (£0.2m).
11. The Corporate HR overspend is due to reduced income from Schools & Academies buy back income. Legal Services have incurred additional costs due to a lack of court resources meaning cases spending longer within the court system, a need to place reliance on locums and additional work supporting the change in governance arrangements. Underspends are predominantly due to staff vacancies.

#### **Traded Services (£2.2m overspend)**

12. The Schools Catering service forecast includes estimated additional labour costs of £0.4m in-year, as a result of the 2022/23 Local Govt. pay award and revised foundation living wage. The forecast also includes the impact of food cost increases of £0.6m. The service is forecast to incur a net operating deficit of £2.6m in 2022/23. Schools Catering will seek to recover

additional costs of £0.8m through its SLA and non-SLA contracts with Schools, however discussions around this are ongoing and as such full provision has been included. The result is a forecast deficit of £1.80m, to be funded by the County Council.

13. As a result of estimated increased labour costs of £0.5m arising from the 2022/23 Local Govt. pay offer and the revised foundation living wage, the Cleaning & Landscapes service forecast is an anticipated deficit of £0.3m.

### **Central Items (£2.0m underspend)**

14. Central Items primarily consists of interest on cash balances and borrowing, together with various grants, contingency and capital charges.
15. Interest projections (both payable and receivable) fluctuate depending on expectations in relation to future rates and anticipated slippage on the capital programme. Current Treasury Management forecasts suggest a net underspend on interest of £2.0m.
16. The Council's budget includes a base contingency budget of £4.0m to cover redundancy costs, slippage of savings and other potential unforeseen events. Also, in 2022/23 further demand and inflationary pressures have been identified that have a degree of uncertainty with regard to likelihood, value and profiling; including assumptions on pay awards. As such, an additional provision of £13.3m was made within the contingency to fund these pressures should they arise. The Cabinet, Cabinet Member for Finance or the Section 151 Officer are required to approve the release of contingency funds.

### **Requests for Contingency**

17. There has already been a call on the 2022/23 contingency budget from requests that have been approved by the previous Finance Committee, Cabinet or the Section 151 Officer which total £15.0m. Table 1 assumes that the remaining contingency budget will be utilised in full for future requests.

### **Main Areas of Risk within the 2022/23 budget**

18. As reported previously, there are significant risks and uncertainties associated with the current environment that local authorities are operating within, both in the short and medium terms. The main financial risks faced by the Council are as follows:-
- Any on-going financial impact of the COVID19 pandemic and the implications that this may have on the delivery of Council services.
  - The cost pressures factored into the Council's budget may not be sufficient to meet the underlying cost and demand pressures that actually arise, particularly with regard to Adults and Children's Social Care Services, Transport Services, the impact of the National Living Wage, agreement of the pay award, the impact of the proposed Adult Social Care reform as well as any additional burdens identified by Central Government.
  - The COVID19 pandemic coupled with the UK leaving the EU has had a significant impact on the availability of staffing resource particularly in the social care sector as recruiting and retaining care staff across social care services remains difficult. Staff

shortages have also been experienced in catering, facilities management and waste services.

- Whilst the Council is somewhat protected from immediate inflation on direct energy costs through the advanced purchasing arrangement with Crown Commercial Services (CCS), wider inflationary pressures driven by energy costs could have a detrimental impact across a whole range of service areas.
- Fuel prices which are at a record high, will also be felt across all areas of the organisation in due course, with the potential for contracts to become unaffordable for the council or unviable for some service providers.
- Higher costs associated with the capital programme due to material shortages and increases in the cost of construction and other key materials.

## **Balance Sheet**

### **General Fund Balance**

19. Cabinet approved the 2021/22 closing General Fund Balance of £35.2m on 14 July 2022. This balance represents 6.2% of the net budget requirement.

## Capital Programme

20. Table 2 summarises changes to the gross Capital Programme for 2022/23 since approval of the original Programme in the Budget Report (Council 24/02/22):

**Table 2 – Revised Capital Programme for 2022/23**

	2022/23	
	£'000	£'000
Approved per Council (Budget Report 2022/23)		126,879
Variations funded from County Council Allocations : Net slippage from 2021/22 and financing adjustments	(29,874)	
		(29,874)
Variations funded from other sources : Net variation from 2021/22 and financing adjustments	3,199	
		3,199
<b>Revised Gross Capital Programme</b>		<b>100,204</b>

21. Table 3 shows actual capital expenditure to date against the forecast out-turn at Period 11.

Portfolio	Revised Capital Programme £'000	Actual Expenditure to Period 11 £'000	Forecast Outturn £'000	Expected Variance £'000
Children & Young People's	34,145	30,064	31,160	(2,985)
Adult Social Care & Public Health	862	573	862	-
Transport & Environment	46,583	33,663	46,298	(285)
Communities	1,759	1,034	1,384	(375)
Economic Devt & Asset Mngt	9,983	5,328	9,128	(855)
Finance	6,766	5,008	6,474	(292)
Personnel	106	22	78	(28)
Contingency	-	-	-	-
<b>Total</b>	<b>100,204</b>	<b>75,692</b>	<b>95,384</b>	<b>(4,820)</b>

## Children & Young People's

22. In the Children and Young People's portfolio capital programme, a forecast underspend of £3.0m has been identified. This is mainly due to reported slippage against the Rushcliffe expansion project (2.0m) where grant funding payments to the Academy are now expected to take place in the next financial year. In addition, lesser slippage has been reported against the School Capital Refurbishment Programme (£0.6m) and the Fostering Families programme (£0.3m). Minor variances have also been reported across a number of other budgets.

## **Economic Development & Asset Management**

23. In the EDAM portfolio capital programme, a forecast underspend of £0.9m has been reported. This is due to budget slipping into the next financial year following the review of Council Office buildings.

## **Variations to the Capital Programme**

24. Under the Council's new governance arrangements, the Section 151 officer has approved a number of variations to the capital programme as set out in the following paragraphs.

## **Children & Young People (CYPS)**

25. **School Places Programme** - As part of the Period 11 capital monitoring exercise, slippage of £0.4m has been identified against the School Places programme. Re-profiling of the budget is required as contributions to projects at Academies are not now expected to be made until the next financial year. The CYPS portfolio capital programme has been varied by £0.4m to reflect the identified slippage.
26. **School Building Improvement Programme** – It has been identified that £0.7m of funding against the School Building Improvement Programme budget needs to be re-profiled into the next financial year. This is due to an element of works that are now scheduled to take place in the next financial year to fit around school requirements. The CYPS portfolio capital programme has been varied by £0.7m to reflect the identified re-profiling required.
27. **Rushcliffe Expansion Project** - £2.0m slippage has been identified against the Rushcliffe Expansion project. It is now expected that grant funding payments to the academy will now be paid over in the next financial year. The CYPS portfolio capital programme has been varied to reflect the £2.0m slippage on this project.
28. **Fostering Families** - £0.3m slippage has been identified against the Fostering Families programme as costs associated with a house move project will now take place in the next financial year. The CYPS portfolio capital programme has been varied by £0.3m to reflect the identified slippage.

## **Transport and Environment (T&E)**

29. **Roads Maintenance and Renewals** –As part of the Spring Budget 2023, the Treasury announced an additional £3.3m roads funding grant allocation for the Council in 2023/24. It is proposed that the Transport and Environment portfolio capital programme is varied by £3.3m to reflect the additional roads funding grant allocation received from Central Government.

## Communities

30. **Local Improvement Scheme** – As part of the Period 11 capital monitoring exercise, forecast slippage of £0.3m has been identified against the Local Improvement Scheme programme. This rolling programme of grant awards requires slippage into 2023/24 to complete projects as approved by the Cabinet Member for Communities. The Communities portfolio capital programme has been varied by £0.3m to reflect slippage on the Local Improvement Scheme.
31. **Libraries Improvement Programme** - The Council has been successful in securing £50k of external grant funding from the Arts Council England to further the installation of scanning equipment in libraries across Nottinghamshire. The Communities portfolio capital programme has been varied to reflect the £50k grant funding received.

## Economic Development & Asset Management (EDAM)

32. **Building Works / Investing in Nottinghamshire** – In the EDAM portfolio capital programme, a forecast underspend of £0.9m has been identified. This is as a result of budget slipping into the next financial year following the review of county office properties. The EDAM portfolio has been varied to reflect the £0.9m slippage identified.

## Finance

33. **EcoSystem Platform** - In the Finance portfolio capital programme, a forecast underspend of £0.3m has been identified against the EcoSystem Platform capital programme. This is mainly due to delays in signing off the final contract thereby delaying an element of the central programme costs. The Finance portfolio capital programme has been varied to reflect the £0.3m slippage identified against the EcoSystems Platform project.

## Financing of the Approved Capital Programme

34. Table 4 summarises the financing of the overall approved capital programme for 2022/23

**Table 4 – Financing of the Approved Capital Programme for 2022/23**

Portfolio	Capital Allocations £'000	Grants & Contributions £'000	Revenue £'000	Reserves £'000	Gross Programme £'000
Children & Young People's	6,620	27,275	200	50	34,145
Adult Social Care & Public Health	43	640	-	179	862
Transport & Environment	10,312	30,996	875	4,400	46,583
Communities	1,506	170	20	63	1,759
Economic Devt & Asset Mngt	3,219	6,130	140	494	9,983
Finance	4,740	976	-	1,050	6,766
Personnel	106	-	-	-	106
Contingency	-	-	-	-	-
<b>Total</b>	<b>26,546</b>	<b>66,187</b>	<b>1,235</b>	<b>6,236</b>	<b>100,204</b>

35. It is anticipated that borrowing in 2022/23 will decrease by £32.3m from the forecast in the Budget Report 2022/23 (Council 24/02/22). This decrease is primarily a consequence of:

- £29.9m of net slippage from 2021/22 to 2022/23 and financing adjustments funded by capital allocations.
- Net slippage in 2022/23 of £2.4m of capital expenditure funded by capital allocation identified as part of the departmental capital monitoring exercise.

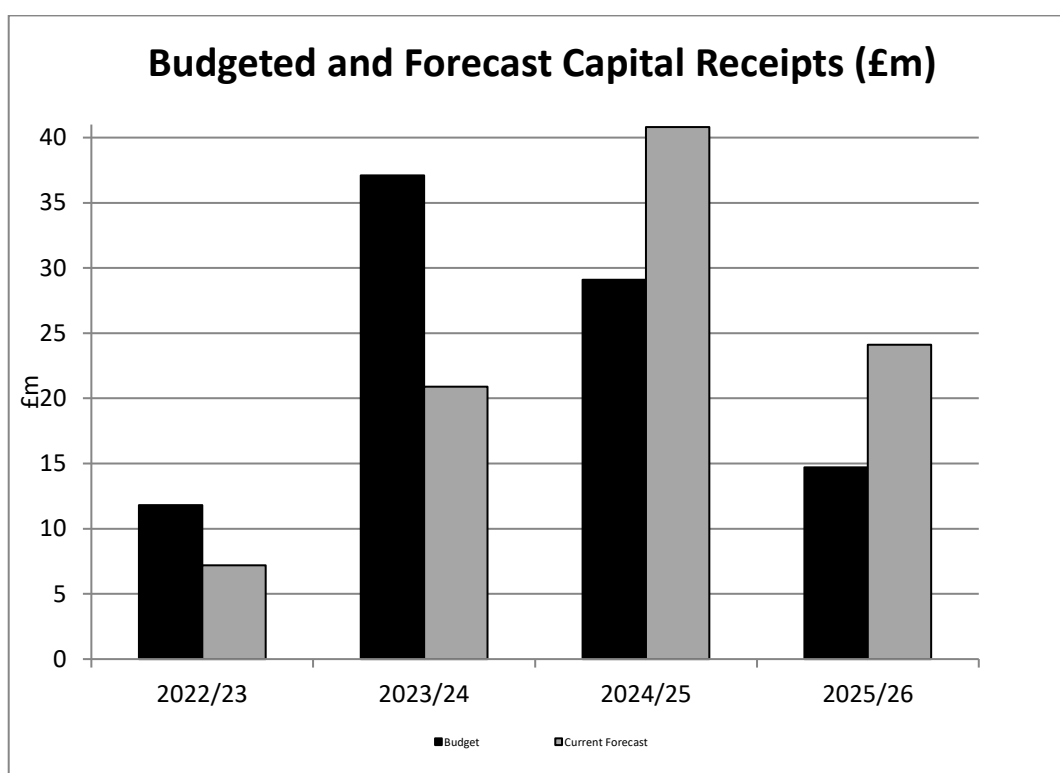
### Prudential Indicator Monitoring

36. Performance against the Council's Prudential Indicators is regularly monitored to ensure that external debt remains within both the operational boundary and the authorised limit.

### Capital Receipts Monitoring

37. Anticipated capital receipts are regularly reviewed. Forecasts are currently based on estimated sales values of identified properties and prudently assume a slippage factor based upon a review of risk associated with each property.

38. The chart below shows the budgeted and forecast capital receipts for the four years to 2025/26.



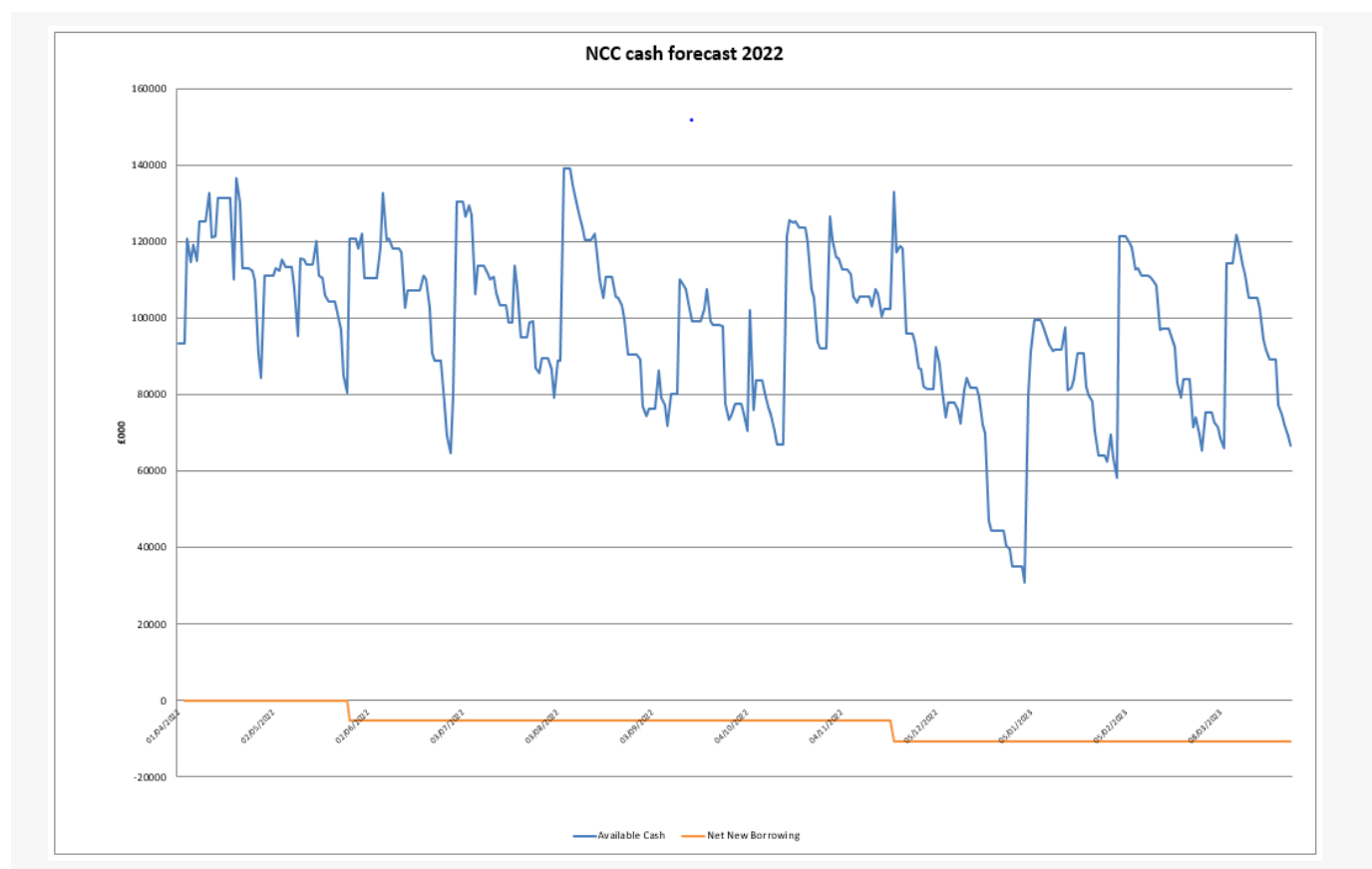
39. The dark bars in the chart show the budgeted capital receipts included in the Budget Report 2022/23 (Council 24/02/2022). These capital receipts budgets prudently incorporated slippage, giving a degree of “protection” from the risk of non-delivery.

40. The capital receipt forecast for 2022/23 is £7.2m. To date in 2022/23, £5.5m of capital receipts have been received.
41. The number and size of large, anticipated receipts increase the risk that income from property sales will be below the revised forecasts over the next three years. Although the forecasts incorporate an element of slippage, a delay in receiving just two or three large receipts could result in sales being lower than the forecast.
42. Current Council policy (Budget Report 2022/23), to minimise the impact of the cost of borrowing on the revenue budget, is to use capital receipts to the value approved as part of the 2021/22 Budget Report to set against previous years' borrowing thereby reducing the impact of the Minimum Revenue Provision on the revenue accounts. This will enable excess capital receipts to be used to fund future additional capital investment.



## Treasury Management

43. Daily cash management aims for a closing nil balance across the Council's pooled bank accounts with any surplus cash invested in accordance with the approved Treasury Management Policy. Cash flow is monitored by the Senior Accountant (Pensions & Treasury Management) with the overall position reviewed quarterly by the Treasury Management Group (TMG).
44. The cash forecast chart below shows the current estimated cash flow position for the financial year 2022/23. Cash inflows are typically higher at the start of the year due to the front-loading receipt of Central Government grants, and the payment profile of precepts. Cash outflows, in particular capital expenditure, tend to increase later in the year, and the chart below reflects this. Also, expected borrowing in support of capital expenditure is not included in the forecast. The chart thereby helps highlight the points in the year when such borrowing will be necessary, and it is monitored daily so that treasury management staff can act comfortably in advance of the cash being required, the aim being to maintain adequate but not excessive liquidity.

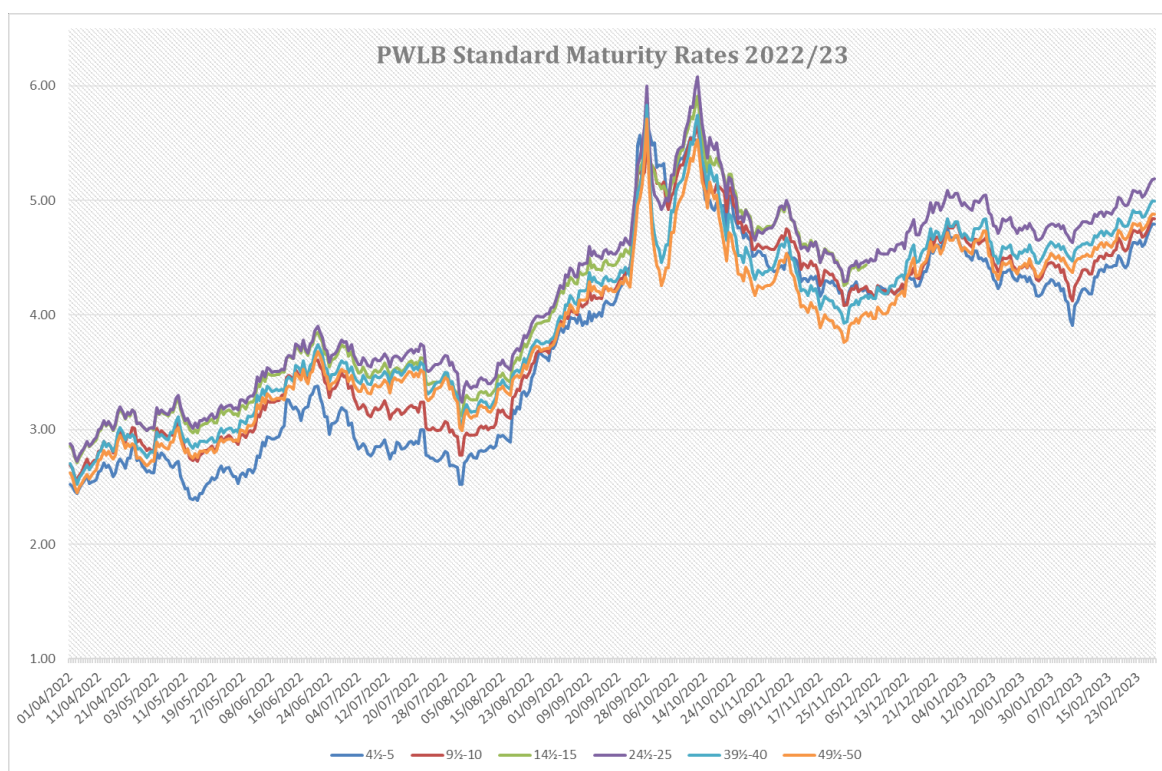


45. The chart above gives the following information:

<b>Available cash</b>	Surplus cash (invested in call accounts or money market funds) or a shortfall of cash indicating a need to borrow.
<b>Net new borrowing</b>	New loans taken during the year net of principal repayments on existing borrowing.
<b>Bank</b>	That element of surplus cash held in the Council's Barclays Bank account.

46. The Treasury Management Strategy for 2022/23 identified a need to borrow approximately £20m over the course of the year to (a) fund the capital programme, (b) replenish internal balances and to (c) replace maturing debt. However, more recent forecasts show that the Council should be able to make temporary use of internal borrowing for the foreseeable future. PWLB interest rates continue to be monitored closely to allow changes - or potential changes - in rates to feed into decisions on new borrowing. The Council remains able to take advantage of the PWLB “certainty rate” which is 0.2% below the standard rates, although rate rises this year have somewhat nullified the benefit of this. The chart below shows the movement in standard PWLB maturity rates over the course of 2022/23 to date, and incorporates the spike associated with the dramatic fall and recovery of gilt prices in late September.

47.



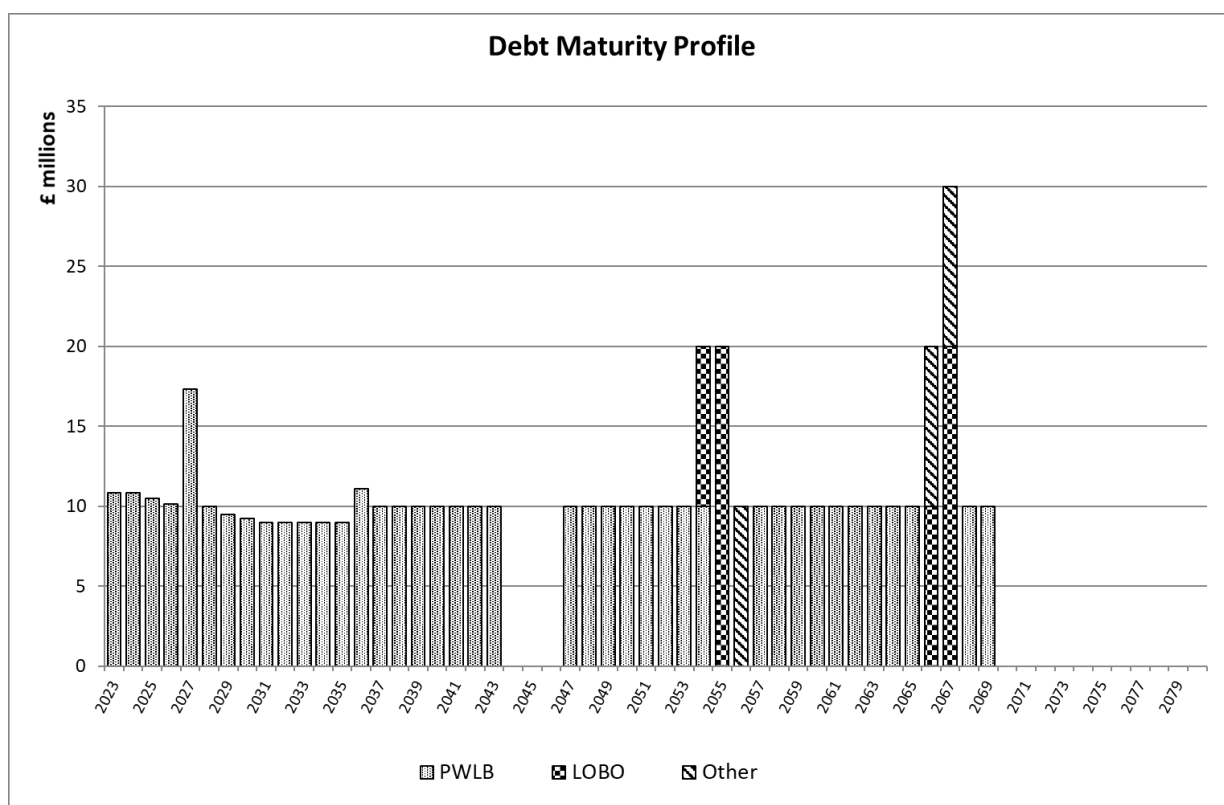
48. Borrowing decisions will take account of a number of factors including:

- expected movements in interest rates
- current maturity profile
- the impact on revenue budgets and the medium-term financial strategy
- the treasury management prudential indicators.

49. The maturity profile of the Council's debt portfolio is shown in the chart below. The PWLB loans are reasonably well distributed and have a maximum duration of 50 years. When deciding on the lengths of future loans the Council will factor in any gaps in its maturity profile, with a view to minimising interest rate risk, but will consider this alongside other financial factors.

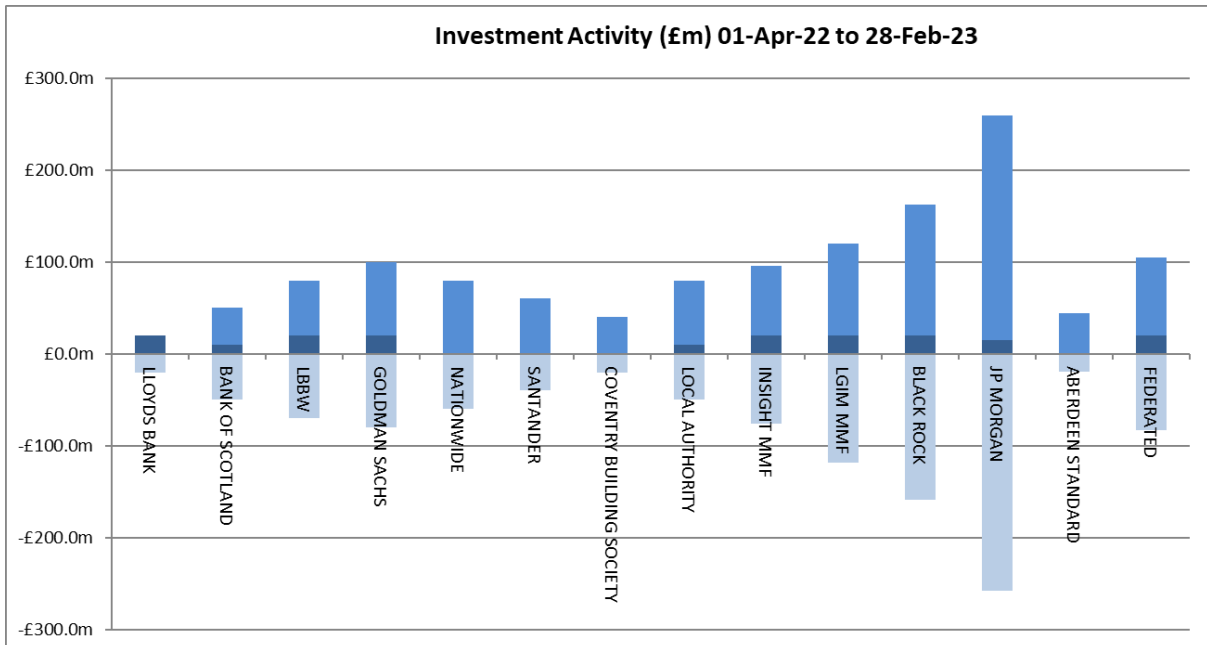
50. Long-term borrowing was also obtained from the market some years ago in the form of 'Lender's Options, Borrower's Options' loans (LOBOs). These loans are treated as fixed rate loans (on the basis that, if the lender ever opts to increase the rate, the Council will repay the loan) and were all taken at rates lower than the prevailing PWLB rate at the time. However, LOBOs could mature at various points determined by the lender before then, exposing the Council to some refinancing risk.

51. The 'other' loans shown in the chart consists of fixed-term loans from Barclays Bank.



52. The investment activity for 2022/23 to date is summarised in the chart and table below. Outstanding investment balances totalled approximately £175m at the start of the year and £194m at the end of February.

	Total B/f £000	Total Raised £000	Total Repaid £000	Outstanding £000
LLOYDS BANK	20,000	0	-20,000	0
BANK OF SCOTLAND	10,000	40,000	-50,000	0
LBBW	20,000	60,000	-70,000	10,000
GOLDMAN SACHS	20,000	80,000	-80,000	20,000
NATIONWIDE	0	80,000	-60,000	20,000
SANTANDER	0	60,000	-40,000	20,000
COVENTRY BUILDING SOCIETY	0	40,000	-20,000	20,000
LOCAL AUTHORITY	10,000	70,000	-50,000	30,000
INSIGHT MMF	20,000	76,100	-76,100	20,000
LGIM MMF	20,000	99,650	-118,100	1,550
BLACK ROCK	20,000	142,400	-158,250	4,150
JP MORGAN	14,800	244,700	-257,400	2,100
ABERDEEN STANDARD	0	43,900	-18,900	25,000
FEDERATED	20,000	84,500	-83,200	21,300
	174,800	1,121,250	-1,101,950	194,100



53. As part of the Council's risk management processes all counterparty ratings are regularly monitored and lending restrictions changed accordingly.

## Statutory and Policy Implications

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

## **Other Options Considered**

55. To informally brief the Cabinet Member. By noting the latest position as a formal decision, this enables the Council to be more transparent and for all County Councillors and the public to be kept informed of the latest position in a timely manner.

## **Reasons for Recommendations**

56. To enable Cabinet to be fully informed of the latest position with the Council's budget and for that information to be made publicly available.

## **RECOMMENDATIONS**

- 1) For the Cabinet to:
  - Note the individual Portfolio revenue budgets for 2022/23.
  - Note the summary of capital expenditure to date, year-end forecasts and variations to the capital programme.
  - Note the Council's Balance Sheet transactions.

## **Nigel Stevenson Service Director – Finance, Infrastructure and Improvement**

For any enquiries about this report please contact:  
Keith Palframan, Group Manager, Financial Strategy and Compliance  
Tamsin Rabbitts - Senior Accountant, Pensions and Treasury Management

## **Constitutional Comments (KK 29/03/2023)**

57. This report is just for noting.

## **Financial Comments (GB 22/03/2023)**

58. The financial implications are stated within 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.

- None

## **Electoral Division(s) and Member(s) Affected**

- All

