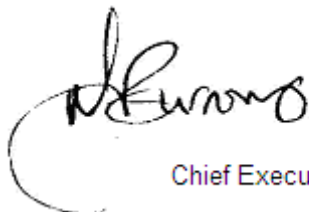


SUMMONS TO COUNCIL

date Thursday, 26 February 2015 venue County Hall, West Bridgford,
commencing at 10:30 Nottingham

You are hereby requested to attend the above Meeting to be held at the time/place and on the date mentioned above for the purpose of transacting the business on the Agenda as under.


Chief Executive

- | | | |
|-----------|--|---------|
| 1 | Minutes of the last meeting held on 15 January 2015 | 5 - 16 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below) | |
| | (a) Disclosable Pecuniary Interests | |
| | (b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | Chairman's Business | |
| | a) Presentation of Awards/Certificates (if any) | |
| 5a | Presentation of Petitions (if any) (see note 5 below) | |
| 5b | Petition responses report from Culture Committee | 17 - 18 |
| 5c | Petition response report from Environment and Sustainability Committee | 19 - 22 |

5d	Petition responses report from Transport and Highways Committee	23 - 28
6	Clarification of Committee Meeting Minutes published since the last meeting	29 - 30
7	Annual Budget Report 2015/16 Capital Programme 2015/16 to 2018/19 Medium Term Financial Strategy 2015/16 to 2018/19 Council Tax Precept 2015/16 NOTES:-	31 - 238

(A) For Councillors

(1) Members will be informed of the date and time of their Group meeting by their Group Researcher.

(2) The Chairman has agreed that the Council will adjourn for lunch at their discretion.

(3) (a) Persons making a declaration of interest should have regard to the Code of Conduct and the Procedure Rules for Meetings of the Full Council. Those declaring must indicate whether their interest is a disclosable pecuniary interest or a private interest and the reasons for the declaration.

(b) Any member or officer who declares a disclosable pecuniary interest in an item must withdraw from the meeting during discussion and voting upon it, unless a dispensation has been granted. Members or officers requiring clarification on whether to make a declaration of interest are invited to contact the Monitoring Officer or Democratic Services prior to the meeting.

(c) Declarations of interest will be recorded and included in the minutes of this meeting and it is therefore important that clear details are given by members and others in turn, to enable the Team Manager, Democratic Services to record accurate information.

(4) Members are reminded that these papers may be recycled. Appropriate containers are located in the respective secretariats.

(5) Members are reminded that petitions can be presented from their seat with a 1 minute time limit set on introducing the petition.

(6) Commonly used points of order

32 - Supplementary Questions must be on the same matter

46 - The Member has spoken for more than 20 minutes

48 - The Member is not speaking to the subject under discussion

51 - The Member has already spoken on the motion

56 - Points of Order and Personal Explanations

75 - Disorderly conduct

(7) Time limit of speeches

Motions

46 - no longer than 20 minutes

Petitions

23 - up to one minute

Questions to Committee Chairmen
28 - up to 60 minutes allowed

Adjournment

70 - Mover has up to 5 minutes

71 - any other Councillor has up to 30 minutes

(B) For Members of the Public

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

Customer Services Centre 0300 500 80 80.

(2) The papers enclosed with this agenda are available in large print if required. Copies can be requested in large print if required. Copies can be requested by contacting the Customer Services Centre on 0300 500 80 80. Certain documents (for example appendices and plans to reports) may not be available electronically. Hard copies can be requested from the above contact.

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

Meeting COUNTY COUNCIL

Date Thursday, 15th January 2015 (10.30 am – 6.17 pm)

Membership

Persons absent are marked with `A`

COUNCILLORS

Pauline Allan (Chairman)
Sybil Fielding (Vice-Chairman)

	Reg Adair	John Knight
	Roy Allan	Darren Langton
	John Allin	Bruce Laughton
	Chris Barnfather	Keith Longdon
A	Alan Bell	Rachel Madden
	Joyce Bosnjak	Diana Meale
	Nicki Brooks	John Ogle
	Andrew Brown	Philip Owen
	Richard Butler	Michael Payne
	Steve Calvert	John Peck JP
A	Ian Campbell	Sheila Place
A	Steve Carr	Liz Plant
	Steve Carroll	Darrell Pulk
	John Clarke	Alan Rhodes
	John Cottee	Ken Rigby
	Jim Creamer	Tony Roberts MBE
	Mrs Kay Cutts MBE	Mrs Sue Saddington
	Maureen Dobson	Andy Sissons
	Dr John Doddy	Pam Skelding
	Boyd Elliott	Martin Suthers OBE
	Kate Foale	Parry Tsimbiridis
	Stephen Garner	Gail Turner
	Glynn Gilfoyle	Keith Walker
	Kevin Greaves	Stuart Wallace
	Alice Grice	Muriel Weisz
	John Handley	Gordon Wheeler
	Colleen Harwood	John Wilkinson
	Stan Heptinstall MBE	Jacky Williams
	Tom Hollis	John Willmott
	Richard Jackson	Yvonne Woodhead
	Roger Jackson	Liz Yates
	David Kirkham	Jason Zadrozny

HONORARY ALDERMEN

Martin Brandon-Bravo OBE
Terry Butler
John Carter

OFFICERS IN ATTENDANCE

Mick Burrows	(Chief Executive)
Jayne Francis–Ward	(Policy, Planning and Corporate Services)
Caroline Baria	(Adult Social Care, Health & Public Protection)
Anthony May	(Children, Families and Cultural Services)
Tim Gregory	(Environment and Resources)
Nigel Stevenson	(Environment and Resources)
Sara Allmond	(Policy, Planning and Corporate Services)
Carl Bilbey	(Policy, Planning and Corporate Services)
Martin Done	(Policy, Planning and Corporate Services)
Catherine Munro	(Policy, Planning and Corporate Services)
Anna Vincent	(Policy, Planning and Corporate Services)
Michelle Welsh	(Policy, Planning and Corporate Services)
Chris Kenny	(Public Health)

OPENING PRAYER

Upon the Council convening, prayers were led by the Chairman's Chaplain.

1. MINUTES

RESOLVED: 2015/001

That the Minutes of the last meeting of the County Council held on 20th November 2014 be agreed as a true record and signed by the Chairman.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from:-

Councillor Alan Bell (other reasons)
Councillor Steve Carr (other reasons)
Councillor Ian Campbell (other reasons)

3. DECLARATIONS OF INTEREST

Mr Mick Burrows, Chief Executive and Mr Anthony May, Corporate Director, Children, Families and Cultural Services declared private pecuniary interests in item 8 – Appointment of the Chief Executive and left the meeting during consideration of the item.

4. CHAIRMAN'S BUSINESS

(a) OLLERTON BY-ELECTION RESULT

Councillor Alan Rhodes introduced the report and moved a motion in terms of the resolution 2015/002 below.

The motion was seconded by Councillor Joyce Bosnjak.

RESOLVED: 2015/002

That the report be noted.

Due to a disturbance in the public gallery the Chairman adjourned the Council from 10.42am to 11.03am.

On reconvening, the Leader made a statement to the Chamber outlining the background to the demonstration.

(b) PRESENTATION OF AWARDS

National Association of Care Catering Award for Catering Team of the Year 2014

Councillor Muriel Weisz introduced the award which was won by County Enterprise Foods for their innovative work. The Chairman received the award from Councillor Weisz and presented it to Elaine Coupland – General Manager of Enterprise Foods, Jane Coleman – Marketing Officer and Site Services Officer and Lisa Holmes – Operations Supervisor (Production).

Food for Life Catering Gold Award

Councillor Sheila Place introduced the award which was won by the Schools Catering Team and builds on the Silver Award gained in 2009. The Chairman received the award from Councillor Place and presented it to Helen Fifoot – Team Manager School Catering and Kevin KcKay – Group Manager Catering and Facilities Management.

Top 100 Employers for Equality by Stonewall

Councillor Alan Rhodes introduced the award which was in recognition of the Council being ranked in the top 100 employers for Equality. The Chairman received the award from Councillor Alan Rhodes and presented it to Claire Brown – Chair of LGBT Staff Network, Karen Moss – Equality Manager and Matthew Garrard – Policy, Performance and Research Team Manager.

(c) APOLOGY

The following apology from Councillor Stan Heptinstall was read out by the Chairman.

'Councillor S Heptinstall has apologised to Councillors John Clarke, Michael Payne and Darrell Pulk for striking them with his Council papers at the Council meeting in November, which he accepts as being inappropriate behaviour. The Councillors affected by the incident have accepted the apology and the matter is now closed.'

5a. PRESENTATION OF PETITIONS

The following petitions were presented to the Chairman as indicated below:-

- (1) Councillor Andrew Brown regarding resurfacing of Bollards Lane, Sutton Bonington
- (2) Councillor Andrew Brown regarding traffic light provision on the A60 at Rempstone
- (3) Councillor Jacky Williams regarding parking on Windsor Street, Stapleford
- (4) Councillor Sue Saddington regarding the closure of crossings on the Great North Eastern Railway line
- (5) The Vice-Chairman regarding no fracking in Bassetlaw
- (6) Councillor Stuart Wallace regarding Hardwick Avenue, Newark
- (7) Councillor Roy Allan regarding protection of public access to the full length of Ethel Avenue, Nottingham
- (8) Councillor Andy Sissons regarding parking restrictions on Lochbuie Court, Sunnycroft Court and College Side, The Park, Mansfield
- (9) Councillor Mike Pringle regarding the closure of Bishops Court Care Home, Boughton

RESOLVED: 2015/003

That the petitions be referred to the appropriate Committees for consideration in accordance with the Procedure Rules, with a report being brought back to Council in due course

5b. PETITIONS RESPONSES REPORT FROM TRANSPORT & HIGHWAYS COMMITTEE

RESOLVED: 2015/004

That the contents of the report and the actions detailed within be noted.

6. QUESTIONS

(a) QUESTIONS TO NOTTINGHAMSHIRE AND CITY OF NOTTINGHAM FIRE AUTHORITY

No questions were received

(b) QUESTIONS TO COMMITTEE CHAIRMEN

Three questions had been received as follows:-

- (1) from Jacky Williams regarding the number 510 Notts Bus (Councillor Kevin Greaves replied).
- (2) from Councillor Andy Sissons concerning gritting in Mansfield (Councillor Kevin Greaves replied).
- (3) from Councillor Stuart Wallace about a residents parking scheme for Earp Avenue, Newark (Councillor Kevin Greaves replied).

The full responses to these questions are set out in Appendix A.

7. CLARIFICATION OF MINUTES

The report provided Members with the opportunity to raise any matters of clarification in the Minutes of Committee meetings published since the last meeting.

Mr Mick Burrows and Mr Anthony May having both declared a private pecuniary interest, left the meeting during consideration of the following item.

8. APPOINTMENT OF THE CHIEF EXECUTIVE

Councillor Alan Rhodes introduced the report and moved a motion in terms of resolution 2015/005 below.

The motion was seconded by Councillor Mrs Kay Cutts.

RESOLVED: 2015/005

That the appointment of Anthony May to the post of County Council Chief Executive and Head of Paid Service on the retirement of the current post holder, Mick Burrows be approved.

9. MEMBERS ALLOWANCES

Councillor Alan Rhodes introduced the report and moved a motion in terms of resolution 2015/006 below.

The motion was seconded by Councillor Joyce Bosnjak.

Councillor Mrs Kay Cutts moved an amendment which was ruled invalid by the Monitoring Officer.

RESOLVED: 2015/006

That the uprate in members allowances in accordance with the current scheme be noted.

Following consideration of agenda item 9 the Council adjourned from 12.38 to 1.32pm.

10. APPOINTMENT OF COMMITTEE CHAIRMAN

Councillor Steve Carroll introduced the report and moved a motion in terms of resolution 2015/007 below.

The motion was seconded by Councillor Nicki Brooks.

RESOLVED: 2015/007

That the following appointments of Chairmen until the Annual Meeting of the Council in May 2015 be approved:-

Committee	Chairman
Nottinghamshire Pension Fund	Darren Langton
Pensions Investment Sub-Committee	Darren Langton
Pensions Sub-Committee	Darren Langton

11. ESTABLISHMENT OF THE NOTTINGHAM AND NOTTINGHAMSHIRE COMBINED AUTHORITY

Councillor Alan Rhodes introduced the report and tabled amendment and moved a motion in terms of resolution 2015/008 below.

The motion was seconded by Councillor Joyce Bosnjak.

RESOLVED: 2015/008

- 1) That it be approved that Nottinghamshire County Council formally join the Nottingham and Nottinghamshire Combined Authority, once it is established;
- 2) That the comments made by Full Council be used to inform the final drafting of the Governance Review and Scheme;
- 3) That authority be delegated for the signing off of the final Governance Review and Scheme to the Chief Executive in consultation with the Leader, Opposition Group Leaders and the Chairmen of Economic Development and Transport and Highways Committee;

- 4) That the submission of consultation responses to the Government consultation and Derby and Derbyshire Council's consultation, as set out in appendices 4 and 5 of the report, be approved;
- 5) That regular reports be brought to Policy Committee for information on the work of the Combined Authority as and when it is established.

Following consideration of agenda item 11 the Council adjourned from 3.10pm to 3.25pm.

12. NOTICE OF MOTION

A motion as set out below was moved by Councillor Richard Jackson and seconded by Councillor John Cottee:-

"In view of the widespread failures of Nottinghamshire County Council's gritting operation between Christmas and New Year, this Council calls for an urgent review of all aspects of the winter maintenance programme, with a report to be brought to the February meeting of Policy Committee."

An amendment to the motion as set out below was moved by Councillor Jason Zadrozny and seconded by Councillor Tom Hollis:-

"In view of the widespread failures of Nottinghamshire County Council's gritting operation between Christmas and New Year, this Council calls for an urgent review of all aspects of the winter maintenance programme, with a report to be brought to the February meeting of Policy Committee."

That this Council apologises to the people of Nottinghamshire for their performance during the recent snowfall and will reproduce the apology on the Council's website and in the Council minute book.

That this Council acknowledges a responsibility to ensure that any information released into the public domain is accurate and not misleading."

Councillor Richard Jackson as mover of the original motion accepted the change to the motion.

Following a debate, the motion as amended was put to the meeting and after a show of hands the Chairman declared it was lost.

The requisite number of Members requested a recorded vote and it was ascertained that the following 31 Members voted '**For**' the motion:-

Reg Adair
Chris Barnfather
Andrew Brown
Richard Butler

John Cottee
Mrs Kay Cutts MBE
Dr John Doddy
Boyd Elliott

Stephen Garner
John Handley
Stan Heptinstall MBE
Tom Hollis
Richard Jackson
Roger Jackson
Bruce Laughton
Keith Longdon
Rachel Madden
John Ogle
Philip Owen
Ken Rigby

Tony Roberts MBE
Mrs Sue Saddington
Andy Sissons
Martin Suthers OBE
Gail Turner
Keith Walker
Stuart Wallace
Gordon Wheeler
Jacky Williams
Liz Yates
Jason Zadrozny

The following 32 Members voted '**Against**' the motion:-

Pauline Allan
Roy Allan
John Allin
Joyce Bosnjak
Nicki Brooks
Steve Calvert
Steve Carroll
John Clarke
Jim Creamer
Sybil Fielding
Kate Foale
Glynn Gilfoyle
Kevin Greaves
Alice Grice
Colleen Harwood
David Kirkham

John Knight
Darren Langton
Diana Meale
Michael Payne
John Peck JP
Sheila Place
Liz Plant
Mike Pringle
Darrell Pulk
Alan Rhodes
Pamela Skelding
Parry Tsimbirdis
Muriel Weisz
John Wilkinson
John Wilmott
Yvonne Woodhead

There were no abstentions

The Chairman declared that the motion was lost.

During consideration of this item Councillor Maureen Dobson left the meeting and did not return.

13. ADJOURNMENT DEBATE

None

The Chairman declared the meeting closed at 6.17 pm.

CHAIRMAN

APPENDIX A

COUNTY COUNCIL MEETING HELD ON 15TH JANUARY 2015 QUESTIONS TO COMMITTEE CHAIRMEN

Question to the Chairman of the Transport and Highways Committee, from Councillor Jacky Williams

Would the chairman consider a re-examination of the timetable and routing for the 510 Notts Bus. Currently, people who want to use the bus for shopping in the Town are prohibited, due to the lack of buses stopping / picking up at the Stapleford memorial garden between 9.15am and 4.15pm. Could he further advise me whether plans are in place or development to extend the 510 Notts Bus into the tram terminus on Toton Lane, Stapleford, once the tram is operational later this year.

Response from Councillor Kevin Greaves, Chairman of the Transport and Highways Committee

The County Council will be reviewing the route and timetable of service 510 and will be arranging a meeting in the near future including Members and local representatives to discuss local concerns.

The service will include a stop at the tram terminus when the new line is in operation.

Question to the Chairman of the Transport and Highways Committee, from Councillor Andy Sissons

I would like to pass on the question to Councillor Greaves that scores of my residents were asking "Where are the gritters?"

Whilst I would concede that the amount of snow that fell and the short timespan in which it fell caused sudden and immediate problems, it still leaves the question, why in the following 3 – 4 days were main routes and bus routes in Mansfield NOT gritted, bearing in mind the density of population in Mansfield and the numbers of commuters, bus users and business traffic finding Mansfield's main routes dangerous and in places impassable.

Response from Councillor Kevin Greaves, Chairman of the Transport and Highways Committee

I would like to reassure Councillor Sissons that the main routes and bus routes we have in the winter maintenance plan for Mansfield were gritted.

The gritting took place on Christmas Eve, Christmas Day, Boxing Day evening when the snow fell and repeatedly over the holiday weekend. All the Council's gritting lorries have vehicle tracking and the tracking from our website confirms that this was done.

I would like to reassure Councillor Sissons again that the routes in Mansfield were gritted in accordance with the Council's winter maintenance plan.

Question to the Chairman of the Transport and Highways Committee, from Councillor Stuart Wallace

Is the Chairman of the Transport and Highways Committee aware of the disappointment of residents of Earp Avenue in Newark that a residents' parking scheme for their road has not been included in the Council's draft programme of works for next year, despite a strong campaign including a petition I delivered to the Chairman in March 2014?

An officer has written to me explaining that the Council's 'highest priority next year is likely to be the need to manage the impact of the tram in Beeston, Chilwell and Compton Acres in West Bridgford', meaning that most of 'the limited funding available for parking schemes' will be 'set aside for those areas.'

Would the Chairman accept that the promoters of the tram should be funding any parking schemes which are deemed necessary around the tram zone, in line with the principle of 'polluter pays'?

Would he agree that the failure of previous Labour administrations to obtain such commitments as part of the NET Phase Two projects is no excuse for depriving taxpayers in areas far from the tram zone of traffic management measurements they have requested and deserve?

Response from Councillor Kevin Greaves, Chairman of the Transport and Highways Committee

There is a reason that we can only progress a limited number of residents' parking schemes and that reason is not the tram. The reason is instead that we have suffered a 44% reduction in our integrated transport grant for next year; a cut imposed by the Tory led Government. A reduction to that funding of just under a half, I repeat, just under a half means that difficult decisions must be made.

The draft programme of works for next year is just that: it is open to comment and change. This is something I emphasised at the Transport and Highways Committee meeting in October. When the provisional programme was presented, I asked that councillors come back with any feedback. There is still time to do this before the programme is finalised at the committee meeting in March.

Councillor Wallace asks for the tram promoters to fund parking schemes. But they are already funding tram-related parking because they are required to provide high quality park and ride sites at the end of each new line. These will provide the primary destination for drivers wishing to park and transfer to the tram – so reducing the need for any on-street parking. Nonetheless, it makes good sense to make provision to respond to commuter parking, should it take place.

Finally, I do not agree with Councillor Wallace that previous Labour administrations failed to obtain commitments around parking as part of the NET Phase Two project. If

anything, any failure would be the failure of the last Conservative administration to obtain financial commitments in the settlement agreement that they signed in 2011.

REPORT OF THE CHAIRMAN OF THE CULTURE COMMITTEE**RESPONSE TO PETITION PRESENTED TO THE CHAIRMAN OF THE
COUNTY COUNCIL ON 18 SEPTEMBER 2014****Purpose of the Report**

1. The purpose of this report is to inform Full Council of a decision made by the Culture Committee concerning an issue raised in a petition presented to the Chairman of the County Council at the Council meeting on 18 September 2014.

Information and Advice

2. A 46 signature petition was presented to Full Council at its meeting on 18 September 2014 by Councillor John Peck requesting that free entry to major events for season ticket holders at Rufford Country Park be reinstated.
3. A report was considered at Culture Committee on 13 January 2015 seeking approval for the proposed fees and charges for the Country Parks and Green Estate Service for the financial year 2015/16 and which also considered the issue raised in this petition.
4. Culture Committee agreed that free entry to major events at Rufford Country Park be reinstated for season ticket holders while increasing the costs of season tickets by £5 to £30. Season tickets for Rufford Country Park can also be used at Sherwood Country Park.

Other Options Considered

5. The report is for noting only.

Reason/s for Recommendation/s

6. The report is for noting only.

Statutory and Policy Implications

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

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

RECOMMENDATION/S

- 1) That the response to the petition be noted.

Councillor John Knight
Chairman of the Culture Committee

For any enquiries about this report please contact:

Steve Bradley
Group Manager, Country Parks and Green Estate
T: 0115 9772715
E: steve.bradley@nottsc.gov.uk

Constitutional Comments

8. As this report is for noting only, no Constitutional Comments are required.

Financial Comments (SS 06/02/15)

9. There are no 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.

Fees and charges 2015/16 for the Country Parks and Green Estate Service – report to Culture Committee on 13 January 2015

Electoral Division(s) and Member(s) Affected

All.

C0581

**REPORT OF THE CHAIRMAN, ENVIRONMENT AND SUSTAINABILITY
COMMITTEE****MINERALS LOCAL PLAN – PETITION RECEIVED FOR OPPOSITION TO A
QUARRY AT CODDINGTON****Purpose of the Report**

1. To inform Council of the decision made at Environment and Sustainability Committee on 27th November 2014 to the petition presented to Chairman of the County Council at the Council meeting on 18th September 2014.

Information and Advice**Petition: Opposition to a Quarry at Coddington**

2. Preparation of the new Minerals Local Plan commenced in 2012 with a public consultation on the key issues and reasonable options facing the County Council.
3. A large number of objections relating to the proposed site at Coddington were received during consultation (October 2013 and May 2014). These totalled 157 individual responses plus 2 petitions containing a total of 121 names.
4. The petition, collected by the Coddington Against Gravel Extraction (CAGE) action group and other residents of Coddington containing 2255 signatures plus 271 signatures from an e-petition. The petition objected to a proposed sand and gravel extraction site at Coddington which is identified in the Minerals Local Plan Preferred Approach consultation document.
5. The petition sets out the residents key concerns/issues relating to the following topics:
 - Deliverability: ownership and infrastructure;
 - Traffic: congestion, accidents and alternative forms of transport;
 - Environment: impacts on built environment, landscape, natural environment and local air quality;
 - Noise, Nuisance and visual intrusion
 - Health
 - Commercial: impact on economy, business growth, jobs and tourism.
6. The petition concludes with a “request that the proposed quarry site at Coddington (MP20) be removed from the County’s Mineral Local Plan”.

7. The issues raised within the petition have already been raised through other written objections received and as such these issues will be considered as part of the Minerals Local Plan process. The lead names quoted on the front of the petition have all submitted individual comments to the Local Plan, within the consultation timescales, and these will all be considered
8. Officers are following due process in the preparation of the Minerals Local Plan as set out in the Town and Country Planning Act 2004 (and subsequent amendments) and the National Planning Policy Framework (NPPF).
9. The issues raised within the petition have already been raised through the objections received and the lead petitioner has been informed that the concerns raised within the petition will be taken account of as part of the statutory formal decision making process required.

Other Options Considered

10. The report is for noting only.

Reason for Recommendation

11. To inform Council of the decision of the Environment and Sustainability Committee on 27th November 2014.

Statutory and Policy Implications

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

Financial Implications

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

Implications for Sustainability and the Environment

14. The production of a Minerals Local Plan and associated documents is a statutory requirement.

RECOMMENDATION

- 1) That Council note the decision made at Environment and Sustainability Committee on 27th November 2014

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

For any enquiries about this report please contact: Lisa Bell, Planning Policy Team Manager, 01159 774547

Constitutional Comments

15. Because this report is for noting only no Constitutional Comments are required.

Financial Comments

16. There are no direct financial implications arising from the contents of this report.

Background Papers and Published Documents

- Nottinghamshire Local Aggregates Assessment
- Nottinghamshire Minerals Local Plan Preferred Approach (October 2013);
- Additional consultation on Sand and Gravel Provision (May 2014)
- Minerals Local Plan – Petition received for opposition to a quarry at Coddington: report to Environment and Sustainability Committee on 27th November 2014

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

Electoral Division(s) and Member(s) Affected

All

**REPORT OF THE CHAIRMAN OF THE TRANSPORT AND HIGHWAYS
COMMITTEE****RESPONSE TO PETITIONS PRESENTED TO THE CHAIRMAN OF THE
COUNTY COUNCIL ON 20TH NOVEMBER 2014****Purpose of the Report**

1. The purpose of this report is to inform Council of decisions made by the Transport and Highways Committee concerning issues raised in petitions presented to the Chairman of the County Council on 20th November 2014.
2. **Petition Regarding Local Bus Service 140, Sutton in Ashfield, Stanton Hill, Skegby and Teversal (Ref:2014/094)**
3. A 434 signature petition was presented to County Council on 24th November 2014 by Councillor David Kirkham requesting to save service 140 on evenings, Sundays and bank holidays.
4. The County Council withdrew the evening and Sunday service 140 as part of a revised local bus support programme following extensive public consultation, which was implemented in August 2014. The revised services were part of the budget efficiencies process which had reduced expenditure on local bus services by 30% to help reduce the Council's budget deficit of £154m over the next three years.
5. Support for service 140 was withdrawn which meant that the evening and Sunday journeys no longer operated. Unfortunately it was necessary to take this approach in order to maintain the daytime Monday to Saturday services providing access to employment, health and shopping. At the meeting of the Transport & Highways Committee on 20th November the decision was taken to reinstate the evening service beginning in March 2015, initially running on three evenings a week. No funding is available for a Sunday service.

Petition Requesting the removal of Traffic Calming on Ladybrook Lane (Ref: 2014/090)

6. Councillor Diana Meale presented a petition of 455 signatures at Full Council on 20th November 2014 requesting that the Ladybrook Lane traffic calming be removed. The petition was gathered by the Ladybrook Place Business Group on the grounds that they had lost 50% of their trade due to the traffic calming features, the features were too big and damaged cars and additionally were missing the white hazard markings making them hard to see in advance.

7. The Ladybrook Lane Estate Traffic Calming scheme covers an area bounded by the major routes of the A6075, A6191, A6009, A38 and B6014 Skegby Lane directly west of Mansfield Town Centre. It was introduced in 1997 on accident remedial grounds and was subject to a full public consultation and advertisement.
8. In the five year period previous to the scheme's introduction, there had been on average 21 reported road injury accidents per year within the whole area of the scheme. Of these 21 accidents, half involved either pedestrians or pedal cyclists. In the 16 years since the scheme was installed there have been just over 11 accidents per year. This represents an accident saving of over 45%. Also, the number of pedestrian and pedal cycle accidents has dropped by over 58%.
9. On Ladybrook Lane itself, the accident reductions were even better with an overall accident saving of 54% and a saving of 77% in pedestrian and pedal cycle accidents.
10. The traffic calming scheme consists of over 50 sets of concrete speed cushions and removal of these cushions would cost at least £200,000 because each set of cushions would have to be dug out and then the hole filled with a replacement surface.
11. Road markings are inspected in accordance with the Council's highway maintenance regimes and lining is programmed for replacement when it becomes more than 30% worn. Any defects will be identified by highway inspectors in the course of their work, but any specific reports received of worn lining will also be inspected on an ad hoc basis and repairs scheduled as necessary.
12. At the meeting of the Transport & Highways Committee on 20th November it was decided not to remove the traffic calming scheme on the grounds that the high injury accident levels previously recorded would be likely to return to the area and that the very high cost of removing the scheme could not be justified.

Petition Requesting Improvement of Pedestrian Safety on Duke Street and Woodstock Street at the Junctions with Beardall Street, Hucknall (Ref: 2014/091)

13. A petition was presented to County Council on 20th November 2014 by Councillor John Wilkinson on behalf of 34 residents. The petition requested highway improvements to enhance visibility for mobility scooter users and people with pushchairs when crossing Duke Street and Woodstock Street.
14. The petition suggested the relocation of dropped kerbs. In the last five and a half years there have been no reported injury collisions at either the Duke Street/Beardall Street or Woodstock Street/Beardall Street junctions. However, the integrated transport programme does include an allocation for new dropped kerbs to help people cross roads. These two locations will therefore be investigated to determine if it is feasible to move the dropped kerbs to enable improved visibility for pedestrians and mobility scooter users. If it is considered feasible and appropriate, the relocated dropped kerbs will be considered for inclusion in a future year's integrated transport programme.

Petition Requesting a Residents' Parking Scheme on Barnby Gate, Newark (Ref: 2014/092)

15. A petition was presented to County Council on 20th November 2014 by Councillor Maureen Dobson on behalf of 12 residents requesting a residents' parking scheme between numbers 75 and 91 Barnby Gate.

16. The County Council has an ongoing programme of review and proposed changes to on-street parking restrictions. This has resulted in several schemes being proposed to address existing parking issues such as a new residents' parking scheme on William Street, Newark scheduled to be implemented in March 2015. The Barnby Gate request has been made as a result of the proposed William Street scheme as residents think that existing William Street parking may be displaced to Barnby Gate. It is, however, far from certain that this displacement will occur, as is the level of additional parking that may occur.
17. The Traffic Regulation Order for the William Street residents' parking scheme has already been advertised and to amend it to include Barnby Gate at this stage would significantly delay the delivery of the scheme. Any residents' parking scheme on Barnby Gate would also likely need to encompass more than a small section of the road.
18. At the meeting of the Transport and Highways Committee on 20th November it was decided that parking surveys would be undertaken on Barnby Gate prior to the introduction of the William Street residents' parking scheme (if the scheme proceeds) so that the extent of any displaced parking can be determined once the scheme has been implemented.

Petition Requesting the Prevention of Parking in the Vicinity of North Muskham School (Ref: 2014/093)

19. At the County Council meeting on 20th November 2014 a petition of 50 signatures and comments was presented by County Councillor Sue Saddington. The petition, from concerned visitors to North Muskham School, requested that the Council acts to prevent parking in the vicinity of the School whilst children cross. They stated that when vehicles are parked parents and children crossing from the School to the Village Hall Car Park had limited visibility.
20. As part of the scheme to standardise and legalise all School Keep Clear Markings across the County it is proposed to introduce no waiting restrictions Monday – Friday 8am – 4.30pm on Nelson Lane. The markings will extend on the northern side between the Village Hall entrance and Farnlea. On the south side the restriction will continue from the termination of the Keep Clear Markings to opposite the Village Hall entrance. These restrictions were proposed to prevent vehicles parking, making it safer for pedestrians to cross at this location.
21. These works are planned to commence in late February / early March and it is anticipated that the restrictions will be in place by the end of the current financial year.
22. An assessment has also begun into the feasibility of providing a School Crossing Patrol for Muskham Primary School. An initial count has been completed and a second count will be carried out during the Spring Term next year.

Petition Requesting Traffic Signals at the Junction of Breck Hill Road and Woodborough Road (Ref: 2014/095)

23. A petition was presented to County Council on 20th November 2014 by Councillor Muriel Weisz on behalf of 1,817 local residents requested the installation of traffic signals at the Breckhill Road/Woodborough Road junction to prevent accidents.

24. The County Council continues to invest significant funding to improve road safety in Nottinghamshire, including a countywide programme of engineering schemes which is developed and delivered each year. In order to maximise the available funding, road safety schemes are prioritised based on analysis of reported injury collisions and the predicted reduction in accidents that any proposed scheme will deliver.
25. In the three and a half year period from 1st January 2011 to 30th June 2014 there have been five reported slight injury accidents at this junction or on average less than one and a half slight injury accidents per year. A set of traffic signals will generate, on average, about the same number of accidents and therefore introducing traffic signals at the junction would be unlikely to improve road safety.
26. Consequently, the suggested signalisation of the junction will not be prioritised for delivery but recorded injury accidents at the junction will continue to be monitored; and an appropriate accident remedial scheme will be considered in the future, if required.

Petition Requesting a Residents' Parking Scheme on Gedling Road, Arnold (Ref: 2014/096)

27. A petition was presented to County Council on 20th November 2014 by Councillor Roy Allan on behalf of 13 residents requesting a residents' parking scheme.
28. As in many locations, the County Council has an ongoing programme of review and proposed changes to on-street parking restrictions in Arnold. This has resulted in several schemes being planned during 2014/15 to address existing parking issues, such as new residents' parking schemes on Bond Street and Redhill Road.
29. Residents parking schemes are usually introduced in locations where availability of parking is restricted for local residents. Gedling Road will be surveyed and if necessary considered for an appropriate parking scheme in a future years' integrated transport programme if funding permits.

Other Options Considered

30. Each petition response sets out any other options that may be considered.

Statutory and Policy Implications

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

Recommendation

It is RECOMMENDED that the contents and actions be noted be noted.

**Report of Councillor Kevin Greaves
Chairman of the Transport & Highways Committee**

Page 26 of 238

For any enquiries about this report please contact: Andrew Warrington

Background Papers and Published Documents

Minutes of County Council meeting 20th November 2014

Electoral Division(s) and Member(s) Affected

Sutton in Ashfield Central, Mansfield West, Hucknall, Collingham, Farndon & Muskham, Arnold South

REPORT OF THE CHIEF EXECUTIVE

Clarification of Minutes of Committee Meetings published since the last meeting on 15th January 2015

Purpose of the Report

1. To provide Members the opportunity to raise any matters of clarification on the minutes of Committee meetings published since the last meeting of Full Council on 115th January 2015.

Information and Advice

2. The following minutes of Committees have been published since the last meeting of Full Council on 15th January 2015 and are accessible via the Council website:-
<http://www.nottinghamshire.gov.uk/dms/Meetings.aspx>

Committee meeting	Minutes of meeting
Adult Social Care and Health Committee	5 th January, 2 nd February*
Appeals Sub-Committee	None
Audit Committee	None
Children & Young People's Committee	12 th January
Community Safety Committee	6 th January
Corporate Parenting Sub-Committee	1 st December
Culture Committee	None
Economic Development Committee	6 th January, 3 rd February
Environment and Sustainability Committee	8 th January
Finance and Property Committee	19 th January, 9 th February
Grant Aid Sub-Committee	8 th September
Health Scrutiny Committee	24 th November 2014
Health & Well Being Board	3 rd December
Joint City/County Health Scrutiny Committee	13 th January
Joint Committee on Strategic Planning and Transport	None
Nottinghamshire Pensions Fund Committee	None
Pensions Investment Sub-Committee	27 th November 2014*
Pensions Sub-Committee	6 th November
Personnel Committee	26 th November
Planning & Licensing Committee	16 th December, 20 th January
Police & Crime Panel	5 th January
Policy Committee	7 th January
Public Health Committee	11 th December

Committee meeting	Minutes of meeting
Transport and Highways Committee	8 th January

* Minutes expected to be published before 15th January 2015, but not yet approved by the relevant Committee.

Mick Burrows
Chief Executive

**JOINT REPORT OF THE CHAIRMAN OF THE FINANCE & PROPERTY
COMMITTEE AND LEADER****ANNUAL BUDGET 2015/16****CAPITAL PROGRAMME 2015/16 to 2018/19****MEDIUM TERM FINANCIAL STRATEGY 2015/16 to 2018/19****COUNCIL TAX PRECEPT 2015/16****Purpose of the Report**

1. This report is seeking approval for the following:
 - the annual budget for 2015/16
 - the Medium Term Financial Strategy for 2015/16 to 2018/19
 - the implementation of Category B and C savings proposals
 - the amount of Council Tax to be levied for County Council purposes for 2015/16 and the arrangements for collecting this from District and Borough councils
 - the Capital Programme for 2015/16 to 2018/19
 - the borrowing limits that the Council is required to make by Statute
 - the Treasury Management Strategy and Policy for 2015/16

Information and advice

2. The County Council budget for 2015/16 has been prepared in the context of ongoing funding reductions from Government. Local authorities continue to struggle with falling Government grants while facing increased demand for services as well as other cost pressures from inflation and new legislation.
3. The magnitude of the financial challenge was reported to Policy Committee on 12 November 2014. At that time, a budget shortfall of £77m was anticipated over the three years to 2017/18. A public consultation was launched which concluded on 16 January 2015.
4. The Council's Medium Term Financial Strategy (MTFS) has since been reviewed to take account of changes to the tax base, levels of grant funding, pressures and deliverability of savings. Earlier this month, a report to the Finance and Property Committee set out the forecast position and recommended that the level of Council Tax for 2015/16 be increased by 1.99%. This recommendation is incorporated within this report.

5. The Council is also proposing further use of reserves to reduce the need to borrow. This report also seeks approval for the statutory borrowing limits that the Council is required to set in addition to its Treasury Management Strategy and Policy for 2015/16.

Redefining Your Council

6. In response to the financial outlook, a new transformation framework, called ***Redefining Your Council***, was established by Policy Committee in July 2014. The framework sought different ways of delivering services by looking first at innovative and creative solutions before any service reductions or cessations.
7. This set out a Council-wide review of all services based on a strategic, logical and coherent approach to transformation. The review covered every aspect of Council activity with a particular focus on high-cost services.
8. As a result of this process, 56 savings proposals were considered by Policy Committee on 12 November 2014. Of these proposals 26 required public consultation the outcome of which is set out in this report.
9. An evaluation will now be undertaken to assess the first phase of Redefining Your Council. This will assess progress, initiate plans for the next phase of transformation and develop further proposals based on the Redefining Your Council approach.
10. It is anticipated that a report of this assessment will be presented to Policy Committee on 17 June 2015.

Budget Consultation

11. The budget consultation with residents and stakeholder groups is used to help guide and inform the annual budget setting process. The total number of responses received across the whole campaign was 17,139.
12. Full details of the consultation methodology and responses were included in the report to the Finance and Property Committee on 9 February 2015. This year the consultation was conducted in two stages which both had the theme of **"Doing Things Differently - Your Money, Your Say"**.
13. The **17,139 responses** included 2,477 responses received through the consultation survey (1,265 for Stage One and 1,212 for Stage Two), plus petitions, letters, emails, and feedback from departmental meetings with service users and members of the public.

Listening

14. Although 24 out of the 26 proposals were supported by more than half of those that responded, Members have carefully studied all the messages received, including all letters, emails, petitions and verbal feedback, before making the proposals set out in this report. As a result, some of the proposals have been amended to reflect these concerns. This is detailed below.

Changes to proposals

15. It is proposed that the below changes are made to the original proposals as a result of the consultation.
16. **Proposal C10 Waste minimisation through investment in smaller residual waste bins:** it is proposed that this is not progressed but a wider debate is held on alternative options.
 - Whilst this proposal will not be progressed at this stage, it is important to recognise that the costs of waste disposal services are significant with a bill of more than £30m per annum. Unless recycling rates across the county improve, costs will continue to increase and contribute to pressures on other services.
 - The County Council will continue to work in partnership with the Borough and District Councils and its waste management partner Veolia to identify measures to reduce the amount of household waste and increase recycling rates, including green waste collection services.
17. **Proposal C03 Development of Extra Care Housing and promotion of independent living in place of the current provision of six Care and Support Centres:** it is proposed that this is amended to reflect concerns.
 - In the consultation, respondents were highly supportive of the principle of helping people stay independent and out of social care whenever possible. The development of Extra Care supports this principle as it provides high quality care in place of Care and Support centres.
 - Some concern was expressed by relatives of existing residents who had been in homes for a long time and whether Extra Care would be appropriate in these situations. The distance to the closest Extra Care facilities was also raised as a concern.
 - The lack of available short term care and respite care support in some areas within the independent sector was also raised as an issue by relatives and carers who often need a break.
 - On the basis of the feedback, further analysis was done to assess the remaining six care and support centres based on a range of factors and it is proposed that the following three centres would be kept open for another three years: James Hince Court in Worksop, Bishop's Court in Boughton and Leivers Court in Arnold.
 - Although it is proposed that the remaining three centres: Kirklands in Kirkby-in-Ashfield, Woods Court in Newark and St Michaels View in Retford, would close, this will be phased so that closures happen only when local Extra Care facilities are available.
 - The Council would not allow any new long-term residents to be admitted to any of the six care and support centres from this date

onwards in order to minimise the number who have been resident for a significant time.

- Where there are spaces in the Care and Support centres, these would be used as part of the review of Intermediate Care Services as outlined below.
- The re-phasing of this proposal would mean that savings of £0.677m would be delivered in 2016/17, £1.810m in 2017/18 and £1.859m in 2018/19.
- The changed proposal can be viewed in Appendix B

18. **Proposal B01 Review of Intermediate Care services:** it is proposed that this is amended to allow for a longer transition period

- Through the consultation process feedback was received from the Clinical Commissioning Groups (CCGs) that the proposals to withdraw the Council's contribution to integrated care services would not provide enough time for them to fully consider alternative options. At the rate proposed in the consultation, this could contribute to an increase in hospital discharge delays.
- On the basis of this feedback, a revised option is proposed that will enable a longer transition period which will mitigate against the risk of destabilising services which support hospital discharges.
- The amended proposal recommends that the £1.6m saving is delivered over 2 years rather than 1 year. This would release £800,000 in 2016/17 and a further £800,000 in 2017/18. This re-phasing will allow for alternatives to be explored with CCGs.
- It is proposed that the vacancies created by not accepting any new residents into the three retained Care and Support Centres will be used for short-term care whilst the model of integrated care is being developed.
- The changed proposal can be viewed in Appendix A

Saving Proposals

19. As part of the consultation process, the 56 savings proposals were classified into three categories:

- **Category A:** savings proposals that could be moved forward into implementation subject to normal internal consultation processes – these have progressed accordingly and are available as a background paper. They were approved at the Policy Committee in November.
- **Category B:** could be approved in principle, subject to discretionary consultation with stakeholders and partners. Appropriate consultation has been completed and, subject to the amendments to schemes referred to above, and any further consultation requirements, approval is now sought to proceed. Appendix A sets out the Category B proposals.

- **Category C:** required formal statutory consultation before being implemented. Appropriate consultation has been undertaken and, subject to the amendments to schemes referred to above and any further consultation requirements, approval is now sought to proceed. Appendix B sets out the Category C proposals.

20. It is now proposed that Members agree the Category B and C proposals as set out in the appendices.

Annual Budget 2015/16

21. The report to Policy Committee on 12 November 2014 outlined savings proposals and outlined the pressures along with savings proposals that were approved in previous budgets. The report to Finance and Property Committee on 9 February 2015 provided a further update.
22. This report is the summation of the previous two reports and brings together the Council's confirmed funding position. The total revenue budget for 2015/16 is £487.2m. A summary is shown in Table 1 with a more detailed breakdown shown in Appendix C.

Table 1 - Proposed County Council Budget 2015/16

Committee Analysis	Net Budget 2014/15	Pressures	Savings	Pay Inflation & Pension increase	Budget Changes	Net Budget 2015/16
	£'m	£'m	£'m	£'m	£'m	£'m
Children & Young People	152.895	0.532	(10.340)	0.854	(4.888)	139.053
Adult Social Care & Health	211.812	4.160	(11.681)	0.829	0.997	206.117
Transport & Highways	59.344	1.137	(3.661)	0.227	1.080	58.127
Environment & Sustainability	30.699	0.894	(2.055)	0.019	0.413	29.970
Community Safety	2.938	-	(0.261)	0.057	0.170	2.904
Culture	13.388	-	(0.415)	0.167	(0.355)	12.785
Economic Development	1.009	-	-	0.007	0.034	1.050
Policy	26.558	-	(2.086)	0.282	(0.359)	24.395
Finance & Property	27.413	0.148	(1.152)	0.300	5.571	32.280
Personnel	1.441	-	-	0.056	1.021	2.518
Public Health	-	-	-	-	-	-
Net Committee Requirement	527.497	6.871	(31.651)	2.798	3.684	509.199
Corporate Budgets	(8.724)	-	-	-	3.806	(4.918)
Use of Reserves	(14.512)	-	-	-	(2.542)	(17.054)
BUDGET REQUIREMENT	504.261	6.871	(31.651)	2.798	4.948	487.227

23. Table 1 shows the changes between the original net budget for 2014/15 and the proposed budget for 2015/16, including budget pressures, savings, pay

inflation and other budget changes which include permanent contingency transfers approved in 2014/15 and transfers between Committees.

Corporate Budgets & Reserves

24. There are a number of centrally-held budgets that do not report into a specific Committee. They are shown below with the budget analysis shown in Table 2:

- **Flood Defence Levy:** The Environment Agency issues an annual local levy based on the Band D equivalent houses within each Flood and Coastal Committee area. This helps to fund local flood defence priority works.
- **Trading Organisations:** This sum is required to cover the difference between the basic employer's pension contributions used in the trading accounts and the amounts actually charged, as required by the actuarial valuation.
- **Pension Enhancements:** The cost of additional years' service awards, approved in previous years. This practice is no longer permitted following changes to the pension rules.
- **Employers Pension Contribution:** The Council's actuary estimated that the Council needed to increase its contribution to the pension fund, for 2014/15 the increase was held centrally - pending final confirmation. It has since been allocated to individual budgets within Committees.
- **Contingency:** This is provided to cover redundancy costs, delays in efficiency savings, changes in legislation and other eventualities. Finance and Property Committee approval is required for the release of contingency funds.
- **Depreciation:** This represents the notional costs of utilising the Council's fixed assets. As such, budget provision is made within the service accounts, and adjustments here relate to corresponding movements in the service accounts. However, statute requires that this amount is not a cost to the Council Tax payer, hence this is reversed out within corporate budgets and replaced with the actual cost that impacts on the Council's revenue budget, being the costs of borrowing, i.e. interest, and the Minimum Revenue Provision (MRP).
- **Revenue Grants** This represents un-ringfenced grants, namely New Homes Bonus and Education Services grant.
- **Use of Reserves** This represents the Councils use of balance sheet reserves, further detail is provided in Appendix D.

Table 2 - Proposed Budget 2015/16
Corporate Budgets and Reserves

	Net Budget 2014/15 £'m	Budget Changes £'m	Net Budget 2015/16 £'m
Flood Defence	0.273	(0.002)	0.271
Trading Organisations	0.801	-	0.801
Pension Enhancements (centralised)	2.205	-	2.205
Increase in employers pension contribution	0.842	(0.842)	-
Contingency	4.606	0.499	5.105
Depreciation	(41.113)	0.754	(40.359)
Net interest	16.588	1.412	18.000
MRP	19.259	0.541	19.800
Revenue Grants	(12.185)	1.444	(10.741)
Subtotal Corporate Budgets	(8.724)	3.806	(4.918)
Transfer to/from Earmarked Reserves	(9.328)	(1.688)	(11.016)
Transfer to/from General Fund	(5.184)	(0.854)	(6.038)
Subtotal Use Of Reserves	(14.512)	(2.542)	(17.054)

Council Tax Levels 2015/16

25. The District and Borough councils construct a Council Tax base by assessing the number of Band D equivalent properties in their area, and then building in an allowance for possible non-collection. The notifications received forecast a total tax base of 236,053.67, representing growth of 1.83%. The increase in tax base has been taken into account in the calculation of the budget.

Council Tax Surplus/Deficit

26. Each year an adjustment is made by the District and Borough councils to reflect the actual collection rate of Council Tax in the previous year. Sometimes this gives rise to a surplus, payable to the County Council, or a deficit which is offset against future year's tax receipts. Figures confirmed from the District and Borough Councils equate to a surplus of £3,227,828 for 2015/16, which has been factored into the MTFS as a one-off additional resource.

Council Tax Requirement

27. The Council Tax requirement is divided by the tax base to arrive at the Band D figure. This figure then forms the basis of the calculation of the liability for all Council Tax bands.

Table 3 – Council Tax Requirement Calculation

<u>2015/16</u>	Amount £'m	% Funding
Initial Budget Requirement	487.227	100.0
Less Formula Grant	(191.023)	39.2
Net Budget requirement	296.204	
Less Estimated Collection Fund Surplus	(3.228)	0.7
Council Tax Requirement	292.976	60.1

Council Tax Recommendation

28. To meet the Council Tax requirement above, an increase of 1.99% is recommended, the impact of which is shown in Table 4 below.

**Table 4 - Recommended levels of Council Tax
(County Council Element) 2015/16**

Band	Value as at 1.4.91	No. of Properties	% no. of properties	Ratio	County Council 2014/15 £	County Council 2015/16 £	Change £
A	Up to £40,000	141,250	39.9	6/9	811.28	827.43	16.15
B	£40,001- £52,000	73,160	20.6	7/9	946.49	965.33	18.84
C	£52,001- £68,000	60,720	17.1	8/9	1,081.71	1,103.24	21.53
D	£68,001- £88,000	40,240	11.3	1	1,216.92	1,241.14	24.22
E	£88,001- £120,000	22,210	6.3	11/9	1,487.35	1,516.95	29.60
F	£120,001- £160,000	10,670	3.0	13/9	1,757.77	1,792.76	34.99
G	£160,001 - £320,000	5,930	1.7	15/9	2,028.20	2,068.57	40.37
H	Over £320,000	460	0.1	18/9	2,433.84	2,482.28	48.44

29. It is therefore proposed that Members approve a Council Tax increase of 1.99%. The actual amounts payable by householders will also depend on:

- The District or Borough council's own Council Tax
- The Police Authority and the Combined Fire Authority Council Tax
- Any Parish precepts or special levies
- The eligibility for discounts and rebates

County Precept

30. District and Borough councils collect the Council Tax for the County Council, which is recovered from the Districts by setting a County Precept. The total Precept is split according to the Council tax base for each District as set out in Table 5.

Table 5 – Amount of County Precept by District - 2015/16

District Council	Council Tax base	County Precept £
Ashfield	31,052.20	38,540,128
Bassetlaw	32,545.35	40,393,336
Broxtowe	32,400.60	40,213,681
Gedling	35,610.06	44,197,070
Mansfield	27,751.40	34,443,373
Newark & Sherwood	36,770.96	45,637,909
Rushcliffe	39,923.10	49,550,156
Total	236,053.67	292,975,653

31. Discussions have been held with District and Borough councils and the dates shown in Table 6 have been agreed for the collection of the precept:

Table 6 – Proposed County Precept Dates - 2015/16

2015	2016
20 April	4 January
29 May	5 February
1 July	11 March
5 August	
10 September	
15 October	
19 November	

32. The dates shown are those by which the County Council's bank account must receive the credit, otherwise interest is charged. Adjustments for net variations in amounts being collected in 2014/15 will be paid or refunded on the same dates.

Post Consultation Medium Term Financial Strategy (MTFS)

33. The Budget report to the February Council in 2014 forecast a budget gap of £77m for the three years to 2017/18. Since the report to Policy Committee in November 2014, the model has been rolled forward a year and a review of the underlying assumptions contained in the Council's MTFS has taken place. The impact of this was reported to Finance and Property Committee earlier this month.
34. The Council's overall MTFS for the four years to 2018/19 is shown in Table 7. It shows that whilst the Council can deliver a balanced budget in 2015/16, further savings will need to be identified in each of the following three years to 2018/19, based on current assumptions.
35. In summary from 2016/17 onwards, the Council is currently projecting a budget gap of a further £25.7m across the duration of the MTFS. Further proposals on how the budget will be balanced for the following three years will be considered as part of work to evaluate Redefining Your Council.

Table 7 – Medium Term Financial Strategy 2015/16 – 2018/19

	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	TOTAL £m
Year-on-year savings requirement (November report)	25.9	19.0	32.4	-	77.3
Roll forward of MTFS	-	-	-	11.3	11.3
Savings Proposals	(6.6)	(11.9)	(11.9)	-	(30.4)
Post consultation adjustments	0.2	1.8	0.1	(1.9)	0.2
Revised pressures and running cost inflation	(4.3)	(3.9)	(3.8)	6.7	(5.3)
Interest and borrowing	0.5	0.8	0.5	0.5	2.3
Change in Council Tax base	(3.4)	(0.4)	(0.5)	(0.5)	(4.8)
Collection Fund surplus / deficit	(2.3)	2.3	-	-	-
Changes in Government grant (inc. CTFG)	2.6	(5.0)	1.1	0.6	(0.7)
Increase in Council Tax 1.99%	(5.7)	(5.8)	(6.0)	(6.2)	(23.7)
Corporate Adjustments	0.9	7.2	(7.1)	(1.5)	(0.5)
Changes in use of reserves	(7.8)	7.8	-	-	-
Revised year-on-year shortfall	-	11.9	4.8	9.0	25.7

Capital Programme and Financing

36. Local authorities are able to determine their overall levels of borrowing, provided they have regard to the Prudential Code for Capital Finance in Local Authorities published by CIPFA. It is, therefore, possible to increase the capital programme and finance this increase by additional borrowing provided that this is “affordable, prudent and sustainable”. This is in addition to capital expenditure funded from other sources such as external grants and contributions, revenue and reserves. The revenue implications of the capital programme are provided for and integrated within the revenue budget.
37. The Council's capital programme has been reviewed as part of the 2015/16 budget setting process. Savings and re-profiling with a total value of £6.9m have been identified in 2015/16 as part of this exercise. These savings, along with capital reserves and contingencies, will be used to fund new inclusions. The capital programme is monitored closely in order that variations to expenditure and receipts can be identified in a timely manner. Any subsequent impact on the revenue budget and associated prudential borrowing indicators will be reported to the Finance & Property Committee.
38. During the course of 2014/15, some variations to the capital programme have been approved by Policy Committee, Finance & Property Committee and by the Section 151 Officer in accordance with the Council's Financial Regulations. Following a review of the capital programme and its financing, some proposals have been made regarding both new schemes and extensions to existing schemes in the capital programme. These proposals

are identified in paragraphs 39 to 73. Schemes will be subject to Latest Estimated Cost (LEC) reports in accordance with the Council's Financial Regulations.

Children and Young People (CYP)

39. School Capital Refurbishment Programme (SCRП)

The School Capital Refurbishment Programme totalling £58.6m over the period 2013/14 to 2015/16 is already approved as part of the Children and Young People's capital programme. A 2015/16 School Condition Grant allocation of £6.241m has been confirmed by the Department for Education. This figure is also indicative of the allocations that will be received in 2016/17 and 2017/18.

It is proposed that the Children and Young People's capital programme is amended to reflect the newly announced School Condition Grant allocations.

- 40. **Priority Schools Building Programme (PSBP)** - The current PSBP programme will provide a total of 15 new schools across the County over the next two or three years. To help part fund the Council's contribution to the programme a Departmental Reserve totalling £1.621m has been established.
- 41. **It is proposed that the capital programme is varied to reflect the Council's £1.621m contribution to the PSBP programme funded by reserves.**
- 42. **Looked After Children Provision** – It is proposed that two spend-to-save projects are undertaken at Lyndene and West View children's residential homes to provide additional placements for looked after children.
- 43. **It is proposed that a £0.289m allocation, funded from reserves, is incorporated into the capital programme to support the provision of additional placements.**

Transport and Highways

- 44. **Road Maintenance and Renewals and Integrated Transport Measures** – Higher than forecast grant funding for 2015/16 has been announced by the Department for Transport which allows a saving against the overall borrowing requirement. The result is an increase in the overall programme and this has enabled the Council to re-align its contribution towards the Integrated Transport Measures programme.
- 45. These allocations require inclusion into the capital programme as shown in Table 8:

Table 8 – Capital Allocations Road Maintenance and Renewals and Integrated Transport Measures

Year	Road Maintenance and Renewals	Integrated Transport Measures
2015/16	£14.920m	£4.416m
2016/17	£13.678m	£4.416m
2017/18	£13.264m	£4.142m
2018/19	£12.006m	£4.416m
2019/20	£12.006m	£4.416m
2020/21	£12.006m	£4.416m

46. **It is proposed that the capital programme is amended to reflect the allocations as detailed above.**
47. **Salix Funded Street Lighting** – A spend-to-save initiative, totalling £1.8m, to replace lanterns in street lights for lower energy options is already in the approved capital programme. The Council has been awarded additional Salix loans of £900k per annum from 2015/16 to 2018/19 to extend this programme.
48. **It is proposed that a £0.9m allocation, funded from borrowing, is incorporated into the Transport and Highways capital programme for the years 2015/16 to 2018/19.**

Adult Social Care and Health

49. **ASCH Strategy** – It is proposed that two spend-to-save capital projects are undertaken to contribute towards the Adult Social Care and Health Strategy. Capital investment totalling £0.3m will enable the co-location of County Enterprise Food production and distribution. Additional investment of £0.094m will enable the service to utilise assistive technology to help target services required by vulnerable people.
50. **It is proposed that a £0.394m allocation, funded from capital contingency, is incorporated into the Adult Social Care and Health capital programme.**

Economic Development

51. **Superfast Extension Programme** – The Council has secured £2.63m of funding from Broadband Delivery UK matched with the Local Growth Fund to extend Superfast Broadband. As a result of this additional funding, it is expected that close to 97% of Nottinghamshire premises will benefit from fibre-based broadband.
52. **It is proposed that the Superfast Broadband budget is increased to reflect the £5.6m external funding.**

Finance and Property

53. **Sir John Robinson House** – During the course of carrying out planned maintenance works at Sir John Robinson House, concerns were raised regarding its structural fabric. Emergency works have been required to secure the building and make it water tight in accordance with listed building consents and to maintain its operational status.
54. **It is proposed that £2.2m, funded from capital contingency, is included in the capital programme to fund the emergency works required at Sir John Robinson House.**
55. **Trent Bridge House Soil Stacks** – Serious problems have been uncovered within the foul water drainage system. Works are required to eliminate these issues and to ensure that the building can be maintained at full operational capacity.
56. **It is proposed that £0.180m, funded from reserves, is included in the Finance and Property capital programme to fund the Trent Bridge House Soil Stacks project.**
57. **County Office Security** – The Access Security Systems need to be upgraded within the County Offices to allow full compatibility and support with Microsoft Windows 7. This would deliver a more secure and fit-for-purpose system.
58. **It is proposed that £0.150m, funded from reserves, is included in the Finance and Property capital programme to fund the County Office Security project.**
59. **The Hall – Dilapidations Settlement** – The Hall was leased from Rushcliffe Borough Council for use as offices and as a registry office. The lease was recently terminated and the terms of the contract require the Council to hand the property back in good and substantial repair. A £0.160m dilapidations settlement has been reached with the landlord.
60. **It is proposed that £0.160m, funded from reserves, is included in the Finance and Property capital programme to fund The Hall Dilapidations Settlement.**
61. **Customer Service Centre and Multi-Agency Safeguarding Hub** – Mercury House can no longer sustain the staff numbers required to meet the requirements of the new service delivery models and channel shift. Capital investment totalling £0.8m is required to make the preferred building solution suitable.
62. **It is proposed that £0.8m, funded from capital contingency, is included in the Finance and Property capital programme to fund the Customer Service Centre and Multi-Agency Safeguarding Hub project.**
63. **Demolition of County Hall CLASP Block** – As part of the Ways of Working programme the County Hall CLASP Block has become surplus to

requirement. It is proposed that the block is demolished to enable land to be marketed and sold for development.

64. **It is proposed that £1.3m, funded from capital contingency, is included in the Finance and Property capital programme to fund the demolition of the CLASP Block.**
65. **Energy and Carbon Saving in Nottinghamshire** - It is proposed that a scheme is set up to enable investment into spend-to-save energy and water efficiency measures to supplement the current capital programme and property maintenance budgets.

It is proposed that £1m per annum to 2017/18, funded from contingency, is included in the Finance and Property capital programme to fund the Energy and Carbon Saving scheme.

66. **ICT Strategy** – The ICT Strategy 2014-17 was approved at Policy Committee on 7 May 2014. The strategy pulls together the five ICT strategic themes that will support business transformation across the Council – Workforce Mobilisation, Customer Channel Shift, Business Performance Reporting, Partnership Working and Reliability and Compliance. Capital investment of £6.275m is required to support the ICT strategy of which £1.9m is already approved. Additional funding requirements can be profiled as follows:

Table 9 – Capital Allocations ICT Strategy

Year	ICT Strategy
2014/15	£0.430m
2015/16	£2.145m
2016/17	£1.800m

67. **It is proposed that the amounts above, funded from reserves and capital contingency, is included in the Finance and Property capital programme to fund the ICT Strategy**

Culture

68. **Sherwood Forest Visitor Centre** – The Council remains committed to replacing the existing visitor centre facilities that support the visitor experience at Sherwood Forest. A report to Culture Committee in October 2014 approved the procurement process to be followed in order to secure a partner to build and manage the Visitor Centre and Park. An additional £2.464m is proposed to support the capital elements of the project.
69. **It is proposed that £2.464m, funded from capital contingency, is incorporated into the Culture capital programme to fund the new Sherwood Forest Visitor Centre and Park.**

Capital Programme Contingency

70. The capital programme requires an element of contingency funding for a variety of purposes, including urgent capital works, schemes which are not sufficiently developed for their immediate inclusion in the capital programme, possible match-funding of grants and possible replacement of reduced grant funding.
71. A number of capital bids described above are proposed to be funded from uncommitted contingency across the period to 2018/19. The levels of contingency funding remaining in the capital programme are as follows:-

Table 10 – Capital Allocations Contingency

Year	Contingency
2015/16	£1.800m
2016/17	£1.800m
2017/18	£1.800m
2018/19	£4.000m

Revised Capital Programme

72. Taking into account schemes already committed from previous years and the additional proposals detailed above, the summary capital programme and proposed sources of financing for the years to 2018/19 are set out in Table 11.

Table 11 – Summary Capital Programme

	Revised 2014/15 £'m	2015/16 £'m	2016/17 £'m	2017/18 £'m	2018/19 £'m	TOTAL £'m
Committee:						
Children & Young People*	37.593	40.400	32.051	8.241	2.000	120.285
Adult Social Care & Health	1.567	6.920	11.707	1.000	4.500	25.694
Transport & Highways	34.373	38.786	28.958	24.838	23.322	150.277
Environment & Sustainability	2.419	1.913	1.784	1.500	1.500	9.116
Community Safety	0.004	-	-	-	-	0.004
Culture	4.089	1.051	4.912	0.700	-	10.752
Policy	3.396	1.221	0.110	-	-	4.727
Finance & Property	12.024	12.801	9.527	4.400	3.400	42.152
Personnel	1.903	0.095	0.070	0.070	0.070	2.208
Economic Development	5.995	7.052	3.868	2.902	1.000	20.817
Contingency	-	1.800	1.800	1.800	4.000	9.400
Capital Expenditure	103.363	112.039	94.787	45.451	39.792	395.432
Financed By:						
Borrowing	31.654	55.452	41.044	16.770	20.700	165.620
Capital Grants †	49.401	51.829	50.885	27.461	17.922	197.498
Revenue/Reserves	22.308	4.758	2.858	1.220	1.170	32.314
Total Funding	103.363	112.039	94.787	45.451	39.792	395.432

* These figures exclude Devolved Formula Capital allocations to schools.

† Indicative Government funding for Transport and Schools is included in 2016/17 to 2018/19.

73. The capital programme for 2014/15 includes £25m of re-phased or slipped expenditure previously included in the capital programme for 2013/14.

Capital Receipts

74. In preparing the capital programme, a full review has been carried out of potential capital receipts. The programme still anticipates significant capital receipts over the period 2014/15 to 2018/19. Any shortfall in capital receipts is likely to result in an increase in prudential borrowing. Forecasts of capital receipts are shown in Table 12.

Table 12 – Forecast Capital Receipts

	2014/15 £'m	2015/16 £'m	2016/17 £'m	2017/18 £'m	2018/19 £'m	TOTAL £'m
Forecast Capital Receipts	4.5	6.9	13.4	14.3	11.1	50.2

75. The Council is required to set aside a Minimum Revenue Provision (MRP) in respect of capital expenditure previously financed by borrowing. In recent years, the Council has sought to minimise the revenue consequences of borrowing by optimising the use of capital receipts to reduce the levels of MRP in the short to medium term. As such, the Council's strategy is to apply capital receipts to borrowing undertaken in earlier years, rather than using them to fund in-year expenditure. Although this will be presented as a higher level of in-year borrowing, the overall level of external debt will be unaffected. This policy will be reviewed on an annual basis.
76. One of the requirements of the Local Government Act 2003 is that the Council must set an "Authorised Limit" for its external borrowings. Any potential breach of this limit would require authorisation from the Council. There are a number of other prudential indicators that are required by The Prudential Code to ensure that the proposed levels of borrowing are affordable, prudent and sustainable. The values of the Prudential Indicators are proposed in Appendix F.
77. In accordance with the "CIPFA Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes", it is proposed that the Council approves a Treasury Management Strategy and Policy for 2015/16. The Strategy is in Appendix G and the Policy is in Appendix H.
78. It is proposed that the Service Director – Finance and Procurement be allowed to raise loans within the authorised limit for external borrowing, subject to the limits in the Treasury Management Strategy for 2015/16.

Equality Impact Assessments

79. Public authorities are required by law to have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation
 - advance equality of opportunity between people who share protected characteristics and those who do not
 - foster good relations between people who share protected characteristics and those who do not.
80. Decision makers must understand the effect of policies and practices on people with protected characteristics. Equality impact assessments are the mechanism by which the authority considers these effects.
81. Equality implications have been considered during the development of the budget proposals and equality impact assessments were undertaken on each proposal approved as part of the 2015/16 MTFS. In addition the Human Resources (HR) policies that will be applied to any staffing reductions have been the subject of Equality Impact Assessments. This includes assessments which are available as background papers on the following relevant HR policies:
- Enabling process
 - Redundancy process
 - Redundancy selection criteria
 - Selection and recruitment process
 - Re-deployment process
82. It is essential that Members give due regard to the implications for protected groups in the context of their equality duty in relation to this decision.

Statutory and Policy Implications

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

Recommendations

It is recommended that:

Reference

- | | |
|---|---------|
| 1) The Annual Revenue Budget for Nottinghamshire County Council is set at £487.227 million for 2015/16. | 22 |
| 2) The principles underlying the Medium Term Financial Strategy be | Table 7 |

approved.

- | | |
|--|--------------------|
| 3) That the Category B and C proposals be approved and implemented subject to any further required consultation. | Appx. A and B |
| 4) The Finance & Property Committee be authorised to make allocations from the General Contingency for 2015/16. | 24 |
| 5) The County Council element of the Council Tax is increased by 1.99%, that is, set at a standard Band D tax rate of £1,241.14 with the various bands of property as set out in the report | 28 |
| 6) The County Precept for the year ending 31 March 2016 shall be £292,975,653 and shall be applicable to the whole of the district council areas as General Expenses. | 30 |
| 7) The County Precept for 2015/16 shall be collected from the District and Borough Councils in the proportions set out in Table 5 with the payment of equal instalments on the dates set out in the report | Table 5
Table 6 |
| 8) The Capital Programme for 2015/16 to 2018/19 be approved at the total amounts below and be financed as set out in the report: | Table 11 |

Year	Capital Programme
2015/16	£112.039m
2016/17	£94.787m
2017/18	£45.451m
2018/19	£39.792m

- | | |
|---|---------|
| 9) The variations to the Capital Programme be approved. | 39-73 |
| 10)The Minimum Revenue Provision policy for 2015/16 be approved. | Appx. E |
| 11)The Prudential Indicators be approved. | Appx. F |
| 12)The Service Director – Finance & Procurement be authorised to raise loans in 2015/16 within the limits of total external borrowings. | 78 |
| 13)The Treasury Management Strategy for 2015/16 be approved. | Appx. G |
| 14)The Treasury Management Policy for 2015/16 be approved. | Appx. H |
| 15)The report be approved and adopted. | |

COUNCILLOR DAVID KIRKHAM
CHAIRMAN OF FINANCE AND
PROPERTY COMMITTEE

COUNCILLOR ALAN RHODES
LEADER OF THE COUNCIL

Constitutional Comments (JFW 09/02/2015)

The proposals within this report are within the remit of Full Council.

Human Resources Implications (MT 09/02/2015)

The savings proposals which require staffing reductions have been the subject of a separate statutory consultation period with affected employees and the recognised trades unions. Consultation with trades union colleagues has taken place through the corporate and departmental joint consultative and negotiating framework and special meetings arranged to allow the opportunity for further dialogue.

Any staffing reductions will be implemented in accordance with the Council's agreed policies and procedures and all reasonable steps taken to minimise the number of compulsory redundancies. This will include considering requests for voluntary redundancy and identifying redeployment and retraining opportunities where possible.

Financial Comments of the Service Director, Finance & Procurement (NS 09/02/2015)

The budget proposed has been prepared taking into account the major strategic objectives of the Council as set out in the Strategic Plan 2014 to 2018 (Council, 16 January 2014) and reflects all significant cost variations that can be anticipated.

The budget has been prepared in conjunction with the Corporate Leadership Team and other senior officers, and through significant member engagement via Policy Committee and Finance & Property Committee. There has been robust examination and challenge of all spending pressures and savings proposals.

As is the case in the current financial year, strict budgetary control will be maintained throughout 2015/16. Departments will be required to utilise any departmental underspends to offset unexpected cost increases that exceed the resources that have been provided to meet known cost pressures and inflation. To the extent that that this may be insufficient or that other unexpected events arise, the Council could potentially call on its General Fund balances.

The levels of reserves and balances have been reviewed and are considered to be adequate. However, in comparison to recent years the level of General Fund balances in particular, is expected to be substantially reduced.

The forecast reduction in General Fund balances has been the result of using reserves to balance previous year's budgets and continued use in 2015/16. Whilst this has been in accordance with guidance from the DCLG and will result in the Council still being above the level that is considered prudent, further reductions in General Fund balances would need to be taken only after careful assessment and consideration of the overall level of financial risk.

Given the severity of the financial challenges facing the Council, the budget has been prepared on the basis of accepting a higher level of financial risk than has

previously been the case. The contingency budget will be used to mitigate the impact should any of the savings proposals be delayed or not deliver as planned. The risks and assumptions have been communicated to, and understood by, elected Members and the Corporate Leadership Team.

The budget is, in my opinion, robust and meets the requirements of the Local Government Finance Act 1992, the Local Government Act 2003 and the CIPFA Prudential Code. The proposals for 2015/16 fulfil the requirement to set a balanced budget.

Background Papers Available for Inspection:

- Category A proposals
- Equality Impact Assessments which are published on the Council's website at: <http://www.nottinghamshire.gov.uk/thecouncil/democracy/equalities/eqia/>
- Budget Pressures & Inflation
- Consultation response dashboard
- Redefining Your Council

Appendix A
Consultation Category B – Options for Change

Ref.	Portfolio	Committee	Title	2015/16 £000	2016/17 £000	2017/18 £000	Total Saving £000
B01	Adult and Health	Adult Social Care and Health	Review of Intermediate Care services	-	800	800	1,600
B02	Adult and Health	Adult Social Care and Health	Handy Persons Preventative Adaptation Service	100	-	-	100
B03	Adult and Health	Adult Social Care and Health	Short Term Prevention Services	-	200	-	200
B04	Adult and Health	Adult Social Care and Health	To create a single integrated safeguarding support service for the council	-	70	-	70
B05	Children's and Culture	Children's and Young People	Early Years - Service and contractual efficiencies	200	300	-	500
B06	Children's and Culture	Children's and Young People	Special Educational Needs and Disabilities (SEND) Home to School Transport	200	300	500	1,000
B07	Children's and Culture	Children's and Young People	Targeted Support and Youth Justice Cost Reductions	500	-	-	500
B08	Children's and Culture	Children's and Young People	Children and Young People's Sports and Arts - Service redesign including arm's length operation	-	200	150	350
B09	Children's and Culture	Children's and Young People	Integrated Family Support Model	-	-	1,000	1,000
B10	Children's and Culture	Culture	Arts Development Service - Staffing Reduction	-	149	-	149
B11	Children's and Culture	Culture	Sports Development - Reduction of revenue funding	-	-	108	108

Ref.	Portfolio	Committee	Title	2015/16 £000	2016/17 £000	2017/18 £000	Total Saving £000
B12	Children's and Culture	Culture	Rufford Abbey Country Park - Improve customer offer and reduce revenue costs	-	-	303	303
B13	Places and Resources	Transport & Highways	Establishing an alternative service delivery model for the whole of the Highways Division	-	300	750	1,050
B14	Places and Resources	Transport & Highways	Publicity and Transport Infrastructure	10	20	20	50
B15	Places and Resources	Transport & Highways	Passenger Transport Facilities Charge	15	23	25	63
B16	Places and Resources	Environment & Sustainability	Introduction of charges for the acceptance of non-Household Waste at recycling centres.	150	-	-	150
		Total		1,175	2,362	3,656	7,193

		Option Ref	B01
1. Service Area	Intermediate Care		
2. Option Title	Review of Intermediate Care services		
3. Summary of Option			
<p>This proposal is to review, redesign and deliver Intermediate Care services which prevent or delay people needing long term care home placements, thereby delivering savings of £1.6m.</p> <p>Intermediate Care services are primarily provided to older people who have temporary or longer term physical disabilities or who are frail and who would benefit from a period of rehabilitation following an illness. The services are currently provided by the Council and by NHS organisations. Through delivery of these services, the Council ensures that people receive the appropriate levels of health and social care services which mean they can be safely discharged from hospital following surgery or a period of illness. The services seek to help people to recover and regain their independence. These services can often delay or prevent people’s need for long term residential or nursing care.</p> <p>There are emerging joint social care and health projects within the three Clinical Commissioning Group areas of planning (south, mid and north Nottinghamshire), which are seeking to define future integrated service models for Intermediate Care (IC), Reablement and other hospital discharge services.</p> <p>It is proposed that within these models Nottinghamshire County Council maintains the following principles when defining future services:</p> <ul style="list-style-type: none">• Prioritise funding for IC and Reablement services which can evidence avoidance of or delay in the need for social care packages, including residential care• Target service to those who would benefit most from it• Focus on avoiding care home admission and hospital admission where possible, as well as hospital discharge• Significantly reduce the number of admissions into long term care directly from hospital <p>The aim is to design a new, integrated service model, which will assure partners that the savings can be delivered from further reductions in residential care and intensive support packages.</p>			
4. Rationale / Evidence Base for the Option			

Intermediate Care and Reablement are not statutory services however they are regarded as an evidence-based preventative service. There are a number of national and local research projects and evaluations which have generally shown the positive outcomes of Intermediate Care and Reablement Services in terms of older people (and cost savings for both health and social care services) e.g. 'Half-way Home', produced by Department of Health in 2011, and National Audit of Intermediate Care 2013.

This option proposes that Reablement services are considered as part of the wider definition of Intermediate Care. The National Audit of Intermediate Care (2013) identifies the following four categories of Intermediate Care services:

- i) Crisis Response Service (predominately staffed by health professionals);
- ii) Home Based Intermediate Care Service (predominately staffed by health professionals with some Local Authority (LA) funded paid carers)
- iii) Bed-based Intermediate Care Service (predominately staffed by health professionals with some LA funded paid carers)
- iv) Reablement Service (predominately LA funded social care professionals)

The National Audit of Intermediate Care (2013 report) also highlighted the opportunity for Reablement services to become more integrated with the whole Intermediate Care system. In particular, diversity of provision was identified as a key theme, which identified concerns about fragmentation of services, potentially unclear routes in and out of services and lack of economies of scale.

Due to the way in which services have developed over time, Intermediate Care funding is currently disproportionately allocated across localities. Reviewing the budgets would provide the opportunity to ensure the resources are allocated more equitably across the county.

5. What Will the Outcomes of the New Service Be?

The aim of the new integrated Intermediate Care services will be to support people to quickly regain their independence following a health crisis whenever possible.

Promoting people's independence and maintaining people living in their own homes through community based intermediate care services will reduce the need for residential placements, and high cost care packages.

A bed based intermediate care service could be used as a hub around which a more integrated Reablement service could be developed. This would offer both home based Reablement in the community as well as the option of an accommodation based service for those requiring it.

The review of these services will enable the Council to deliver a more flexible and responsive service. It will provide an opportunity to reconfigure staffing and operating models so that it is able to deliver 7 day working or longer hours.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?GROSS
£000

3,716

NET
£000

3,521

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	0	800	800	1,600
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	800	800	1,600

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

45.4%

7. Estimated Implementation Costs**WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?**

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	52	0	0	52

- 1FTE Project Manager @ Band D

8. Projected Permanent FTE Reductions**WHAT IS THE CURRENT PERMANENT FTE STAFFING?**

0.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

	2015/16	2016/17	2017/18
	0.0	0.0	0.0

0.0

No additional social care staff reductions are planned, above those already agreed in former savings proposals.

9. Anticipated Impact**ON SERVICE USERS AND COMMUNITIES****(incl. considerations relating to vulnerable people and communities & equality)**

- It is anticipated that the service will become more flexible and responsive, including through extending the hours of service
- The aim of the service is to support people's recovery and to help them regain their independence following a period of illness or a stay in hospital. The services can often delay or prevent people's need for long term residential or nursing care.

ON OTHER ORGANISATIONS / PARTNERS

- The review of the Intermediate Care services is being undertaken in partnership

with Clinical Commissioning Groups. This should help avoid duplication and overlap thereby making the services more efficient.

ON OTHER PARTS OF THE COUNTY COUNCIL

- Clearer pathways to more joined up services - less duplication

10. Initial Equality Impact Assessment

Older People are the main users of this service, and would be most affected by a reduced service.

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)

Y

11. Risks and Mitigating Actions

Risk: The remodelled service and plan is not able to deliver the required £1.6m savings.

Mitigating Action: Detailed modelling and forecasting will be undertaken over the next 6 months together with Clinical Commissioning Groups to identify any risk/s and to put in place measures to minimise risk.

Risk:

The public and wider stakeholders will perceive the funding reductions negatively.

Mitigating Action: Clear communications with the public and wider stakeholders on the efficiencies being delivered and the ability to divert people away from long term residential care.

Risk:

Further reductions to residential care placements are not achieved and therefore the required level of savings is not achieved.

Mitigating Action: Review of funding to current intermediate care services if reductions cannot be made to long term care budgets.

PROPOSED CHANGES FOLLOWING BUDGET CONSULTATION

Summary of Changes to Proposal

Revised proposal following consultation

After considering consultation feedback it is proposed to amend the original Option for Change to allow for a longer transition and implementation period which will mitigate against some of the risk of destabilising services which support hospital discharges.

CCGs have registered concern that the withdrawing of the adult social care contribution to IC services, without having the time to fully consider alternatives, could be detrimental to the overall aspirations held by health and social care of integrated care closer to home. The CCGs are concerned that the planned reductions will impact on hospital discharge arrangements and could result in an increase in hospital delays.

This amended proposal recommends that:

The £1.6m saving is realised over 2 years rather than 1 year; this would mean that £800,000 would be released in 2016/17 and a further £800,000 in 2017/18.

The retained funding would be used to support IC services provided through three of NCC's Care & Support Centres whilst a model for integrated care is agreed and finalised with the CCGs. The centres are Leivers Court in the south, Bishops Court in Mid Notts and James Hince Court in Bassetlaw

The timeline will be aligned with that of the Extra Care scheme option; subsequently there will be 2 years for care and support centres to be used to support the development of the service model with health.

UPDATED Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

3,716

NET
£000

3,521

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	0	800	800	1,600
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	800	800	1,600

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

45.4%

UPDATED Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	52	0	0	52

1FTE Project Manager @ Band D

UPDATED Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

	2015/16	2016/17	2017/18
	0.0	0.0	0.0

0.0

No additional social care staff reductions are planned, above those already agreed in former savings proposals.

		Option Ref	B02
1. Service Area	ACSH – Strategic Commissioning		
2. Option Title	Handy Persons Preventative Adaptation Service (HPAS)		
3. Summary of Option			
It is proposed that the Handy Persons Preventative Adaptation Service (HPAS) partnership is reviewed and redefined, including seeking a proportionate financial contribution from Clinical Commissioning Groups to support the highest area of growth for HPAS, which is referrals to support hospital discharges, specifically to fit key safes rapidly.			
Current Operating Model:			
The Handy Person Adaptation Service (HPAS) is a highly used and highly valued service which aims to help people live safely and independently in their own homes through arranging:			
<ul style="list-style-type: none">• essential minor adaptations, such as installing grab rails, second stair rails, and half-steps. Individuals are asked to pay a contribution of £15 towards trader fees for adaptation work. Up to £250 worth of adaptations can be supplied and fitted in a single job.• small practical jobs, such as fixing and fitting curtain rails and window locks, putting up shelves and fixing trip hazards such as loose carpets. Individuals are asked to pay a contribution of £15 towards trader fees for handy person jobs. All materials need to be supplied for the job are paid for by the service user.			
The work is carried out by professional traders from Nottinghamshire County Council’s “Buy with Confidence” register. They have all been approved by Trading Standards.			
The £456,900 funding for the scheme is currently divided between partners as follows:			
Nottinghamshire County Council		78%	
District / borough councils		22%	
The number of handyperson jobs has declined substantially over the past four years, whereas the number of adaptations has increased. Last year a total of 414 handyperson jobs were undertaken (standard and hospital discharge), compared to 2,929 adaptations (1,234 of which were hospital discharge adaptations).			

The Supra C500 key-safe unit is the only material not exempt under the HPAS scheme or already covered by a client contribution where the cost may possibly be recouped.

During 2013/14 a total of 1,085 key safe units were fitted (at a cost of £92,272). Of these, 736 resulted from hospital or self-referrals for fast installation to support hospital discharge (at a cost of £65,000). The key safes enable both community health and social care staff to access people's homes to provide support for people who have difficulties in getting to the door themselves and/or who may be at risk of falling.

This hospital discharge element of the service was added to the original scheme following a successful pilot project. The pilot was initially funded by temporary joint re-ablement funds; however, no long term funding was added to the service to take on the additional work. Demand for this part of the service is now growing rapidly as more people are supported to return home earlier from hospital.

Options, including increasing the contribution from service users in line with other similar local schemes or increasing the contribution to achieve full cost recovery have been explored but discounted, as they would deliver minimal additional savings.

4. Rationale / Evidence Base for the Option

HPAS is a preventative service that people do not have to meet social care eligibility criteria to use. It is not a statutory service.

HPAS contributes to timely discharge from hospital through the provision of installation of key safes. It is of benefit to health partners as it is a low cost service that can assist in expediting safe discharges from hospital, HPAS is therefore a cost effective service.

5. What Will the Outcomes of the New Service Be?

The aim is to continue to deliver the same volume of service by seeking funding from Clinical Commissioning Groups (CCGs) for the elements that support hospital discharge. If funding cannot be secured, then this element of the service may be reduced.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

457

NET
£000

357

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	100	0	0	100
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	100	0	0	100

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

28.0%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

	2015/16	2016/17	2017/18
	0.0	0.0	0.0

0.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

There should be no direct impact on service users or carers unless CCG partners are unable to contribute towards the key safe jobs, in which case, this element of service provision could not be maintained at its current level, which could impact on hospital discharges.

ON OTHER ORGANISATIONS / PARTNERS

Potential impact on CCG partners if the capacity for the fitting of key safes to support hospital discharge is reduced. This element of the service was added to the original scheme following a successful pilot project; it was initially funded by temporary re-ablement funds. Agreement would be needed on the method of CCG split of contributions; however, if this was equally divided between the six CCGs a relatively small contribution of £16,600 p.a. each would be required.

There are some other handy person schemes available in some areas of the county but they do not meet the quick time-scales required for hospital discharges. These services may incur increased demand.

ON OTHER PARTS OF THE COUNTY COUNCIL

N/A

10. Initial Equality Impact Assessment

It is not believed that the proposal will have a disproportionate / adverse or negative impact on people with protected characteristics. If health partners agree to contribute towards the cost of key-safe jobs, this proposal should not directly impact on service users or carers. However, if they do not, and this element of service is reduced, it would impact on clients of the key-safe service, which are mostly people aged 70 and over.

An Equality Impact Assessment has been completed in the event that there is no contribution from the health partners.

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)

Y

11. Risks and Mitigating Actions

There is a risk that health partners will not be able to contribute towards the cost of keysafe jobs.

However, CCGs are highly supportive of all schemes which support people to be discharged from safely from hospital and which prevent unnecessary delays. Discussions have already been held with health partners about jointly investing in services which have a positive impact on people and which prevent delays in hospital discharges.



		Option Ref	B03
1. Service Area	Strategic Commissioning – services for younger and older adults		
2. Option Title	Short Term Prevention Services		
3. Summary of Option			
The County Council will invest in a short term prevention service for both younger and older adults. The aim of the service is to avoid people needing social care where possible, or stop existing social care needs increasing.			
4. Rationale / Evidence Base for the Option			
A review of the evidence base for different preventative interventions informed the current 2014-17 programme of savings. Services that show good outcomes for reducing the need for social care are already planned to re-focus on three key areas of Older People, Mental Health and Vulnerable Adults. This also redefines investment in services that will deliver the new Care Act prevention duties and priorities.			
It is proposed that:			
<div>1. Social Care and Public Health jointly commission targeted, short term prevention support for both older and younger adults as one exercise and use this approach to help support a saving of £200,000.</div> <div>2. The service will focus on the requirements of the Care Act and developing a sustainable service that is effective in preventing people requiring social care, or reducing the intensity of their needs.</div>			
Work undertaken with the Institute of Public Care last year has developed a set of indicators of when older people are likely to most require and benefit from the service. For example, someone who is aged eighty plus, with multiple long term conditions, living alone following the death of a spouse. This will be used to pro-actively target people most likely to benefit from the service. Work will also be undertaken to establish indicators for younger adults.			
Proposed Combined Older and Vulnerable Adult Prevention Support Service			
The following demographic information and the new Care Act duty to identify and prevent future demand for social care services and also prevention services have been used to inform this proposal.			
<u>Evidence Base:</u>			
The IPC identified the following characteristics as indicators of likely future need for residential care (5 characteristics) or escalating social care needs (3) for older people.			

Long term conditions	Life Events	Social Characteristics
COPD(Chronic Obstructive Pulmonary Disease) Stroke Diabetes Asthma Dementia Incontinence Learning disability Visual impairment Depression Limited mobility	Fall Death of spouse or friend Family move away Financial difficulty Sudden illness	Inappropriate or inaccessible housing Lives alone Limited social engagement Rural Over 85 Female Carer with own health problems Carer elderly

The targeted prevention support element of the service would be available only to people with at least two of the characteristics set out above (i.e. just short of escalating social care needs) and would, through the provision of very short term support (up to 6 weeks) aim to support people to continue to self-manage their independence.

Based on this, a combined early intervention and prevention support service has been designed. This combines Public Health resources (linked to Community Outreach Advisors) with social care budgets to commission one service that will deliver brief interventions to a broader population of targeted preventative support, as well as outreach work. The combined service will reduce duplication in service commissioning and delivery and create a more flexible and responsive service.

The brief intervention element of the service (Public Health funded) will initially offer up to two visits to address issues raised. The response will predominantly involve signposting to a range of organisations and services, including Department of Work and Pensions (DWP), energy advice services, Falls prevention team, Handy Persons Preventative Adaptations Service (HPAS), befriending services etc.

The outreach element will deliver the Care Act requirement to pro-actively identify people with prevention needs. A First Contact checklist will be completed for all contacts at this stage and where needs are more complex and people meet the criteria for a prevention support service, the service user will move to the next tier of service. At this point a more detailed assessment will consider needs in five core areas:

- Improving Health & Well-being
- Promoting Independence
- Social Connection
- Safe and Suitable Accommodation
- Improving Economic Well-being

It would be a principle of the service that, where services exist elsewhere that could deliver individual outcomes sought; people should be signposted to that service. The same work will now be completed in respect of the target population of vulnerable adults

and the interventions that will be most effective in addressing their risks to independence, in order to inform the new service.

Opportunities for more integrated commissioning are being explored. The involvement of the District Councils in this work is also being sought. Contact is being pursued with the CCG areas in the county for similar discussion.

The intention is to have new services in place by late summer 2015.

5. What Will the Outcomes of the New Service Be?

Service level outcomes:

The high level outcomes sought from the new service will be based on the core objective of reducing demand for social care services and include:

- identifying people at risk of becoming eligible for social care services before a crisis emerges
- addressing key issues that evidence shows contribute to the escalation of social care needs
- supporting people over a short period of time to continue to self-manage.

Service user outcomes:

At an individual level, the needs of service users will vary. Outcome measures will be developed to measure impact of the service on individual service users, across five support areas:

Improved health and wellbeing:

This might be achieved by referring people to health services, supporting access to health management information or falls preventing exercise, offering healthy lifestyle advice or advising on improved home security.

Promoting Independence:

This might be achieved by the development of new skills or finding new ways to manage daily tasks. Where possible, informal support solutions might be found from within communities.

Social Connection:

This might be achieved by supporting people to engage in their local community, build stronger networks of family and friends or through referral to befriending services.

Safe and suitable accommodation:

This might be achieved through referrals for adaptations or equipment, support to carry out repairs or housing options advice.

Improved economic well-being:

This might be achieved through support or referrals on benefits advice or money and debt management.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

11,622

NET
£000

10,023

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	0	200	0	200
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	200	0	200

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

2.0%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

2015/16 2016/17 2017/18

0.0 0.0 0.0

0.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

The services are not yet in place; therefore a reduction to the budget can be made without loss of existing services.

ON OTHER ORGANISATIONS / PARTNERS

There are opportunities with partners to develop aligned or integrated services. The combining of services for both older and younger adults provides a better fit with ways that services for people with long term conditions are structured.

ON OTHER PARTS OF THE COUNTY COUNCIL

There is an impact for Public Health as this will be a jointly commissioned service.

10. Initial Equality Impact Assessment

This proposal will impact on people with the protected characteristics of age and disability. The aim, however, is to provide an improved, more effective service. The ability of the provider to offer an appropriate service across these groups will be monitored, in order to minimise any potential negative impacts.

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED?

Y

11. Risks and Mitigating Actions

1. Risk that too great a reduction in prevention investment would result in higher expenditure in the longer term as people come to the door sooner and/or in crisis. The services will be targeted to enable more appropriate and timely support services.
2. There are many service providers currently working with either older people or vulnerable adults. This change will require the market to respond appropriately. This can be managed through market events and partnership/consortium bids.
3. Integration considerations add complexity to delivery and therefore a risk to the timescale delivery. Clear links with interdependent projects will minimise this risk.



		Option Ref	B04
1. Service Area	Safeguarding Adults		
2. Option Title	To create a single integrated safeguarding support service for the council		
3. Summary of Option			
<p>There are currently two separate boards overseeing the arrangements to safeguard the county's adults and children from abuse and neglect. This proposal begins to explore how these boards can work more closely together to achieve greater effectiveness and efficiencies.</p> <p>Early discussions with partners would help to develop and shape this proposal for more collaborative working.</p> <p>By combining some of the functions and working collectively on common issues it may be possible to avoid duplication of effort and create a single support service for the county for all safeguarding matters</p> <p>Funding streams for the respective safeguarding boards are multi agency and no discussion has yet been had with partners jointly funding these arrangements. To ensure fair and sufficient contribution to overall safeguarding arrangements in the county, funding commitments to the service will need to be agreed with partners.</p>			
4. Rationale / Evidence Base for the Option			
<p>A more integrated approach to safeguarding adults and children's boards has been achieved in other places.</p> <p>With the introduction of the Care Act, both the Adults and Children's boards will have a statutory function and this provides a good opportunity to consider the possibility of streamlining resources and combining functions and budgets.</p> <p>There may be a reduction in the amount of independent chair time required by having one chair who could represent a joint agenda.</p> <p>Reconfiguring management and officer structures could create efficiencies through economies of scale.</p> <p>There may be opportunities for the amalgamation of some safeguarding functions and streamlining some approaches; for example some sub groups of both safeguarding boards may be combined creating efficiencies, avoiding duplication and further supporting the one council approach. Training could be commissioned and delivered to help staff safeguard children and adults. Currently there is separate</p>			

training to safeguard children and to safeguard adults, and also separate domestic violence training - all overseen by different boards with individual governance arrangements.

5. What Will the Outcomes of the New Service Be?

The Council will have joined up multi-agency safeguarding arrangements for children and adults, meaning the statutory functions of the two safeguarding boards will be fulfilled in a more effective way.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

Gross

569

Net

319

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	0	70	0	70
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	70	0	70

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

21.9%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

8. Projected Permanent FTE Reductions

This is still to be identified. To achieve the savings it is estimated there will be a reduction of 3 to 4 staff.

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

8.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

	2015/16	2016/17	2017/18
	0.0	0.0	0.0

0.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

Implemented successfully, service users and communities would see a positive impact on service delivery.

ON OTHER ORGANISATIONS / PARTNERS

Partners would need to be fully engaged and in full agreement regarding any change to current arrangements.

Partners would see a demonstrably more joined up approach to safeguarding.

ON OTHER PARTS OF THE COUNTY COUNCIL

Adult Services and Children and Young People's Services would need to be equally committed to this approach. By adopting a joined up approach shared agendas should be easier to achieve, for both the Council and partner agencies. For example, the 'think family' approach and transitions between Children's and Adult Services.

10. Initial Equality Impact Assessment

It is not believed that the proposal will have a disproportionate / adverse or negative impact on people with protected characteristics.

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)

N

11. Risks and Mitigating Actions

Risk:1

Inequitable attention is given to either the Children's or Adults agenda in relation to safeguarding work and subsequent activities may reduce, potentially leaving one group at greater risk.

Mitigating actions:

Retention/appointment of staff and independent chairs from both services so that neither service is dominated by one agency/agenda.

Creation of new structures with clear terms of reference that are fit for purpose. Attention given to the management structure of any new arrangements to ensure they adequately reflect the work that needs to be undertaken.

Risk 2

The impact of the Care Act in relation to safeguarding adults' boards may not be fully understood and embedded.

Mitigating actions

The Care Act does not preclude integration of support to safeguarding boards or the joining of safeguarding boards' activity. Careful scrutiny will need to be given to any realignment to ensure compliance with the new legislation. By undertaking the work in 2017/18 this will mean the Care Act will have had time to bed down and be better understood and implemented.

Risk 3

There is a risk that service delivery levels would be affected by staffing changes.

Mitigating Actions

Careful and detailed planning and agreements over the next two years to scope out what could be achieved via integration with clear programmes for the work to be undertaken. Staff training will also be provided.

Risk 4

Uncertainty about how the arrangements would be viewed by partners and regulators and potential withdrawal of multi-agency funding.

Mitigating Actions

Early dialogue with partners to secure agreement and input to shape and refine the outline proposals.



		Option Ref	B05
1. Service Area	Early Years		
2. Option Title	Service and contractual efficiencies		
3. Summary of Option			
<p>This option will deliver further efficiencies from work to support early years provision and through commissioned children’s centre services.</p> <p>Children’s Centre Services</p> <ul style="list-style-type: none">• Further development of integrated early childhood services: An established work stream will seek to redesign early childhood services together with partners including Public Health commissioning for health visitors and school nurses.• The Service will review and revise its core children’s centre offer by targeting the delivery of children’s centre services to families with children aged 0 – 5 years, with a specific focus on promoting good levels of child development for 0 – 3 year olds.• Both of these measures will contribute to staffing efficiencies.• In addition, by scrutinising the commissioned contract with Nottinghamshire Children Family Partnership (NCFP), further efficiencies will be identified (such as pension and resources costs). <p>Early Years Services</p> <ul style="list-style-type: none">• The Service will redesign the support provided to the Early Years sector through the Early Years Specialist Teacher team, with a view to developing a support model requiring reduced staffing, based around the development of Early Years Practitioner roles and multi-skilled teams.• The Service will develop a sold service to the early years sector for workforce development and support to improve quality. An Early Years quality brand will be developed with alignment and integration of early childhood services to promote quality provision and sold services			
4. Rationale / Evidence Base for the Option			
<p>This option builds upon the Service’s current business case and retains the proposed levels of clustered children’s centres with a redesign of the provision of services. This will help reduce further impact on families and communities and continue to support the development of an integrated Council early help offer.</p> <p>The reshaping of the Service’s support arrangements for the Early Years sector reflects changing national policy in this areas (the 2, 3 and 4 year old early education offer) and changing regulatory/inspection requirements.</p>			

5. What Will the Outcomes of the New Service Be?

Children's centre services will continue to deliver high quality early childhood services, but will focus more on children and families who need support the most. Children's centre services will be better integrated with broader universal services such as health visiting, and will be promoted to the public under a single Early Childhood Services brand, to improve awareness and service uptake.

Support to the Early Years sector will continue to promote and develop high quality provision in settings for 2, 3 & 4 year olds.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

17,224

NET
£000

16,681

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	200	300	0	500
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	200	300	0	500

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

3.0%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

The implementation costs will be met through the current project being delivered.

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

21.5

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

	2015/16	2016/17	2017/18
	0.0	5.0	0.0

5.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

Reshaped services will continue to offer effective support on a countywide basis for young children and parents/carers. Greater emphasis will be placed on the provision of services for those in most need of support/intervention.

ON OTHER ORGANISATIONS / PARTNERS

The integration efforts outlined in this Option For Change form will impact upon health partners and Public Health commissioned services such as health visiting. The commissioned partner for children's centre service delivery, NCFP, will also be affected..

The reshaping of Early Years Support arrangements will impact upon the early years provider network.

ON OTHER PARTS OF THE COUNTY COUNCIL

Service integration activity will be undertaken alongside Public Health commissioners.

10. Initial Equality Impact Assessment

An Equality Impact Assessment is updated and is a key part of the activity for delivering the current business case. The Equality Impact Assessment will be updated and amended to incorporate this option.

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)	Yes
--	-----

11. Risks and Mitigating Actions

The majority of risks and resultant mitigating actions will be identified and assessed through the Equality Impact Assessment process.

		Option Ref	B06
1. Service Area	SEND Policy & Provision		
2. Option Title	SEND Home to School Transport		
3. Summary of Option			
<p>This option will make savings through the development of personal budgets for Special Educational Needs and Disabilities (SEND) home to school transport. The proposal is part of national SEND Reforms which require the County Council to offer personal budgets to families which will give parents greater choice and control when arranging school transport for their child. We will provide parents with support to manage their own personal budget.</p> <p>Currently there are 972 young people who receive home to school transport. The vast majority of these attend Nottinghamshire special schools; others attend local mainstream schools or non-maintained, special schools. The budget for home to school transport is £5.331m, equating to an average cost of £5,484 per pupil. However, the cost per pupil can vary from circa £3 to £180 per day, or £570 to £34,200 per year based on 190 days of learning in an academic year.</p> <p>The County Council is proposing to meet its statutory duties by offering a personal budget in place of the service in order to increase personal choice and flexibility to families whilst at the same time achieving savings for the County Council.</p>			
4. Rationale / Evidence Base for the Option			
<p>It is proposed to review current models of SEND home to school transport with the view to offering a personal budget to families through a resource allocation system (RAS), This will provide greater choice and control to parents by offering the following options:</p> <ul style="list-style-type: none">• parents can make individual arrangements• parents can pool resources to make joint arrangements• third party facilitator can deliver transport on behalf of parents, for example a special school or charity.• in exceptional cases where it is not possible to offer a personal budget, the County Council will retain a small contingency <p>The RAS would assess the value of the personal budget and allow the County Council to determine the size of the personal budget to be allocated to each family. The savings proposed will be made by limiting the overall size of the home to school transport budget over a two year period as shown in section 6.</p>			

The potential benefits of these options are:

- Increased personal control
- Increased flexibility
- An allocation system based on available funding

The potential difficulties include:

- Limited or lack of school and parent engagement
- Adverse effect on school attendance
- More vehicles arriving at school gates

The current expenditure for home to school transport is £5.331m. It is proposed that consideration be given to reducing the budget by 20% which will achieve savings of circa £1m.

5. What Will the Outcomes of the New Service Be?

- Parents will have greater control and responsibility for transporting their child to and from school through the allocation of a Personal Budget
- The council carries reduced employment, accommodation costs and other overheads, associated with the delivery of home to school transport.
- School communities increasingly shape the service available to them to match their local needs and priorities.
- Savings are realised by reducing the total transport budget available

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

5,332

NET
£000

3,597

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	200	300	500	1,000
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	200	300	500	1,000

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

27.8%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

The implementation costs would be met by the SEND Reforms Implementation Grant (circa £20K). Funds have already been earmarked to project manage this piece of work

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

	2015/16	2016/17	2017/18
	0.0	0.0	0.0

0.0

There would be reductions to be realised from with travel and transport services; currently the level of reduction is not known.

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

There are potential benefits for families who are able to manage the responsibility of a personal budget; there may be some families where this arrangement is less likely to succeed.

ON OTHER ORGANISATIONS / PARTNERS

There will be an impact on existing contractors commissioned by NCC to provide home to school transport.

ON OTHER PARTS OF THE COUNTY COUNCIL

There will be implications for Nottinghamshire transport services, both in terms of staffing and operational practices. These will be explored further with Nottinghamshire Transport Services.

10. Initial Equality Impact Assessment

The provision of home-school transport is already targeted at a vulnerable group which is identified by their SEND. It is likely that the ability to be flexible will increase equality of opportunities rather than negatively reduce these.

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)

Y

11. Risks and Mitigating Actions

Risk: There is a risk that parents would refuse to opt for a personal budget and to arrange home to school transport for their child.

Mitigation Action: We will offer support for families during the process.

Risk: There is a risk that these changes might undermine pupil school attendance.

Mitigation Action: Arrangements will be put in place to monitor attendance.

Risk: There is a risk that arrangements for home to school transport fall outside of quality standards and monitoring arrangements.

Mitigation Action: Systems will be put in place to monitor suitability of transport arrangements, in order to ensure the safety and well-being of young people.

Risk: This innovative and radical proposal may not achieve the predicted level of savings, especially by 2015/16.

Mitigation Action: Management capacity and specialist financial advice will be made available to progress the project.

At worst, it is conceivable that there could be duplication in costs with administering transport arrangements if only a proportion of the school population take up the option of a personal transport budget.

		Option Ref	B07
1. Service Area	Targeted Support and Youth Justice		
2. Option Title	Targeted Support and Youth Justice Cost Reductions		
3. Summary of Option			
<p>This option reduces staffing and programme costs for youth justice provision in the light of a significant and consistent decline in youth offending rates and anti-social behaviour attributed to young people in recent years that has led to increased capacity within the Youth Justice Service. A reduction in these costs is possible without any significant impact on the ability of the Service to meet demand.</p> <p>Core youth justice services, innovative intervention approaches and the ability to intervene early, including outreach directly into hot-spots, would be retained.</p>			
4. Rationale / Evidence Base for the Option			
<ul style="list-style-type: none">• Meets all of the statutory obligations on the Local Authority• Targets the most vulnerable• Capitalises on the reduction in first time entrants to the youth justice system• Makes the best use of Grants• Options do not have significant risk of increasing costs for the Council elsewhere (e.g Children’s Social Care)			
5. What Will the Outcomes of the New Service Be?			
<ul style="list-style-type: none">• The outcomes will remain unchanged although the targets may need to be revised.			

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

9616*

NET
£000

6,366

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	500	0	0	500
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	500	0	0	500

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?*

7.9%

*Does not include the draw down of reserves in 2014-15

** 11% net saving - including the savings from existing business cases

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

The estimated redundancy costs associated with this business case are £128,000.

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

145.57

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

	2015/16	2016/17	2017/18
	8.5	0.0	0.0

8.5

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

The amount of youth justice crime prevention activity may be reduced if proven youth offending rises

ON OTHER ORGANISATIONS / PARTNERS

None

ON OTHER PARTS OF THE COUNTY COUNCIL

None

10. Initial Equality Impact Assessment

It is not believed that the proposals will have a disproportionate, adverse or negative impact on people with protected characteristics.

The proposal to reduce staffing and programme costs within the Youth Justice Service (YOTs) will have limited impact in respect of service users with particular protected characteristics. Programmes will continue to be bespoke after an assessment of individual need.

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)

N

11. Risks and Mitigating Actions

Risk: There is insufficient resource to deal with spikes or rises in youth offending

Mitigation: We would regularly monitor changes in trends and workload and quality and report to the Partnership Board any risk issues so that additional resources can be deployed.

Option Ref		B08
1. Service Area	Children and Young People's Sports and Arts	
2. Option Title	Service redesign including arm's length operation	
3. Summary of Option		
<p>This option proposes a phased move away from the Council delivering Saturday morning performing arts centres and performance groups, towards alternative arrangements and work to develop the Council's Instrument and Music Teaching programme and County Youth Arts offer at arm's length from the Council.</p>		
4. Rationale / Evidence Base for the Option		
(i) Phased transition of Saturday morning centres/performance groups		
<p>Saturday morning performing arts centres operate in 4 locations across the County, and are discretionary provision provided by the Council in addition to curriculum music and performing arts activities in schools. Overall levels of annual subsidy per participant are approximately £255. Charges to participants have been increased in recent years, but the introduction of charges in 2011 and subsequent increases have received mixed feedback from parents and carers.</p> <p>For this provision to be cost neutral to the Council, participants would be required to pay around £15 per week based on a 23 week programme (approximately £5 per hour as sessions last for 3.5 hours). This assumes that people would be prepared to pay and that participant numbers (750 approximately, in total, out of a Nottinghamshire school age population of 100,000+) remain the same. Many local authorities no longer offer this provision, with young people accessing instead local clubs, school and voluntary group provision.</p> <p>There are 6 performance groups attended by low numbers of young people. This is also discretionary provision offered in addition to school based curriculum activities.</p> <p>The Council would seek to transfer the provision to schools to manage directly, or other third parties/independent providers. This transition has taken place successfully elsewhere, but would require pump priming funding to support the transition. The scheduling of the proposed budget reduction (2016/17) allows time for such transition arrangements to be put in place. Should a successful transition not be possible, it is anticipated that the provision would need to close in order to deliver the required savings.</p>		

(ii) Development of arm's length model

There is the potential to reduce revenue costs further by managing Instrument and Music Teaching and County Youth Arts provision at arm's length to the Council. There is precedent in neighbouring authorities, where music and instrumental teaching provision and a community arts offer for young people has been successfully moved outside of the authority and in doing so contributed to reducing revenue costs. The offer would concentrate on the delivery of the programme of Instrument and Music teaching in schools and a county wide community arts offer using the central base of the "Old Library" in Mansfield.

There is currently work underway to investigate the most appropriate operating model, options for consideration include

- The development of an in house TECKAL compliant organisation;
- The formation of a Charitable Incorporated Organisation (CIO);
- Alignment with the current work in Libraries and Community Arts to form an arm's length body.

This budget saving is profiled to impact in 2017 allowing time for the chosen arm's length delivery solution to take effect.

5. What Will the Outcomes of the New Service Be?

Phased transition of Saturday morning centres/performance groups

- (i) Continuation of the current offer if successful transition arrangements can be effected.

Development of arm's length model

- (ii) Continuation of the current offer, if successful arm's length arrangements can be established, that:
- Meets the requirements of the national music strategy and retain levels of instrument and music teaching in schools
 - Promotes and delivers a county wide (targeted) community youth arts offer
 - Retains a commitment to work with those most vulnerable and disadvantaged
 - Develops and manages a relationship with the independent sector to promote local opportunities

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

4,300

NET
£000

927

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving		200	150	350
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	200	150	350

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

37.8%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	100	0	0	100

This is the estimated costs of achieving an arm's length solution to continue elements of the existing provision moving forward

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

79.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

	2015/16	2016/17	2017/18
	0.0	4.0	3.0

7.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

Phased transition of Saturday morning centres/performance groups

- (i) Continuing access to service provision for young people will be ensured if transition arrangements can be put in place. If this is not the case, service users will not be able to access this provision.

Development of arm's length model

- (ii) Continuing access to service provision for young people will be ensured if transition arrangements can be put in place

ON OTHER ORGANISATIONS/PARTNERS

Schools and third party/independent providers will be approached in respect of future delivery arrangements. The Arts Council, which funds Nottinghamshire's Music Hub activity, will be consulted.

ON OTHER PARTS OF THE COUNTY COUNCIL

None.

10. Initial Equality Impact Assessment

It is not expected that there will be any negative impact on service users with protected characteristics if opportunities to continue some, if not the majority of the provision in partnership with a local delivery agency are realised. However, given that these opportunities need to be explored further, it is important to maintain focus on the impact that the proposal may have on service users with protected characteristics.

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)

Y

11. Risks and Mitigating Actions

Risks

Phased transition of Saturday morning centres/performance groups

- (i) Service closure: Mitigating actions will be the exhaustive pursuit of effective and successful new delivery arrangements

Development of arm's length model

- (ii) In relation to the development of an arm's length arrangement to manage future provision the risks are
- Ensuring managerial and financial stability.
 - Meeting the timescales for development of a new arrangement to fall in line with required budget reductions
 - Taking a cohort of employees forward into a new way of working outside of the Council
 - Maintaining existing business relationships many of which rely on the corporate brand of the Council to ensure quality
 - Management capacity in a new company to deliver the business model required
 - Building in safeguards required by national agencies that will be relied upon to continue to fund activity.
 - Developing back office infrastructure and competencies

Mitigating actions are:

- Appropriate levels of financial, legal and HR engagement and advice
- Detailed staff, customer and partner consultation and engagement
- Learning from existing arm's length operators in similar fields.
- Strong political support from the outset with assurances
- Outcome based Service Level Agreement in line with funding support
- Agreements to disaggregate central support costs
- Process leadership



		Option Ref	B09
1. Service Area	Early Help and Children's Social Care		
2. Option Title	Integrated Family Support Model		
3. Summary of Option			
<p>This option proposes to improve services and reduce the costs of family support provision through the establishment of integrated, co-located Family Support arrangements, combining resources from Early Help and Children's Social Care Services.</p> <p>A review of the support provided to children, young people and families will establish integrated, co-located Family Support arrangements, combining resources from Early Help and Children's Social Care Services.</p> <p>Early Help Family Support colleagues work with vulnerable children and families to support them in achieving a range of positive outcomes and also try to prevent them from needing involvement with Children's Social Care. They address issues such as behavioural issues, parenting difficulties, problems with drugs or alcohol, problems with attendance at school, anti-social behaviour, homelessness and the impact of parental illness or disability and act to keep children safely at home with their families where possible.</p> <p>Children's Social Care Family Support colleagues work primarily to help return children to their families if it is safe and appropriate to do so, and to prevent breakdowns in adoptive, foster or kinship families, for example, by addressing challenging behaviours.</p>			
4. Rationale / Evidence Base for the Option			
<p>There is a growing international research base that indicates that effective earlier intervention can improve outcomes for children, young people and families whilst reducing long term costs for the public purse. Thus, if early help and edge-of-care family services are streamlined and strengthened, and delivered effectively via evidence based interventions, social care provision costs can in the long term be reduced.</p> <p>Direct savings will be delivered by:</p> <ul style="list-style-type: none">▪ Utilising grant income from central government that will become available as part of phase two of the Troubled Families programme to offset revenue spend.▪ Delivering proposals which cluster family support services in localities and make best use of local knowledge when commissioning. Savings will be drawn from changing service structures and models of operation.			

5. What Will the Outcomes of the New Service Be?

- Families in need of early help will be effectively supported.
- Children will be kept at home with their families wherever possible and when it is safe to do so, by increasing positive edge-of-care outcomes. The number of children on Child In Need and Child Protection Plans will be stabilised and, in the long term, reduced.
- Integrated Family Support arrangements able to deliver effective interventions in a flexible way within localities, will be established.
- Co-located teams, situated and resourced according to need within localities, following consistent methodologies which are compatible with approaches across Children's Services, will be in place.
- An effective delivery structure for Phase 2 of the Troubled Families programme will be in place.
- A stable, suitably-qualified and supported workforce with clear development pathways will be in place.
- A defined performance and outcomes framework will be in place.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

9,369

NET
£000

5,583

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	0	0	1,000	1,000
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	0	1,000	1,000

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

17.9%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

These are currently being calculated, and will include costs of training, IT resource, and potential redundancy costs.

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

138.7

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

2015/16 2016/17 2017/18

0.0 0.0 15

15

The services within the scope of the Integrated Family Services Review are provided by a mixture of Nottinghamshire County Council and external partners under contract. The proportion of staff affected employed by NCC and external providers may change as the review progresses and this may change the projected FTE reductions.

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES
(incl. considerations relating to vulnerable people and communities & equality)

Improved Family Support delivery arrangements will provide better outcomes for families as early as possible

ON OTHER ORGANISATIONS / PARTNERS

Supplier matrix – there may be changes to existing contractual arrangements and partnership activity with health partners, voluntary sector providers and the Police.

ON OTHER PARTS OF THE COUNTY COUNCIL

10. Initial Equality Impact Assessment

It is not expected that there will be any negative impact on service users with protected characteristics. However, given the intention to establish integrated arrangements that will significantly change current working practices, it is important to assess, in detail, what impact the proposals may have on service users with protected characteristics.

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)

Y

11. Risks and Mitigating Actions

Risk	Mitigating Actions
That final analysis of the required service outputs / outcomes and the finances make the saving undeliverable	Continuous review of savings options and the project scope.
That early intervention programmes are not as effective as research suggests in preventing need for Social Care intervention	Research into efficacy or otherwise of interventions – concentrate on programmes which are <i>proven</i> to be effective
That integrating overall management of the model may result in knowledge gaps	<p>Ensure a support network is in place – legal framework must be very clear, and managers should have support in place to translate the framework into practice.</p> <p>Ensure consistent legal approach across the management structure – clear principles and policies in place.</p>
That a merged, locality-based team will not affect structural and support savings, and may actually increase costs, which will threaten the achievement of cashable benefits	Deliver optimum locality based working arrangements.
Staff will be unwilling or unable to meet training requirements within project timescales	Put support in place for colleagues who are unable to meet training requirements, by providing mentors, deadline extensions.
The new Business Support Service Offer and reduced numbers may not be able to support the new structure	Consult with Business Support management so that the new structure can be defined to include effective business support. Carry out business process reviews to re-engineer processes, reducing reliance on business support
That not enough structure will not be in place to support the next phase of the Troubled Families programme from April 2015	<p>Prioritise Troubled Families in terms of workstream delivery. For example, provide Troubled Families workers with mobile devices and access to social care information as a priority ahead of other teams within scope.</p> <p>Prioritise reviews of Troubled Families processes so that new processes are embedded in time</p>



		Option Ref	B10
1. Service Area	Arts Development Service		
2. Option Title	Staffing Reduction		
3. Summary of Option			
<p>This option maintains an advisory and grant seeking function for arts provision including rural touring programmes, engaging young people in culture and supporting external programmes and fund raising.</p> <ul style="list-style-type: none">• Rural touring programmes (Village Ventures)• Support to the arm's length body (for Libraries, Archives, Information and Learning) to engage children and young people with culture• Contribute to the wider learning offer of the new body• Support external funding programmes and fund raising for arts activity in Nottinghamshire <p>Savings would be delivered through staffing reductions. Of the current £289k annual cost of the service, £140k would be retained within the contract for the new body, commencing 2016/2017. Total Saving = £149k</p>			
4. Rationale / Evidence Base for the Option			
<p>This option allows the Council to maintain its role as National Portfolio Organisation (NPO) for rural touring (and its relationship with Arts Council and 22 local authorities across Notts, Lincs and Leics) and retain some capacity to provide creative opportunities through the new arm's length organisation.</p>			
5. What Will the Outcomes of the New Service Be?			
<p>The new arrangements will maintain a limited arts offer, as a strand of the new Library based arm's length organisation. This will include limited capacity to develop the arts, and to provide a small scale arts development capacity that includes Village Ventures.</p> <p>There will be a reduced range of arts activity and programmes, including targeted arts programmes, though community led options for their continuing operation will be explored.</p>			

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

942

NET
£000

374

* existing business case
£85K

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	0	149	0	149
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	149	0	149

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

39.8%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

6.5

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

	2015/16	2016/17	2017/18
	0.0	3.5	0.0

3.5

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

- Potential loss of specialist creative spaces.
- Reduction of creative opportunities for targeted groups including older people, young people with special needs, early years and hard to reach groups.
- Reconfiguration of major events and learning programme including Earth and Fire International Ceramic Fair through seeking alternative arrangements.
- Reduced schools programme, creative opportunities for families and creative workshops.

ON OTHER ORGANISATIONS / PARTNERS

The funding reduction will impact upon the Team's ability to support Arts Council initiatives at both a local and national level, and to utilise Arts Council related funding initiatives.

The reduction may impact upon the access of creative arts sole traders to employment opportunities, and community organisations in respect of access to support to develop arts in their localities.

10. Initial Equality Impact Assessment

A reduction in capacity may have a disproportionate impact on those with protected characteristics in accessing and participating in the arts.

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)
--

Y

11. Risks and Mitigating Actions

Risk: Reputational risks associated with the potential reduction of events and courses.

Mitigation: Exploration and establishment, where possible, of alternative delivery models, including community led initiatives, to ensure the continuation of key events and courses.

Risk: National Portfolio Organisation funding for Rural touring, although allocated on a 3 year basis, is dependent on Arts Council England confirmation after its annual budget settlement. Therefore this is a risk that National Portfolio Organisation funding could be withdrawn 2015/16. In addition the 22 local authorities who buy into the scheme may withdraw/reduce funding to a point where the programme is not viable.



		Option Ref	B11	
1. Service Area	Culture and Enrichment (Sports Development)			
2. Option Title	Reduction of revenue funding			
3. Summary of Option				
The option reduces revenue funding support for sports development activity by 2017/18, whilst supporting opportunities to seek new external funding to continue key elements of the Sports Development's core programme into the long term future.				
4. Rationale / Evidence Base for the Option				
Over the next two years, working alongside the County Sports Partnership core team, it should be possible to attract external funding to continue key elements of the Sports Development function's core programme.				
The timing of the budget reduction is linked to providing a suitable amount of time for the County Sports Partnership to seek other funding opportunities to cover shortfalls post 2017. Whilst this is not guaranteed the deadline will give a clear focus and challenge that will be understood by all partners and stakeholders.				
5. What Will the Outcomes of the New Service Be?				
The proposal offers a medium term business as usual approach and a wider opportunity to work with the County Sports Partnership to share management resource and expertise to shape a joint offer. In the medium term, the Sports Development functions key activities to support clubs, coaches and participation will remain in place.				
6. Projected Net Savings to the Budget				
WHAT IS THE PERMANENT BUDGET?	GROSS £000	346	NET £000	261
WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?				
	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	0	0	108	108
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	0	108	108
WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?				41.4%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

6.6

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

	2015/16	2016/17	2017/18
	0.0	0.0	3.3

3.3

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

The type of work undertaken by the current staff team is designed to support the sporting infrastructure of communities, clubs and individuals and as such, if external funding is not secured, capacity will be lost to undertake this type of work post 2017.

ON OTHER ORGANISATIONS / PARTNERS

Nottinghamshire County Council has forged a number of important strategic partnerships that in turn bring external resources for sports related activity into the County. If external funding is not secured, capacity will be lost to undertake this type of work post 2017, and access to national funding streams may not be realised.

ON OTHER PARTS OF THE COUNTY COUNCIL

None

10. Initial Equality Impact Assessment

It is not believed that the proposals will have a disproportionate, adverse or negative impact on people with protected characteristics.

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)

N

11. Risks and Mitigating Actions

Risk: A reduced resource commitment means development and funding opportunities will be missed.

Mitigation: Time is being allowed to seek other funding to continue activities, and some work programmes could be picked up by the County Sports Partnership.



		Option Ref	B12
1. Service Area	Rufford Abbey Country Park		
2. Option Title	Improve customer offer and reduce revenue costs		
3. Summary of Option			
<p>This option proposes an options appraisal and implementation of a new operating model to reduce revenue costs and improve the visitor offer at Rufford by 2017. The three models being appraised are retaining in-house, creating an arms-length trust body or partnering with a third party organisation or consortium.</p>			
4. Rationale / Evidence Base for the Option			
<p>The rationale and evidence base for three future options outlined below will be worked up and brought back for consideration and selection by Members. The options being considered broadly fit into three categories.</p> <ol style="list-style-type: none"> 1. Retain operation in-house with required capital investment found by the Council and/or a third party funder (e.g. Heritage Lottery) 2. Develop or appoint an arm's-length arrangement to develop and manage the site on behalf of the Council 3. Procure a third party management organisation to develop and manage the site on behalf of the Council 			
5. What Will the Outcomes of the New Service Be?			
<p>The outcomes will be reshaped management arrangements for Rufford Abbey Country Park, and a revised and improved customer offer that will at least maintain current visitor numbers.</p>			
6. Projected Net Savings to the Budget			
WHAT IS THE PERMANENT BUDGET?	GROSS £000	<input type="text" value="2,414"/>	NET £000 <input type="text" value="643"/>
WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?			
	2015/16 £000	2016/17 £000	2017/18 £000
Gross Saving	0		303
LESS Loss of Income	0	0	0
LESS Costs of Reprovision	0	0	0
NET SAVING	0	0	303
WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?			<input type="text" value="47.1%"/>

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	700	0	700
Revenue Costs	0	100	0	100

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

	2015/16	2016/17	2017/18
	0.0	0.0	0.0

0.0

Note – This figure is difficult to establish at this point as it will be dependent on the type of delivery model chosen for future delivery.

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)
TBC following the options appraisal.

ON OTHER ORGANISATIONS / PARTNERS

TBC following the options appraisal.

ON OTHER PARTS OF THE COUNTY COUNCIL

TBC following the options appraisal.

10. Initial Equality Impact Assessment

It is not believed that the proposals will have a disproportionate, adverse or negative impact on people with protected characteristics.

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)

NO

11. Risks and Mitigating Actions

Risk: That staff and service users feel isolated from the review process.

Mitigation: Sound consultation and communication processes being implemented throughout the process.

Other risks and mitigating actions will be included in the options appraisal.

		Option Ref	B13
1. Service Area	Highways		
2. Option Title	Establishing an alternative service delivery model for the whole of the Highways Division		
3. Summary of Option	<p><i>To investigate the establishment of a jointly owned local authority company with CORMAC (Cornwall Council's highways company) to manage and deliver Nottinghamshire's Highways Services. This option offers the best balance of efficiency, control, risk, commerciality, and experience. Decisions on this will be subject to the formal approval of a detailed business case, business plan and a legal agreement with CORMAC.</i></p> <ol style="list-style-type: none"> The reasons for looking into an alternative service delivery model for highways are: <ol style="list-style-type: none"> our highways budgets continue to fall from both government grant cuts (e.g. 47% cut in Integrated Transport Measures grant) and the need for budget savings; a more commercial approach will secure more highways work for the team from outside the County Council – by competing for contracts with other councils and developers; there is evidence from other local authorities that this will improve staff morale and productivity and help retain skills and expertise. Also it will spread fixed over-head costs, for example the cost of our depots, across a greater turn-over reducing the cost for Council work; to deliver efficiency savings in the order of £1M per year from the highways revenue budget when established. This would both transform the highway service and contribute to the necessary budget savings. The principle is that the same level of highways service would be provided but at lower cost. However, this proposal is about operational efficiencies and will not in itself fix more holes in our roads, speed up the repair of street lights, enable more drains to be cleared, or answer customer enquiries more quickly as all these depend on the budgets available. It is proposed that the option transfers the whole highway division to the alternative service delivery model to create the opportunity to further integrate teams and drive an additional efficiency to support the saving of £1M per year from the highways revenue budget when established. 		

4. Detailed negotiations would establish the joint venture and consideration will also be needed regarding how the Council will manage this arrangement.
5. Alternative service delivery model options for highways include:
 - a. joint venture with a public sector partner – e.g. CORMAC, NORSE;
 - b. local authority owned company – 100% owned by Nottinghamshire County Council;
 - c. joint venture with a private sector partner;
 - d. outsourcing.
6. A commercial highways service will need commercial support services which may need to be provided externally from the Council. The effect of this will be evaluated as part of the development of a detailed business case and subsequent due diligence

4. Rationale / Evidence Base for the Option

1. The creation of a new highways company for Nottinghamshire County Council in a joint venture with CORMAC would be completely in public sector ownership because CORMAC is 100% owned by Cornwall Council.
2. The new Nottinghamshire Company would have a strong public ethos, and be under the control of the Council with board representation by a County Councillor and senior council officer. The company would deliver at least 80% of its work directly to the Council. Policies and priorities for that work will be set by the Council through Service Level Agreements approved, reviewed and monitored by a committee of the County Council.
3. The Nottinghamshire Company would be a subsidiary of CORMAC. This would provide benefits to the new company from the already established CORMAC support services and systems including group finance services, insurance, pension fund, group IT, group business control, and cash flow. A further significant benefit would be immediate access to the support for increased commercial tendering and established record of delivering external contracts.
4. Whilst the group company would hold the majority of the shares the Articles of Association would be drafted to enable Nottinghamshire County Council to maintain control over the significant decisions and strategies that are of greatest importance to the Council. Also the powers of the Board would be moderated by establishing Reserve Matters for those issues that must be referred back to the County Council to ensure that the new company delivers the targets set out in the annual Business Plan.

5. What Will the Outcomes of the New Service Be?

1. Current Nottinghamshire highways staff would transfer to the new Nottinghamshire Company under TUPE conditions relating to their pay, terms and conditions and pensions. The new company would also offer its own terms and conditions to current staff and to new staff, all consistent with the commitment to Living Wage and similar to the current CORMAC arrangement. Based on CORMAC's previous operating experience (e.g. increase in jobs of 17%) any increase in external work will benefit staff in terms of greater job certainty and longer term prospects.
2. An appropriate break clause to protect the interests of the County Council will be agreed as part of detailed negotiations and due diligence.
3. The Nottinghamshire Company would generate a surplus or profit on both the work provided to the company directly from the Council and work for external clients through commercially won contracts. CORMAC are prepared to guarantee the first year's rebate and would also take liability for any losses. Any surplus would be shared:
 - a. a rebate or refund direct and entirely to the County Council budget – in effect budget that was not needed due to efficient working practices.
 - b. a taxable profit split 50:50 with CORMAC. This reflects an additional benefit to Nottinghamshire from the increased external work won.
4. Subject to the development of a detailed business case, the benefit to the County Council would be through further efficiency savings and/or increased surplus (profit). A detailed business case is under development to determine the level of savings but initial indications are that a saving in the order of £1M in the first full year of operation of any of the options could be achieved.
5. To achieve the savings the model would be commercially operated and managed independently of the County Council but in close partnership. The Council would retain ownership in the Company and would continue to set overall direction, determine the key priorities and the capital programme of works.
6. The services delivered through an alternative model would need to be specified by the County Council to ensure that they meet the Council's policies and priorities.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

31,000

NET
£000

24,100

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	0	300	750	1,050
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	300	750	1,050

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

4.4%

7. Estimated Implementation Costs

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	200	0	0	200

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

517.9

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

	2015/16	2016/17	2017/18
	0.0	28.0	28.0

56.0

Note these staff reductions may not be necessary if enough external work is secured.

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES
(incl. considerations relating to vulnerable people and communities & equality)
Minimal

ON OTHER ORGANISATIONS / PARTNERS

The alternative service delivery model provides an opportunity to consolidate the delivery of highway work into a single provider including work currently delivered by an external contractor from 2018/19.

ON OTHER PARTS OF THE COUNTY COUNCIL

Currently central support services are provided across the Highways Division by other County Council teams (HR, Finance, ICT, Property, Legal etc.) and the sourcing of these from outside the Council will have a financial impact on the remaining central services which is under detailed investigation.

10. Initial Equality Impact Assessment

It is not believed that the proposals will have a disproportionate, adverse or negative impact on people with protected characteristics.

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)**N****11. Risks and Mitigating Actions**

Risks to delivering these efficiency savings / increased surplus return are:

- completion and conclusions of staff, trades unions and external consultation;
- reduced works budgets will reduce the opportunity to find and generate savings;
- implementation timescales including employee and Trade Union consultations will determine the savings profile;
- lack of external business opportunities;
- cost to Council of loss of contributions towards central support service costs and overheads.

Mitigation of the above risks will be managed as part of the development of a detailed business case, including appropriate planning and risk management, and due diligence undertaken on proposals.

Option for Change

	Option Ref	B14		
1. Service Area	Transport and Travel Services			
2. Option Title	Publicity and Transport Infrastructure			
3. Summary of Option				
<i>To provide more information online. To reduce the current spend on publicity, roadside information, bus shelter cleaning and maintenance.</i>				
4. Rationale / Evidence Base for the Option				
<p>Whilst local authorities have a statutory duty to provide travel information, this can be done in a different way and at lower cost.</p> <p>Information is available digitally, signposting users to the National Traveline website and Golden Number locally and nationally for information. The majority of bus services are commercially provided (90%) and we will discuss the proposed changes with bus operators who may continue to provide additional information services.</p>				
5. What Will the Outcomes of the New Service Be?				
<ul style="list-style-type: none"> Information to be provided digitally meeting the corporate digital strategy The cleaning cycle for bus shelters will be reduced from 12 to 6 cleans per year Easier access to information for those who have access and capable of using the internet 				
6. Projected Net Savings to the Budget				
WHAT IS THE PERMANENT BUDGET?	GROSS £000	<input type="text" value="25,043"/>	NET £000	<input type="text" value="18,416"/>
WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?				
	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	10	20	20	50
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	10	20	20	50
WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?				<input type="text" value="0.3%"/>
The net budget is £200k for 2014/15.				

7. Estimated Implementation Costs

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	5	0	0	5

8. Projected Permanent FTE Reductions

**WHAT IS THE CURRENT
PERMANENT FTE
STAFFING?**

50.0

**WHAT ARE THE PROJECTED
PERMANENT FTE
REDUCTIONS?**

2015/16 2016/17 2017/18

0.0 0.0 0.0

0.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

- Some users may not have access to the internet for which alternatives will be available; this will include printed timetables upon request and continued use of Traveline Golden Number.
- Approximately 40% of users access information at the bus stop or from bus stations so reductions in journey planning information may affect these users.
- Bus shelter appearance may deteriorate deterring passenger usage and increasing safety concerns.

ON OTHER ORGANISATIONS / PARTNERS

- Bus operators may lose passengers, leading to reduced income and possible loss of some commercial services operating at the margin

ON OTHER PARTS OF THE COUNTY COUNCIL

- Loss of services may result in less opportunity for delivery of Independent Travel Training (ITT) to vulnerable users

10. Initial Equality Impact Assessment

It is not believed that the proposals will have a disproportionate, adverse or negative impact on people with protected characteristics.

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N) N

11. Risks and Mitigating Actions

Risks: Outlined in section nine regarding service users.

Mitigation: Consult service users. Use local and bus operator internet facilities to access information in addition to the National Traveline telephone service.

Option for Change

		Option Ref	B15
1. Service Area	Transport and Travel Services		
2. Option Title	Passenger Transport Facilities Charge		
3. Summary of Option			
<p><i>To negotiate with bus companies a modest charge for the provision of information and use of transport facilities.</i></p> <p><i>To reduce the budget by £63,000 between April 2015 and April 2018.</i></p>			
4. Rationale / Evidence Base for the Option			
<ul style="list-style-type: none"> • Reduce costs but maintain quality • Other Councils charge for the provision of these facilities • Local authorities can charge for information under the Transport Act 2000 • The operators benefit from the provision of information on the roadside with Real Time Information proving to increase passengers by 2% • None or minimal impact on bus service provision 			
5. What Will the Outcomes of the New Service Be?			
<ul style="list-style-type: none"> • Maintain the quality of the facilities to the current Quality Partnership standards in the conurbation • Ensure recent capital investment is maintained and replacement of infrastructure is not required earlier than forecast. • Ensure growth in patronage and reduction in congestion is sustained and people are not deterred from using passenger transport. 			
6. Projected Net Savings to the Budget			
WHAT IS THE PERMANENT BUDGET?	GROSS £000	<div>25,043</div>	NET £000 <div>18,416</div>
WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?			
	2015/16 £000	2016/17 £000	2017/18 £000
Gross Saving	15	23	25
LESS Loss of Income	0	0	0
LESS Costs of Reprovision	0	0	0
NET SAVING	15	23	25
			TOTAL £000
			63
WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?			<div>0.3%</div>

7. Estimated Implementation Costs

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	2	0	0	2

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?				50.0
	2015/16	2016/17	2017/18	
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	0.0	0.0	0.0	0.0

9. Anticipated Impact

- No change in current provision or information and infrastructure so impact is minimal.
- The provision of integrated network provision at stops helps passengers without access to the internet via a pc or mobile device.
- The continuing provision of Real Time Passenger Information at stops reduces the uncertainties in travelling and helps those with disabilities i.e. visual impairment, access the bus service required.

10. Initial Equality Impact Assessment

It is not believed that the proposals will have a disproportionate, adverse or negative impact on people with protected characteristics.

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N) N

11. Risks and Mitigating Actions

Risk 1: The operators may ask for further infrastructure improvements to ensure consistent information facilities across the conurbation before they pay the charges.

Mitigation : The County Council has invested over £3m in passenger transport facilities and is looking to invest a further £0.5m over the three year period.

Risk 2: The increased cost borne by the operators, even though small, may have an impact on service provision in the conurbation.

Mitigation: Work with operators to reduce the risk.



		Option Ref	B16
1. Service Area	Waste Management		
2. Option Title	Introduction of charges for the acceptance of non-Household Waste at recycling centres.		
3. Summary of Option			
<i>The recycling centres currently accept some non-Household Construction and Demolition Waste (hard-core, bricks, soils, plasterboard) free of charge despite there being no legal obligation to do so and disposal incurring a cost for the County Council. This proposal is to introduce a pre-booking system and charging scheme for the disposal of this waste delivered in vehicles which currently require a van, trailer or pick-up permit.</i>			
4. Rationale / Evidence Base for the Option			
<p>The Council is proposing to follow the lead of other local authorities such as York, Somerset, Oxfordshire and North Yorkshire who have started charging to accept non-Household Wastes at their recycling centres.</p> <p>It is possible to accept this waste at a pre-determined cost at a core network of recycling centres/transfer stations by a pre-pay booking arrangement with electronic confirmation using the Customer Service Centre, in a similar way to the existing Asbestos booking arrangements.</p> <p>Having reviewed the charges made by the authorities noted above suggested charges would be linked to the existing van, trailer and pick-up permit scheme, and the potential carrying capacity of the vehicle as follows:</p> <p>Transit type LWB Van £60 + VAT Transit type SWB Van or pick-up £45 + VAT Double axle trailer towed by a car £45+VAT Single axle trailer towed by a car £35+VAT Small car derived van £35+ VAT</p> <p>Deliveries in a normal hatchback, saloon, estate car or MPV will remain free of charge.</p> <p>The charges above would be increased on an annual basis at a rate to be calculated, but not to be less than 5%.</p>			

5. What Will the Outcomes of the New Service Be?

The intention is to recover the full cost of the disposal of non-Household Construction and Demolition Waste (hard-core, bricks, soils, plasterboard) received at the recycling centre network delivered by these vehicles.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

33,000

NET
£000

30,000

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	150	0	0	150
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	150	0	0	150

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

0.5%

Note that the savings are indicated as saving against the overall Waste and Energy service budget (£30m including landfill tax of £12m), and not against the direct budget for this service element of circa £6m.

7. Estimated Implementation Costs

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	20	0	0	20

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

16.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

	2015/16	2016/17	2017/18
	0.0	0.0	0.0

0.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

Some residents may believe that the Council has a duty to provide this service free of charge, even though this is not the case. This proposal is intended to provide for the needs of residents undertaking home DIY whilst recouping costs to the Council.

ON OTHER ORGANISATIONS / PARTNERS

There is a risk that residents could either fly-tip this waste or put in their home residual waste bin, both of which would affect district councils.

ON OTHER PARTS OF THE COUNTY COUNCIL

None

10. Initial Equality Impact Assessment

It is not believed that the proposals will have a disproportionate, adverse or negative impact on people with protected characteristics.

Not required at this stage, although the County Council needs to be mindful of this option in areas of high deprivation.

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)
--

N

11. Risks and Mitigating Actions

Risk: Fly-tipping

Mitigation: Experience shows that this may be an issue initially following implementation, but working with district enforcement teams and communicating our decision effectively (before and after) should mitigate this. Fly-tipping is typically only experienced as a short term response to change. If a charge to make cost neutral option was taken, then costs would be competitive with the private sector and offer the advantage that no minimum tonnage charges would apply.

Risk: This waste is put in the home residual wheelie bin

Mitigation: This is unlikely due to the weight of this type of waste, making the bin too heavy and consequently both the collection crews and vehicle weighing system would reject the bin.

Risk: Satisfaction scores may decline

Mitigation: Effective communication with users, clear pricing or refusal criteria displayed on the web, through the media and on site, should help to mitigate any short term decline.

Appendix B
Summary of Category C Savings Proposals

Ref	Portfolio	Committee	Title	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Total Saving £000
C01	Adult and Health	Adult Social Care and Health	Direct Payments	98	1,671	-	-	1,769
C02	Adult and Health	Adult Social Care and Health	Older Adult Care Home Fees	-	750	-	-	750
C03	Adult and Health	Adult Social Care and Health	Development of Extra Care Housing and promotion of independent living in place of the current provision of 6 Care and Support Centres.	-	677	1,810	1,859	4,346
C04	Adult and Health	Adult Social Care and Health	Development of a single integrated meals production and delivery service	-	293	-	-	293
C05	Adult and Health	Adult Social Care and Health	Expansion of community-based care and support options	50	100	100	-	250
C06	Adult and Health	Adult Social Care and Health	Reducing the average cost of residential placements	500	1,000	1,000	-	2,500
C07	Adult and Health	Adult Social Care and Health	Strategic Commissioning - Review of Contracts	86	43	-	-	129
C08	Children's and Culture	Children and Young People	Children's Disability Services Review	-	-	1,180	-	1,180
C09	Place and Resources	Transport & Highways	Reducing Local Bus Service Costs	300	300	220	-	820
		Total		1,034	4,834	4,310	1,859	12,037



		Option Ref	C01
1. Service Area	Services for younger and older adults		
2. Option Title	Direct Payments		
3. Summary of Option			
It is proposed that the County Council will extend the use of pre-paid debit cards for providing a Direct Payment. Additionally it is proposed to reduce the budgeted spend on Direct Payments by 5%.			
4. Rationale / Evidence Base for the Option			
<div>1. People who are eligible for social care services have the option of the Council either arranging their care and support for them, or making a payment to them so that they can choose and purchase this for themselves. People choosing to arrange their services for themselves can now use a debit card which has their funding pre-loaded onto it to make paying for their services easier., The proposal is to move to these cards as the default option for all people using a Direct Payment, unless an exceptional case is made.</div> <div><ul style="list-style-type: none">• If people are assessed as needing support to manage their DP, the Council currently gives them money for this as part of their personal budget. People can choose their own provider for this support and the Council also has an accredited list of Direct Payment Support Service (DPSS) providers they can use.• People are now able to pay providers using a pre-paid debit card onto which the Council pre-loads their Direct Payment money. This has benefits for people using it as it automatically provides information to the Council's financial team. This means that people do not need to supply copies of bank statements to the Council, which would otherwise be the case. The card reduces the work associated with managing finances and helps more people to be able to do this independently, without the need for services from Direct Payment Support providers.• Some people are currently using DPSS providers for tasks that are relatively straight-forward, for example, to purchase care and support from an agency. Unless they are also employing Personal Assistants (PA) the pre-paid debit card could be used to enable them to carry out these tasks more independently.• The card can also more effectively manage money for people with fluctuating needs and is able to alert automatically the Council if funds are running low or are accruing unused in a person's account, which may trigger the need for a review and adjustment of the support plan and personal budget.• A model that promotes greater self-management of DPs will also promote people's independence and therefore support both implementation of the Adult Social Care Strategy and the Council's Corporate Digital Strategy.• The pre-paid debit cards offer the full range of banking services available from a conventional bank account.</div>			

- Alternative methods of supporting people to use their DPs will continue to be available.
 - The approach outlined complies with the current draft Care Act Guidance 2014 and will be reviewed to ensure that this remains the case following publication of the final guidance.
2. To over programme the Council's community care spend on Direct Payments (DP) by reducing the budgeted spend on DPs by 5% and seeking to recoup a minimum of 5% in unspent money to meet the reduced budget.
- Individuals, who decide to have their care needs met through a DP, receive 100% of the anticipated cost of their care and support package in their DP. In reality service users rarely use all of the care and support identified for them. This 'slippage' can occur for a variety of reasons including holiday, hospital admission, respite care, service user opting to cancel services or the provider failing to make the appointment.
 - No mechanism is currently in place to reflect a slippage rate for service users in receipt of a DP. This results in money 'sitting' in service user bank accounts, which then has to be retrieved following a review. This option for change seeks to reduce the Council's budgeted spend on DPs to reflect the predicted unspent element.
 - By introducing pre-paid debit cards as the default method of receiving a DP the County Council will receive alerts when a service user's balance falls or rises below an agreed level. Pre-paid debit cards enable the Council to receive spending reports directly from the card provider without the need for the service user to send in bank account statements, providing the opportunity to review if it is appropriate to recoup any funds that are not needed, or add additional funds.
 - The pre-paid debit card option will be discussed with service users already in receipt of a DP and individuals will be moved on to a pre-paid debit card on a case by case basis as part of normal review activity.
 - For those service users who receive their DP into a bank account, the Council will still require the service user to provide copies of their bank statements in order to understand the status of their account. In these instances a full review or audit of the DP bank account will be required and the service users will have to repay any excess money identified.
 - Based on the 2014/15 budgets, less the future savings already agreed, a 5% reduction would deliver approximate savings of £1.8 m.

5. What Will the Outcomes of the New Service Be?

All new DP recipients are currently offered a pre-paid debit card unless there are exceptional circumstances arising from individual needs. Extending this approach to existing DP users both supports self-management of DPs and reduces the level of administration for both the person using the service and the Council.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	33,867	NET £000	33,867
WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?				
	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	124	1,697	0	1,821
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	-26	-26	0	-52
NET SAVING	98	1,671	0	1,769
WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?	5.2%			

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	122	0	0	122

The cost associated with introducing pre-paid debit cards is estimated to be £26,000 a year. As this is an on-going cost, the annual cost has been factored into re-provision costs in section 6 above.

The implementation costs related to part 2 of this proposal (over programme the community care spend on Direct Payments and seek to recoup a minimum of 5% in unspent money to meet the reduced budget) are as follows:

- Temporary reviewing resource for one year of 4 FTE CCOs Grade 5. (assumes that only 40% of service users transfer to a pre-paid debit card in year 1 and that approximately 960 service users require a DP review or audit).

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?				0.0
	2015/16	2016/17	2017/18	
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	0.0	0.0	0.0	0.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

- There is evidence that using pre-paid debit cards can improve access to a DP where a DP recipient is unable to open a separate bank account, as this is not required.
- Existing users of Direct Payment Support Services may not wish to change to a pre-paid debit card.
- The Council's policy to recover excess or unspent DP monies is not new. The option seeks to alter the way in which the Council targets the recovery of the unspent amount.
- Service users who would have had to use ongoing DP support service will have greater independence in managing their own finances.
- Service users concerns about having too much or too little money in their DP account will be addressed. This is a particular concern for people with fluctuating care needs
- The pre-paid debit card offers a safe and secure method for people to purchase their services
- Fewer people will require ongoing support to manage their Direct Payments from a DP support provider and the associated budgeted spend will therefore be reduced.

ON OTHER ORGANISATIONS / PARTNERS

The current accredited DPSS providers are not currently using cards but process all third party accounts through a banking process using a standard Sage business system to maintain separate individual accounts. They will need to re-align with the Council's offer for pre-paid debit cards or offer the existing service at a cost comparable to that associated with the new approach.

ON OTHER PARTS OF THE COUNTY COUNCIL

The main impact will be on the Council's Adult Care Financial Services Team who provide and manage pre-paid debit cards.

10. Initial Equality Impact Assessment

This proposal will affect older adults and younger adults with disabilities. An equality impact assessment has been undertaken for part 1 of this proposal which outlines mitigating action for any disproportionate, adverse or negative impact this proposal may have on these client groups. This includes the need to ensure that the current card provider's telephone service offers all groups access, including those with sensory impairments. The effect of part 2 of this proposal on protected groups has been considered and deemed to have no impact.

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)	Y
--	----------

11. Risks and Mitigating Actions

- **Risk:** Possible challenges by service users, carers, suitable persons (these are people nominated to manage DPs where the service user lacks the mental capacity to do so) and providers who may prefer the current DP support model.
Mitigation: A training programme to support transformation and skills updates for in-house staff is in development and provider reviews are planned where the use of cards will be explored.
- **Risk:** The recovery of unspent monies described in the report is reliant on the wider roll out of pre-paid debit cards. If the Council was able to move only 30-40% of DP service users on to a pre-paid debit card, a process of individual reviews will still be required to identify unspent money.
- **Mitigation:** Contingency money to cover review activity in Year 1 has been built in to the proposal.



		Option Ref	C02
1. Service Area	Services for Older Adults		
2. Option Title	Older Adults' Care Home Fees		
3. Summary of Option			
To review the current five band pricing structure and produce a simplified care home fees structure which includes maintaining a quality recognition system. The review will include consideration of the requirements of The Care Act 2014.			
4. Rationale / Evidence Base for the Option			
<p>The Council's fee rates are based on five quality bands for both residential and nursing homes. This five-band fee structure has been in place since 2008. In addition, the Council introduced an enhanced payment for the Dementia Quality Mark in November 2013. This has resulted in a complex fee structure of 20 price points.</p> <p>A review of the care home fee structure is required which takes into consideration a number of factors including the new and extended responsibilities arising from the Care Act, 2014. The revised fee structure will continue to reward high quality care services.</p> <p>The Care Act requires local authorities to ensure that people are able to exercise choice and control over the services they receive, including services provided within residential and nursing care homes, and to ensure that the services are personalised and are meeting people's outcomes. At the same time, the Care Act requires local authorities to ensure the services they commission are cost effective and offer value for money. In accordance with these requirements, the review of the care home fee structure and fee levels will consider the following:</p> <ul style="list-style-type: none">• extending personalisation within care homes, including enabling service users to have a direct payment so that they can exercise choice and control over aspects of the care they receive within the care home• the position of the current care home market, including sustainability and provider viability, and consideration of the actual cost of care <p>The review will be undertaken within the context of the Council's budgetary position and the need to make further savings and within the context of the Council's strategic objective of promoting independence.</p> <p>In reviewing the five band pricing structure, the Council will consult on a more simplified fee payment structure which is transparent, equitable and consistent, not only for people who are funded by the Council but also for the benefit of people who pay for their own care. It is proposed that the Council will continue to implement a quality recognition system.</p>			

The average care home fee currently paid by the Council is £501.70 per week, while the mid-point of the current banding system for residential care is £471.00 per week. Should the Council move to a simplified flat rate system near to the current mid-point then the potential savings would be at least £650k.

Part of the process will include reviewing a small number of older adults' placements where the residents are currently funded at a different fee level outside of the current bandings framework. For example, those service users who have entered long term care as a younger person and stayed in the homes after reaching the age of 65. Younger adults' rates are usually higher than those paid for people aged 65 and over. Where needs are primarily related to age it may be appropriate to renegotiate fee levels. Based on seven placements identified to date, negotiating the fee at the older adults' rate may yield a saving of approximately £100k a year.

5. What Will the Outcomes of the New Service Be?

- A simplified fee structure would result in greater clarity about pricing and fee rates for Council funded service users and for self-funders.
- A transparent, equitable and consistent process to support personalisation in care homes and to enable some service users to access Direct Payments.
- It would simplify the process of payments for care home providers.
- No operational delivery changes are envisaged.
- A reduction to the Council of care home costs.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS £000	69,705	NET £000	42,427
---------------	--------	-------------	--------

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	0	750	0	750
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	750	0	750

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

1.8%

The saving figure assumes that rates for all service users/placements are changed with effect from April 2016.

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	72	0	0	72

- 1 FTE Commissioning Officer/Market Development Officer at Band C
- 0.5 FTE Finance Officer/Data Analyst at Band C

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

	2015/16	2016/17	2017/18
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	0.0	0.0	0.0

0.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

- The fee and quality elements in the care home market will be easier to understand.
- For younger adults to older adults rates only – risk of increased costs through possible third party payments.

ON OTHER ORGANISATIONS / PARTNERS

Reduction in funding may mean that some care home providers would see a reduction in turnover

ON OTHER PARTS OF THE COUNTY COUNCIL

10. Initial Equality Impact Assessment

This will be ascertained in a full Equality Impact Assessment.

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)

Y

11. Risks and Mitigating Actions

Risk: The proposal may be subject to challenge from care home providers.

Mitigating action: A robust consultation and engagement plan will be implemented to ensure that consultation is both broad and representative.

		Option Ref	C03
1. Service Area	Older Adults Care & Support Centres		
2. Option Title	Development of Extra Care Housing and promotion of independent living in place of the current provision of 6 Care and Support Centres		
3. Summary of Option			
<p>The Council is building on the success of existing Extra Care services within the county. This option proposes to develop extra care housing and alternative high quality care services in place of our current provision of Care and Support Centres. People will be offered choices so that they can continue to live in their local community.</p> <p>The Council has listened to local people and has committed to investing £12.65m to develop extra care housing. The purpose built, high quality accommodation which is designed to support people in later life is a real alternative to residential care.</p> <p>The overall aim of the Council is to enable people to live in their own home environment and as independently as possible without a social care support service. Extra care services provide people with the option to remain living independently whilst having access to care and support as and where they are needed.</p> <p>There is an over reliance on residential care services in Nottinghamshire, with almost 200 care homes providing for older adults.</p> <p>The Adult Social Care Strategy emphasises the need to keep people independent and ensure value for money.</p> <p>For those people who do need residential care provision, the local care market can provide sufficient capacity to meet people's needs.</p> <p>From 2015 onwards the Council together with external partners and the District and Borough authorities will be opening additional extra care facilities across the county. As these new extra care facilities are opened the current County Council operated residential care centres would be decommissioned.</p> <p>Should this option be approved following consultation, the County Council would no longer admit people to live at the centres on a long term basis. The care and support centres would focus on providing short term care and assessment services.</p>			

4. Rationale / Evidence Base for the Option

The overall aim of the Council is to enable people to live in their own home environment and as independently as possible. Whilst there will always be a need for long term residential care, it is thought that in the future this will only be for people with complex needs or with Dementia. Older adults have been saying for some time that they want to live independently at home.

In the Council's model of extra care people have their own front door, their own tenancy and the benefit of on-site care staff 24 hours a day. Their care can be as flexible as required to support their needs. For example, they can have planned care throughout the day and night and the ability to call for support at any other times if they need it.

There is also communal space at each of the schemes, so people can develop their own support networks. Some of the facilities include areas to meet up with friends and organise or take part in activities. These rooms can also be used to invite visitors such as a hairdresser or health professionals to undertake wellbeing clinics, chiropody etc.

The Council still owns and runs 6 Care and Support Centres formerly known as Residential Care Homes. Whilst the service provided is very good, the buildings are not modern and do not have the benefit of en-suite facilities for long term care residents.

If the homes were to be de-commissioned, then the long term care residents could be offered places at local residential care homes. There are between 1 and 22 independent sector care homes within a 5 mile radius of each home. The Council keeps information about the availability of residential care homes places across the county. Residents and their families will be provided with up to date information about what is available to them at the time and they would be supported when considering alternatives.

Some of the residents will also be offered a place in a new build Extra Care scheme. For example, the new build at Retford is two streets away from St. Michaels View. Residents at Kirkland's in Ashfield could be offered a place at either Darlison Court in Hucknall or Brownlow Road in Mansfield. Furthermore, residents at Leivers Court may be offered a place at St Andrews House in Mapperley.

Whilst it is acknowledged that not all residents will be able to consider Extra Care Housing as a suitable option, it is thought that some residents could be supported in this environment. People have moved from residential care successfully into an Extra Care Housing environment within Nottinghamshire. However, it would be down to individual choice and the Council will support residents and their families when they are considering the options available to them.

5. What Will the Outcomes of the New Service Be?

The alternative services could be a place in an independent sector care home that had full en-suite facilities - people could move in small friendship groups if desired - or a place at a new build Extra Care Scheme.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

8,447

NET
£000

8,160

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving		3,292	4,868	8,160
LESS Loss of Income		-141	-185	-326
LESS Costs of Reprovision		-1,506	-1,982	-3,488
NET SAVING	0	1,645	2,701	4,346

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

53.3%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	58	0	58

- 1FTE Strategic Development Manager @ Band E
The post is already approved for 2015/16.

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

223.6

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

	2015/16	2016/17	2017/18
	108.6	115.0	0.0

223.6

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

Potential impact: loss of jobs for care home staff. The impact of this could be managed through staff from the centres having the opportunity of applying for posts with the new home based care core providers who will be servicing the Extra Care Schemes.

Community concern re: loss of local authority care home provision.

Service users would be offered an alternative service in an independent sector care home or a new purpose built Extra Care scheme where appropriate.

ON OTHER ORGANISATIONS / PARTNERS

Independent sector care homes would/could re: provide the support to the existing long term care residents; increasing demand.

Possible land swaps with district or boroughs councils if opportunities arise and sites are suitable.

ON OTHER PARTS OF THE COUNTY COUNCIL

Increased opportunities for other uses for the sites such as extra care or supported living.

10. Initial Equality Impact Assessment

Please see attached EQIA document

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)
--

Y

11. Risks and Mitigating Actions

- **Risk:** Concern from local communities regarding the loss of NCC residential care provision.
- **Mitigation:** The County Council is investing £12.65m in additional Extra Care Housing schemes across the county. Also, there are sufficient Independent Sector care homes in the County to accommodate the existing residents from the care and support centres.
- **Risk:** Concern that some residents' health could be adversely affected if they moved home.
- **Mitigation:** People would be offered the choice about where they moved to and they could also look to move in small friendship groups if they chose. Ceasing long term care admissions will reduce the number of people who would need to move home. Having a long lead in time will allow for individual planning and preparation with residents and families.

PROPOSED CHANGES FOLLOWING BUDGET CONSULTATION

Summary of Changes to Proposal

Amended option following consultation (29th Jan 2015)

There has been a widespread consultation about the proposal with meetings held at each of the centres for both residents and relatives and also the staff group. Meetings have also taken place with the CCG Governing Bodies, the 3 health planning areas of Bassetlaw, Mid Notts and South Notts other health forums, Trade Unions and also Ollerton Town Council.

Almost universally Extra Care Housing is welcomed as an alternative service for older adults. People want services that meet their needs in a flexible way and in their own home environment. The issue for some of the existing resident's families is that they do not feel that it will be an appropriate option for them following being in a residential care homes for such a long time. It was also raised by a number of relatives that it would be preferable if the homes accepted no more long term residents and just allowed the existing residents to stay there as long as possible. This would mean that fewer people would be affected in the future.

There was also concern about the effects on the residents that would have to move home whatever their choice. Some did think that Extra Care may be an option for their relatives but wanted there to be a local scheme e.g. in Ollerton itself as opposed to in the Newark and Sherwood District. A petition to retain Bishop's Court was commenced locally and handed in to the Council with 8500 signatures.

There is also concern about the lack of available short term care and respite care support in some areas within the independent sector with relatives and carers advising that they find it difficult to get a care home placement at short notice or reserve a place when they want to plan a holiday as care home providers prioritise long term care placements. Families also identified a lack of specialist Dementia care provision in some areas; this was of particular concern at the meeting at Leivers Court and Bishop's Court.

The formal feedback from the health Governing Bodies is very positive about the replacement of the care home service provision by Extra Care Housing. They also note that currently Extra Housing isn't used within the County to support short term assessment care and think it imperative that we continue to work within the private sector to support the current work on expedited and supported discharges from hospital.

The perceived poor quality in the private sector compared to NCC homes was also raised and that in some homes third party payments are required. Some people felt that their choice would be limited because of their financial status. Healthwatch Nottinghamshire advised that they support the expansion of Extra Care Housing. They showed concern that if the Council completely withdraws from residential care provision it could weaken the quality benchmark across the sector.

Taking in to account the current difficulties in the health and social care community and listening to the feedback from the CCGs, who are understanding of the Council's position however are concerned at the proposed timing of the closures some changes have been made. It would be very helpful across the three planning areas of Bassetlaw (North) , Mid

Notts and South Notts if one of the centres in each planning area could remain open for a longer period of time to enable the joint development of an intermediate care/ assessment/ reablement type service that will ultimately lead to the implementation of an integrated Transfer-to-Assess model of provision which will ensure timely discharges from hospital across the county. It will also enable further work to be undertaken to reduce the numbers of people going directly in to long term residential care directly from hospital.

There will also be an opportunity for the Council to undertake further analysis about the availability of specialist Dementia provision in some areas and develop the market appropriately. Similarly with the availability of short term care and respite support for service users and their carers.

On the basis of these requirements analysis of the six care and support centres was undertaken. The factors considered were;

- Geographic location
- Local confirmed Extra Care Housing scheme
- Locally planned Extra Care Housing scheme
- Ability to provide alternate services such as assessment beds
- Experience of integrated working
- Specialist Dementia provision experience
- Number of existing long term residents
- Availability of appropriate local alternatives in the independent sector e.g. 1-5 mile radius
- Individual cost of the care and support centre

The revised option proposes the following:

- On the basis of the analysis above, that three centres will remain open across the 3 planning areas in the Better Care Fund for three years. They are;:
 - Bassetlaw (North) – James Hince Court
 - Mid Notts – Bishop’s Court
 - South Notts – Leivers Court.
- Each of the other care and support centres will close when an Extra Care Housing scheme is built and available locally.
- No long term residents be admitted to any of the six care and support centres following the Council meeting
- Work will be undertaken to look at delivering an extra care housing scheme in Ollerton

The work to secure a local Extra Care scheme for each care and support centre is ongoing.

Extra Care scheme plans by district

Builds in progress

Gedling - St Andrews House

Newark and Sherwood - Bilsthorpe Bungalows

Mansfield - Brownlow Road

Ashfield - Darlison Court

Planned not yet started

Bassetlaw - Elizabethan school site Retford
 Broxtowe - Eastwood

Potential

Newark and Sherwood – Bowbridge Road Newark
 Newark and Sherwood - Ollerton
 Gedling - Rolleston Drive Arnold
 Bassetlaw - Worksop

Work will continue to deliver a local scheme to each of the centres.

The delayed timescales for Leivers Court in the South of the County, Bishop's Court in Mid Notts and James Hince Court in the Bassetlaw will The impact of adjusting the timeline means that whilst the savings profile will change to £677k in 2016/17 and £1,810m in 2017/18, £1,859 in 2018/19.

UPDATED Projected Net Savings to the Budget**WHAT IS THE PERMANENT BUDGET?**

GROSS
£000

8,447

NET
£000

8,160

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving		1,610	2,359	4,191	8,160
LESS Loss of Income		-80	-47	-199	-326
LESS Costs of Reprovision		-853	-502	-2,133	-3,488
NET SAVING	0	677	1,810	1,859	4,346

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

53.3%

UPDATED Estimated Implementation Costs**WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?**

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	58	0	58

- 1FTE Strategic Development Manager @ Band E
The post is already approved for 2015/16.

UPDATED Projected Permanent FTE Reductions**WHAT IS THE CURRENT PERMANENT FTE STAFFING?**

223.6

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

	2015/16	2016/17	2017/18
	66.6	42.0	115.0

223.6



		Option Ref	C04
1. Service Area	County Enterprise Foods (CEF)		
2. Option Title	Development of a single integrated meals production and delivery service		
3. Summary of Options			
The meals production and delivery service will be located onto one site with the distribution unit moving to the production site. This along with other changes will produce efficiency savings within the service.			
4. Rationale / Evidence Base for the Option			
<p>This is a valuable service to the community. CEF produces and delivers hot and frozen meals to Nottinghamshire residents in their own homes. The service comprises a production factory in Worksop and a distribution unit based in Rainworth. The service employs a total of 81 people (78.6 fte); 26 of these staff are disabled workers on the Work Choice programme.</p> <p>Although the authority does not have a statutory obligation to provide a hot delivered meal service, it does have an obligation to make reasonable provision to ensure people can access a meal either in their own home or elsewhere, when they have been assessed as being eligible for support and service from the Council. The service offered by County Enterprise Foods is one way that the Council chooses to meet this responsibility. The meals service is provided to any residents who want to use the service, whether or not they are eligible for support and service from the Council.</p> <p>In addition to the delivery of a frozen, chilled or hot meal, the delivery staff carry out a “safe and wellbeing check”. This is an additional benefit to Nottinghamshire residents and the Council as it helps to identify and resolve problems at an early stage. The check can result in carers and staff being alerted to a situation which they would otherwise not be aware of. The Council is proud of this checking system and understands the preventative value that it offers.</p> <p>CEF generates income through a) charging Nottinghamshire residents £3.95 for a delivered meal; b) producing meals for external organisations and c) grant income from the Work Choice programme.</p> <p>The income that the meals service generates annually has fallen short of meeting the service’s operating costs for a number of years. The net budget (or subsidy) for CEF in 2014/15 is £1,068,846. The service is currently forecasting to spend £730,000 in 2014/15 (due to scrutiny of all costs and unplanned income from a new external contract). Even taking this into account, the cost of the service is not economically sustainable for the County Council.</p>			

The current demand for meals does not utilise the full capacity of the Worksop factory unit. There is significant potential to increase capacity and therefore generate more income, which would reduce the overall subsidy required.

This proposal includes a number of initiatives which will produce efficiency savings within the service and generate new income. The range of proposals described in the document are anticipated to deliver savings in the region of £363k from changes to the staff structure and driver contracts, from savings on utilities and building costs linked to Rainworth and from the additional income generated by the small price increase. It is estimated that recurrent additional costs linked to the co-location proposal could amount to circa £70k resulting in net ongoing saving of approximately £293k a year.

1. Co-locate the production and distribution units to Worksop

The Council proposes that the two sites at Rainworth and Worksop are combined onto one site, as this will allow the service to make significant cost-efficiencies. The Council has considered the relevant factors (eg. locations, size and age of buildings, cost of re-location) and have also thought about the implications for the workers, as it would be very difficult for the disabled staff to travel to work in the factory, if their work base moved from Worksop to Rainworth. Taking all these issues into account, it is recommended that the Rainworth operation is moved to Worksop.

Some recurrent and one-off costs have already been identified and are described below; however the full costs of implementing this proposal will not be available until a fuller feasibility survey has been completed.

The savings due to this proposal will be realised from staff restructure (£120k pa, see 2c below for detail) and savings on utilities and building costs incurred by the Rainworth site (£41k pa). A small saving is also anticipated in fuel costs for the new delivery routes but further work is required to model this robustly.

Total savings forecast : £161k pa

These savings will be set against additional recurrent costs incurred by co-location.

Recurrent costs forecast :

- Lease of extra car parking for delivery vans working across north Nottinghamshire
Cost (based on sample quote for 28 vehicles at £12.50 a week x 52): £18k pa
- Possible lease costs for car parking of delivery vans serving mid and south Nottinghamshire, as the meals from the factory will be driven by lorry to this pick-up point, to prevent all the vans having to distribute out of Worksop.
- Any ongoing costs to secure the Rainworth building, once vacant tbc

One-off costs forecast :

- Travel and disturbance for driving staff (based on 20 staff travelling an additional 40 miles a day at 26p a mile over 2 years) £108k
- Change in vehicle requirement (2 additional oven vehicles at £20k each plus adaptations to 10 existing vehicles) £80k

- Cost to cease the operation on the Rainworth site, until any further usage can be identified. Cost to be confirmed on receipt of feasibility report due in late October.

tbc

2. Restructure of staffing, to include removal of some vacant posts, standardisation of drivers' staffing hours, restructure staff from 2 sites into 1 service.

a) Disestablish vacant posts

Disestablish vacant posts: 3fte (2fte at Grade 1, 1fte Grade 3) vacant posts at Worksop and 1.87fte vacant posts (1.6fte at Grade 2; 0.27fte at Grade 1) at Rainworth (4.87fte total).

Saving: £92,545 pa

b) Standardisation of drivers contracts

Contracts for drivers will be revised to ensure that the hours worked reflect the level of work to be undertaken. This means that current contracted hours of work will be reduced, with the flexibility to increase the hours available when the level of work demands it. Driving staff contracts will be reduced to 20 hours a week, which is a reduction of between 2.5 and 12.5 hours a week. The total reduction in hours will be 50 per week (equivalent to 1.35fte).

Saving: £26,461 pa

c) Restructure of staff from 2 sites to 1 service (as a result of co-location)

This will enable the service to reduce 5.26fte from Rainworth (based on mid-point of 1 x 37 hours at Band B; 1 x 32.5 hours at Grade 3; 125 hours at Grade 1), plus other small scale point savings.

Saving: £119,881 pa*

**already counted at section 1.*

d) Removal of practice of drivers taking NCC vehicles home after delivery of meals

It is custom and practice that 28 drivers currently use a CEF vehicle to drive home and come to work.

The proposal is that all vehicles will be brought back to base at the end of a run. This may give a saving in fuel over a year, but is difficult to quantify at this point. This can be monitored over time. Advantages of the change are:

- Smarter working for the service, as all vehicles will be available on site when and where they are needed
- Fair and equitable treatment of all staff, since all staff will incur normal costs of getting to work and back home again

3. Small price increase to Nottinghamshire residents for the delivery of a meal

The cost of a delivered meal to a Nottinghamshire resident is £3.95. The same price is charged for a frozen and a hot delivered meal. No additional cost is charged to people who are not eligible for support from the Council under Fair Access to Care eligibility criteria. The price was increased to this level in April 2011.

The proposal is to increase the price by 30p (7.5% increase) to £4.25 per meal, to bring the price more in line with equivalent services made available by Local Authorities in the surrounding area. People would still pay the same price, whether they were eligible for support from the Council or not (i.e. eligible for services).

Local Authority	HOT MEAL PRICE* (Eligible clients)	HOT MEAL PRICE* (Clients not eligible)	FROZEN MEAL PRICE*	Is the price subsidised?
Barnsley and Doncaster	£5.65	£5.65	£4.00	NO
Derby City	£3.20	£5.10	£5.07	YES
Derbyshire	n/a	n/a	Via brokerage	NO
Leicestershire	£3.25	£6.95	£5.90	YES
Leicester City	£3.15	n/a	n/a	YES
Nottingham City	£4.35	£5.35	Varies according to the meal	YES
Rotherham	£5.15	£5.15	n/a	NO

*prices as at May 2014

The Council is suggesting a small price increase now, which we believe is justifiable for the following reasons:

- No price increase has been made since April 2011
- Other equivalent services are more expensive in other local authority areas in the region for non-eligible clients, and in three out of six local authority areas for eligible clients.

It is anticipated that 275,000 meals will be delivered in 2014/15. Assuming that meals numbers are maintained, a 30p increase in the price of a meal to £4.25 would generate additional income of : £82,500 pa

It is also proposed that a small price increase of 1.5% (based on Office for National Statistics reporting of Consumer Price Index at August 2014) is made in April every year to reflect costs.

4. New external contracts and grant income

The Council has won two new innovative business contracts to supply meals to Lancashire Fayre and a Swedish company called Romy. These two contracts are worth £287,500 pa and are confirmed for the next 12 months.

This new income will help offset some of the budget pressures in 2015/16 through the expected loss of the Nottingham City contract (£161,000 a year) from October 2014 and through the cessation of the Work Choice grant from central government (£124,800 a year) from October 2015.

These losses will be offset by the additional contribution towards overheads anticipated Work continues to identify new markets. CEF will focus on expanding the supply-only service i.e. production of meals and delivery in bulk to another delivery agent. For example, options include the NHS, providers who have won contracts with other local

authorities, and new providers of services to older people. The aim is to increase total production by 5,000 meals per week.

Earlier in October 2014, CEF was announced as the National Care Association's Catering Team of the Year 2014, so the Council anticipates that this award will help significantly to promote the business to potential new purchasers.

5. What Will the Outcomes of the New Service Be?

The subsidy required to operate CEF will reduce. The service will be restructured and various other measures will improve the commercial viability of the service, so that it is more likely to win additional contracts for work and become more sustainable into the future.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	2,729	NET £000	1,069
WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?				
	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	0	293	0	293
LESS Loss of Income	0		0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	293	0	293
WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?				27.4%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?				
	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	300	0	0	300
Revenue Costs	140	54	0	194

Still to be confirmed:

- One-off capital costs related to co-location to Worksop and cessation of operation on Rainworth site

Costs identified (totalled above) :

- One-off fleet requirements (circa £80k)
- One-off travel & disturbance (circa £108k)
- One-off driving staff hours buy out (£5.5k)

8. Projected Permanent FTE Reductions

**WHAT IS THE CURRENT
PERMANENT FTE
STAFFING?**

78.6

**WHAT ARE THE PROJECTED
PERMANENT FTE
REDUCTIONS?**

2015/16 2016/17 2017/18

0.0 11.5 0.0

11.5

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

The proposal will have an impact on all service users who have a meal delivered from this service, due to the proposed increase in price of 30p per meal.

ON OTHER ORGANISATIONS / PARTNERS

ON OTHER PARTS OF THE COUNTY COUNCIL

Any price increase will need to be communicated effectively to staff and appropriate changes will need to be made on any information for clients.

10. Initial Equality Impact Assessment

The proposal will impact on all adults currently receiving the meals service. The population is predominantly older people. 34% of these people are known to be eligible for receipt of support and services from the Council, so they will have protected characteristics related to disability or ongoing illness.

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)

Y

11. Risks and Mitigating Actions

- There is a risk that the price increase could reduce demand for the CEF service. Alternative options might need to be offered to people who were eligible for support and service from the Council.
- In mitigation the Council continues to market the service and has been successful in being awarded contracts for the supply of meals.



		Option Ref	C05
1. Service Area	Services for younger and older adults		
2. Option Title	Expansion of community-based care and support options		
3. Summary of Option			
This proposal will deliver new person centred opportunities for people with eligible needs for low level support, to enable them to access local support and activity through partnership working across the public, private, voluntary and community sectors.			
4. Rationale / Evidence Base for the Option			
<p>This is a transformative proposal aimed at people who are eligible for service from the Council, but who need only relatively low levels of support to enable them to be socially included and active within their local community. The Council proposes to work in partnership with the public, private, voluntary and community sectors to develop new ways for people to be involved and get appropriate support, by offering alternatives to formal day service and community provision, which can lead to dependency and reliance on long term care.</p> <p>These alternative opportunities will assist people to maintain their independence and social networks in their local community for as long as possible, and so prevent or delay demand for long-term support.</p> <p>This proposal responds to the following key principles in the Adult Social Care Strategy :</p> <ul style="list-style-type: none">- good quality information and advice will be available to help people plan for the future, reduce the need for care services and maintain independence- we will share responsibility with individuals, families and communities to maintain their health and independence- we will enable people to live with the risks inherent in living independently- we will reduce the demand for institutional care and the need for long term care in the community by commissioning services that support independence- we will promote health and independence through joint working across the public sector <p>Redefining Your Council also stresses the need to use a diverse range of delivery models and partnerships to deliver the services that people need. The resulting new models from this proposal will meet people’s outcomes, promote independence, reduce reliance on long-term social care provision and will cost less than current services. Therefore, it is expected that the Council will be able to reduce the cost of personal budgets over time.</p>			

Of the people currently using formal day service provision, 464 people have low level needs for support during the day (as defined by the day service matrix system). This means that they have outcomes to be met around social contact and background support, but have no personal care needs and do not need support with emotional or behavioural issues, other than general oversight and perhaps encouragement or motivation.

The average number of days attended each week is two days, or four sessions. This costs the Council £15.30 per day. Personal budgets attributed to these service users amount to £710k pa (over 50 weeks).

This proposal aims to support a proportion of these service users to access alternative community options which will:

- meet their needs around social inclusion
- encourage them to become more independent, build on their existing skills and abilities and share those skills with others
- enable them to build their social networks within the local community and become more confident to use local facilities.

Suggestions for alternative service provision include:

1. Expansion of the co-production model to the other client groups

This service has been developed over the last 2 years to provide a flexible, safe and supportive environment within the community for people who are struggling with their mental health, who may or may not be eligible for support from the Council under Fair Access to Care Services guidance.

People who use the service are seen as co-producers, influencing the development of it to suit their needs and preferences, and sharing decision-making. Networks are being developed around the county, to enable people to meet together for support in community locations, share skills (e.g. through time-banking) and to inform people about activities that are already taking place within the local community. Community organisations, including the voluntary sector, have joined the model as partners and are keen to develop activities that meet support needs. Examples of activities underway include drop-in groups, art groups, music classes, gigs and horticulture.

Early discussions have indicated that expansion of the model is possible but further exploration is needed to understand more about the needs of the people with low level needs currently accessing formal day services, so that a pathway out of day services can be developed. More understanding is also needed about the people who have been granted personal budgets for social inclusion-type activities, to see how they are using that funding at the moment and what alternatives could be developed. An additional strand of work will be to explore how to expand the remit of the service so that it becomes the social inclusion delivery mechanism for rehabilitation and reablement provision across Nottinghamshire.

For example, in the Broxtowe area, the co-production model could work with existing U3A (University of the 3rd Age) networks to explore how older people could be linked into these activities. The Alzheimer's Society has developed a memory café in the Beeston area. The Volunteer Bureau in Broxtowe is also working on a scheme to

combat loneliness, using volunteers to telephone elderly people living on their own. Libraries are also keen to reach out to people who want support and activity during the day.

Initial discussions have suggested that 2 x Scale 5 Community Care Officers would allow implementation of this co-production expansion to proceed across Nottinghamshire. They would have a specific remit to understand the needs of the types of clients that the service would need to support (i.e. people who are socially isolated, who may have a personal budget or who may be going through a period of reablement, and people with a low level of need attending formal day services) and then develop the appropriate networks and partnerships to support those needs through the co-production model.

2. Greater use of Shared Lives carers to provide support during the day

Shared Lives is a scheme that recruits people from the local community to welcome vulnerable adults into their lives, both on a short-term and long-term basis. Support during the day can be offered as part of this scheme. As an example, Essex County Council funds this type of scheme as a day service for groups of people who meet within the home of a paid host. This is run by Essex Cares Ltd.

3. Greater use of digital technology and social networking to link people together

The People and Places website is a new scheme which offers a secure web-based portal aimed at vulnerable people, to help them link up for activities and pool the resources in their personal budgets (e.g. sharing support staff). Features include:

- a community network
- Good Stories library
- search for a house mate
- time banking/skills match
- information on gadgets and Assistive Technology
- search for local self-advocacy groups across the country
- activity planners, online diaries and forum for creating and posting events
- feedback forums
- person centred planning tools.

This kind of forum helps people to find appropriate local resources and offers more choice and control, based on informed decision-making. People can create or join local groups, search for and share activities in the area, maintain friendships and search for new people who share their interests. Other uses are to exchange ideas, problem solve and learn from best practice. People can ask for help from others in relation to gaps in skills e.g. computer skills, social skills, basic literacy, public transport etc. The information held on the system can be used as a qualitative record of outcomes and achievements over time, as well as areas of difficulty.

Options for implementation costs

There are costs linked to the implementation of these schemes but there are many sources of funding available to charities and social enterprises to help with social inclusion, particularly for deprived areas. Therefore the Council could establish a partnership to develop these proposals, within which relevant partner agencies could

apply for funding. For example – Cecil Rosen Charitable Trust, Charles Hayward Foundation, Henry Smith Charity, JN Derbyshire Trust.

Advice from Economic Development colleagues is that this proposal may be eligible for European Social Fund funding under the category of Access to Quality Services and within the theme of objective T09, to enhance social inclusion and combat poverty.

5. What Will the Outcomes of the New Service Be?

The opportunities across Nottinghamshire will be expanded for vulnerable people to receive background support and engage in activity which develops skills, enhances social networks, strengthens physical and emotional health and well-being and gives carers a break.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	<input type="text" value="4,070"/>	NET £000	<input type="text" value="4,070"/>
WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	50	100	100	250
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	50	100	100	250
WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?	<input type="text" value="6.1%"/>			

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	61	61	0	122
<ul style="list-style-type: none"> 2FTE Community Care Officers @ Scale 5 				

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?	<input type="text" value="0.0"/>		
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	2015/16	2016/17	2017/18
	0.0	0.0	0.0
	<input type="text" value="0.0"/>		

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

People who have low level support needs and do not have personal care needs will be able to access community-based activities as an alternative to formal day service provision.

People with low level support needs who do not access any activities or support during the day will benefit from new local opportunities and this will help them to maintain their independence and skills, as well as widen their social network.

ON OTHER ORGANISATIONS / PARTNERS

This initiative will require considerable support and involvement from a wide range of partners in the community and voluntary sector. Current providers of formal day services may be impacted by a loss of business and income from these service users. Alternative schemes (e.g. co-production, Shared Lives) will come under increased demand for support and activity.

ON OTHER PARTS OF THE COUNTY COUNCIL

This initiative may impact on attendance at the County Council's day services from people with low level support needs. Any changes in attendance will impact on the requirement for transport.

10. Initial Equality Impact Assessment

People affected by this proposal include older people and people from all the disability groups (mainly learning disability but also physical disability and, to a lesser extent, those with mental health needs), where those people have relatively low level needs for support and inclusion. An Equality Impact Assessment has been undertaken and concluded that in the main the proposal will have a positive impact on these protected characteristics.

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)
--

Y

11. Risks and Mitigating Actions

Risk that alternative community options cannot be developed at sufficient scale to provide appropriate long-term support and activities for all the people with low level needs.

Mitigation: The Council will build on its success in supporting innovative alternatives such as the co-production initiative in mental health day services which gives greater control to service users in building and developing flexible community support services.

Risk of challenge from people with low level needs and their families, who do not wish to have their personal budgets reduced as alternative community activities become established.

Mitigation: People will be given greater choice of low level services available to them and will be provided with the opportunity to try alternative community options. The project will be planned to minimise the likelihood of these risks emerging as the project is implemented. Monitoring will take place to ensure that if the risks do emerge as issues, appropriate actions can be taken.

Option Ref		C06
1. Service Area	Services for younger adults - residential care	
2. Option Title	Reducing the average cost of residential placements	
3. Summary of Option		
<p>The Council will reduce the cost of care through negotiating with care providers about how we agree fees for individual service users. We will also consider how people's needs are being met currently and how they may be met differently in the future.</p>		
4. Rationale / Evidence Base for the Option		
<p>The Council continues to support the delivery of high quality services that promote people's wellbeing and are flexible and responsive to people's individual needs.</p> <p>The Adult Social Care Strategy emphasises that the Council should be providing support that reduces or delays the long term need for care and should be commissioning services that promote independence as much as possible.</p> <p>The net budget for residential and nursing home care in younger adults is £42m in 2014/15. There is already one savings project underway to reduce costs of residential care by £1.523m (net), which will be achieved by moving 120 people out of residential and nursing care into more cost-effective supported living arrangements.</p> <p>This proposal seeks to reduce the cost of the remaining packages through negotiations with the care providers, rather than by moving people into alternative living arrangements, which takes considerably longer to organise and is not appropriate for many people.</p> <p>Implementation of this option will involve the following.</p> <p>1. Carrying out focused reviews for residents with high cost care packages and significant additional support hours</p> <p>The aim of these reviews will be to agree with the provider how they can support people to promote their independence over time and reduce additional support where it is no longer appropriate.</p> <p>2. Working with providers to understand their staffing rotas</p> <p>Analysis will focus on whether the hours on the rotas reflect the total amount of individual support that the Council has agreed to buy for all the individuals' in the home. It will also consider how rotas vary when people are using other services during the day in order to ensure that the Council is not paying twice for support to the same person.</p>		

3. Reviewing how the Care Funding Calculator (CFC) is used

When any placement is costed, the Council will take into account what the normal level of staffing in the home is so that it is possible to work out what care and support tasks can be managed on a routine basis, before thinking about whether any additional staffing should be funded. The Council will review the level of allocation for different elements of the CFC formulae on the basis of good practice elsewhere.

4. Developing a culture that expects the promotion of independence over time

Fees are agreed when someone moves into a care home and the fee then remains the same for as long as the person lives in that home. Reviews do not currently consider how a person should be supported to become more independent over time, so that they will need less support within the home. The Council intends to foster a culture of promoting independence, so that all reviews consider how independence can be promoted and fees reduced over time.

5. Strategic review of the residential market for younger adults

The Council intends to carry out the actions listed above (1–4), alongside a strategic review of the residential care market for younger adults. This review will consider:

- the needs of younger adults within Nottinghamshire for support and accommodation, now and predicted, against the current residential market and supported living provision
- how residential care providers could better work alongside supported living providers, to help facilitate a model of increasing independence
- how many smaller specialist homes (and individual units) are needed to support people with complex behaviours, as well as how many homes catering for minority groups are required
- how the size of home and how staff are deployed in the home varies, and what we can learn from this about best value
- any advantages to be gained from block funding arrangements for certain specialist services
- the advantages that might be gained from agreeing set prices based on an average level of care
- whether banded rates for specific homes would be useful.

Working with neighbouring authorities could bring benefit to this option in terms of the approach they take to agreeing fees with providers in Nottinghamshire. Discussions with Derbyshire, Nottingham City, Lincolnshire and Leicestershire will commence at an early stage in order to agree some common principles.

5. What Will the Outcomes of the New Service Be?

Independence will be promoted for people living in long term care.

The cost of some of the higher cost packages will be reduced and the use of shared hours across homes will be maximised, where there are a number of high cost packages.

There will be a change in culture across the younger adults services, so that staff set the expectation that care and support costs will change once the period of transition into a new residential placement is over. Support costs will reduce as independence is maximised.

We will develop a market that better meets the needs of younger adults in Nottinghamshire, with residential services working along-side, rather than in competition with, supported living, to promote people's independence.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

51,194

NET
£000

41,929

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	500	1,000	1,000	2,500
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	500	1,000	1,000	2,500

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

6.0%

7. Estimated Implementation Costs

Additional staffing is required to provide the necessary capacity to undertake the reviews and negotiations. Discussions are underway with our NHS partners, to seek a contribution of 50% (£76k per annum) towards the total cost of these staff, since they will share in savings made on the high cost packages to which they contribute funding.

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	76	76	76	228

A project manager will also be required to co-ordinate the strategic review and agree proposals for future costing of placements, alongside the staff undertaking reviews of current placements.

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

2015/16 2016/17 2017/18

0.0 0.0 0.0

0.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

The Council will be promoting the independence of service users by reducing their reliance on support hours that are no longer needed. It is possible that this may be met with resistance from some providers.

ON OTHER ORGANISATIONS / PARTNERS

NHS partners should benefit from more cost effective homes and a market that better reflects the needs of people requiring residential care.

Some residential home providers are likely to see a reduction in their profit margins.

As the authority is promoting independence and supported living, there is likely to be a change in the amount and type of residential homes required over time.

Residential home placements are more likely to be made for either a short term period only (i.e. a year or two, rather than lifelong) or because the person who needs the placement has complex needs that cannot be met appropriately through supported living. This may mean that some homes will decide to change client group, close or seek to de-register to become supported living.

ON OTHER PARTS OF THE COUNTY COUNCIL

None envisaged at this stage.

10. Initial Equality Impact Assessment

This proposal will apply to all younger adults in residential care across all of the following client groups: learning disability, physical disability, autistic spectrum disorders and mental health. It is not possible at this stage to identify if it will have a differential impact on one particular client group more than another. Therefore, a separate equality impact assessment has been undertaken as part of the review process.

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)
--

Y

11. Risks and Mitigating Actions

Risk of challenge, either by providers or service users/carers opposed to a change in the size of a residential care package.

Mitigation – the new Adult Social Care Strategy provides the framework for this proposal. Will also be mitigated through early engagement with providers, services users and carers.

Risk of overlap/double counting with other existing/new savings projects.

Mitigation - the project manager has oversight of all the activity in younger adults' residential care and manages the approach along-side the strategic review to ensure key messages are consistent and providers are involved in the process from the beginning.

Risk of other authorities moving people into homes at fees higher than we are agreeing thus undermining the negotiation process and strategic review.

Mitigation – develop partner relationships with neighbouring authorities regarding good neighbour commissioning and involve them in our strategic review.



		Option Ref	C07
1. Service Area	Strategic Commissioning		
2. Option Title	Review of Contracts		
3. Summary of Option			
<p>This option involves reviewing contracts relating to: 1) the Smile Stop Hate Campaign; 2) the continence training and awareness package for social care staff and carers; and 3) the provision of advice and information for carers in Nottinghamshire, with a view to jointly commissioning with Clinical Commissioning Groups a new Carers' Information, Advice and Engagement Hub.</p> <p>1) The Smile Stop Hate Campaign: This project has run for eight years with the aim of raising awareness of hate crime against people with learning disabilities in order to improve both their safety and independence. It has done this through working with people with learning disabilities and also the wider community. The project has run training in schools, attended community events and provided specifically tailored awareness raising sessions, for example, to the police. It has recently piloted a 'Safe Spaces' initiative which signs up business owners to their shops etc being a place that people with learning disabilities can go to seek help from if required. It has achieved its initial objectives and it is now timely to take this work forward within mainstream community safety work.</p> <p>2) Continence training and awareness package for social care staff and carers: A reduced, more focused level of training will be funded for social care staff and carers for one year whilst a full review is undertaken. The Continence Advisory Services (CAS) provided by NHS City Care and Nottinghamshire Healthcare Trust will provide a more targeted interim service, with a view to social care ceasing funding from April 2016.</p> <p>3) Carers' Information, Advice and Engagement Hub: Outcomes from four existing contracts will be re-commissioned in partnership with Clinical Commissioning Groups (CCGs) to develop a joint specification for a new Carers' Information, Advice and Engagement Hub, with the new service starting in August 2015. This will provide fairer and wider coverage of carer support, as well as being more cost effective. The CCGs and Nottinghamshire County Council will jointly consult and engage with carers, leading to less duplication and more coherent communication.</p>			

4. Rationale / Evidence Base for the Option

1. The Smile Stop Hate Campaign has been operating for eight years. The current Nottinghamshire County Council funding for this time-limited project is £20,000 per annum. It was originally funded by the Learning Disability Partnership Board on a grant basis, using the Learning Disability Development Fund. This specific ring fenced Learning Disability Development fund has now ended and the service is currently fully funded by adult social care.

It is recognised that this has been a valuable project in raising awareness of hate crime within both the learning disability population and the wider community, through training in schools and attendance at community events as well as training of the police. It has recently included a 'Safe Spaces' development, where staff working in shops, pubs etc. get basic awareness raising regarding the needs of people with learning disabilities, and are then able to offer help when people are out and about in their communities should they require it.

Since the work began there has been an increase in the amount of hate crime reported against people with learning disabilities in Nottinghamshire, showing awareness raising amongst people with learning disabilities is working. It is now timely to embed this work within other Community Safety approaches, rather than to continue as a discreet project. It is not a statutory duty of the Local Authority and there is no evidence of a direct impact of it stopping people needing social care or reducing their level of need. It does not therefore meet with social care's prevention priorities within the new Adult Social Care Strategy or Care Act.

Discussions with the Council's Community Safety Team, District Councils and the police have started to plan how the objectives of the work could potentially be delivered through other means as part of the wider Community Safety agenda. Temporary funding has been identified by the community safety partnership to enable work with the current provider to continue until the end of June 2015 to develop and implement this plan.

In addition, it is proposed to include the remaining uncommitted money from the Learning Disability Development Fund Funding (£20,000) as part of the overall saving.

2. Continence training and awareness package for social care staff and carers

The Continence Advisory Service (CAS) is currently funded by social care to provide training and awareness raising sessions for social care staff (Council and independent sector) as well as for family carers. The Council purchases this for South Nottinghamshire from NHS CityCare and in the North from Nottinghamshire Healthcare Trust. The total budget for this is £62,873 p.a.

The service provides information, advice, support, and training regarding continence issues. The services support both quality of care, whilst also giving staff and carers the knowledge to be able to identify, refer and prevent illness. Continence can have direct impact on the level of social care an individual requires and is one of the significant factors in people moving to residential care.

Whilst the Continence Advisory Services offer good advice and support, their courses now often run with high vacancy levels and means the service in its current form does not offer value for money. In addition, the current Service Level Agreements do not allow a targeted approach where individual providers / teams can access bespoke training. In addition, whilst continence is a significant issue, responsibility for continence promotion is a health, rather than social care responsibility. Discussions have therefore begun with the Clinical Commissioning Groups' contract lead as part of the current review of community services in the county.

It is recommended that:

- a reduced service continues to be funded during 15/16, but is targeted to support people most in need, pending further discussion on responsibility for continence training and awareness raising. The total cost of this would be £17,000, releasing savings of £45,873.
- the remaining budget of £17,000 is removed in 16/17, following discussions with the Clinical Commissioning Groups through their continence services contract lead.

3. Carers' Information, Advice and Engagement Hub

Currently the Council's social care service funds three separate contracts for the provision of advice and information for carers across the county, at a total cost of £150,477:

1. Universal Services for Carers - the Carers Federation is the present service provider
2. Giving a voice to carers of people with a learning disability - Independent Voices for Engagement is the present service provider
3. Support Service for carers of people with a learning disability - Mencap is the present service provider

In addition, the Clinical Commissioning Groups (CCGs) also fund carer support for the health related referrals into the Adult Carer Support Service. The current situation means that there is overlap between all the services provided, an unequal distribution of resources for carers and scope for more joined up working across health and social care. The proposal is to jointly commission with CCGs one new Carers' Information, Advice and Engagement Hub which will provide all of the above services.

5. What Will the Outcomes of the New Service Be?

1. Smile Stop Hate Campaign – the outcomes of project will be mainstreamed.
2. Continence Advisory Training - a reduced, more focused level of training which is in line with current demand will be provided for one year to social care staff and carers by the current providers. Running a reduced service for a year will enable key staff requiring the training and carers to continue to receive this pending the wider review of continence advisory services which is being led by Public Health.

3. Carers' Information, Advice and Engagement Hub will:

- provide a one stop shop for provision of information and advice for carers, signposting to appropriate services and facilitating onward referral
- provide assistance to carers to carry out online Carers Assessments
- provide personal development opportunities for carers including training group/community development
- facilitate engagement and involvement opportunities for carers with the local Clinical Commissioning Groups and the County Council.

The overarching outcome that this will deliver is to support carers in their caring role, with increased:

- number of carers identified
- number of carers assessed
- number of carers accessing information and advice
- number of carers being supported
- number of carers who are engaged and involved in shaping the future CCG and Council's carers' agenda
- satisfaction of carers with the information and advice they receive.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

253

NET
£000

253

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	86	43	0	129
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	86	43	0	129

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

51.0%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

8. Projected Permanent FTE Reductions

**WHAT IS THE CURRENT
PERMANENT FTE
STAFFING?**

0.0

2015/16 2016/17 2017/18

**WHAT ARE THE PROJECTED
PERMANENT FTE
REDUCTIONS?**

0.0 0.0 0.0

0.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

1. Smile Stop Hate Campaign. The project focuses on improving the safety of people with a learning disability. It is difficult to accurately measure its direct impact, but generally people say that they feel more aware of how they should be treated and are more likely to tell someone if they have not been treated well. Hate crime figures reported to the police have seen an increase since the project started. Any negative impacts of ceasing the project will be minimised by taking forward the work and embedding the learning from it, within mainstream community safety services.

2. Continence Advisory Service. The aim is to initially offer a reduced service, so there may be some staff or carers who may have to wait longer to be able to access training and/or advice, support and information about continence. Discussions are taking place with the aim of continuing to offer this service as part of the CCG overall specification for continence services from April 2016.

3. Carers' Information, Advice and Engagement Hub. The aim is for these contracts to be combined in order to provide a better service, offering fairer and wider coverage of support to carers. The savings will be delivered through economies of scale from joining together the existing separate contracts.

ON OTHER ORGANISATIONS / PARTNERS

1. Other community safety partners (e.g. Police, District Councils) will not receive the continued specific input that has been provided by the scheme, e.g. helping the police to develop user friendly hate crime reporting sheets and will need to ensure that learning from the project is fully embedded within their services.

2. The reduced budget will have an impact on the two organisations currently commissioned to provide the Continence Advisory Services, as they will receive less funding. This may also have an impact on Clinical Commissioning Groups (CCGs).

3. The new Hub will be more sustainable and provide a more consistent level of support to all carers. A joint approach to consultation and engagement of carers by health and social care will mean less duplication for carers, better communication and use of the information provided.

ON OTHER PARTS OF THE COUNTY COUNCIL

1. This project has contributed to the wider corporate community safety agenda

and could therefore have an impact on the community safety team within the Council.

2 & 3. Not applicable.

10. Initial Equality Impact Assessment

- 1. Smile Stop Hate Crime:** The beneficiaries of Smile Stop Hate Crime are people with a learning disability, who could therefore, be disproportionately affected by changes. Adult Social Care is working with the Community Safety Partnership to look at how the work of this project can be continued, either as a discrete project or as part of the wider hate crime agenda, and therefore it is anticipated that there will be no significantly negative impact on this protected group. The work of the project to date in raising the profile of hate crime against people with a Learning Disability is likely to continue to have a positive effect, due to more general awareness of this issue.
- 2. Continence Advisory Services:** As this is a reduced service for 2015-16, there may be some staff who may have to wait longer to be able to access training, and/or advice, support and information about continence. In the following year, from April 2016, unless the local NHS picks up the support provision of the service, the services will cease. This will have an impact on Social Care staff who will be unable to access Continence training and advice through the current route. This in turn may have an impact on the service users and carers in contact with social care staff who may not receive the most up to date and accurate advice about continence. It is possible that these carers and service users may have some degree of disability, either mental or physical, or are older adults (and therefore be in some of the protected categories) and may be disproportionately affected by changes. However, it is not expected that the impact will be significantly negative on these protected groups. Adult Social Care is working in partnership with Public Health and local Clinical Commissioning Groups to consider how this work can be picked up through the NHS. In particular, continence has been identified as an area for consideration under the NHS's Community services Review.
- 3. Carers' Information and advice :** Overall this will be an enhanced service, enabling a fairer and wider coverage of support to carers. Therefore the impact will be a positive one. With the merging of the 3 contracts, potentially carers of people with a learning disability may feel the loss of the Mencap and the Independent Voices for Engagement services, which will be decommissioned. Also these 2 organisations will experience a reduction in their funding.

The Carers Commissioning Manager has already been in conversation with the Learning Disability Carers Group, who were generally in favour of the proposal; and with the Carers Federation. The Learning Disability Commissioning Officer has been liaising with Mencap and the Independent Voices for Engagement to keep them informed.

The specification for the new service includes provision for carers of people

with a learning disability, and ensures a comprehensive and local service for all adult carers.

Overall the impact of the new contract will be a positive one, as the contract will ensure a more equitable coverage for all carers e.g. carers of people who misuse substances and seldom –heard carers.

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)

Y

11. Risks and Mitigating Actions

1. Smile Stop Hate Campaign: Sufficient co-ordination of the safe spaces and time to embed the concepts will help mitigate the risk that the project does not have on-going impact in Nottinghamshire. This would aim to ensure that more people with a learning disability are able to feel safe going out and about on their own and leading independent life-styles.

2. A reduced level of training in continence advice will continue for one year whilst the overall review of Continence Advisory Services funded by Clinical Commissioning Groups is undertaken. There is a risk that following review, it is not agreed to include this element of service within the wider set of continence services. It is anticipated that negotiations will take place to look to include targeted training and awareness raising as a part of the new service offer.

3. Initial discussions with the Learning Disability Carers Group were generally positive. Contracts are due to expire and go out to tender, so current providers would experience the impact of this anyway. The Council routinely offers support to existing providers following the outcome of any tender process. All providers have been notified of this proposal.

The key mitigation is to work with the new provider to ensure that new service includes appropriate provision for carers of people with a learning disability and ensures a comprehensive and local service for all adult carers.



		Option Ref	C08
1. Service Area	Children's Disability Service		
2. Option Title	Children's Disability Services Review		
3. Summary of Option			
<p><i>A Review of Children's Disability Services received Full Council Approval in 2013-14 as part of business case C19 in the 2013-14 budget consultation. This proposal is to extend the current business case to include a fourth year saving in 2017-18.</i></p> <p>A thorough review of the service has highlighted that savings can be achieved in 2017-18 as the development of the service is likely to be over a 3-5 year period. Consultation will be undertaken on Options around personal budgets / direct payments.</p> <p>Benchmarking data shows that Nottinghamshire spends significantly more than its statistical neighbours (comparable local authorities) on children with disabilities. A 30% savings target has been set over 4 years.</p> <p>A number of initial work streams have been identified, including:</p> <ul style="list-style-type: none">• Understanding current need and forecasting future demand for services• Consideration of options around personal budgets / direct payments• Providing more flexibility and choice for parents and carers• A comprehensive review of current service provision <p>The next stage will be detailed business planning including key milestones, reporting and monitoring arrangements, risk management and financial analysis for the individual work streams. Detailed consultation will take place throughout each phase.</p>			
4. Rationale / Evidence Base for the Option			
<p>The Children's Disability Service sits within Children's Social Care and provides support to children with a disability and their families who require both the services of a specialist social worker and specialist disability services. The Children's Disability Service brings together social work services with residential homes for children with a disability, homecare, sitting and befriending, occupational therapy, short breaks and direct payments. The catalyst for this project is to provide better flexibility for young people and their families, who are in need of specialist disability services.</p>			

There are also some national policy drivers such as set out in the Special Educational Needs (SEN) White Paper and the Children and Families Bill. A key feature of the legislative changes is 'personalisation' enabling parents to have greater control over the services they would choose to meet their assessed needs, and for the local authority to stimulate a wider diversity of options for families to choose. The Bill includes provision to extend the age limit for this up to 25 years old.

5. What Will the Outcomes of the New Service Be?

A customer focused and user driven service which is more responsive to the changing needs and demands of both customers and stakeholders by providing:

- Greater flexibility and choice for children, families and carers.
- Early intervention and access to support without the need for social care involvement or intervention.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

13,031

NET
£000

12,815

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	0	0	1,180	1,180
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	0	1,180	1,180

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

9.2%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0		0	0

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

227.2

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

2015/16 2016/17 2017/18

0.0 To be confirmed 0.0

To be confirmed

It is important to note that this options for change was previously consulted on, but for 3 years only. This proposal is to factor in a fourth year saving.

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES
(incl. considerations relating to vulnerable people and communities & equality)

It is expected that any proposed changes to the way the Children's Disability Service is run will require an Equality Impact Assessment and consultation with relevant groups.

The potential introduction of personalisation over time is likely to have a positive impact on service users. This will enable families to have more input and control over how a child or young person is supported. However it is possible that budget reductions may result in a reduced service in some areas.

The detailed development of proposals will enable a full analysis of potential impacts on service users and appropriate action to be identified.

ON OTHER ORGANISATIONS / PARTNERS

This will be considered as part of proposal development.

ON OTHER PARTS OF THE COUNTY COUNCIL

This will be considered as part of proposal development.

10. Initial Equality Impact Assessment

Children's Disability Service - it is expected that an Equality Impact Assessment will be required due to the potential impacts on children with disabilities and their families of any changes to the way the Children's Disability Service is run. This will be completed once detailed options for change are developed.

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)

Y

11. Risks and Mitigating Actions

Risk: Timescales to deliver savings could lead to risk of limited time to consult with parents, interest groups and other stakeholders.

Mitigation: Robust project management is in place, which involves mapping out timelines and key consultation and decision points.

Risk: It may not be possible to identify sufficient savings to meet the proposed savings target by 2017-18.

Mitigation: Further options scoping will determine the deliverability of these savings.

Risk: Nationally, it is unclear whether the personalisation agenda has achieved any efficiencies and implementation of personalisation may result in increased costs in the short term.

Mitigation: Close consultation has been undertaken and is ongoing with other local authorities to learn lessons from their approach.

		Option Ref	C09
1. Service Area	Transport and Travel Services		
2. Option Title	Reducing Local Bus Service Costs		
3. Summary of Option	<p><i>The reduction will be achieved by withdrawing low performing services based on cost, usage and a number of socio-economic factors. In addition the frequency of some services would need to be reduced from hourly to two hourly and increased use of connecting services rather than direct services.</i></p> <p>To review and reconfigure the local bus service network to reduce expenditure by £720k between April 2015 and March 2017. This will be achieved through:</p> <ul style="list-style-type: none"> • reviewing bus networks which were not part of the 2014 review (46 contracts with a value of £2m) to be completed by April 2015 • monitoring the new contracts under a revised performance criteria (set out in the Transport & Highways Committee Report October14) to identify poor performance and consider withdrawal of these services by August 2016 • provision of more connecting (rather than direct) demand responsive services or taxi bus especially in rural areas, (rolling programme), including Community Transport. • further use of the internal fleet to jointly operate local bus, social care and education transport, building on the successful integration of services this year • targeted marketing of high performing supported bus services with a view to increasing patronage and income to facilitate these services becoming fully commercial without continuing financial support from the Council. (April 2015) • introduction of a new North East Bassetlaw network. (April 2015) <p>This could lead to an overall reduction in the transport network (Nottinghamshire County Council supported and commercially provided).</p> <p>Bus operators have absorbed some of the current funding reductions but have also taken decisions to vary some commercial services to reduce costs. Further reductions could significantly affect the remaining local bus network with probable reductions and withdrawal of marginal commercial routes in rural areas. The County Council supported services will continue to provide access to essential services in mainly rural areas, however there would be no funding available to replace the commercial reductions or withdrawals. The Council supports around 100 services which are a mix of funding for marginal commercial services and local bus services which are predominantly rural .The changes may involve the following:</p> <ul style="list-style-type: none"> - reductions in frequency and operating times (e.g. hourly frequency reduced to two hourly with limited peak hour trips) - withdrawal of peak hour and daytime commercial services - the withdrawal of some bus operators from the market limiting the provision of services and reducing competition which could impact on tender prices 		

4. Rationale / Evidence Base for the Option

The current efficiency programme will reduce the local bus service budget by £1.8m to £4.2m by 2015/16. This has been achieved by service withdrawals £0.7m and reconfiguration £1.1m. The new network commenced in August 2014 and will operate to April 2016. Some £2m of services have not been reviewed and it is intended to do so over the next nine months including a significant area of work in North East Bassetlaw which has already started. Improved monitoring and data management of the services will enable future decisions on service retention to be more rigorous ensuring that service performance determines which services to continue supporting. The recent efficiency work showed that delivering services in a different way can deliver efficiencies.

5. What Will the Outcomes of the New Service Be?

- Continuing to provide access to key services albeit in a different way
- Comparable unit costs to other similar authorities is based on the CIPFA average data
- More robust monitoring and management of performance
- Further integration of services with the internal passenger fleet
- Continuing to provide high quality services maintaining our national recognition.

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS £000	25,043	NET £000	18,416
---------------	--------	-------------	--------

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Gross Saving	300	300	220	820
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	300	300	220	820

WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?

4.5%

This includes £100k of staff savings.

The net budget for local bus services in 2014/15 is £4.2m.

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	20	15	0	35

Revenue costs will be funded from the Bus Service Operators Grant (BSOG)

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

50.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

2015/16 2016/17 2017/18

0.0 2.0 2.0

4.0

9. Anticipated Impact

ON SERVICE USERS AND COMMUNITIES

The reductions will limit the transport options available to people especially low income households who rely on bus services. In some cases people may not be able to get to health services or work. This could impact on personal health and well-being, independence and mobility. It may require users to alter their travel passes and work arrangements.

ON OTHER ORGANISATIONS / PARTNERS

Service reductions will have an impact for bus operators, business, retail and leisure as well as impacting on development and growth.

ON OTHER PARTS OF THE COUNTY COUNCIL

If the opportunity to integrate is lost or not pursued further then Children Families and Cultural Services and Adult Social Care and Health will incur additional costs.

10. Initial Equality Impact Assessment

The proposals may have a higher impact on people who do not have any alternative travel options such as older people and people with disabilities.

Reduced opportunity for vulnerable people to undertake travel training.

WILL A FULL EQUALITY IMPACT ASSESSMENT BE REQUIRED? (Y/N)

Y

11. Risks and Mitigating Actions

- (a) The loss of services may affect other commercially operated local bus services due to revenue loss for the business.

MITIGATION: Work with the bus operators to agree sustainable solutions to retain the commercial network.

- (b) Changes to frequency and interchange may restrict access to key services.

MITIGATION: Intensive consultation/discussion with communities to identify any key issues and potential solutions.

- (c) Failure to provide new passenger data software leading to poor performance data.

MITIGATION: Ensure that the new software implementation is given priority.

- (d) Costs in the private sector increase above inflation.

MITIGATION: Could increase internal fleet operations or reduce services further.

- (e) Other County Council departments also face budget reductions which may include policy changes which could have unintended consequences for this option, leading to the loss of integrated routes.

MITIGATION: Ensure that all transport proposals are considered collectively.

Revenue Budget Summary 2015/16

	2014/15 Original Budget £'000	2015/16 Annual Budget £'000
Committee		
Children & Young People	152,895	139,053
Adult Social Care & Health	211,812	206,117
Transport & Highways	59,344	58,127
Environment & Sustainability	30,699	29,970
Community Safety	2,938	2,904
Culture	13,388	12,785
Economic Development	1,009	1,050
Policy	26,558	24,395
Finance & Property	27,413	32,280
Personnel	1,441	2,518
Public Health	-	-
Net Committee Requirements	527,497	509,199
Items Outside Committee:		
Flood Defence Levies	273	271
Trading Organisations	801	801
Pension enhancements (Centralised)	2,205	2,205
Employers Pension Contributions	842	-
Contingency	4,606	5,105
Capital Charges (included in Committees above)	(41,113)	(40,359)
Interest	16,588	18,000
Minimum Loan Repayments	19,259	19,800
New Homes Bonus Grant	(2,640)	(3,786)
Education Services Grant	(9,545)	(6,955)
Total before use of Reserves	518,773	504,281
Use of Reserves:		
Net Transfer (From)/To Other Earmarked Reserves	(9,328)	(11,016)
Transfer (From)/To Balances	(5,184)	(6,038)
BUDGET REQUIREMENT	504,261	487,227
Funding Of Budget Requirement:		
Surplus on Council Tax Collection for Previous Years	2,126	3,228
National Non-Domestic Rates	98,015	100,692
Revenue Support Grant	122,036	90,331
Council Tax	282,084	292,976
TOTAL FUNDING	504,261	487,227

Children & Young People Committee Variation Summary 2014/15 to 2015/16

	£'000	£'000
1 Original Budget 2014/15		152,895
2 Budgets Transferred between Committees		(4,825)
3 Additional allocations/reductions 2014/15		766
4 Capital Financing Budget Transfers		(829)
5 2015/16 Service Changes:		
Budget Pressures		
Children's Social Care		532
Pay Award and Pensions Increase		854
Budget Savings		
Youth Services	(823)	
Targeted Support & Youth Justice Service	(706)	
Cultural & Enrichment Services	(250)	
Early Years & Early Intervention Service	(200)	
Quality & Information	(150)	
Support to Schools Service	(920)	
Schools Access	(50)	
Business Support	(1,930)	
SEND Home to School Transport	(400)	
Travel Transport Hub	(357)	
SEND Recharge to Schools Budget	(175)	
Looked After Children Placements	(3,009)	
Children's Disability Service	(1,180)	
Children's Social Care Management Review	(80)	
CFCS Management Structure Review	(110)	
		(10,340)
6 Annual Budget 2015/16		139,053

Children & Young People Committee - Revenue Budget 2015/16

Original Budget 2014/15 £'000		Employees £'000	Running Expenses £'000	Capital Charges £'000	Gross Expenditure £'000	Grant Income £'000	Other Income £'000	Original Budget 2015/16 £'000
	Schools Budget							
243,983	Schools Block - Distributed	-	-	-	225,226	-	-	225,226
17,784	High Needs Block - Distributed	-	-	-	18,261	-	-	18,261
12,852	Early Years Block - Distributed	-	-	-	13,712	-	-	13,712
56,764	Schools Budget - Centrally Retained	-	-	-	55,284	-	-	55,284
331,383	Total Schools Expenditure Budget	-	-	-	312,483	-	-	312,483
(331,383)	Dedicated Schools Grant (DSG)	-	-	-	-	(312,483)	-	(312,483)
15,118	School Assets	-	-	14,319	14,319	-	-	14,319
	Children's Social Care							
1,452	Divisional Overheads	765	486	-	1,251	-	-	1,251
1,753	Safeguarding & Independent Review	1,561	359	-	1,920	-	(136)	1,784
37,978	Access to Resources	11,137	29,342	-	40,479	-	(5,067)	35,412
4,770	Social Work Services Assessment	4,389	645	-	5,034	-	(78)	4,956
14,644	Social Work Services Throughcare	6,010	8,711	-	14,721	-	(1)	14,720
16,166	Children's Disability Service	11,286	3,301	-	14,587	-	(374)	14,213
76,763	Total Children's Social Care	35,148	42,844	-	77,992	-	(5,656)	72,336
	Education Standards & Inclusion							
13,659	Support to Schools Service (inc Home to Sch Trans)	7,976	7,435	-	15,411	-	(2,613)	12,798
7,093	Business Development & Support	8,958	1,096	-	10,054	-	(4,655)	5,399
5,704	SEND Policy & Provision	750	6,006	-	6,756	-	(1,898)	4,858
26,456	Total Education Standards & Inclusion	17,684	14,537	-	32,221	-	(9,166)	23,055

Children & Young People Committee - Revenue Budget 2015/16

Original Budget 2014/15 £'000		Employees £'000	Running Expenses £'000	Capital Charges £'000	Gross Expenditure £'000	Grant Income £'000	Other Income £'000	Original Budget 2015/16 £'000
4,932	Capital Projects Team	-	-	-	-	-	-	-
	Youth, Families & Culture							
3,872	Young People's Service	3,070	1,217	-	4,287	-	(877)	3,410
7,087	Targeted Support & Youth Justice Service	5,019	5,675	-	10,694	(3,723)	(1,324)	5,647
1,677	Cultural & Enrichment Services	3,051	1,152	-	4,203	(830)	(2,640)	733
16,965	Early Years & Early Intervention Service	1,161	15,956	-	17,117	-	(543)	16,574
1,455	Executive Support	1,734	472	-	2,206	(60)	(73)	2,073
31,056	Total Youth Families & Culture	14,035	24,472	-	38,507	(4,613)	(5,457)	28,437
857	Capital Charges	-	-	906	906	-	-	906
(2,087)	Public Health Realignment	-	-	-	-	-	-	-
(200)	Additional Savings Target	-	-	-	-	-	-	-
152,895	TOTAL CHILDREN & YOUNG PEOPLE COMMITTEE	66,867	81,853	15,225	163,945	(4,613)	(20,279)	139,053

Please note that the previous years budget for Education Standards and Inclusion has been restated to account for home to school transport

Children & Young People Committee - Capital Programme 2015/16

Total Project Cost £000	Actual to 31.03.14 £000		Revised 2014/15 £000	Budget Year 2015/16 £000	Indicative Figures		
					2016/17 £000	2017/18 £000	2018/19 £000
5,523	1,083	SCHOOLS					
-	-	Beardall Street Primary	3,131	-	1,309	-	-
-	-	School Modernisation Programme	-	308	-	-	-
-	-	School Places Programme †	13,856	18,787	20,501	2,000	2,000
-	-	School Capital Refurbishment Programme ^	15,200	19,051	9,741	5,741	-
-	-	School Access Initiative	579	500	500	500	-
		YOUNG PEOPLE					
856	838	Eastwood Young People's Centre	18	-	-	-	-
2,100	-	Early Years Education Places	1,699	-	-	-	-
90	-	Balderton YPC	-	90	-	-	-
224	-	Rushcliffe Children's Centre	188	-	-	-	-
75	-	Bingham YPC	75	-	-	-	-

Children & Young People Committee - Capital Programme 2015/16

Total Project Cost £000	Actual to 31.03.14 £000		Revised 2014/15 £000	Budget Year 2015/16 £000	Indicative Figures		
					2016/17 £000	2017/18 £000	2018/19 £000
-	-	CHILDREN'S SOCIAL CARE					
2,600	446	Short Break Capital Grant	147	421	-	-	-
-	-	Edwinstowe Respite Centre	1,400	754	-	-	-
-	-	Children's Homes	200	200	-	-	-
-	-	Lyndene and West View	-	289	-	-	-
-	-	Clayfields House	1,100	-	-	-	-
		Gross Capital Programme	37,593	40,400	32,051	8,241	2,000
		Funded from:					
		Approved County Council Allocations	4,269	15,005	8,026	-	-
		External Grants & Contributions	19,526	23,395	24,025	8,241	2,000
		Revenue	-	-	-	-	-
		Reserves	13,798	2,000	-	-	-
		Total Funding	37,593	40,400	32,051	8,241	2,000

NOTES:

* Figures for Total Project Cost and Actual to 31.03.14 are for information only in respect of schemes running over several financial years. They are not applicable to annual programmes.

† Indicative grant funding of £2.0 million is shown against the School Places Programme in 2017/18 and 2018/19.

^ Indicative grant funding of £6.2 million is included in the 2016/17 and 2017/18 School Capital Refurbishment Programme allocation.

Adult Social Care & Health Committee Variation Summary 2014/15 to 2015/16

	£000	£000
1 Original Budget 2014/15		211,812
2 Budgets Transferred between Committees		120
3 Additional allocations/reductions 2014/15		1,098
4 Capital Financing Budget Transfers		(221)
5 2015/16 Service Changes:		
Budget Pressures		
Mental Health & Learning Disability	2,700	
Physical Disability	460	
Fair Price for Care Inflation	1,000	
		4,160
Pay Award and Pensions Increase		829
Budget Savings		
Strategic & Direct Services	(2,758)	
Access & Public Protection	(521)	
North & Mid Nottinghamshire	(4,912)	
South Nottinghamshire	(3,490)	
		(11,681)
6 Annual Budget 2015/16		206,117

Adult Social Care & Health Committee - Revenue Budget 2015/16

Original Budget 2014/15 £'000		Employees £'000	Running Expenses £'000	Capital Charges £'000	Gross Expenditure £'000	Grant Income £'000	Other Income £'000	Original Budget 2015/16 £'000
	Corporate Director & Departmental Costs							
(16,133)	Corporate Director	155	46	-	201	-	(16,310)	(16,109)
793	Departmental Costs	39	1,039	-	1,078	-	(178)	900
(15,340)	Total Departmental Costs	194	1,085	-	1,279	-	(16,488)	(15,209)
	Strategic Commissioning & Direct Services							
153	Deputy Director	117	35	-	152	-	-	152
16,010	Strategic Commissioning	1,325	13,129	-	14,454	(345)	(770)	13,339
25,874	Direct Services	21,100	6,607	960	28,667	(205)	(2,459)	26,003
42,037	Total Strategic Commissioning & Direct Services	22,542	19,771	960	43,273	(550)	(3,229)	39,494
	Access & Public Protection							
105	Service Director	112	2	-	114	-	-	114
(1,219)	Access & Safeguarding	1,102	115	14	1,231	(83)	(118)	1,030
(32,306)	Quality & Market Management	2,563	4,470	59	7,092	-	(38,351)	(31,259)
(33,420)	Total Access & Public Protection	3,777	4,587	73	8,437	(83)	(38,469)	(30,115)

Adult Social Care & Health Committee - Revenue Budget 2015/16

Original Budget 2014/15 £'000		Employees £'000	Running Expenses £'000	Capital Charges £'000	Gross Expenditure £'000	Grant Income £'000	Other Income £'000	Original Budget 2015/16 £'000
	North & Mid Nottinghamshire							
66	Service Director	69	3	-	72	-	-	72
69,456	Newark & Bassetlaw	5,227	65,729	-	70,956	-	(7,812)	63,144
69,880	Ashfield & Mansfield	4,512	66,393	-	70,905	-	(6,725)	64,180
(231)	Countywide	4,011	2,531	55	6,597	(71)	(1,031)	5,495
139,171	Total North & Mid Nottinghamshire	13,819	134,656	55	148,530	(71)	(15,568)	132,891
	South Nottinghamshire							
73	Service Director	69	5	-	74	-	-	74
83,930	Broxtowe, Gedling, Rushcliffe	6,674	77,983	-	84,657	-	(7,645)	77,012
(4,639)	Countywide	1,836	177	-	2,013	-	(43)	1,970
79,364	Total South Nottinghamshire	8,579	78,165	-	86,744	-	(7,688)	79,056
211,812	TOTAL ADULT SOCIAL CARE & HEALTH COMMITTEE	48,911	238,264	1,088	288,263	(704)	(81,442)	206,117

Please note that the previous years budget has been restated to reflect current reporting requirements

Adult Social Care & Health Committee - Capital Programme 2015/16

Total Project Cost £000	Actual to 31.03.14 £000		Revised 2014/15 £000	Budget Year 2015/16 £000	Indicative Figures		
					2016/17 £000	2017/18 £000	2018/19 £000
		OLDER PERSONS					
12,650	-	Living at Home	1,300	3,528	4,707	1,000	1,000
3,000	-	Supported Living	200	2,800	-	-	-
12,350	-	Modernising Services for Older People	-	-	7,000	-	3,500
394	-	ASCH Capital Strategy	-	394	-	-	-
		LEARNING DISABILITY					
3,051	2,808	Day Services Modernisation	45	198	-	-	-
1,785	1,782	Bassetlaw Specialist Day Centre	3	-	-	-	-
19	-	Autism Capital Grant	19	-	-	-	-
		Gross Capital Programme	1,567	6,920	11,707	1,000	4,500
		Funded from:					
		Approved County Council Allocations	1,509	6,920	11,707	1,000	4,500
		External Grants & Contributions	13	-	-	-	-
		Revenue	45	-	-	-	-
		Reserves	-	-	-	-	-
		Total Funding	1,567	6,920	11,707	1,000	4,500

Transport & Highways Committee

Variation Summary 2014/15 to 2015/16

	£'000	£'000
1 Original Budget 2014/15		59,344
2 Budgets Transferred between Committees		(4)
3 Additional allocations/reductions 2014/15		110
4 Capital Financing Budget Transfers		974
5 2015/16 Service Changes:		
Budget Pressures		
Local Bus & Schools Inflation	300	
Concessionary Travel Inflation	229	
Road Lighting Energy Inflation	488	
Bus Station Running Costs	100	
Road Lighting CRC Tax	20	
	<hr/>	1,137
Pay Award and Pensions Increase		227
Budget Savings		
Local Bus Service Efficiencies	(1,000)	
Staffing Reductions in Transport Services	(150)	
Various Highways Efficiencies	(774)	
Staffing Reductions in Highways	(812)	
Reduce Road Safety Lighting Costs	(500)	
Reduction in Local Bus Service Costs	(300)	
Efficiencies in Transport Services	(125)	
		(3,661)
6 Annual Budget 2015/16		<u>58,127</u>

Transport & Highways Committee - Revenue Budget 2015/16

Original Budget 2014/15 £'000		Employees £'000	Running Expenses £'000	Capital Charges £'000	Gross Expenditure £'000	Grant Income £'000	Other Income £'000	Original Budget 2015/16 £'000
	Highways Maintenance							
1,674	Carriageway Patching	-	1,574	-	1,574	-	-	1,574
1,164	Footway Patching	-	1,164	-	1,164	-	-	1,164
265	Road Studs, Markings & Signs	-	265	-	265	-	-	265
7,151	Road Lighting	-	7,037	-	7,037	-	-	7,037
1,461	Traffic Signals	-	1,281	-	1,281	-	-	1,281
1,297	Drain Cleaning	-	1,297	-	1,297	-	-	1,297
431	Environmental Maintenance	-	431	-	431	-	-	431
1,536	Verges, Trees & Hedges	-	1,536	-	1,536	-	-	1,536
443	Repairs following accidents & vandalism	-	443	-	443	-	-	443
110	Bridges, Culverts & Boundaries	-	110	-	110	-	-	110
75	Technical Surveys	-	75	-	75	-	-	75
994	Other Highways Repairs	-	770	-	770	-	-	770
2,113	Gritting & Snow Clearance	-	2,113	-	2,113	-	-	2,113
18,714	Total Highways Maintenance	-	18,096	-	18,096	-	-	18,096
	Highways Salaries							
114	Directorate	117	-	-	117	-	-	117
1,157	Highways Management	1,888	331	-	2,219	-	(1,388)	831
1,158	Policies & Programmes	1,903	374	-	2,277	(323)	(1,205)	749
114	Planning & Design	2,921	62	-	2,983	-	(2,823)	160
1,894	Highways Safety	1,654	1,070	-	2,724	-	(1,003)	1,721
4,437	Total Highways Salaries	8,483	1,837	-	10,320	(323)	(6,419)	3,578
(260)	Highway Operations Trading	8,782	15,408	303	24,493	-	(24,753)	(260)

Transport & Highways Committee - Revenue Budget 2015/16

Original Budget 2014/15 £'000		Employees £'000	Running Expenses £'000	Capital Charges £'000	Gross Expenditure £'000	Grant Income £'000	Other Income £'000	Original Budget 2015/16 £'000
	Travel & Transport Services							
10,551	Concessionary Fares	-	10,900	-	10,900	-	(20)	10,880
5,740	Local Bus Services	-	4,355	-	4,355	-	(15)	4,340
1,028	NTS Salary Related Costs	917	9	-	926	-	-	926
379	Bus Stations	96	839	-	935	-	(549)	386
222	Passenger Information Facilities	43	749	-	792	-	(631)	161
250	I T Maintenance Contracts	-	200	-	200	-	-	200
276	Service Development	-	40	241	281	-	-	281
186	Fleet Operations	1,542	954	235	2,731	-	(2,496)	235
-	Fleet Management / Car Leasing	207	1,173	-	1,380	-	(1,380)	-
(120)	Recharges to Capital	-	-	-	-	-	(60)	(60)
-	Pool Cars	4	33	-	37	-	-	37
18,512	Total Travel & Transport Services	2,809	19,252	476	22,537	-	(5,151)	17,386
(96)	Fleet Maintenance / MOT Trading Account	809	1,086	-	1,895	-	(1,950)	(55)
	Traffic Management & Road Safety							
140	Traffic Control Centre	-	140	-	140	-	-	140
397	Traffic & Parking Schemes/Surveys	-	602	-	602	-	-	602
153	Road Safety Education	-	70	-	70	-	-	70
265	School Crossing Patrols	-	296	-	296	-	-	296
955	Total Traffic Management & Road Safety	-	1,108	-	1,108	-	-	1,108
	Strategic & Environmental Services							
122	Directorate	117	6	-	123	-	-	123
(110)	Business Change & Operations Support	-	-	-	-	-	-	-
12	Total Strategic & Environmental Services	117	6	-	123	-	-	123

Transport & Highways Committee - Revenue Budget 2015/16

Original Budget 2014/15 £'000		Employees £'000	Running Expenses £'000	Capital Charges £'000	Gross Expenditure £'000	Grant Income £'000	Other Income £'000	Original Budget 2015/16 £'000
	Professional, Technical & Advisory							
1,976	Internal Services (County Council)	-	1,976	-	1,976	-	-	1,976
2,177	Insurance Costs	-	2,216	-	2,216	-	-	2,216
(2,193)	Internal Recharges	-	-	-	-	-	(1,929)	(1,929)
1,960	Total Professional, Technical, Advisory	-	4,192	-	4,192	-	(1,929)	2,263
15,210	Capital charges	-	-	15,888	15,888	-	-	15,888
(100)	Additional Savings Target	-	-	-	-	-	-	-
59,344	TOTAL TRANSPORT & HIGHWAYS COMMITTEE	21,000	60,985	16,667	98,652	(323)	(40,202)	58,127

Please note that the previous years budget for Travel & Transport services has been restated to reflect the current structure

Transport & Highways Committee - Capital Programme 2015/16

Total Project Cost £000*	Actual to 31.03.14 £000*		Revised 2014/15 £000	Budget Year 2015/16 £000	Indicative Figures		
					2016/17 £000	2017/18 £000	2018/19 £000
		MAJOR SCHEMES					
20,000	10,000	A453 Improvement	5,000	5,000	-	-	-
3,154	-	Hucknall Rolls Royce Roundabout	30	3,124	-	-	-
3,385	-	Worksop Bus Station	2,100	1,285	-	-	-
10,278	-	Hucknall IRR	100	3,627	6,069	482	-
-	-	Other Major Schemes	52	-	-	-	-
5,400	-	Gedling Access Road	-	-	-	2,700	2,700
1,000	-	A57 Roundabout	-	500	500	-	-
		HIGHWAYS & ROADS					
-	-	Roads Maintenance & Renewals ‡	13,475	14,920	13,678	13,264	12,006
-	-	Street Lighting Renewal ‡	1,656	1,000	1,000	1,000	1,000
-	-	Salix Funded Street Lighting	1,070	1,364	900	900	900
-	-	Flood Alleviation & Drainage ‡	94	1,076	600	600	600
-	-	Road Safety ‡	350	350	350	350	350
-	-	Highways Trading - Vehicles & Plant	450	450	450	450	450
260	170	Green Network	50	40	-	-	-
		INTEGRATED TRANSPORT MEASURES (ITM)					
-	-	Local Transport Plan	7,916	4,461	4,461	4,142	4,416
		LAND RECLAMATION					
-	-	Land Reclamation	40	144	-	-	-

Transport & Highways Committee - Capital Programme 2015/16

Total Project Cost £000*	Actual to 31.03.14 £000*		Revised 2014/15 £000	Budget Year 2015/16 £000	Indicative Figures		
					2016/17 £000	2017/18 £000	2018/19 £000
		MISCELLANEOUS SCHEMES					
-	-	Vehicle Purchases	495	495	-	-	-
-	-	Vehicle Purchase - Gritters	223	150	150	150	150
-	-	Transport & Travel Services ‡	1,272	750	750	750	750
150	-	Enhanced Rail Services	-	50	50	50	-
		Gross Capital Programme	34,373	38,786	28,958	24,838	23,322
		Funded from:					
		Approved County Council Allocations	10,315	15,484	4,600	6,870	6,800
		External Grants & Contributions	21,311	22,652	23,708	17,318	15,922
		Revenue	-	-	-	-	-
		Reserves	2,747	650	650	650	600
		Total Funding	34,373	38,786	28,958	24,838	23,322

NOTES:

* Figures for Total Project Cost and Actual to 31.03.14 are for information only in respect of schemes running over several financial years. They are not applicable to annual programmes.

‡ These schemes have rolling budgets with annual allocations incorporated into the Capital Programme, at the 2015/16 level, until 2019/20.

Environment & Sustainability Committee Variation Summary 2014/15 to 2015/16

	£'000	£'000
1 Original Budget 2014/15		30,699
2 Budgets Transferred between Committees		90
3 Additional allocations/reductions 2014/15		115
4 Capital Financing Budget Transfers		208
5 2015/16 Service Changes:		
Budget Pressures		
Landfill Tax Increase	394	
Non Landfill Tax related inflation	<u>500</u>	
		894
Pay Award and Pensions Increase		19
Budget Savings		
Various Waste Initiatives	(905)	
Revised Project Plan Contract Negotiations	(1,000)	
Non Household Waste charges at HWRC's	<u>(150)</u>	
		(2,055)
6 Annual Budget 2015/16		<u><u>29,970</u></u>

Environment & Sustainability Committee - Revenue Budget 2015/16

Original Budget 2014/15 £'000		Employees £'000	Running Expenses £'000	Capital Charges £'000	Gross Expenditure £'000	Grant Income £'000	Other Income £'000	Original Budget 2015/16 £'000
	Waste PFI Contract							
2,545	Composting Services	-	2,506	-	2,506	-	-	2,506
-	Residual Waste	-	5,753	-	5,753	-	-	5,753
-	WCA & Haulage to Sheffield	-	5,396	-	5,396	-	-	5,396
3,763	WCA Delivery to Landfill	-	744	-	744	-	-	744
12,660	Landfill Tax Performance	-	4,132	-	4,132	-	-	4,132
3,727	MRF / HWRC Availability Payments	-	2,145	-	2,145	-	-	2,145
2,560	Other PFI Costs / PFI Credits	-	4,466	-	4,466	(1,563)	-	2,903
	Non PFI & Energy Costs							
(1,512)	Strategy & Performance	-	61	-	61	-	(1,408)	(1,347)
721	Re-Cycling Credits	-	650	-	650	-	-	650
1,644	Waste & Energy Salary Related Costs	630	16	1,232	1,878	-	-	1,878
3,293	Eastcroft Incinerator / Gate Fee	-	3,690	-	3,690	-	-	3,690
350	Maintenance of Old Landfill Sites	-	355	-	355	-	-	355
525	HWRC Rents & Rates	-	530	-	530	-	-	530
280	Carbon Reduction Commitment	-	280	-	280	-	-	280
(265)	Energy Section	-	40	-	40	-	(305)	(265)
30,291	Total Waste Management / Energy	630	30,764	1,232	32,626	(1,563)	(1,713)	29,350
	Planning							
343	Planning Policy	375	70	-	445	-	(63)	382
125	Development Management	481	102	-	583	-	(345)	238
468	Total Planning	856	172	-	1,028	-	(408)	620
(60)	Additional Savings Target	-	-	-	-	-	-	-
30,699	TOTAL ENVIRONMENT & SUSTAINABILITY COMMITTEE	1,486	30,936	1,232	33,654	(1,563)	(2,121)	29,970

Please note that the previous years budget for Waste PFI has been restated to reflect the current structure

Environment & Sustainability Committee - Capital Programme 2015/16

Total Project Cost £000*	Actual to 31.03.14 £000*		Revised 2014/15 £000	Budget Year 2015/16 £000	Indicative Figures		
					2016/17 £000	2017/18 £000	2018/19 £000
-	-	SUPPORTING LOCAL COMMUNITIES Supporting Local Communities Fund #	930	580	500	500	500
-	-	CARBON MANAGEMENT Carbon Management (LAEF) ‡	253	333	284	-	-
-	-	WASTE MANAGEMENT Waste Management	1,236	1,000	1,000	1,000	1,000
		Gross Capital Programme	2,419	1,913	1,784	1,500	1,500
		Funded from:					
		Approved County Council Allocations	1,156	1,080	1,000	1,000	1,000
		External Grants & Contributions	763	333	284	-	-
		Revenue	500	500	500	500	500
		Reserves	-	-	-	-	-
		Total Funding	2,419	1,913	1,784	1,500	1,500

NOTES:

* Figures for Total Project Cost and Actual to 31.03.14 are for information only in respect of schemes running over several financial years. They are not applicable to annual programmes.

A rolling budget of £0.5 million per annum for Supporting Local Communities is included in the Capital Programme until 2019/20.

‡ Under the Carbon Management scheme, expenditure is refunded to the scheme from savings resulting from energy efficiencies. Such recycled contributions are used for further schemes and the budget incorporates the anticipated resulting expenditure.

Community Safety Committee

Variation Summary 2014/15 to 2015/16

	£'000	£'000
1 Original Budget 2014/15		2,938
2 Budgets Transferred between Committees		50
3 Additional allocations/reductions 2014/15		116
4 Capital Financing Budget Transfers		4
5 2015/16 Service Changes:		
Pay Award and Pensions Increase		57
Budget Savings		
Community Safety Reductions	(66)	
Trading Standards	(195)	
		(261)
6 Annual Budget 2015/16		2,904

Community Safety Committee - Revenue Budget 2015/16

Original Budget 2014/15 £'000		Employees £'000	Running Expenses £'000	Capital Charges £'000	Gross Expenditure £'000	Grant Income £'000	Other Income £'000	Original Budget 2015/16 £'000
1,260	Trading Standards	1,732	244	5	1,981	-	(854)	1,127
	Emergency Management & Registration							
1	Registration of Births, Deaths & Marriages	1,090	370	1	1,461	-	(1,381)	80
227	Emergency Planning	256	44	-	300	-	(64)	236
671	Coroners	-	671	-	671	-	-	671
899	Total Emergency Management & Registration	1,346	1,085	1	2,432	-	(1,445)	987
689	Community Safety	250	280	-	530	-	-	530
181	Community Partnerships	235	25	-	260	-	-	260
(91)	Public Health Realignment	-	-	-	-	-	-	-
2,938	TOTAL COMMUNITY SAFETY COMMITTEE	3,563	1,634	6	5,203	-	(2,299)	2,904

Please note the previous years budget has been restated within Community Safety & Partnerships to reflect the current structure

Community Safety Committee - Capital Programme 2015/16

Total Project Cost £000	Actual to 31.03.14 £000		Revised 2014/15 £000	Budget Year 2015/16 £000	Indicative Figures		
					2016/17 £000	2017/18 £000	2018/19 £000
300	296	REGISTRATION SERVICES Newark Register Office	4	-	-	-	-
		Gross Capital Programme	4	-	-	-	-
		Funded from:					
		Approved County Council Allocations	4	-	-	-	-
		External Grants & Contributions	-	-	-	-	-
		Revenue	-	-	-	-	-
		Reserves	-	-	-	-	-
		Total Funding	4	-	-	-	-

Culture Committee Variation Summary 2014/15 to 2015/16

	£'000	£'000
1 Original Budget 2014/15		13,388
2 Budgets Transferred between Committees		(407)
3 Additional allocations/reductions 2014/15		70
4 Capital Financing Budget Transfers		(18)
5 2015/16 Service Changes:		
Pay Award and Pensions Increase		167
Budget Savings		
Libraries, Archives, Information and Learning	(125)	
Cultural and Enrichment Services	(130)	
Country Parks	(160)	
		(415)
6 Annual Budget 2015/16		<u>12,785</u>

Culture Committee - Revenue Budget 2015/16

Original Budget 2014/15 £'000		Employees £'000	Running Expenses £'000	Capital Charges £'000	Gross Expenditure £'000	Grant Income £'000	Other Income £'000	Original Budget 2015/16 £'000
8,942	Libraries Archives & Information	7,524	6,775	-	14,299	(3,266)	(2,034)	8,999
1,429	Country Parks	2,254	2,105	-	4,359	(72)	(2,791)	1,496
463	Conservation	427	86	39	552	-	-	552
1,320	Cultural & Enrichment Services	501	681	-	1,182	(270)	(380)	532
1,254	Capital Charges	-	-	1,206	1,206	-	-	1,206
(20)	Additional Savings Target	-	-	-	-	-	-	-
13,388	TOTAL CULTURE COMMITTEE	10,706	9,647	1,245	21,598	(3,608)	(5,205)	12,785

Culture Committee - Capital Programme 2015/16

Total Project Cost £000	Actual to 31.03.14 £000		Revised 2014/15 £000	Budget Year 2015/16 £000	Indicative Figures		
					2016/17 £000	2017/18 £000	2018/19 £000
		LIBRARIES					
2,568	287	Nottinghamshire Archives Extension	2,200	81	-	-	-
5,235	5,122	West Bridgford Library	40	73	-	-	-
250	216	Stapleford Library	-	34	-	-	-
841	706	Mansfield Library	25	110	-	-	-
135	-	Annesley Woodhouse Library	-	135	-	-	-
-	-	Libraries Refurbishment Phase 2	839	430	810	700	-
		COUNTRY PARKS					
4,300	-	Sherwood Forest Visitors Centre	10	188	4,102	-	-
86	24	Bestwood Country Park Toilet	62	-	-	-	-
		SPORTS					
-	-	National Water Sports Centre	663	-	-	-	-
		OTHER SCHEMES					
500	250	Economic & Tourism Initiatives	250	-	-	-	-
		Gross Capital Programme	4,089	1,051	4,912	700	-

Culture Committee - Capital Programme 2015/16

Total Project Cost £000	Actual to 31.03.14 £000		Revised 2014/15 £000	Budget Year 2015/16 £000	Indicative Figures		
					2016/17 £000	2017/18 £000	2018/19 £000
		Funded from:					
		Approved County Council Allocations	2,830	837	3,274	700	-
		External Grants & Contributions	485	45	-	-	-
		Revenue	-	-	-	-	-
		Reserves	774	169	1,638	-	-
		Total Funding	4,089	1,051	4,912	700	-

NOTES:

Figures for Total Project Cost and Actual to 31.03.14 are for information only in respect of schemes running over several financial years. They are not applicable to annual programmes.

Economic Development Committee Variation Summary 2014/15 to 2015/16

	£'000	£'000
1 Original Budget 2014/15		1,009
2 Budgets Transferred between Committees		22
3 Additional allocations/reductions 2014/15		12
4 Capital Financing Budget Transfers		-
5 2015/16 Service Changes:		
Pay Award and Pensions Increase		7
6 Annual Budget 2015/16		<u>1,050</u>

Economic Development Committee - Revenue Budget 2015/16

Original Budget 2014/15 £'000		Employees £'000	Running Expenses £'000	Capital Charges £'000	Gross Expenditure £'000	Grant Income £'000	Other Income £'000	Original Budget 2015/16 £'000
1,019	Economic Development	419	2,683	35	3,137	-	(2,087)	1,050
(10)	Additional Savings Target	-	-	-	-	-	-	-
1,009	TOTAL ECONOMIC DEVELOPMENT COMMITTEE	419	2,683	35	3,137	-	(2,087)	1,050

Economic Development Committee - Capital Programme 2015/16

Total Project Cost £000*	Actual to 31.03.14 £000*		Revised 2014/15 £000	Budget Year 2015/16 £000	Indicative Figures		
					2016/17 £000	2017/18 £000	2018/19 £000
-	-	ECONOMIC DEVELOPMENT CAPITAL FUND	543	1,457	1,000	1,000	1,000
-	-	- Economic Development Capital Fund #	5,452	5,595	2,868	1,902	-
		Gross Capital Programme	5,995	7,052	3,868	2,902	1,000
		Funded from:					
		Approved County Council Allocations	543	3,607	1,000	1,000	1,000
		External Grants & Contributions	5,452	3,445	2,868	1,902	-
		Revenue	-	-	-	-	-
		Reserves	-	-	-	-	-
		Total Funding	5,995	7,052	3,868	2,902	1,000

NOTES:

A rolling budget of £1.0 million per annum for Economic Development Capital Fund is included in the Capital Programme until 2019/20.

Policy Committee Variation Summary 2014/15 to 2015/16

	£'000	£'000
1 Original Budget 2014/15		26,558
2 Budgets Transferred between Committees		390
3 Additional allocations/reductions 2014/15		(904)
4 Capital Financing Budget Transfers		155
5 2015/16 Service Changes:		
Pay Award and Pensions Increase		282
Budget Savings		
Business Support Centre Restructure	(500)	
Customer Services Centre Channel Shift	(200)	
Customer Services Centre Service Sharing	(50)	
Legal Services Staffing Restructure	(408)	
Legal Services Digital Improvements	(500)	
Communications Document Services Review	(98)	
Communications Income Generation	(24)	
Communications Restructure	(174)	
Healthwatch Contribution	(50)	
Civic Support	(17)	
Blue Badges	(40)	
Centralisation of Corporate Performance	(25)	
	<u> </u>	(2,086)
6 Annual Budget 2015/16		<u><u>24,395</u></u>

Policy Committee - Revenue Budget 2015/16

Original Budget 2014/15 £'000		Employees £'000	Running Expenses £'000	Capital Charges £'000	Gross Expenditure £'000	Grant Income £'000	Other Income £'000	Original Budget 2015/16 £'000
805	Democratic Services	688	209	2	899	(81)	(2)	816
1,888	Members Allowances	41	1,890	-	1,931	-	(5)	1,926
590	Directorate / Business Support	583	27	-	610	-	-	610
1,345	Policy, Performance, Research & Equalities	1,459	469	-	1,928	-	-	1,928
2,637	Corporate Communications	1,236	281	21	1,538	-	(84)	1,454
-	Document Services	879	1,802	6	2,687	(27)	(1,650)	1,010
3,648	Business Support Centre	5,389	789	981	7,159	-	(3,806)	3,353
	Transformation Team							
3,923	Transformation Team	2,409	151	1,252	3,812	-	-	3,812
1,011	Ways of Working	83	372	-	455	-	-	455
4,934	Total Transformation Team	2,492	523	1,252	4,267	-	-	4,267
3,425	Customer Services Centre	2,878	409	165	3,452	-	(259)	3,193
2,425	Grants to Organisations	66	2,092	-	2,158	(337)	-	1,821
4,891	Legal Services	2,084	2,051	-	4,135	-	(118)	4,017
(30)	Additional Savings Target	-	-	-	-	-	-	-
26,558	TOTAL POLICY COMMITTEE	17,795	10,542	2,427	30,764	(445)	(5,924)	24,395

Policy Committee - Capital Programme 2015/16

Total Project Cost £000	Actual to 31.03.14 £000		Revised 2014/15 £000	Budget Year 2015/16 £000	Indicative Figures		
					2016/17 £000	2017/18 £000	2018/19 £000
		POLICY PLANNING & CORPORATE SERVICES					
-	-	Customer Services Centre	80	78	110	-	-
-	-	Strategic Communications Initiatives	38	-	-	-	-
		TRANSFORMATION TEAM					
-	-	EDRMS	98	-	-	-	-
-	-	Ways of Working	3,180	1,143	-	-	-
		Gross Capital Programme	3,396	1,221	110	-	-
		Funded from:					
		Approved County Council Allocations	1,896	1,221	110	-	-
		External Grants & Contributions	-	-	-	-	-
		Revenue	-	-	-	-	-
		Reserves	1,500	-	-	-	-
		Total Funding	3,396	1,221	110	-	-

Finance & Property Committee Variation Summary 2014/15 to 2015/16

	£'000	£'000
1 Original Budget 2014/15		27,413
2 Budgets Transferred between Committees		5,167
3 Additional allocations/reductions 2014/15		549
4 Capital Financing Budget Transfers		(145)
5 2015/16 Service Changes:		
Budget Pressures		
PFI Bassetlaw Inflation		148
Pay Award and Pensions Increase		300
Budget Savings		
Staff Savings	(360)	
Retendering of Banking Contract	(62)	
ICT Licences	(80)	
ICT Telephone Networks	(70)	
ICT Equipment Replacement Programme	(100)	
National Watersports Centre	(130)	
Reduction in County Offices Maintenance	(200)	
Property Restructuring	(150)	
		(1,152)
6 Annual Budget 2015/16		32,280

Finance & Property Committee - Revenue Budget 2015/16

Original Budget 2014/15 £'000		Employees £'000	Running Expenses £'000	Capital Charges £'000	Gross Expenditure £'000	Grant Income £'000	Other Income £'000	Original Budget 2015/16 £'000
3,593	Finance and Procurement	4,608	555	50	5,213	(19)	(1,834)	3,360
1,654	E&R Business Support	472	100	23	595	-	-	595
335	Councillors Divisional Fund	-	335	-	335	-	-	335
11,231	ICT Services	8,295	8,702	2,121	19,118	-	(6,922)	12,196
5,747	Property Services	4,637	28,195	571	33,403	-	(22,536)	10,867
5,037	Building Maintenance Works	-	5,037	3	5,040	-	-	5,040
	Contribution from Trading Services:							
(60)	County Supplies	941	496	11	1,448	-	(1,516)	(68)
(64)	Property Operations	1,405	4,850	-	6,255	-	(6,300)	(45)
(60)	Additional Savings Target	-	-	-	-	-	-	-
27,413	TOTAL FINANCE & PROPERTY COMMITTEE	20,358	48,270	2,779	71,407	(19)	(39,108)	32,280

Finance & Property Committee - Capital Programme 2015/16

Total Project Cost £000*	Actual to 31.03.14 £000*		Revised 2014/15 £000	Budget Year 2015/16 £000	Indicative Figures		
					2016/17 £000	2017/18 £000	2018/19 £000
		BUILDING WORKS					
-	-	Building Works †	1,484	2,400	2,400	2,400	2,400
		ICT SCHEMES					
-	-	ICT Infrastructure ^	1,550	1,000	1,000	1,000	1,000
-	-	Microsoft Enterprise Agreement	793	1,000	1,527	-	-
-	-	ICT Disaster Recovery	125	-	-	-	-
-	-	Lotus Domino Migration	7	-	-	-	-
-	-	ICT Strategy	2,331	2,145	1,800	-	-
		OTHER SCHEMES					
-	-	Risk Management - Security	234	-	-	-	-
2,050	827	Sun Volt Programme	723	250	250	-	-
-	-	Business Management System	734	237	-	-	-
1,750	-	Lindhurst Project	1,000	500	250	-	-
880	-	Water Monitoring System	1	879	-	-	-
1,000	-	Stapleford Boundary Wall	33	967	-	-	-
315	-	Sherwood Energy Village	315	-	-	-	-
179	-	Denewood Centre	179	-	-	-	-
150	-	County Office Security	-	150	-	-	-
1,300	-	CLASP Demolition	-	-	1,300	-	-
180	-	TBH Replacement of Soil Stacks	-	180	-	-	-
2,200	-	Sir John Robinson House	1,200	1,000	-	-	-
160	-	The Hall - Dilapidations	-	160	-	-	-
215	-	Printing Equipment	215	-	-	-	-
800	-	Customer Service Centre / MASH	-	800	-	-	-
3,000	-	Energy Saving Scheme	-	1,000	1,000	1,000	-
2,000	767	Renewable Heat Boiler Programme	1,100	133	-	-	-
		Gross Capital Programme	12,024	12,801	9,527	4,400	3,400

Finance & Property Committee - Capital Programme 2015/16

Total Project Cost £000*	Actual to 31.03.14 £000*		Revised 2014/15 £000	Budget Year 2015/16 £000	Indicative Figures		
					2016/17 £000	2017/18 £000	2018/19 £000
		Funded from:					
		Approved County Council Allocations	9,132	9,498	9,527	4,400	3,400
		External Grants & Contributions	50	1,934	-	-	-
		Revenue	2,330	-	-	-	-
		Reserves	512	1,369	-	-	-
		Total Funding	12,024	12,801	9,527	4,400	3,400

NOTES:

* Figures for Total Project Cost and Actual to 31.03.14 are for information only in respect of schemes running over several financial years. They are not applicable to annual programmes.

† Building Works has an ongoing budget of £2.4 million per year to 2019/20

^ The allocation for ICT Infrastructure is £1 million per year to 2019/20.

Personnel Committee Variation Summary 2014/15 to 2015/16

	£'000	£'000
1 Original Budget 2014/15		1,441
2 Budgets Transferred between Committees		(604)
3 Additional allocations/reductions 2014/15		1,625
4 Capital Financing Budget Transfers		-
5 2015/16 Service Changes:		
Pay Award and Pensions Increase		56
6 Annual Budget 2015/16		<u>2,518</u>

Personnel Committee - Revenue Budget 2015/16

Original Budget 2014/15 £'000		Employees £'000	Running Expenses £'000	Capital Charges £'000	Gross Expenditure £'000	Grant Income £'000	Other Income £'000	Original Budget 2015/16 £'000
1,531	Corporate Human Resources	4,793	4,070	-	8,863	(500)	(5,485)	2,878
(80)	Catering and Facilities Management Trading Units	22,696	12,817	99	35,612	-	(35,972)	(360)
(10)	Additional Savings Target	-	-	-	-	-	-	-
1,441	TOTAL PERSONNEL COMMITTEE	27,489	16,887	99	44,475	(500)	(41,457)	2,518

Personnel Committee - Capital Programme 2015/16

Total Project Cost £000*	Actual to 31.03.13 £000*		Revised 2013/14 £000	Budget Year 2014/15 £000	Indicative Figures		
					2015/16 £000	2016/17 £000	2017/18 £000
		ENVIRONMENT & RESOURCES TRADING UNITS					
1,715	9	Universal infant free school meals capital	1,706	-	-	-	-
-	-	Landscape Services	102	-	-	-	-
120	-	SCAPE Kitchen Project	95	25	-	-	-
		Gross Capital Programme	1,903	25	-	-	-
		Funded from:					
		Approved County Council Allocations	-	-	-	-	-
		External Grants & Contributions	1,801	25	-	-	-
		Revenue	-	-	-	-	-
		Reserves	102	70	70	70	70
		Total Funding	1,903	95	70	70	70

NOTES:

* Figures for Total Project Cost and Actual to 31.03.14 are for information only in respect of schemes running over several financial years. They are not applicable to annual programmes.

Public Health Committee

Variation Summary 2014/15 to 2015/16

	£'000	£'000
1 Original Budget 2014/15		-
2 Budgets Transferred between Committees		-
3 Additional allocations/reductions 2014/15		-
4 Capital Financing Budget Transfers		-
5 2015/16 Service Changes:		
Pay Award and Pensions Increase		-
6 Annual Budget 2015/16		-

Public Health - Revenue Budget 2015/16

Original Budget 2014/15 £'000		Employees £'000	Running Expenses £'000	Capital Charges £'000	Gross Expenditure £'000	Grant Income £'000	Other Income £'000	Original Budget 2015/16 £'000
3,689	Children 5-19 Public Health Programmes	-	3,624	-	3,624	-	-	3,624
7,406	Public Health Directorate Pay & Associated Costs	3,224	5,478	-	8,702	-	(98)	8,604
66	National Childhood Measurement Programme	-	66	-	66	-	-	66
1,431	Obesity and Physical Activity	-	1,431	-	1,431	-	-	1,431
11,680	Substance Misuse *	-	10,868	-	10,868	-	(395)	10,473
1,107	Domestic Violence and Social Exclusion	-	1,125	-	1,125	-	-	1,125
6,837	Sexual Health	6	6,834	-	6,840	-	-	6,840
859	NHS Health Check Programme	-	859	-	859	-	-	859
2,593	Smoking & Tobacco	-	2,592	-	2,592	-	-	2,592
451	Miscellaneous Public Health Services	12	493	-	505	-	-	505
(36,119)	Public Health Grant	-	-	-	-	(36,119)	-	(36,119)
-	TOTAL PUBLIC HEALTH	3,242	33,370	-	36,612	(36,119)	(493)	-

Please note that the previous years budget has been restated to reflect the current structure

* NCC are the lead commissioner for Substance Misuse

**REPORT OF THE SERVICE DIRECTOR – FINANCE & PROCUREMENT
(S151 Officer)**

BUDGET 2015/16

Robustness of Budget Estimates and the Adequacy of the County Council's Reserves

1. The County Council has always taken a prudent approach regarding its reserves, which are specifically set aside to meet future, or potential future, expenditure. The Council's current position is therefore relatively robust.
2. There are four main types of reserve held by the County Council:
 - The General Fund Balance is a non-earmarked reserve, consisting of the accumulated surpluses. A balance on the General Fund is maintained to cushion the impact of uneven cash flows and as a contingency to reduce the impact of unexpected events or emergencies
 - Earmarked Reserves are held to meet specific planned expenditure, for example, that relating to PFI schemes.
 - Schools Statutory Reserve represents monies held on behalf of Schools under the Financial Management of Schools scheme.
 - Capital Grants have been received in advance but have not yet been applied.

Forecast Level of Reserves

3. Given the continuing financial challenges facing local authorities, central government have encouraged councils to be innovative regarding the deployment of existing reserves to meet one-off costs now, and where possible to realise future benefits, for example reductions in borrowing costs, and to contain the impact of funding reductions.
4. As in previous years the County Council has undertaken a review of all of its reserves; forecasts based on latest estimates for the current and following year are shown in Table D1 below.

Table D1 – County Council Reserves Forecast to 31st March 2016

Reserve	Actual Balance as at 31/03/2014 £'m	Projected Balance as at 31/03/2015 £'m	Forecast Balance as at 31/03/16 £'m
General Fund Balances	29.1	23.9	17.9
Earmarked Reserves:			
Insurance Reserve	10.8	10.8	10.8
Trading Organisations	2.7	2.1	1.8
Earmarked for Services	48.2	34.1	18.5
Earmarked Reserve	3.4	-	-
Capital Projects Reserve	21.3	3.8	-
NDR Pool Reserve	0.2	0.2	0.2
East Leake PFI	3.1	3.1	3.4
Bassetlaw PFI	0.6	0.6	1.1
Waste PFI	28.7	28.7	28.0
Pay Review Reserve	0.8	0.8	0.8
Improvement Programme (WoW)	3.0	2.4	-
Corporate Redundancy	10.1	9.1	5.0
Strategic Development Fund	8.9	6.3	-
Subtotal Earmarked Reserves	141.8	102.0	69.6
Schools Statutory Reserve	36.3	36.3	36.3
Capital Grants Unapplied	2.0	-	-
Total Usable Reserves	209.2	162.2	123.8

5. Certain assumptions have been made in predicting closing balances and the timing of when movements on balances will occur. These are outlined below, with specific changes included in the Recommendations section within this report.
- Comparisons with other Shire Counties are conducted on a regular basis to help determine a prudent, yet realistic, General Fund Balance as a proportion of net revenue expenditure. The latest analysis shows a disparate position, with predictions ranging from 2.1% to 17.4%, likely to be the effect of authorities being at differing stages of their transformation, combined with the underlying impact of reducing funding and the associated increase in risk. The budget proposal in this report will take Council balances to 3.7% by the end of 2015/16.
 - The latest budget monitoring report, predicts an underspend in the region of £3.3m although there may still be fluctuations in the forecast before year end. In previous years underspends have been transferred to the Capital Projects Reserve, the Corporate Redundancy Reserve as well as General Fund Balances. This has allowed capital schemes to be undertaken with limited impact on the Council's borrowing position, and therefore prevented increased future debt repayments, in addition to funding upfront the costs of staff redundancies. It is likely that a similar strategy will be recommended to Members once final outturn is known, and consideration will also be needed for additional resources to support ongoing change and transformation.

- A full review of services reserves has been commissioned to benchmark the Council's balances with neighbouring authorities in order to determine an appropriate level. The outcome of this review will be reported to Finance & Property Committee. Where funds have been identified as no longer required, transfers to General Fund Balances are being actioned. The Earmarked for Services reserves also include revenue grants that are received in advance, these will be spent in accordance with the grant conditions.
- PFI Reserves are built up using funding surpluses which are held for use in later years of the contract, when the planned withdrawal of government funding will leave a funding shortfall.
- The establishment of a Strategic Development Fund was approved in February 2014. This is being used to support the transformation that the Council is currently undertaking. Wherever possible, additional resources will be identified to enable the Council to fully implement the changes required.
- The Schools Statutory Reserve comprises money that schools have set aside from their Dedicated Schools Grant and these funds are not available for general authority use. As such it is not possible to accurately predict future balances although they are likely to reduce as schools transfer to Academy status.

Adequacy of Proposed Reserves

6. CIPFA do not advocate the introduction of a statutory minimum level of reserves as 'there is a broad range within which authorities might reasonably operate depending on their particular circumstances'. Imposing a statutory minimum would also be against the promotion of local autonomy and would conflict with the increased financial freedoms that are being introduced in local authorities. Indeed, guidance suggests that 'local authorities, on the advice of their finance directors, should make their own judgement on such matters taking into account all the relevant local circumstances'.
7. Further, in previous responses to media coverage of Council reserve balances, CIPFA have supported the flexible management of reserves 'If local councils are trying to manage their reserves to protect the public from future financial problems this is good financial management and should be applauded. In fact it is encouraging that the majority of councils are exercising prudence in their reserves management, providing crucial capacity to invest in service transformation and protect against future unexpected shortfalls.'
8. Ultimately it is the responsibility of the County Council's Section 151 Officer to recommend a strategy for the management of reserves based on their professional opinion.

Risk Management Measures

9. The Council has developed a strategic approach to risk management that seeks to identify potential risks at an early stage so that remedial action can be taken. This supports the general arrangements the authority has in place for managing risk, and is underpinned by:

- The External Auditors annual review of the Councils financial arrangements and assessment of the Council's financial health, which are then formally reported in their Annual Audit Letter.
- The Council's positive track record in sound and effective financial management.

Professional Opinion of the County Council's Section 151 Officer

10. The 2003 Local Government Act stipulates that the County Council's Section 151 Officer should report to Members on the robustness of budget estimates and the adequacy of proposed reserves. A summary of the total usable reserves available to the County Council is shown in Table D1 above. The table includes estimates of future reserve levels based on latest estimates of plans and commitments.
11. The strategy proposed in this report is to utilise up to £38.4m of General Fund and earmarked reserves. Of this total, £15.6m relates to reserves that have been earmarked for services, this is in line with the original plans at the time the reserves were created. The £6.0m use of General Fund Balances is being used to deliver a balanced budget for 2015/16.
12. My conclusion is that the budget as set out in this report is legal, robust and sustainable. However, given the on-going financial uncertainties and challenges, the need for robust financial management, strict budgetary control and the on-going monitoring of savings delivery plans, will be of paramount importance.

Recommendations

13. The level of proposed General Fund balances in 2015/16 be regarded as acceptable cover for any reasonable level of unforeseen events.
14. The report be noted.

NIGEL STEVENSON CPFA
SERVICE DIRECTOR - FINANCE & PROCUREMENT

Annual Minimum Revenue Provision (MRP) Statement

Local authorities are required each year to set aside a minimum amount as a provision in respect of capital expenditure previously financed by borrowing. Statutory Regulations governing this stipulate that authorities should prepare an annual statement on their policy on making MRP for submission to full Council. It is proposed that the following policy, approved by County Council (27 February 2014) for 2014/15, is continued for 2015/16:

- That MRP for capital expenditure financed by borrowing prior to 1 April 2007 continues to be based on the previous regulatory method;
- That MRP for capital expenditure financed by borrowing after 1 April 2007 be made on the basis of equal annual instalments over the estimated life of assets;
- That, for “on Balance Sheet” PFI contracts, the MRP requirement is regarded as met by a charge equal to the element of the unitary charge applied to write down the liability.
- That, for finance leases, the MRP requirement is regarded as met by a charge equal to the element of the rent that goes to write down the Balance Sheet liability.
- That, where a lease (or part of a lease) or PFI contract is brought onto the Balance Sheet, having previously been accounted for off-Balance Sheet, it is brought on at its written down value so that the MRP requirement is regarded as met by the inclusion in the charge, for the year in which the restatement occurs, of an amount equal to the write-down for that year only (i.e. there is no requirement to include in the charge any retrospective writing down of the Balance Sheet liability that arises from the restatement).

The policy on making MRP is to be reviewed, although any change will not be retrospective.

Report of the Service Director – Finance & Procurement

Prudential Indicators for Capital Finance

Purpose

1. To outline the prudential indicators and to suggest how expenditure will be financed by borrowing in an affordable, prudent and sustainable way.

Information and Advice

2. The Local Government Act 2003 enables local authorities to determine their programmes for capital investment and associated borrowing requirements, provided they have regard to the Prudential Code for Capital Finance in Local Authorities developed by CIPFA and also take advice from the Section 151 Officer.
3. The Executive Summary of the Code states that “The framework established by the Prudential Code should support local strategic planning, local asset management planning and proper option appraisal. The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice. In exceptional cases, the Prudential Code should provide a framework which will demonstrate that there is a danger of not ensuring this, so that the local authority concerned can take timely remedial action.”
4. The Code sets out a number of prudential indicators designed to support and record local decision making and it is the duty of the Service Director – Finance and Procurement (the Council’s Section 151 Officer) to ensure that this information is available to Members when they take decisions on the County Council’s capital expenditure plans and annual budget. Key issues to be considered are:
 - Affordability (e.g. implications for Council Tax)
 - Prudence and sustainability (e.g. implications for external borrowing and whole life costing)
 - Value for money (e.g. option appraisal)
 - Stewardship of assets (e.g. asset management planning)
 - Service objectives (e.g. alignment with the Council’s Strategic Plan)
 - Practicality (e.g. whether the capital plans are achievable).

Prudential Indicators

Affordability

5. The Code requires the Council to be aware of the impact of financing capital expenditure on its overall revenue expenditure position and on its Council Tax requirements.
6. The costs of financing capital expenditure are:
 - Interest payable to external lenders less interest earned on investments; and
 - Amounts set aside for repayments of amounts borrowed (including repayments of amounts relating to PFI schemes and other finance lease liabilities).

The relevant figures from the 2013/14 Accounts are as follows.

Table F1 – 2013/14 Capital Financing Costs and Net Revenue Stream

Capital Financing Costs	£'m
Interest Payable (incl. PFI/Finance Leases)	32.096
Interest and Investment Income	(0.679)
Repayment of Previous Years' Borrowing	2.680
Repayment of PFI/Finance Lease Liabilities	4.684
Other Amounts Set Aside for Repaying Debt	19.816
Total Capital Financing Costs	58.597

Net Revenue Stream	572.720
---------------------------	----------------

7. The Capital Financing Costs as a proportion of Net Revenue Stream for 2013/14 and future years are shown in the table below:

Table F2 – Capital Financing Costs as a Proportion of Net Revenue Stream

Capital Financing Costs as a proportion of Net Revenue Stream		
Actual	2013/14	10.2%
Estimates	2014/15	10.3%
	2015/16	11.4%
	2016/17	13.2%
	2017/18	13.6%
	2018/19	13.1%

8. Much of the variation over time in the above estimated proportions is related to the variation in the levels of capital receipts available to set against the principal of amounts previously borrowed. A further factor is the reducing forecast of Net Revenue Stream. The proportion of capital financing costs to net revenue stream will be kept under review.
9. The Prudential Code requires local authorities to make reasonable estimates of the total of capital expenditure that it plans to incur in the forthcoming financial year and at least the following two financial years. These indicators, together with anticipated sources of finance, are as follows.

Table F3 – Estimates of Capital Expenditure

	2015/16 £'m	2016/17 £'m	2017/18 £'m	2018/19 £'m
Capital Expenditure	112.039	94.787	45.451	39.792
Funded From:				
Borrowing	55.452	41.044	16.770	20.700
Grants and Contributions	51.829	50.885	27.461	17.922
Revenue / Reserves	4.758	2.858	1.220	1.170
Total	112.039	94.787	45.451	39.792

10. The proposed level of borrowing under the Prudential Code for 2015/16 is £55.5m, which is more than previously envisaged because of re-phasing and slippage of expenditure from prior years. This re-phasing does not result in a higher overall level of debt.
11. The Prudential Code requires the impact of financing new borrowing on Council Tax levels to be assessed. The estimated levels of cumulative financing costs of total new borrowing (for both the continuing Capital Programme and the proposed changes to the Capital Programme) in the next four years are shown in the following table.

Table F4 – Estimates of the Incremental Impact on Council Tax of Borrowing for the 2015/16 to 2018/19 Capital Programme

	2015/16 £'m	2016/17 £'m	2017/18 £'m	2018/19 £'m
Cumulative Borrowing	55.5	96.5	113.3	134.0
Estimated Financing Costs	0.83	3.32	4.64	5.50
Cumulative Band D Council Tax impact (£/p)	£3.55	£14.30	£20.03	£23.72

12. The Band D Council Tax for 2014/15 was £1,216.92. The forecast theoretical impact of capital financing on Council Tax is an increase of £3.55 or 0.3% in 2015/16.
13. Under the Prudential Code, the County Council is also required to forecast the total budgetary requirements arising specifically from the

changes proposed to the Capital Programme in the Budget Report (paragraphs 39 to 73) and to calculate the resulting impact of these capital investment decisions on Council Tax levels.

14. The figures shown below include the impact of proposed capital investments to be made over the period 2015/16 to 2018/19, but exclude the impact of any unquantified ongoing revenue savings that may arise from capital investments and exclude the impact of any scheme re-phasing or changes to the Capital Programme which were approved prior to the date of this report.

Table F5 – Estimates of the Incremental Impact on Council Tax of the new Capital Proposals

	2014/15 £'m	2015/16 £'m	2016/17 £'m	2017/18 £'m	2018/19 £'m
Cumulative Net Impact of Proposals on Borrowing	0.00	0.00	0.00	0.00	0.00
Estimated Financing Costs of Proposals	0.00	0.00	0.00	0.00	0.00
*Cumulative Band D Council Tax impact (£/p)	£0.00	£0.00	£0.00	£0.00	£0.00

15. Any additions to the capital programme as a result of this report will be funded from external grant, reserves or revenue resources. As a result there will be no incremental impact on Council Tax.

Prudence and Sustainability

16. One of the features of the Prudential Code arrangements is the need to calculate the Capital Financing Requirement. This figure covers capital expenditure which has not yet been permanently financed through the revenue account. It is derived by consolidating a number of Balance Sheet items as follows.

Table F6 – Capital Financing Requirement 2013/14

	£'m
Fixed Assets	1,205
Short-term Assets Held For Sale	5
Capital Adjustment Account	(378)
Revaluation Reserve	(115)
Capital Financing Requirement as at 31/3/14	717

17. The Code states that “In order to ensure that over the medium term net debt will only be for a capital purpose, the local authority should ensure that net debt does not, except in the short term, exceed the total of the capital financing requirement in the preceding year plus the estimates of

any additional capital financing requirement for the current and next two financial years.” This is a key indicator of prudence.

18. The Capital Financing Requirement needs to be rolled forward to the estimated position at the end of 2014/15:

Table F7 – Estimated Capital Financing Requirement 2014/15

	£'m
Capital Financing Requirement 2013/14	717
Borrowing in 2014/15	32
Additional PFI/Finance Lease Liabilities in 2014/15	4
Repayment of PFI/Finance Lease Liabilities in 2014/15	(4)
Capital Receipts set against previous borrowing in 2014/15	(4)
Other amounts set aside for Repayment of Debt in 2014/15	(20)
Estimated Capital Financing Requirement 2014/15	725

19. The additional Capital Financing Requirements for the next 3 years are:

Table F8 – Estimated Capital Financing Requirements 2015/16 - 2017/18

	2015/16 £'m	2016/17 £'m	2017/18 £'m
New Borrowing	55	41	17
Additional PFI/Finance Lease Liabilities	5	2	-
Repayment of PFI/Finance Lease Liabilities	(4)	(5)	(4)
Capital Receipts set against previous borrowing	(7)	(13)	(14)
Other amounts set aside for Repayment of Debt	(20)	(20)	(21)
Capital Financing Requirement Net Additions	29	5	(22)

Estimated Capital Financing Requirement	754	759	737
--	------------	------------	------------

20. As such there is a requirement to ensure that net debt (the sum of borrowing and other long-term liabilities, net of investments) in 2015/16 does not, except in the short term, exceed £759m (i.e. the estimated CFR for 2016/17).
21. The Local Government Act 2003 requires the County Council to set two borrowing limits for next year and the following two years with respect to external borrowing:-
22. Operational Boundary – operational boundaries have to be set for both borrowing and long term liabilities. This measure encompasses all borrowing and is used in-year as a tool for monitoring the Council's prudent borrowing requirements. The operational boundary is calculated by taking account of existing borrowing and long term liabilities, planned new borrowing, net change in long term liabilities and any amounts set aside for repayment of debt.

23. Authorised Limit – this higher measure, is the upper limit on the level of gross indebtedness which must not be breached without County Council approval. If it appears that the Authorised Limit might be breached, the Service Director – Finance and Procurement has a duty to report this to the County Council for appropriate action to be taken.
24. The Operational Boundary for external debt for the next three years is built up from the existing level of external borrowing, which was £358m, and the level of relevant liabilities (including finance lease liabilities), which was £127m, on the Balance Sheet at 31 March 2014.
25. These figures can be rolled forward to provide the proposed Operational Boundaries for 2015/16 and subsequent years.

Table F9 – Operational Boundaries 2015/16 – 2017/18

	Borrowing £'m	Other Long-Term Liabilities £'m	TOTAL £'m
External borrowing at 31 March 2014	358		358
Other Long-Term Liabilities at 31 March 2014		127	127
Net new borrowing in 2014/15	40		40
Net change in PFI/finance lease liabilities			
Estimated external borrowing at 31 March 2015	398	127	525
Capital expenditure financed by borrowing 2015/16	55		55
Amounts set aside for repayment of debt	(26)		(26)
Net change in PFI/finance lease liabilities		-	-
Contingency for changes in cash flow forecast	33		33
Operational Boundary 2015/16	460	127	587
Capital expenditure financed by borrowing 2016/17	41		41
Amounts set aside for repayment of debt	(34)		(34)
Net change in PFI/finance lease liabilities		(2)	(2)
Contingency for changes in cash flow forecast	33		33
Operational Boundary 2016/17	500	125	625
Capital expenditure financed by borrowing 2017/18	17		17
Amounts set aside for repayment of debt	(35)		(35)
Net change in PFI/finance lease liabilities		(4)	(4)
Contingency for changes in cash flow forecast	33		33
Operational Boundary 2017/18	515	121	636

26. The contingency for unforeseen borrowing is available for increases in the Capital Programme that require financing by borrowing.

27. The Authorised Limits should not need to be varied during the year, except for exceptional purposes. It is proposed to add a further £25m to the Operational Boundaries for Borrowing to provide sufficient headroom for events such as unusual cash movements. The proposed Authorised Limits are:

Table F10 – Authorised Limits 2015/16 – 2017/18

	Authorised Limit		
	Borrowing £'m	Other Long-Term Liabilities £'m	Borrowing and Other Long-Term Liabilities £'m
2015/16	485	127	612
2016/17	525	125	650
2017/18	540	121	661

28. Both the Authorised Limits and Operational Boundaries are less than the Capital Financing Requirement because best practice in treasury management means that actual borrowing is below the notional underlying borrowing requirement.
29. The Prudential Code indicator in respect of treasury management is the adoption of the CIPFA Treasury Management Code of Practice. The County Council has formally adopted the code and approves an annual Treasury Management Policy and Strategy. This includes setting the treasury indicators:
- upper limits for fixed and variable interest rate exposures
 - upper limit for investments over 364 days
 - upper and lower limits for the maturity structure of borrowing.

Value for money – option appraisal

30. The County Council's Capital Programme is driven by the desire to provide high quality, value for money public services. It is monitored by the Corporate Asset Management Group, which is a cross-service group of Officers with a finance, service and property management background. Business cases for proposed new capital schemes are reviewed by this group and presented to Finance and Property Committee.

Stewardship of Assets

31. The Council's Asset Management Plan sets out the condition of its assets and the arrangements for managing these effectively. The Council's Corporate Property Strategy enhances these arrangements, including increasing the awareness that efficient use of property is an important element of maximising the value obtained from the Council's overall resources.

Service Objectives

32. The option appraisal of proposed capital schemes overseen by the Corporate Asset Management Group considers, amongst other factors, the following:
- How the proposal help achieve the objectives and priorities set out in the Council's Strategic Plan 2014-2018.
 - How the proposal will help achieve objectives set out in Service Delivery Plans.
 - How the proposal meets principles identified in the Redefining Your Council document.
 - The service improvements and other anticipated benefits expected to be delivered from the investment.

Practicality

33. The Capital Programme is monitored throughout the year to ensure that:
- Any slippage on major schemes is identified as soon as possible.
 - Variations to the Capital Programme are reported to Finance and Property Committee on a regular basis.
 - Funding sources are available when required.

Recommendation

34. It is recommended that the Prudential Indicators in Table J11 are approved as part of the 2015/16 budget.

Table F11 – Prudential Indicators 2015/16 – 2017/18

	2015/16	2016/17	2017/18
Estimated capital expenditure	£112.039m	£94.787m	£45.451m
Estimated Capital financing requirement	£754m	£759m	£737m
Authorised limit for external debt	£612m	£650m	£661m
Operational boundary for external debt	£587m	£625m	£636m
Financing costs as a % of net revenue stream	11.4%	13.2%	13.6%
Impact of total capital investment on Council Tax (£/p)	£3.55	£14.30	£20.03
Impact of proposed changes to the Capital Programme on Council Tax (£/p)	£0.00	£0.00	£0.00

NIGEL STEVENSON

SERVICE DIRECTOR, FINANCE & PROCUREMENT and S151 Officer

Report of the Service Director – Finance and Procurement

Treasury Management Strategy 2015/16

Introduction

1. Treasury Management is defined by the Chartered Institute of Public Finance and Accountancy (CIPFA) as:

“the management of the organisation’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks”.

2. The Local Government Act 2003 (the Act) requires local authorities “to have regard –
 - (a) to such guidance as the Secretary of State may issue, and
 - (b) to such other guidance as the Secretary of State may by regulations specify for the purposes of this provision.”
3. The Local Authorities (Capital Finance and Accounting)(England) Regulations 2003 state that:

“In carrying out its capital finance functions, a local authority must have regard to the code of practice in ‘Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes’ (regulation 24).”
4. The 2003 regulations further require local authorities to have regard to the code of practice entitled the ‘Prudential Code for Capital Finance in Local Authorities’ (published by CIPFA), when considering how much they can afford to borrow. Both the Treasury Management Code (the Code) and the Prudential Code were updated in November 2011.
5. With regard to investment of funds, the Secretary of State issued revised guidance in 2010 that requires local authorities to prepare an annual investment strategy which has the key objectives of security and liquidity of funds.
6. The Code has 3 key principles which are:
 - i) the establishment of ‘comprehensive objectives, policies and practices, strategies and reporting arrangements for the effective management and control of their treasury activities’.
 - ii) the effective management and control of risk are prime objectives and that responsibility for these lies clearly within the organisation.
 - iii) the pursuit of value for money and the use of suitable performance measures are valid and important tools.

7. In accordance with the CIPFA Code the Council adopts the following:

- (a) The Council will create, and maintain, as the cornerstones for effective treasury management:
- a Treasury Management Policy Statement, stating the policies, objectives and approach to risk management of its treasury management activities
 - suitable Treasury Management Practices (TMPs), setting out the manner in which the Council will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.

The content of the policy statement and TMPs will follow the recommendations contained in Sections 6 and 7 of the Code, subject to amendment only where necessary to reflect the particular circumstances of the Council. Such amendments will not result in the Council materially deviating from the Code's key principles.

- (b) The Council will receive reports on its treasury management policies, practices and activities, including an annual strategy and plan in advance of the year, a mid-year review and an annual report after its close, in the form prescribed in its TMPs.
- (c) The Council delegates responsibility for the implementation, scrutiny and monitoring of its treasury management policies and practices to the Treasury Management Group, comprising the Service Director (Finance & Procurement), the Group Manager (Financial Management), the Senior Accountant (Pensions & Treasury Management) and the Senior Finance Business Partner (Capital & External Funding). The responsible officer for the execution and administration of treasury management decisions is the Senior Accountant (Pensions & Treasury Management), who will act in accordance with the policy statement and TMPs.

8. This Treasury Management Strategy has been prepared in accordance with the regulations, guidance and codes of practice to support the Council's Medium Term Financial Strategy and in particular the financing of the capital programme and the management of cash balances. In addition to this strategy there is a Treasury Management Policy Statement in Appendix H that underpins the strategy, together with the TMPs that govern treasury management operations.

9. The strategy covers:

- the current treasury position
- the borrowing requirement
- Treasury Indicators
- interest rate forecasts
- the borrowing strategy
- the investment strategy
- Pension Fund cash.

Current Treasury Position

10. The table below shows the Council's forecast treasury position as at 31 March 2015:

Table 1		£m	Average Interest Rate
EXTERNAL BORROWING			
Fixed Rate	PWLB	293.1	5.21%
	Market Loan	100.0	3.85%
	Other	5.0	2.08%
		398.1	4.83%
Variable Rate	PWLB	0.0	0.00%
	Market Loan	0.0	0.00%
	Other	0.0	0.00%
		0.0	0.00%
Total External Borrowing		398.1	
Other Long Term Liabilities		127.3	
Total Gross Debt		525.4	
Less: Investments		(13.4)	
Total Net Debt		512.0	

Note 1: PWLB = Public Works Loans Board

Note 2: Market Loans = Lenders' Option Borrowers' Option (LOBO)

Borrowing Requirement

11. Under the Prudential Code, the Council is required to calculate the 'Capital Financing Requirement' (CFR). This represents the Council's underlying need to borrow for the approved capital programme. New capital expenditure, financed by borrowing or by credit arrangements such as finance leases and private finance initiative schemes, increases the CFR.

12. The Council also sets aside an amount each year as a provision for the repayment of debt. This is known as the Minimum Revenue Provision (MRP) and is, in effect, the principal repayment for the borrowing expected to be undertaken by the Council to finance its capital programme. MRP amounts set aside reduce the CFR.

13. The difference between the CFR and the total of long-term liabilities and existing and new borrowing indicates that the Council has made temporary use of internal cash balances (from its own earmarked reserves and working capital) to finance the capital programme. This is known as “Internal borrowing”. Internal borrowing is a way of making short-term savings and avoiding the risks associated with holding large cash balances and is explained further in the “Borrowing Strategy” section below.
14. The Local Government Act 2003 and supporting regulations requires the Council to determine and keep under review how much it is prepared to borrow, termed the “Authorised Limit”. This limit is determined for external borrowing (including both long-term and temporary borrowing and other forms of long-term liability, such as credit arrangements). This limit reflects the need to borrow for capital purposes. The Authorised Limit is set for at least the forthcoming financial year and two successive financial years. The Council must have regard to the Prudential Code when setting the Authorised Limit, which essentially requires it to ensure that its total capital investment is ‘affordable, prudent and sustainable’.
15. In practice during the year the level of borrowing will be monitored against the “Operational Boundary”. This represents the planned level of borrowing for capital purposes and, as shown in Appendix F, is made up as follows:
 - Existing borrowing and other long-term liabilities
 - Increased by:
 - planned new borrowing
 - net change in long-term liabilities
 - Reduced by amounts set aside for repayment of debt (referred to as Minimum Revenue Provision or MRP).
 - Contingency for changes to reserves forecast
16. The Operational Boundary is set for the forthcoming financial year and next two financial years. Any breach of this indicator would provide an early warning of a potential breach of the Authorised Limit and allow time for the Council to take appropriate action.
17. There are two main reasons why planned actual borrowing may be lower than that shown as being required to finance the capital programme. These are slippage in capital schemes and the Council temporarily making use of its cash reserves to delay external borrowing (the internal borrowing referred to above). The main components involved in calculating planned actual borrowing over the next three years are shown in the table below.

Table 2	2013/14 Actual	2014/15 Est.	2015/16 Est.	2016/17 Est.	2017/18 Est.	2018/19 Est.
	£m	£m	£m	£m	£m	£m
Capital Financing Requirement	717	725	754	759	737	720
Less:						
- Long-term liabilities	-127	-127	-127	-125	-121	-116
- Existing borrowing	-352	-398	-387	-376	-366	-352
- Cap Ex to be financed by borrowing			-29	-7	18	11
- Replenishment/Replacement borrowing			-49	-96	-116	-109
Internal borrowing (A)	238	200	162	155	152	154
Cash and cash equivalents	14	4	5	5	5	5
Fixed investments	10	10	5	5	3	0
Y/E investment balances (B)	24	14	10	10	8	5
Cash deployed (A+B)	262	214	172	165	160	159
comprising:						
- Usable reserves	209	162	120	112	108	109
- Provisions / Working capital	53	52	52	53	52	50
Cumulative minimum borrowing requirement		0	78	103	98	98
Annual borrowing requirement		0	78	25	-5	0

18. The table above shows that, after factoring in internal borrowing, the Council is expecting to borrow around £98m from the financial markets over the next 4 years. This is a minimum and should not result in any surplus cash that could be held as long-term investments by the Council. Therefore, if reserve balances are used quicker than forecast, or if working capital is reduced, additional borrowing will be necessary.

19. Under the capital finance regulations, local authorities are permitted to *fully borrow* up to three years in advance of need as determined by the Capital Financing Requirement. This Council could therefore consider borrowing up to £252m (£98m plus £154m) if cashflow dictates or if market conditions indicate that it is the best course of action. One of the reasons for borrowing more than the minimal amount is to take advantage of, and lock in, low long-term interest rates. There will almost certainly be a short term 'carry cost' to borrowing in advance of need when current investment rates are lower than long-term borrowing rates, but this could be offset by long-term savings, and would be fully evaluated before any decision is taken.

20. Borrowing in advance of need also increases the level of temporary investments and makes the security of those funds even more important. However, the Council's treasury management practices ensure that the risks of investing funds are minimised.

21. A summary of the proposed Treasury Management Indicators for 2015-19 are set out below. The 'Authorised Limit and 'Operational Boundary' are detailed in Appendix F but are shown in the table below for completeness.

Table 3. TREASURY INDICATORS	Proposed 2015/16 £m	Proposed 2016/17 £m	Proposed 2017/18 £m	Proposed 2018/19 £m
Operational Boundary				
Borrowing	460.0	500.0	515.0	535.0
Other long term liabilities	127.3	125.1	121.4	115.5
TOTAL	587.3	625.1	636.4	650.5
Authorised Limit				
Borrowing	485.0	525.0	540.0	560.0
Other long term liabilities	127.3	125.1	121.4	115.5
TOTAL	612.3	650.1	661.4	675.5
Upper limit for Rate Exposure				
Fixed Rate	100%	100%	100%	100%
Variable Rate	75%	75%	75%	75%
Upper limit for principal sums invested for over 364 days	Higher of £20m and 15%	Higher of £20m and 15%	Higher of £20m and 15%	Higher of £20m and 15%

Table 4. Maturity structure of fixed rate borrowing	Lower limit	Upper limit
under 12 months	0%	25%
12 months and within 24 months	0%	25%
24 months and within 5 years	0%	75%
5 years and within 10 years	0%	100%
10 years and above	0%	100%
Adoption of CIPFA's Treasury Management in the Public Services Code of Practice and Cross Sectoral Guidance Notes	Adopted	

Review of 2014 and forecasts for 2015

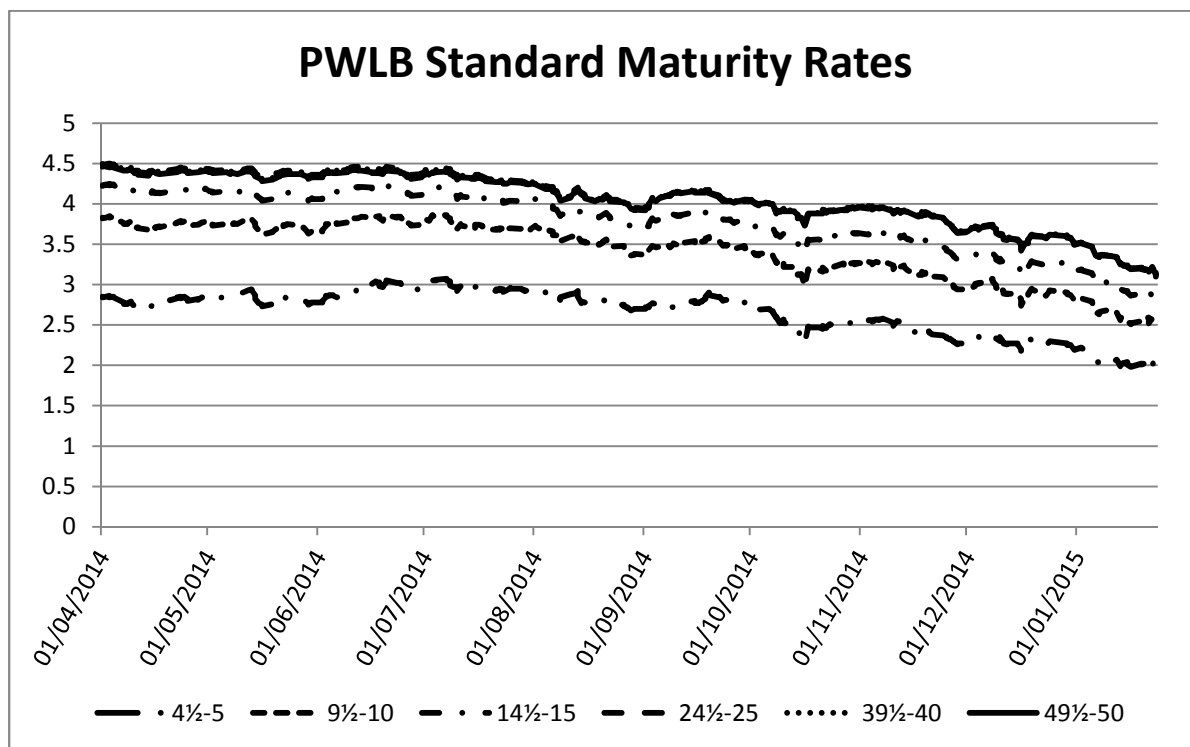
22. The performance of the UK economy continued to improve during 2014. The recovery in GDP growth that had commenced in the closing stages of 2012 persisted, the annual rate moving above 3% in the first half of the year. GDP finally rose above its pre-crisis level in the second quarter.

23. CPI inflation fell below the Government's 2% target rate at the start of the year. Falling food and commodity prices and strong competition on the High

Street continued to exert downward pressure through the summer and autumn. The Bank of England's November Inflation Report suggested annual inflation could drop below 1% by early 2015 before rebounding modestly. Since then, the steep fall in oil prices has placed further downward pressure upon inflation and a dip into negative territory became a strong possibility.

24. Employment growth remained stronger than anticipated. Official statistics highlight the fact that the vast bulk of this growth was concentrated initially in part-time and self-employed categories, although there has been some progress towards the reduction of youth and long-term unemployment.
25. This jobs growth reflects a combination of economic growth and the cheapness of labour. Wage increases remained very weak and, with the exception of just a few months, the growth in real earnings failed to return to positive territory. Consequently, the bulk of the strong growth in consumers' expenditure was financed by the rundown of savings, income from new employment and, to a lesser extent, consumer credit. At some stage a more pronounced contribution from earnings growth will be necessary if the recovery is not to become dangerously reliant upon credit.
26. The greatest area of uncertainty through much of the year centred upon the housing market. House price inflation escalated to a double-digit rate by mid-year. While much of this was a result of strong inflation in the London area, there were signs that price growth was spreading to other areas of the country.
27. The dangers posed by this development and the increase in debt exposures that might accompany a housing boom were acknowledged by the Bank of England at a relatively early stage. Prudential measures to cool demand and to pre-empt excessive debt exposure were announced during the course of the year.
28. Short-term interest rates remained stable throughout the year, anchored by the persistence of the official Bank Rate at 0.5%. Longer-term rates were a little more volatile. Initially, gilt yields rose in response to the strengthening economy and expectations of an eventual return to higher inflation and a tightening of official monetary policy. Nevertheless, the influence of these negative considerations was both limited and weak.
29. The lowering of domestic inflation expectations, weaker activity in China and the threat of deflation in the Euro-zone combined with the emergence of fresh political uncertainties in the Middle-East and Eastern Europe reinforced demand for safe-haven instruments.
30. This drove long-term government bond yields lower. While they did not decline to the lows seen during the previous two years they remained below levels usually justified by the rates of growth in the US and UK. The Council took the opportunity to borrow from the PWLB – whose rates are directly linked to government bonds – during this period of decline.

31. The movement in PWLB maturity rates over 2014/15 is shown in the chart below.



32. Official interest rates are likely to remain on hold for some time yet. Weak external inflation pressures and low domestic labour costs are major factors underlying the Bank's short and medium-term inflation forecasts. With the annual increase in CPI threatening to dip below zero during the next six months and for it to remain below the 2% official target rate for most of the next two years, there would seem to be no pressure to increase official interest rates for quite some time. When they do start to rise, upward progress is expected to be gradual.

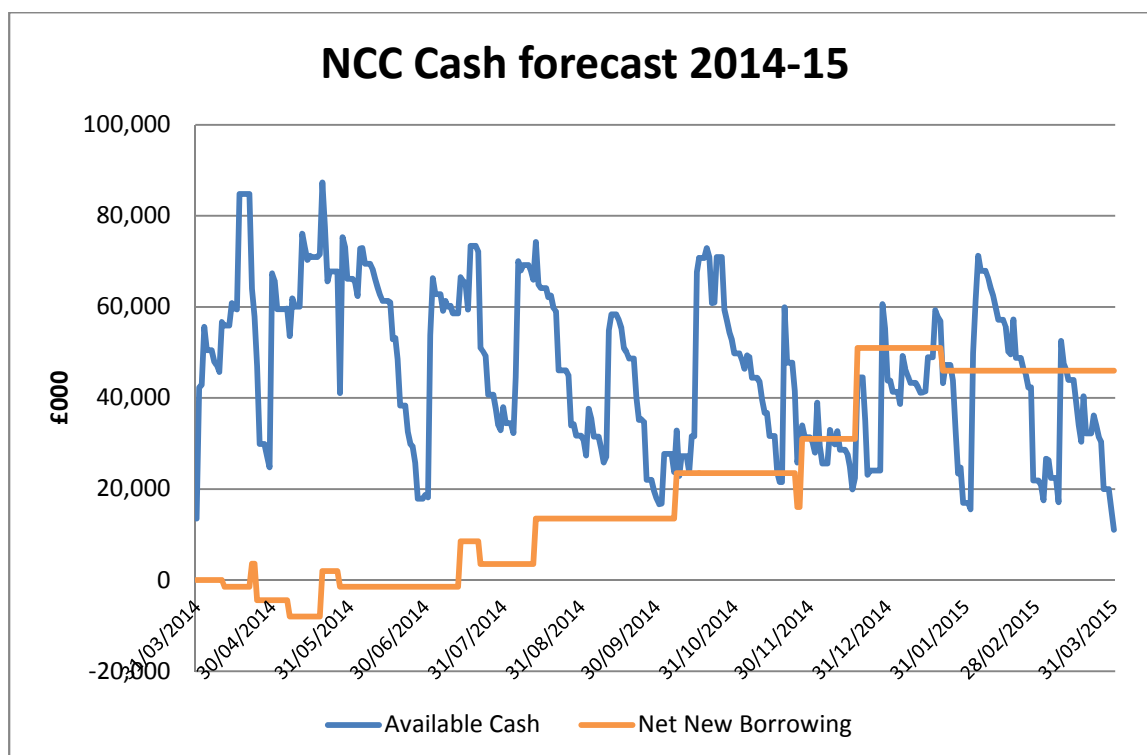
33. The table below shows an estimated forecast for both the bank rate and gilt rates. Assuming no change to the PWLB's lending policy, this would indicate that interest rates for the Council's borrowing purposes might be expected to increase by around 80 basis points over the next financial year.

	31/12/14	2015	2016	2017
Bank Rate	0.5	0.6	1.3	2.5
10-yr Gilt	1.8	2.5	3.0	3.5
20-yr Gilt	2.3	3.1	3.5	4.0

Borrowing Strategy

34. The chart below shows how the Council's cash position has progressed over the financial year 2014/15. Although the cash position has been fairly stable over the year between £20m and £80m (with the occasional peak as grant money is received, and occasional trough when large payments are made), it can be seen that this stability has been achieved only through the Council's

borrowing strategy. Net new borrowing has increased over the course of the year and is currently forecast to be around £46m by year end. The forecast for the year, as reported in the 2014/15 Strategy Report, was £67m; the difference of £21m being large due to slippage in the capital programme.



35. Generally the activity of investing surplus cash comes to the fore in the first few months of the financial year, when grant income and precept income tends to exceed outgoing payments. Towards the end of the year the cashflow tends to reverse, and the focus shifts towards the borrowing strategy. Decisions then have to be taken about the mix of short- and long-term borrowing and the extent to which use can be made of internal borrowing.
36. Over the past several years the Council has to a large extent temporarily financed the capital programme by using its cash balances. These are essentially earmarked reserves, general fund reserves and net movement on current assets. As the cash in these reserves is not required in the short term for the reserves' specific purposes, it has been utilised to reduce external borrowing (thereby generating savings for the Council) and also to reduce credit risk by having lower balances available for investments.
37. The advantage to the Council of internal borrowing is that it costs less than external borrowing, the cost being the opportunity cost of interest foregone by not investing the cash (investment rates are typically around 0.5% for short-term deposits). Another advantage is that counterparty risk is reduced by having less cash to invest.
38. The borrowing strategy will therefore need to (i) provide funds not only to finance the capital programme but also to (ii) replenish reserves as and when

these are required and (iii) cover principal repayments on any maturing debt. If long-term borrowing is not taken to cover these outflows of cash then the Council would consider other sources of finance (such as any bank overdraft facility or market loans).

39. These strategic factors drive the Council's objective need to secure long-term debt finance, but there are a number of day-to-day factors – relating to market conditions and the Council's own revenue budget - that must be taken into account when deciding precisely when to borrow.
40. Despite recent fluctuations in the gilt market it is still the case that short-term debt is considerably cheaper than long-term: 1 year loans are approximately 1.1% (taking account of the 'certainty' rate offered by PWLB), whereas 40 year loans (reflecting the asset life of the assets within the capital programme) are approximately 2.95%. In cash terms taking the very short-dated debt would equate to a saving of £18,500 per annum for every £1m of Council borrowing.
41. However, there would be a significant risk in pursuing such a short-term approach, since short-term loans need regular refinancing and at these points the Council would find itself exposed to interest rate risk, ie. it would be forced to accept whatever the prevailing interest rates were at the time. If this happened the Council could find itself facing considerably higher interest rates, which would quickly undermine any saving made by taking short-dated debt.
42. Given that the Council's current portfolio of PWLB loans average 5.21% the long-term rates being offered by PWLB look relatively attractive. Occasionally, however, long-term loans offered by the market or by other local authorities can be a competitive alternative to PWLB loans, and these may also be worth considering.
43. In practice, a balanced portfolio will include a mix of:
 - Temporary use of the Council's cash reserves
 - Short-term debt provided by the market/other local authorities
 - Short-term or variable rate debt provided by PWLB
 - Long-term debt provided by PWLB
 - Long-term debt provided by the market or other local authorities
44. Given these contingencies the amount, type, period, rate and timing of new borrowing will be an operational matter falling under the responsibility of the Service Director, Finance and Procurement exercised by the Senior Accountant (Pensions & Treasury Management) within the approved borrowing strategy, taking into account the following factors:
 - expected movements in interest rates as outlined above
 - current debt maturity profile
 - the impact on the medium term financial strategy
 - the capital financing requirement
 - the operational boundary

- the authorised limit.

45. Opportunities to reschedule debt will be reviewed periodically throughout 2015/16 but the current structure of repayment rates from the PWLB indicate significant premiums to be paid on the premature repayment of existing loans which would not be compensated by lower rates available for new loans.

Investment Strategy

46. During 2015/16 cash balances are expected to be kept at a low level with the aim of maintaining a working balance of around £20m, and a minimal level of around £5m by year end. This will provide a level of liquidity without recourse to temporary borrowing, and will minimise the risk of having to seek funds when availability may be restricted or expensive.

47. As the 2014/15 cash flow chart above suggests, the most suitable strategy will be for the Council to consider making use of fixed-term investments in the early part of the financial year, and use call accounts or money market funds for a substantial part of its portfolio in order to manage any liquidity risk.

48. The Council actively manages counterparty risk by monitoring the ratings of the institutions in which it could invest. However, this is made more difficult by (a) the current economic and financial climate in the Eurozone, and (b) the possible changes in credit ratings due to the so-called 'bail in' risk.

49. Exposure to the Eurozone is limited by investing in UK banks and high credit quality overseas banks. The criteria for selecting counterparties are detailed in TMP 1 in Appendix H.

50. A further measure to ensure security of the Council's investments is to maintain the Council's exposure to the UK local authority sector and UK government securities. When lending to local authorities fixed term deposits would be used but these are subject to demand and cannot be relied upon in the same way as bank lending. The use of treasury bills and UK government gilts may be considered and would ensure priority is given to security and liquidity of funds.

Pension Fund Cash

51. The Council is an administering authority in the Local Government Pension Scheme and is required, under the Local Government Pension Scheme (Management and Investment of Funds) Regulations 2009, to invest any fund money that is not needed immediately to make payments. Since 1 April 2011 the Council is also required to have a separate bank account for transactions associated with the pension fund.

52. A separate Treasury Management Policy has been approved by the Nottinghamshire Pension Fund Committee and investments will be made on the Fund's behalf by the Council in accordance with that policy.

53. Joint investments with the County Council may be made where this is in the best interests of the Fund. In considering such investments, guidance issued

by the Department for Communities and Local Government will be followed and the Fund will receive its fair share of interest in proportion to the share of cash invested. If losses occur the Fund will bear its share of those losses.

Report of the Service Director – Finance and Procurement

Treasury Management Policy Statement 2015/16

1. The Council, in line with the CIPFA Code of Practice, defines its treasury management activities as:
The management of the Council's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.
2. The Council regards the successful identification, monitoring and control of risk as the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the Council.
3. The Council acknowledges that effective treasury management will provide support towards achieving its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.
4. The Council's borrowing strategy will take account of all legislative requirements, codes of practice and other guidance to ensure that borrowing costs are "affordable, prudent and sustainable" and to mitigate refinancing risk. The Council will only borrow in advance of need where there is a clear business case for doing so and will only do so within the Council's capital financing requirement.
5. The Council's investment strategy will take account of all legislative requirements, codes of practice and other guidance to ensure that priority is given to the security and liquidity of investments.
6. The Council delegates responsibility for the implementation, scrutiny and monitoring of its treasury management policies and practices to the *Treasury Management Group*, comprising the Service Director (Finance & Procurement), the Group Manager (Financial Management), the Senior Accountant (Pensions & Treasury Management) and the Senior Finance Business Partner (Capital & External Funding).
7. The Council's Treasury Management Policy will be implemented through the following Treasury Management Practices (TMPs). The responsible officer for the execution and administration of treasury management decisions is the Senior Accountant (Pensions & Treasury Management), who will act in accordance with the policy statement and TMPs.

TMP1 Risk management

8. The Senior Accountant (Pensions & Treasury Management) will design, implement and monitor all arrangements for the identification, management and control of treasury management risk. Reports will be made on these arrangements in accordance with the procedures set out in *TMP6 Reporting requirements and management information arrangements*. The arrangements will seek to cover each of the following risks.
9. **Credit and counterparty risk**
The risk of failure by a counterparty to meet its contractual obligations to the Council under an investment, borrowing, capital, project or partnership financing, particularly as a result of the counterparty's diminished creditworthiness, and the resulting detrimental effect on the Council's capital or revenue resources.
10. The Council regards a key objective of its treasury management activities to be the security of the principal sums it invests. Accordingly, it will ensure that its counterparties and lending limits reflect a prudent attitude towards organisations with which funds may be deposited, and will limit its investment activities to the instruments, methods and techniques referred to in the following paragraphs.
11. The Local Government Act 2003 gives a local authority power to invest for any purpose relevant to its functions or for the purposes of the prudent management of its financial affairs. In exercising this power, the local authority must have regard to guidance issued by the Secretary of State. The latest guidance was issued in April 2010.
12. The guidance classifies investments between "specified" and "non-specified". Specified investments are those offering high security and high liquidity. All such investments should be in sterling and with a maturity of no more than a year. Such short-term investments made with the UK Government or a local authority will automatically count as specified investments. In addition, short-term sterling investments with bodies or investment schemes of "high credit quality" will count as specified investments. The Council's policy is to invest surplus funds prudently, giving priority to security and liquidity rather than yield and investing in sterling instruments only. The majority of these will be specified investments.
13. The Council will operate an approved list of counterparties for lending. The approved lending list will comprise institutions with high credit ratings based on minimum ratings from at least 2 rating agencies together with Fitch support rating of 1. The list reflects a prudent attitude to lending and uses a combination of ratings issued by the 3 main ratings agencies: Fitch, Moody's and Standard & Poor's. Banks will be assessed for inclusion on the basis of long-term, short-term and support ratings; money market funds (MMFs) on the basis of MMF ratings.
14. Short-term ratings assess the capacity of an entity to meet financial obligations with maturity of up to 13 months and are based on the short term vulnerability to default. The long-term ratings cover a period in excess of 1 year and are useful as a key indicator impacting on the cost of borrowing for financial institutions. This cost of borrowing will feed through to the ability of the financial institution to obtain funds at reasonable cost to maintain liquidity.

15. MMFs are mutual funds that invest in cash and short-term money market instruments such as government bonds and commercial paper. They allow investors to participate in a more diverse portfolio than direct investment by spreading capital across a variety of institutions. The highest AAA rating reflects an extremely strong capacity to achieve the 'investment objective of preserving principal and providing shareholder liquidity through limiting credit, market, and liquidity risk'.
16. The Council subscribes to on-line access to Fitch Ratings and receives regular updates on the credit ratings of institutions on the approved lending list. The Council also subscribes to an on-line market information feed and will monitor ratings from the other two agencies along with general market data. The Council will also monitor developments in the financial markets including policy announcements by the Government, Bank of England, regulatory bodies and other international bodies. It will use this information to determine if any changes are required to the above methodology.
17. Recent guidance published by the Bank of England suggests that in the near future local authority fixed-term investments placed with a bank will be at risk of 'bail in' if that bank experiences cash flow difficulties. In other words, the Council's investments would not be protected by any central government 'bail out'. Once this new regime is in place it is likely that Fitch support ratings will be reduced, and in turn this could have a knock-on effect on the long-term and short-term ratings of financial institutions.
18. If this happens, changes would be required to the Council's Treasury Management Policy and a further report to Council would be necessary. In light of the uncertainty surrounding the detail and timing of the changes, no amendment to the policy is being made at this stage.
19. The approved list will include institutions that meet the following criteria from at least 2 rating agencies:

	Long Term	Short Term	Support	MMFs
Fitch	A-	F1	1	AAAmmf
Moodys	A3	P-1	N/a	Aaamf
Standard & Poors	A-	A-1	N/a	AAAm

Sovereign Rating	AA
------------------	----

20. All investments (up to 364 days duration) with the counterparties in the approved list are considered specified investments. Investments over 364 days will only be placed with institutions that meet the following criteria from at least 2 agencies:

	Long Term	Short Term	Support
Fitch	A	F1	1
Moodys	A2	P-1	N/a
Standard & Poors	A	A-1	N/a

Sovereign Rating	AA
------------------	----

21. Exceptions to rating criteria will be made in respect of the following:

- 1) UK government
- 2) UK local authorities
- 3) the Pension Fund custodian (currently State Street)
- 4) UK banks with significant shareholding by the government (currently Royal Bank of Scotland Group and Lloyds TSB Group)

22. The lending list will be approved by the *Treasury Management Group* and monitored by the Senior Accountant (Pensions & Treasury Management) in the light of rating changes and market conditions. Individual institutions or countries may be suspended from the list if felt appropriate. The *Treasury Management Group* may add or remove organisations from the approved list subject to maintaining consistency with the approved criteria.

23. The maximum amount to be lent to any organisation on the approved list is subject to individual institution limits of £20m. These limits apply separately to the County Council and the Pension Fund cash investments. Only two institutions within the same group may be used at any one time. The *Treasury Management Group* may increase the limit for specific institutions by £10 million for investments in call accounts and MMFs with same day liquidity.

24. Investments with the UK government will have no upper limit but in practice limits will be dependent on the liquidity of those investments and may fall within the definition of specified or non-specified investments.

25. There may be occasions where it would be prudent to have a greater proportion of funds invested in UK banks in which the government is a significant shareholder or which have unconditional support or an implied guarantee. To give this additional flexibility, delegated authority is given to the Service Director (Finance & Procurement) to be able to increase the maximum limit for such UK institutions on the approved list to £50 million.

26. Amounts invested in non-specified investments will be limited to £20 million or 15% of the total invested at the time of the investment, whichever is the higher.

27. The Council's current main bank, through which all treasury management activity operates, is now Barclays. This follows the Co-operative Bank's withdrawal from the local authority banking market and a subsequent tender exercise.

28. Liquidity risk

The risk that cash will not be available when it is needed, that ineffective management of liquidity creates additional unbudgeted costs, and that the Council's business/service objectives will be thereby compromised.

29. The Council will ensure it has adequate though not excessive cash resources, borrowing arrangements, overdraft or standby facilities to enable it at all times to have the level of funds available to it which are necessary for the achievement of its business/service objectives.
30. Summarised cash flow forecasts will be provided on a quarterly basis to the *Treasury Management Group*. Detailed daily cash flow forecasts will be maintained by the Loans Officer. These forecasts will be used as the basis for ensuring adequate cash resources are available in order to support the Council's objectives.
31. The Senior Accountant (Pensions & Treasury Management) or Investments Officer may approve fixed term investments up to 364 days. Longer periods require permission from either the Service Director (Finance & Procurement) or the Group Manager (Financial Management) and must comply with the relevant treasury management limits.
32. The Treasury Management Group must also approve any long-term borrowing to ensure (a) that it is within the Council's borrowing limits and (b) that it will not have an adverse impact (in terms of creating a situation in which counterparty limits could be exceeded) on the Council's cash management.

33. Interest rate risk

The risk that fluctuations in the levels of interest rates create an unexpected or unbudgeted burden on the Council's finances, against which the Council has failed to protect itself adequately.

34. The Council will manage its exposure to fluctuations in interest rates with a view to containing its interest costs, or securing its interest revenues, in accordance with the amounts provided in its budgetary arrangements as amended in accordance with *TMP6 Reporting requirements and management information arrangements*.
35. It will achieve this by the prudent use of its approved financing and investment instruments, methods and techniques, primarily to create stability and certainty of costs and revenues, but at the same time retaining a sufficient degree of flexibility to take advantage of unexpected, potentially advantageous changes in the level or structure of interest rates. This should be subject to the consideration and, if required, approval of any policy or budgetary implications.
36. Regular monitoring of interest rates and monthly monitoring of the Interest Payable and Interest Receivable budgets will be undertaken by the Senior Accountant (Pensions & Treasury Management), in line with the treasury management indicators, with quarterly reports to the *Treasury Management Group*.

37. Exchange rate risk

The risk that fluctuations in foreign exchange rates create an unexpected or unbudgeted burden on the Council's finances, against which the Council has failed to protect itself adequately.

38. The Council will manage its exposure to fluctuations in exchange rates so as to minimise any detrimental impact on its budgeted income/expenditure levels. Exposure will be minimal as the Council's borrowing and investment are all in sterling.

39. Refinancing risk

The risk that maturing borrowings, capital, project or partnership financings cannot be refinanced on terms that reflect the provisions made by the Council for those refinancings, both capital and current (revenue), and/or that the terms are inconsistent with prevailing market conditions at the time.

40. The Council will ensure that its borrowing, private financing and partnership arrangements are negotiated, structured and documented, and the maturity profile of the monies so raised are managed, with a view to managing refinancing risk and obtaining terms which are competitive and as favourable to the Council as can reasonably be achieved in the light of market conditions prevailing at the time. It will manage the profile of its maturing debt such that excessive refinancing is not required in any one financial year.

41. It will actively manage its relationships with its counterparties in these transactions in such a manner as to secure this objective, and will avoid over reliance on any one source of funding if this might jeopardise achievement of the above.

42. The maturity structure and prevailing interest rates are monitored by the Senior Accountant (Pensions & Treasury Management) in line with the limits set in the treasury management indicators, and regular reports are made to the *Treasury Management Group*.

43. Legal and regulatory risk

The risk that the Council itself, or a counterparty with which it is dealing in its treasury management activities, fails to act in accordance with its legal powers or regulatory requirements, and that the Council suffers losses accordingly.

44. The Council will ensure that all of its treasury management activities comply with its statutory powers and regulatory requirements. It will demonstrate such compliance, if required to do so, to all parties with whom it deals in such activities. In framing its credit and counterparty policy under *TMP1(1) credit and counterparty risk management*, it will ensure that there is evidence of counterparties' powers, authority and compliance in respect of the transactions they may effect with the Council, particularly with regard to duty of care and fees charged.

45. The Council recognises that future legislative or regulatory changes may impact on its treasury management activities and, so far as it is reasonably able to do so, will seek to minimise the risk of these impacting adversely on the Council.
46. The Council is an administering authority in the Local Government Pension Scheme and is required, under the Local Government Pension Scheme (Management and Investment of Funds) Regulations 2009, to invest any fund money that is not needed immediately to make payments.
47. The Council will separately identify pension fund cash and specific investment decisions will be made on any surplus cash identified, based on the estimated cash flow requirements of the Fund. Specific investments will be made on the Fund's behalf by the County Council in line with the Fund's treasury management policy. As the majority of Fund cash is allocated to individual investment managers and may be called by them at short notice, it is expected that the majority of cash will be placed on call or on short-term fixed deposits. Unallocated balances may be placed directly with the Fund's custodian.

48. Fraud, error and corruption, and contingency management

The risk that an Council fails to identify the circumstances in which it may be exposed to the risk of loss through fraud, error, corruption or other eventualities in its treasury management dealings, and fails to employ suitable systems and procedures and maintain effective contingency management arrangements to these ends. It includes the area of risk commonly referred to as operational risk.

49. The Council will ensure that it has identified the circumstances which may expose it to the risk of loss through fraud, error, corruption or other eventualities in its treasury management dealings. Accordingly, it will employ suitable systems and procedures, and will maintain effective contingency management arrangements, to these ends.

50. Market risk

The risk that, through adverse market fluctuations in the value of the principal sums the Council borrows and invests, its stated treasury management policies and objectives are compromised, against which effects it has failed to protect itself adequately.

51. The Council will seek to ensure that its stated treasury management policies and objectives will not be compromised by adverse market fluctuations in the value of the principal sums it invests, and will accordingly seek to protect itself from the effects of such fluctuations. Decisions on investment in tradeable securities, which risk loss of capital due to market fluctuations, will only be authorised by the *Treasury Management Group*.

TMP2 Performance measurement

52. The Council is committed to the pursuit of value for money in its treasury management activities, and to the use of performance methodology in support of that aim, within the framework set out in its treasury management policy. One key performance measure is income/expenditure against budget, and budget setting

for interest payable and receivable is crucially important for effective treasury management.

53. Furthermore, the treasury management function will be the subject of ongoing analysis of the value it adds in support of the Council's stated business or service objectives. Methods of service delivery and the scope for potential improvements will be regularly examined.
54. The Council's positive cashflows tend to be weighted towards the first half of the financial year, with outflows towards the second half of the year. This allows the Council to make investments most days but restricts its use of fixed rate investments to the first half of the year, with most investments being for very short, often overnight, periods. For this reason, cash management returns will be benchmarked against the average **7 day LIBID** rate each year.
55. Returns are also benchmarked against other local authorities within the CIPFA benchmarking club but caution needs to be exercised in analysing these results as they vary with both the overall size of the portfolio (larger portfolios are able to obtain better longer term rates) and the attitude to risk at these authorities. Unfortunately the nature of other authorities' treasury management risk appetites cannot be known in any detail without extensive subjective research.
56. Borrowing will be undertaken in accordance with the treasury management strategy and opportunities will to be taken to borrow, with regard to the Council's Capital Financing Requirement and the most recent cashflow forecast, at rates that are considered to be affordable and attractive over the long-term.

TMP3 Decision-making and analysis

57. The Council will maintain full records of its treasury management decisions, and of the processes and practices applied in reaching those decisions, both for the purposes of learning from the past, and for demonstrating that reasonable steps were taken to ensure that all issues relevant to those decisions were taken into account at the time.
58. Treasury management processes and practices are documented in the Investments Procedure Manual. This is reviewed and agreed by the *Treasury Management Group* following any material changes. Full records are maintained of all treasury management decisions in order to demonstrate compliance with these processes and for audit purposes. Where appropriate, decisions are reported to the *Treasury Management Group*.

TMP4 Approved instruments, methods and techniques

59. The Council will undertake its treasury management activities within the limits and parameters defined in *TMP1 Risk management*. Its borrowing activity will be within the prudential limits and may include the following:
 - (a) overdraft or short-term loan from an authorised financial institution;
 - (b) short-term loan from a local authority;
 - (c) long-term loan from an authorised financial institution (to include Lender Option Borrower Option (LOBO) loans)
 - (d) the PWLB (or successor);

- (e) loan instruments, including transferable loans up to five years duration and non-transferable of no fixed duration;
- (f) Municipal Bonds Agency.

60. For investing purposes, the Council may use the following financial instruments:

- a) call or notice accounts
- b) fixed term deposits
- c) callable deposits
- d) structured deposits
- e) certificates of deposits
- f) money market funds
- g) UK Treasury Bills
- h) UK government bonds

61. For money market funds the Council will limit their use to those with a constant net asset value and minimum total assets of £5 billion. For UK Treasury bills and UK government bonds the objective will be to hold until maturity but their tradeability gives the flexibility to realize these instruments earlier for liquidity purposes or in the event of significant capital gains. The Council will use forward dealing for both investing and borrowing where market conditions indicate this approach to offer better value for money.

TMP5 Organisation, clarity and segregation of responsibilities and dealing arrangements

62. The Council considers it essential, for the purposes of the effective control and monitoring of its treasury management activities, for the reduction of the risk of fraud or error, and for the pursuit of optimum performance, that these activities are structured and managed in a fully integrated manner, and that there is at all times a clarity of treasury management responsibilities.

63. The principle on which this will be based is a clear distinction between those charged with setting treasury management policies and those charged with implementing and controlling these policies, particularly with regard to the execution and transmission of funds, the recording and administering of treasury management decisions, and the audit and review of the treasury management function.

64. If the Council intends, as a result of lack of resources or other circumstances, to depart from these principles, the Senior Accountant (Pensions & Treasury Management) will ensure that the reasons are properly reported in accordance with *TMP6 Reporting requirements and management information arrangements*, and the implications properly considered and evaluated.

65. The Senior Accountant (Pensions & Treasury Management) will ensure that there are clear written statements of the responsibilities for each post engaged in treasury management, and the arrangements for absence cover. The Senior Accountant (Pensions & Treasury Management) will also ensure that at all times those engaged in treasury management shall follow the policies and procedures set out.

66. The Senior Accountant (Pensions & Treasury Management) will ensure that there is proper documentation for all deals and transactions, and that procedures exist for the effective transmission of funds.

67. The current responsibilities are outlined below.

- Treasury management strategy, policies and practices are set by the County Council.
- Responsibility for the implementation, scrutiny and regular monitoring of the treasury management policies and practices is delegated to the *Treasury Management Group*.
- The responsible officer for the execution and administration of treasury management decisions is the Senior Accountant (Pensions & Treasury Management), who will act within the parameters set by the Treasury Management Policy Statement and TMPs and decisions of the *Treasury Management Group*. The Investments Officer will act as deputy to the Senior Accountant (Pensions & Treasury Management) in his or her absence.

68. The current procedures are outlined below.

- Daily cash flow forecasts will be maintained by the Loans Officer. Annual cash flow forecasts will be provided to the *Treasury Management Group* on a quarterly basis.
- The daily procedures for cash flow monitoring, placing deals, transmission of funds and documentation are set out in the Investments Procedure Manual. These procedures are usually carried out by the Loans Officer with absences covered by another officer under the responsibility of the Senior Accountant (Pensions & Treasury Management).
- The officer dealing on the money market each day must prepare a cash flow forecast for that day based on the most up-to-date information available and this must be checked by the Senior Accountant (Pensions & Treasury Management), or another officer under the responsibility of the Senior Accountant (Pensions & Treasury Management), before that day's deals are carried out. Before conducting a deal, the officer will confirm that the Fitch ratings of the counterparty are in line with the approved policy.
- Deals must be within the limits set out in *TMP1 Risk management*. Dealing staff must be aware of the principles set out in Non-Investment Products (NIPs) Code published by the Bank of England. Documentation must be kept in accordance with the Investments Procedure Manual.
- The transfer of funds will normally be actioned by CHAPS transfer through the banking system. Separate authorisation is required by a senior officer of the Council in order to release the payment.

69. Individual deal limits specified in *TMP1 Risk management* apply to all staff placing deals. Any borrowing or lending for periods greater than 364 days may only be actioned on the authority of the Senior Accountant (Pensions & Treasury Management) and either the Service Director (Finance & Procurement) or the Group Manager (Financial Management). Money may only be lent to institutions or funds on the *Approved List*.

TMP6 Reporting requirements and management information arrangements

70. The Service Director (Finance & Procurement) will ensure that regular reports are prepared and considered on the implementation of the Council's treasury management strategy and policies; on the effects of decisions taken and transactions executed in pursuit of those policies; on the implications of changes, particularly budgetary, resulting from regulatory, economic, market or other factors affecting its treasury management activities; and on the performance of the treasury management function.

71. Full Council will receive:

- an annual report on the strategy to be pursued in the coming year
- a mid-year review
- an annual report on the performance of the treasury management function in the past year and on any circumstances of non-compliance with the Council's treasury management policy statement and TMPs.

72. The *Treasury Management Group* will receive regular monitoring reports on treasury management activities and risks and on compliance with and suggested revisions to policy. Members of the *Treasury Management Group* will be informed of any breach of the principles contained in TMP5.

TMP7 Budgeting, accounting and audit arrangements

73. The Service Director (Finance & Procurement) will prepare, and the Council will approve and, if necessary, from time to time will amend, an annual budget for treasury management, which will bring together all of the costs involved in running the treasury management function, together with associated income. The matters to be included in the budget will at minimum be those required by statute or regulation, together with such information as will demonstrate compliance with *TMP1 Risk management*, *TMP2 Performance measurement*, and *TMP4 Approved instruments, methods and techniques*.

74. The Service Director (Finance & Procurement) will exercise effective controls over this budget, and will report upon and recommend any changes required in accordance with *TMP6 Reporting requirements and management information arrangements*.

75. The Council accounts for its treasury management activities, for decisions made and transactions executed, in accordance with appropriate accounting practices and standards, and with statutory and regulatory requirements in force for the time being.

76. The impact of expected borrowing and investment activity is dealt with in the Council's budget book. Systems and procedures are subject to both internal and external audit and all necessary information and documentation is provided on request.

TMP8 Cash and cash flow management

77. Unless statutory or regulatory requirements demand otherwise, all monies in the hands of the Council will be under the control of the Service Director (Finance & Procurement), and will be aggregated for cash flow and investment management purposes. Cash flow projections will be prepared on a regular and timely basis, and the Service Director (Finance & Procurement) will ensure that these are adequate for the purposes of monitoring compliance with *TMP1(2) liquidity risk management*.
78. As outlined in TMP5, daily cash flow forecasts are prepared in accordance with the Investments Procedure Manual, and summarised weekly and annual forecasts are regularly provided to the *Treasury Management Group*.

TMP9 Money laundering

79. The Council is alert to the possibility that it may become the subject of an attempt to involve it in a transaction involving the laundering of money. Accordingly, it will maintain procedures for verifying and recording the identity of counterparties and reporting suspicions, and will ensure that staff involved in this are properly trained.
80. All treasury management activity with banks other than the Council's own bank is actioned through CHAPS transfers to/from nominated accounts. Suspicions that a third party is attempting to involve the County Council in money laundering will be reported to the Service Director (Finance & Procurement).

TMP10 Training and qualifications

81. The Council recognises the importance of ensuring that all staff involved in the treasury management function are fully equipped to undertake the duties and responsibilities allocated to them. It will therefore seek to appoint individuals who are both capable and experienced and will provide training for staff to enable them to acquire and maintain an appropriate level of expertise, knowledge and skills.
82. The person specifications for the Senior Accountant (Pensions & Treasury Management) and the Investments Officer require a CCAB qualification and other members of the treasury team have the option to be supported to attain professional qualifications from the Association of Accounting Technicians, the Chartered Institute of Public Finance and Accountancy or the Association of Corporate Treasurers. The members of the *Treasury Management Group* are also required to be CCAB or CIMA qualified.
83. Professional qualifications will be supplemented by relevant training courses, attendance at seminars and conferences and access to CIPFA's Treasury Management Network and Technical Information Service for all team members. The Senior Accountant (Pensions & Treasury Management) will recommend and implement the necessary arrangements. Requests and suggestions for training may be discussed at any time with the Senior Accountant (Pensions & Treasury Management) and also feature as part of the EPDR process.

84. The *Treasury Management Group* will ensure that board/council members tasked with treasury management responsibilities have access to training relevant to their needs and those responsibilities. Those charged with governance recognise their individual responsibility to ensure that they have the necessary skills to undertake their role effectively.

TMP11 Use of external service providers

85. The Council recognises that responsibility for treasury management decisions remains with the Council at all times. It recognises that there may be potential value in employing external providers of treasury management services, in order to acquire access to specialist skills and resources. When it employs such service providers, it will ensure it does so for reasons which have been submitted to a full evaluation of the costs and benefits. It will also ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review. And it will ensure, where feasible and necessary, that a spread of service providers is used, to avoid over-reliance on one or a small number of companies.
86. Where services are subject to formal tender or re-tender arrangements, legislative requirements will be observed. The monitoring of such arrangements rests with the responsible officer.
87. The Council currently uses four broking companies to act as intermediaries in lending and borrowing activity although it will also carry out this activity directly with counterparties. It does not currently employ the services of any specialist treasury management advisers. It subscribes to an on-line market information feed for Money Market and Gilt information and to Fitch Ratings for credit and support rating information.

TMP12 Corporate governance

88. The Council is committed to the pursuit of proper corporate governance throughout its businesses and services, and to establishing the principles and practices by which this can be achieved. Accordingly, the treasury management function and its activities will be undertaken with openness and transparency, honesty, integrity and accountability.
89. The Council has adopted and implemented the key provisions of the CIPFA Treasury Management in the Public Services Code (2011 edition) and reports are made in accordance with the approved policy. The Council's constitution includes schemes of delegation covering treasury management activities.
90. These measures are considered vital to the achievement of proper corporate governance in treasury management, and the responsible officer will monitor and, if necessary, report upon the effectiveness of these arrangements.

