

Policy Committee

Wednesday, 24 January 2018 at 10:30

County Hall, West Bridgford, Nottingham, NG2 7QP

AGENDA

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| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below)
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(b) Private Interests (pecuniary and non-pecuniary) | |
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Notes

- (1) Councillors are advised to contact their Research Officer for details of any Group Meetings which are planned for this meeting.
- (2) Members of the public wishing to inspect "Background Papers" referred to in the reports on the agenda or Schedule 12A of the Local Government Act should contact:-

Customer Services Centre 0300 500 80 80

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

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

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

Meeting **POLICY COMMITTEE**

Date **Wednesday 20 December 2017 (commencing at 10.30 am)**

membership

Persons absent are marked with 'A'

COUNCILLORS

Mrs Kay Cutts MBE (Chairman)
Reg Adair (Vice-Chairman)

Chris Barnfather
Joyce Bosnjak
Richard Butler
John Cottee
Samantha Deakin
Kate Foale
Glynn Gilfoyle
Richard Jackson
Bruce Laughton

Philip Owen
John Peck JP
Mike Pringle
Alan Rhodes
Andy Sissons
Stuart Wallace
Muriel Weisz
Jason Zadrozny

OTHER COUNCILLORS IN ATTENDANCE

Nicki Brooks
Kevin Greaves
Dr John Doddy
Diana Meale

OFFICERS IN ATTENDANCE

Anthony May Chief Executive

Barbara Brady
David Pearson
Stacey Roe } Adult Social Care, Health and Public Protection

Colin Pettigrew Children, Families and Cultural Services
Mike Sharpe

Adrian Smith Place

Carl Bilbey
Keith Ford
Jayne Francis-Ward
Nigel Stevenson } Resources

LADY DOROTHY PETTITT

Councillor Mrs Kay Cutts MBE and Councillor Alan Rhodes spoke in the memory of Lady Dorothy Pettitt, wife of the former Leader of the Council, Sir Dennis Pettitt.

MINUTES

The Minutes of the last meeting held on 15 November 2017, having been previously circulated, were confirmed and signed by the Chairman.

APOLOGIES FOR ABSENCE

The following temporary change of membership, for this meeting only, was reported:-

- Councillor Andy Sissons replaced Councillor Stephen Garner

DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS

Councillor Chris Barnfather declared a private interest in agenda item 13 – Update Report on Replacement of Hawthorne Primary School, Bestwood, due to his previous involvement in discussions around this issue as the local County Councillor, which did not preclude him from speaking or voting on this item.

JOINT HEALTH AND WELLBEING STRATEGY FOR NOTTINGHAMSHIRE

Councillor John Doddy, as Chairman of the Health and Wellbeing Board, was granted permission to speak at the meeting and introduced the Strategy.

RESOLVED: 2017/084

- 1) That the Joint Health and Wellbeing Strategy for Nottinghamshire 2018-2022 be approved.
- 2) That the development and implementation of a communications and engagement plan to support the realisation of the Strategy be approved.

The requisite number of Members requested a recorded vote and it was ascertained that the following 12 Members voted '**For**' the motion:-

Reg Adair	Chris Barnfather
Richard Butler	John Cottee
Mrs Kay Cutts MBE	Samantha Deakin
Richard Jackson	Bruce Laughton
Philip Owen	Andy Sissons
Stuart Wallace	Jason Zadrozny

The following 7 Members voted '**Against**' the motion:-

Joyce Bosnjak	Kate Foale
Glynn Gilfoyle	John Peck
Mike Pringle	Alan Rhodes
Muriel Weisz	

DIRECTOR OF PUBLIC HEALTH 2017 NOTTINGHAMSHIRE ANNUAL REPORT

RESOLVED: 2017/085

- 1) That the publication of the independent Director of Public Health's Annual Report for 2017 be approved.
- 2) That the promotion of the Director of Public Health's annual report be promoted to Nottinghamshire residents through the local media.

UPDATED ADULT SOCIAL CARE STRATEGY

RESOLVED: 2017/086

That the updated Adult Social Care Strategy be approved.

The requisite number of Members requested a recorded vote and it was ascertained that the following 10 Members voted '**For**' the motion:-

Reg Adair	Chris Barnfather
Richard Butler	John Cottee
Mrs Kay Cutts MBE	Richard Jackson
Bruce Laughton	Philip Owen
Andy Sissons	Stuart Wallace

The following 7 Members voted '**Against**' the motion:-

Joyce Bosnjak	Kate Foale
Glynn Gilfoyle	John Peck
Mike Pringle	Alan Rhodes
Muriel Weisz	

The following 2 Members abstained from the vote:-

Samantha Deakin	Jason Zadrozny
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ADOPTION OF THE MOTOR NEURONE DISEASE CHARTER

RESOLVED: 2017/087

That the Motor Neurone Disease Charter be adopted.

RESPONSE TO HISTORICAL CHILD ABUSE - RESOURCES

RESOLVED: 2017/088

That further staffing resources to manage the Council's response to historical child abuse, as outlined in Table 1 and 2 of the report, be approved.

BUDGET UPDATE REPORT

RESOLVED: 2017/089

- 1) That the financial landscape within which the Council was operating be acknowledged.
- 2) That due to the significant financial challenges, the Council continues developing the measures set out in the report.

INTEGRATING INNOVATION CENTRES IN NOTTINGHAMSHIRE CONTRACT

RESOLVED: 2017/090

- 1) That the approach to extend the existing incumbent on the current contract terms and conditions for the period 31 March 2018 – 30 September 2018 be approved.
- 2) That a further report, following the completion of the review, on the next delivery method for the centres, be submitted to a future meeting.

TRADING STANDARDS ENFORCEMENT AND PROSECUTION POLICIES

RESOLVED: 2017/091

That approval is given to the Enforcement Policy and the Prosecution Policy as set out in Appendix A and Appendix B to the report.

GROWTH AND ECONOMIC DEVELOPMENT TEAM PROGRAMMES

RESOLVED: 2017/092

That the availability of grants and support be publicised in order to unlock the full potential of specific externally funded projects and programmes that meet local priorities.

UPDATE REPORT ON REPLACEMENT OF HAWTHORNE PRIMARY SCHOOL, BESTWOOD

During discussions, Members underlined local residents concerns about access to the site, with reference to housing development planning applications in that area that could not be agreed until the Gedling Local Plan had been finalised. It was underlined that if the school was to open in September 2019, rather than at an earlier date, then that would help to address those concerns. Officers confirmed that the date of the school's opening was flexible and the recommendation of the report was therefore updated to clarify the proposed opening date of September 2019.

RESOLVED: 2017/093

That the update on progress with the replacement of Hawthorne Primary School, Bestwood be accepted and the approach being taken and the latest estimated costs be approved, with the school opening in September 2019.

**OPERATIONAL DECISIONS TAKEN OUTSIDE THE POLICY COMMITTEE
CYCLE – JULY-OCTOBER 2017**

RESOLVED: 2017/094

That no further actions were required in relation to the issues contained within the report.

WORK PROGRAMME

During discussions, Members requested that further information on the Independent Inquiry into Child Sexual Abuse be made available to all County Councillors.

RESOLVED: 2017/095

That no further changes were required to the work programme.

EXCLUSION OF PUBLIC

RESOLVED: 2017/096

That the public be excluded for the remainder of the meeting on the grounds that the discussions were likely to involve disclosure of exempt information described in paragraph 3 of the Local Government (Access to Information) (Variation) Order 2006 and the public interest in maintaining the exemption outweighed the public interest in disclosing the information

**OPERATIONAL DECISIONS TAKEN OUTSIDE THE POLICY COMMITTEE
CYCLE – JULY-OCTOBER 2017**

RESOLVED: 2017/097

That the information set out in the exempt appendix be noted.

The meeting closed at 12.13 pm.

CHAIRMAN

REPORT OF THE LEADER OF THE COUNCIL

DEPARTMENTAL STRATEGIES

Purpose of the Report

1. This report seeks approval for the four Departmental Strategies which have been produced to support the delivery of the Council plan.
2. To agree the production of executive summaries of those parts of the Strategies which communicate to the general public and stakeholders the activities the Council will be undertaking to support the delivery of its ambitions.

Background

3. The Council Plan 2017-2021 was agreed by County Council in July 2017 and articulates the ambition to provide the best possible services for local people, improve the place in which we live, and give good value for money. The Plan sets out our 12 commitments for Nottinghamshire and how we will measure our success in delivering them.
4. The Council's Planning and Performance Management Framework states that the aspirations, priorities and outcomes that the Council will work towards will be developed and articulated through a number of linked plans with Departmental Strategies being produced by each Department. A template was produced in order to ensure there was consistency in the manner in which these strategies were produced. Therefore all these strategies include:
 - the strategic and partnership context in which each Department operates
 - its commissioning challenges
 - the operating model for the relevant department
 - the key activities to be undertaken that will support the delivery of the commitments in the Council Plan and success measures
 - the departmental improvement and change portfolio
 - a core data set against which the overall department's performance can be measured
5. The Departmental Strategies are attached and have been produced by each department in accordance with the agreed template. The Strategies will be reviewed on an annual basis to update key areas as appropriate.
6. As Committee members are aware the Place Department has only recently been established and assigned its new purpose and role. The Place Departmental Strategy therefore provides

greater detail on its strategic context; commissioning challenges and programmes; priority outcomes and operating model.

Communication

7. Whilst the main purpose of the production of these strategies is for internal use it is of course necessary for Adults, Children's and Place to communicate more widely with their main stakeholders and the general public as these are outward facing, front line services. Rather than provide the detailed strategies as attached to this report it is proposed that executive summaries are produced for public distribution and will be available on the Council's website. These summaries will clearly set out the activities that will be undertaken in these service areas to fulfil the ambitions of this Council as set out in the Council Plan.

Performance reporting

8. The Departmental Strategies set out a core data set for each Department as well as the key measures of success against the commitments in the Council Plan. It is important to note that these are not however the only performance measures there are a range of operational and management indicators that Departments have used and will continue to use to manage their service areas and staff performance. It is proposed that the core data set as set out in the Strategies be reported on a quarterly basis to Service Committees and Policy Committee as appropriate. It is further proposed that the measures of success against the commitments in the Council Plan and progress against the Improvement and Change Portfolios will be taken on a quarterly basis to Improvement and Change Sub-Committee. This Sub-Committee will provide a summary report to Policy Committee on its detailed examination of this performance.

Other Options Considered

9. None. The production of Departmental Strategies is a requirement under the Council's Planning and Performance Management Framework.

Reason/s for Recommendation/s

10. To approve the required Departmental Strategies and agree the relevant communication and reporting mechanisms in order to comply with agreed Council policy.

Statutory and Policy Implications

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

RECOMMENDATIONS

It is recommended that Policy Committee:

- 1) Approve the Departmental Strategies
- 2) Agree that executive summaries are produced for communication with stakeholders and the general public
- 3) Agree that performance reporting against the commitments in the Council Plan and the Improvement and Change Portfolios within the Departmental Strategies be considered by Improvement and Change Sub-Committee on a quarterly basis
- 4) Agree that Service and Policy Committee receive quarterly performance reports on the performance measures in the Core Data Sets within the Departmental Strategies as appropriate.

Councillor Mrs Kay Cutts MBE
Leader of the Council

For any enquiries about this report please contact:

Celia Morris, Group Manager Performance and Improvement (0115 9772043)

Constitutional Comments (SLB 06/12/2017)

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

Financial Comments (SES 21/11/17)

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

Background Papers

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

Nottinghamshire County Council Council Plan 2017-2021

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

Place Departmental Strategy



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Introduction

Your Nottinghamshire, Your Future

Our new Council Plan “Your Nottinghamshire Your Future” sets out an ambitious vision for the future of Nottinghamshire in which the county is at the forefront of modern Britain. We want Nottinghamshire to stand out as:

- **A great place to bring up your family**
- **A great place to fulfil your ambition**
- **A great place to enjoy your later life**
- **A great place to start and grow your business**

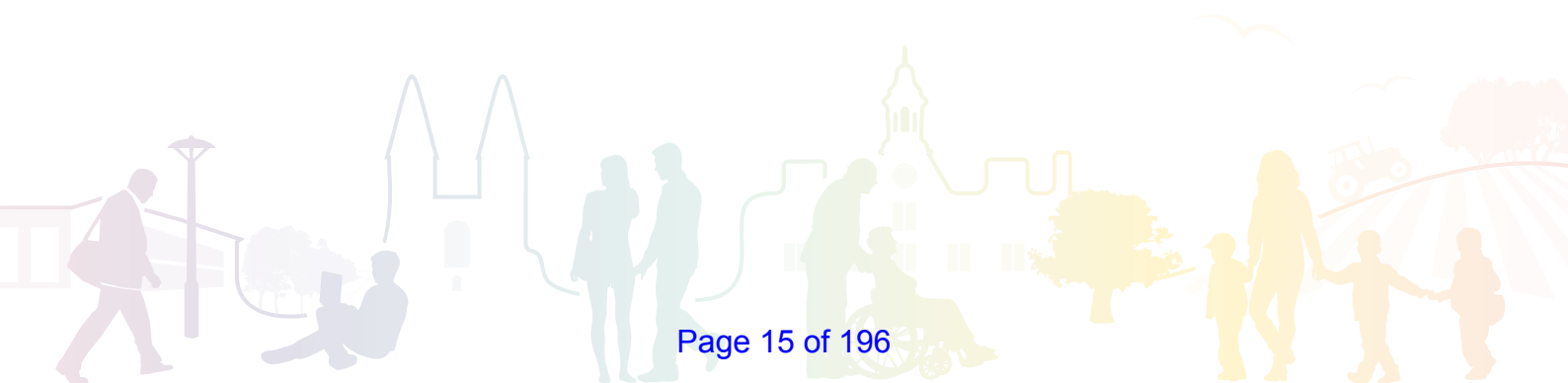
As a Council our duty is to provide a diverse range of services, to protect and shape the environment in which we live, and to create the right conditions for a strong local economy.

Our Council Plan sets out 12 commitments covering all aspects of the Council’s role in our County and the outcomes we wish to achieve for the people of Nottinghamshire.

This Place Departmental Strategy is one of four strategies setting out how each department will support the delivery of the Council Plan. Each of the strategies outlines the priorities and programmes of activity that will be pursued in the coming year to achieve this. The Departmental Strategies will be refreshed on an annual basis.

The Council must act as a single organisation with all departments working corporately to maximise opportunities and expertise and ensure that the Council Plan commitments are delivered.

These strategies are agreed by the Council’s Policy Committee as part of its responsibility for approving the policies and strategies of the Council. Policy Committee will monitor the progress of these strategies enabling elected Councillors to ensure that the Council Plan is implemented effectively.



Strategic Context and Commissioning Challenges

Strategic Context

The importance of 'place' in improving people's wellbeing and prosperity should not be underestimated. Research shows that successful places tend to have the following characteristics:

- desirable areas to live, work, study, invest and visit, with good housing choice, strong schools, quality healthcare, a safe and attractive physical environment and inspiring cultural and leisure opportunities
- good connectivity, with the ability to move easily by car, bus, train, cycle or on foot between jobs, homes and local services, and where businesses can link with each other locally, nationally and internationally
- a strong and skilled labour market with a high proportion of people economically active and skilled to meet the needs of businesses and adapt to new ways of living and working
- a strong enterprise culture driven by research and innovation, with a diverse and enterprising commercial base within which businesses are easily created and able to grow, with strong local supply chains, providing 'good' jobs.

The Place Department brings together a range of services in order to meet the needs and aspirations of the people of Nottinghamshire. The department is made up of two divisions:

- an Investment and Growth Division, responsible for a range of functions that help drive the growth and prosperity agenda including economic development, regeneration, land and assets, planning and development management

- a Communities and Place Division, responsible for helping to make Nottinghamshire a great place to live every day, with services including waste, environment, highways, transport, voluntary and community support, cultural, trading standards, emergency planning, community safety and birth, death and marriage registration.

Nottinghamshire has a great many strengths, including a wonderful heritage and countryside, some of the best market towns and villages in the country, good living standards and world class sport. The county also has an increasingly diverse business base with some of the fastest growing companies in the Midlands providing good quality jobs. Our task is to grasp these exciting opportunities and build on these strengths.

Whilst many residents already experience the best that Nottinghamshire has to offer, there are others who deserve to experience more. We need to balance our activity between building on opportunity, harnessing the benefits of growth in the economy, and providing support to those who need more help to fulfil their potential.

Of equal importance is ensuring we continue to deliver high quality and efficient services in a way that provides excellent customer service to our residents. It is only by delivering the very best services on a daily basis that we will earn and retain the trust and confidence of our residents and businesses as we pursue the opportunities for growth.

Nottinghamshire enjoys a rich historic environment and a diverse landscape

- 21,000 hectares of woodland
- 2,538 hectares of ancient woodland dating back to 1600AD
- 4,000 listed buildings, 158 ancient monuments
- 67 Sites of Special Scientific Interest covering nearly 3,400 hectares
- 64 nature reserves
- A Special Area of Conservation covering 270 hectares of Sherwood Forest
- Over 4000 public rights of way covering nearly 3000 kilometres

What is Nottinghamshire like as a place to live and do business?

Our economic landscape has undergone significant structural change over the last 30 years. The dominance of heavy industries that once supported entire communities and multiple generations has ended. The economy is now characterised by a more diverse range of businesses and service industries. There are now 26,800 businesses registered in the county, 89% of which employ fewer than 10 people, whereas 90 firms employ more than 250 people.

The 'productivity gap' describes the difference between measured output per worker. Internationally, the UK is lagging behind, and the county falls further behind other parts of the country. Increasing productivity is a Government priority and there is significant scope to increase productivity in Nottinghamshire. Gross Value Added (GVA) per head, a measure of productivity, grew by 13% in Nottinghamshire over the past 10 years, compared with 20% for England as a whole and 17% for the East Midlands. There is a need to create more value in our economy by building the business base and improving productivity. This will create more and better-paid jobs and drive up standards of living in our county.

Higher productivity will be driven by investment in infrastructure and in skills. The county is below the national average in Key Stage 5 attainment in schools and NVQ4+ qualifications (33.1% compared to 36.7%).

Positively, economic inactivity levels are lower in Nottinghamshire than in the East Midlands or nationally. In 2016/2017 in Nottinghamshire the percentage of the population aged between 16–64 in employment was 78.6%, higher than the East Midlands average of 77.4% and the average for Great Britain of 78.3%.

There are, however, marked disparities in economic fortunes across the county. The south and east are generally performing at or around the national average but the north, especially Ashfield and Mansfield, are below the national average. This applies across virtually all measures, a number of which are shown in the following table.

Untapped potential for growth

- **Growth in active businesses** – 28.11% in Rushcliffe but only 6.63% in Bassetlaw over the past 10 years
- **Productivity** – the south of the county (Broxtowe, Gedling & Rushcliffe) is around the UK average whereas North Nottinghamshire is below average
- **Annual earnings** – range from £22k in Mansfield to £33k in Rushcliffe
- **Population with a degree or equivalent or above** – 16.2% in Ashfield, 46.6% in Rushcliffe
- **Unemployment** – the 5 wards with the highest rates of unemployment in the county are all in Mansfield
- **The index of multiple deprivation (IMD) ranks** Mansfield in the top 20% most deprived Districts in the country and Ashfield in the top 25%. For comparison, Nottingham City is in the top 3%. Rushcliffe is in the top 3% least deprived.
- **Within the IMD, Ashfield is ranked in the top 3% most deprived for education, skills and training, and Mansfield in the top 10% on the same measure.**
- **Estimated that the number of older people living alone will increase by 40% by 2025**

We have over 4,000 kilometres of road network in the county. North-south routes are particularly strong for both road and rail, with the recently upgraded M1 on the western side and the A1 to the east.

The East Coast Mainline has stations at Newark and Retford, providing very good access to London and northern cities. The quality of east-west routes is more variable. Widening schemes for the A453 and A46 have resulted in improved access in the south, but significant investment is required for the A46 link with the A1 and Newark, to support growth and productivity and to relieve congestion and improve safety. This investment is being pursued in partnership with Highways England, but more is required to tackle other routes that continue to suffer from congestion, including the A614, the A38, and around the Ollerton roundabout and Kelham Bridge.

Partnerships

The Place Department is committed to working in partnership both at an operational and strategic level. A large number of partnership arrangements are in place and examples of these are highlighted throughout this strategy. The department will seek to develop and grow these partnership arrangements in order to improve outcomes for the residents of Nottinghamshire.

Commissioning Challenges

The Place Department has achieved a great deal using an approach based on the delivery of services through direct provision, arms-length organisations and externally commissioned providers.

We will focus on delivering services in the most cost effective way, in order to ensure that our extra investment in services such as highways maintenance delivers tangible improvements for our residents and other road users. The same principles will also be applied, for instance, to achieve low cost waste disposal and provide new schools that are good value for money. We recognise that our day to day operational services are essential foundations on which we will build our future success.

The Place department delivers a diverse range of services, some of which are statutory, prescribed by Government. The context in which we are operating is increasingly complex, not least because the way people live their lives is changing so fast.

Our residents expect highly personalised services that are easy to access, and our duty to meet the needs of an aging and increasingly isolated population has significant implications for the future planning and delivery of services. New homes will be built across Nottinghamshire to accommodate individuals and families from the local area and elsewhere, so the services we provide must take into account their differing needs and ambitions.

This is happening at a time when the Council as an organisation is having to adapt to new ways in which local government will be funded. Services within the Place department are continuing to explore ways they can work differently, both internally and in collaboration with partners, to make public money go further. We need to find innovative ways of doing business, generating sound returns for all residents and making this great county an even better place to live.

Vision and Priorities

The vision for Nottinghamshire is “**A county that is a great place to bring up a family, to fulfil ambition, to enjoy later life and to start and grow business**”. Our Council Plan commitments describe the outcomes the Council wants to achieve over the coming years, and whilst the Place Department will make a contribution to the achievement of all of these outcomes, there are a number of specific priorities for the department which are set out below.

Place Plan Priorities drawn from ‘Your Nottinghamshire, Your Future’

A great place to bring up a family

- Families prosper and achieve their potential
- Children and young people go to good schools

A great place to fulfil your ambition

- Nottinghamshire has a thriving jobs market
- Nottinghamshire is a great place to live, work, visit and relax

A great place to enjoy later life

- People live in vibrant and supportive communities

A great place to start and grow a business

- Nottinghamshire is a great place to invest and do business
- Nottinghamshire is a well-connected County
- Nottinghamshire has a skilled workforce for a global economy

A great place to bring up a family

We want Nottinghamshire to be a great place to bring up a family and we especially want to ensure our children have the best start in life.

We want to see young people aim high and achieve the level of qualifications and skills they need to fulfil their ambitions. The education landscape continues to change, but we will be consistent in continuing to help meet the needs of our children and young people, not just through our role in supporting teaching and learning, but also by ensuring that we provide quality, nutritious school meals, sustainable school transport and school buildings that are safe and inspiring environments.

We know that families in work are more resilient, so Nottinghamshire County Council has established a strong partnership with other local organisations to help people into work.

We also have a large number of libraries, outstanding schools and colleges and world class universities to support families to gain the skills they need. We want Nottinghamshire to be a thriving place where families have access to jobs that help them be financially and socially secure.

We also want families in Nottinghamshire to feel safe, so we work in close partnership with the Police to safeguard young people from illegal sales of tobacco or alcohol and prevent the harm caused by solvents or knives. Our successful, intelligence-led approach to preventing and tackling crime and antisocial behaviour helps to make Nottinghamshire a more desirable place to live.

We will continue to preserve and enhance Nottinghamshire's environment, making sure there are things to do and places to visit where families can enjoy healthy leisure time and make memories they can cherish.

A great place to fulfil your ambition

We want Nottinghamshire to be a place which attracts young people and encourages them to stay and build their careers, businesses and lives here. The future prosperity of this county in many ways lies in the hands of the "Millennials" – the generation which entered adulthood in the first decade of this century.

If we are to retain and attract young professionals in Nottinghamshire, then we need to ensure that they have access to good jobs, or the space in which to start and grow their own business. We will ensure access to a wide range of opportunities and employment sectors, including promoting routes into employment such as apprenticeships, and working with local universities to retain students. We will encourage entrepreneurs to invest here.

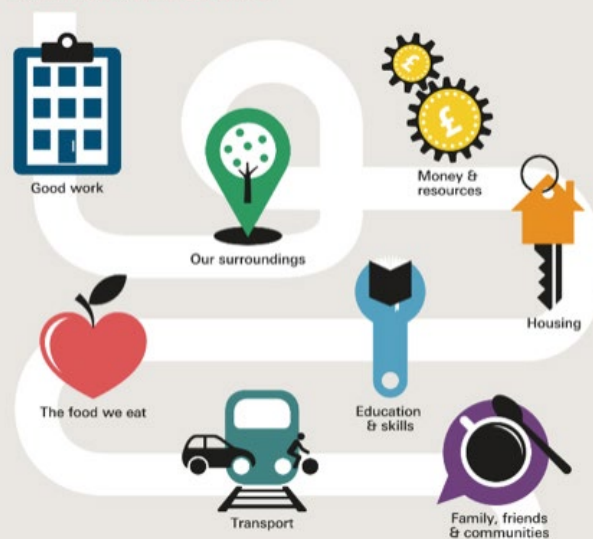
We want Nottinghamshire to be a place where young people and young families have the opportunity to put down their roots and live healthy and fulfilling lives. In order to achieve this, we know that quality housing in good locations is vital. We will work proactively with developers and the Government to bring forward new housing for rental or buying that meets the needs of our growing population, including accommodation for ambitious young adults who want to build their future here.

At the same time, we want to improve our transport links so that young people can access education, training, jobs and leisure. We will make sure our road network is maintained to the highest possible standards so that people can quickly and safely get where they want to go, whether that means their workplace, or cultural and leisure activities in the county.

What makes us healthy?

AS LITTLE AS
10% of a population's health and wellbeing is linked to access to health care.

We need to look at the bigger picture:



But the picture isn't the same for everyone.

A great place to enjoy later life

Our ambition is to make Nottinghamshire a place where everyone can thrive as they grow older and be healthy and happy in later life. For many people, staying in work for longer might be a financial necessity or a personal choice, but we recognise the value of their knowledge and experience.

Whilst we know that attracting and retaining young people is important, we also know the jobs market and our local communities must cater for all ages, with people working later in life and living longer. We want people in their middle and later years to be a strong part of their community, connected by good transport and digital links and with access to good quality services and facilities. All of these factors are essential to ensure our residents can enjoy life and remain active and independent for as long as possible.

We know people value local green spaces and cultural and leisure amenities, so we will continue to protect these and ensure that they are accessible.

We have invested in projects and activities that help communities help themselves to be healthier and independent for longer and we are working to encourage people to support each other. When residents are mobilised to help their neighbours we know communities are more cohesive, and outcomes are improved in terms of health and quality of life.

To enjoy life, people need to feel safe, which is why we work to protect communities from threats such as crime and rogue traders. We will always protect our most vulnerable residents and work collaboratively with partners to keep them safe from harm.

Crime rates have reduced over the last decade however newer types of crime such as 'digital' have been increasing and improved recording has seen an increase in the last couple of years in police recorded crime. Doorstep crime and other scams and fraud targeted at the most vulnerable remains a strategic threat at a national and local level. Incidents previously regarded as being carried out by rogue traders are more frequently connected to organised crime. There are hotspots within Nottinghamshire for burglaries and antisocial behaviour which our Community Safety team work in partnership with the Safer Nottinghamshire Board to tackle.

A great place to start and grow your business

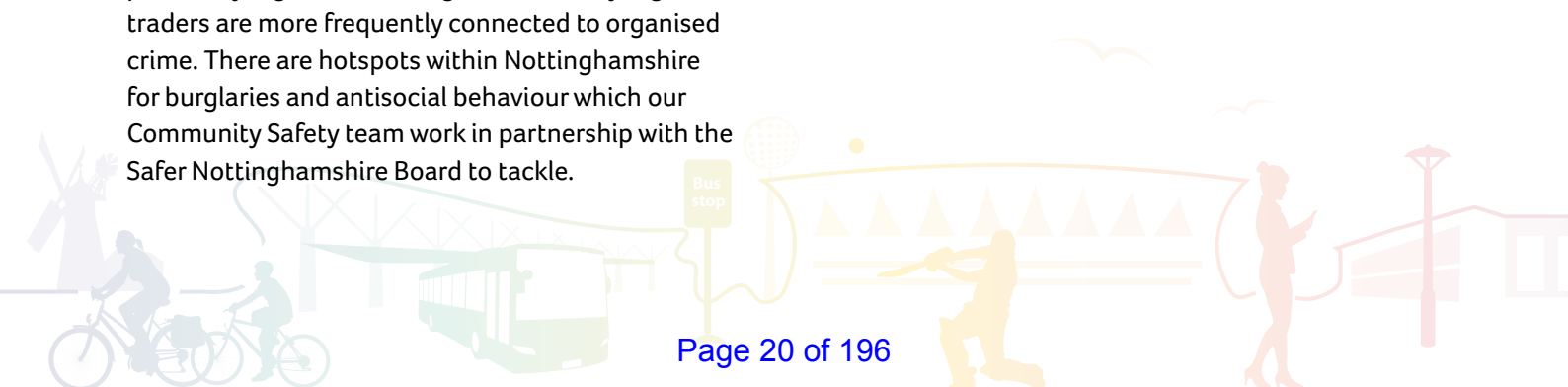
Our goal is for all residents, communities and businesses across the county to have the opportunity to fulfil their potential and share in economic success. We will do this in part by raising the profile of Nottinghamshire and creating the best conditions for investment and growth.

We will maximise the impact of the Midlands Engine and Midlands Connect programmes on the county and we will continue to be an active and influential partner within the D2N2 Local Enterprise Partnership. The Midlands Engine offers the opportunity to make critical investments in infrastructure to improve transport and digital connectivity, support skills, unlock housing and business growth, and drive civic renewal.

Nottinghamshire is competing on a global stage in a world that is changing rapidly, not just in terms of our trading relationships but also how we produce and consume goods and services. Through our prominent role in the Midlands Engine, Nottinghamshire can look further than the short term, towards the Britain of 2030 and beyond. By then autonomous vehicles, artificial intelligence-based manufacturing, and hyper-fast connectivity will be the norm and High-Speed 2 (HS2) will be up and running.

We support the Midlands Engine Vision for Growth and believe that a strong Midlands economy will grow the national economy, attract more investment and help to redress the 'North-South divide'.

Midlands Engine partners are committed to collaboration to support local and national priorities in the Industrial Strategy. Across the Midlands, our ambition is to close the GVA gap to match or exceed the national average and add £54 billion to the Midlands and UK economies by 2030.



This county has a rich history of powering the economy and people lives. Nottinghamshire was at the forefront of the development of the National Grid. Minerals, oil and gas extracted in the county helped build houses, roads and infrastructure within and well beyond our borders, and powered the industrial age. Extraction of minerals is in our DNA and has not only generated prosperity and jobs for the people of Nottinghamshire, but also shaped the county as it looks today. As we look to the future, not least in producing our Minerals Local Plan, we will ensure that extraction is properly planned, with careful regard to the legacy we create for future generations.

Our county is also a rural county, home to the production of crops that feed the nation. Not only do we work to support the growth and productivity of our rural businesses, we also work to reduce the risk of animal health diseases (Rabies, Avian Flu or Anthrax) through farm enforcement activities and robust contingency planning in case of national outbreaks. Our work helps protect the human food chain by ensuring the authenticity and safety of human food and animal feed.

Our market towns have an important role in the vibrancy of the county. We will continue to improve the appearance of our towns as lively and attractive places that generate local jobs and meet people's changing shopping and leisure habits.

We need our workforce to be skilled, productive and healthy, in jobs that enable people to sustain a good quality of life. Existing jobs are susceptible to automation by the early 2030s. In some pockets of Nottinghamshire, communities still feel the social impact caused by unemployment after the decline of traditional industries. This is why it will be important for the Council and its partners to work together to plan now for the advent of automation which, if well managed, can offer new opportunities and widespread and positive benefits to residents and businesses.

In this digital era, we want to ensure the maximum possible access to superfast broadband. We are starting from a high base, with over 98% of premises in the county already able to access superfast broadband. Our investment in broadband means we are one of the most digitally connected places in the country. But we are now in the early stages of the next technological revolution, the development of a ubiquitous 5G wireless network that will marry data collection and computation with billions of devices. It is widely believed that all industries will feel the effects of the shift to 5G including the health care and automotive industries. The 'Internet of Things' is expected to bring about dramatic transformations in our daily lives through a network of physical devices, vehicles, home appliances and other items embedded with electronics, software, sensors, actuators, and network connectivity which enables these objects to connect and exchange data. Nottinghamshire will need to be at the forefront of these developments to safeguard the future prosperity of our residents and businesses.



The Departmental Operating Model

This Place Plan sets out our approach to achieving our priorities through:

- ▶ **Four commissioning programmes** which set out how we will tackle the most complex challenges and opportunities across the County
- ▶ A series of **key service activities** extracted from Departmental Service Plans, highlighted because of their importance towards delivering the Council Plan Commitments
- ▶ A portfolio of **improvement and change programmes** describing which services we will change to improve service impact for residents and businesses and reduce cost for the taxpayer.

We will monitor the impact of our work through a single, integrated Place Core Data Set which is set out in section five. All of our work should be focused on the achievement of the outcomes and priorities set out in this strategy. We will decommission activity that does not have a demonstrable impact on these outcomes as this simply does not reflect good value for money for the taxpayer.

A different way of thinking about achieving outcomes

To meet the changing needs and ambitions of our residents and businesses, we will need to think differently about how we can achieve the outcomes that matter most to our residents and businesses.

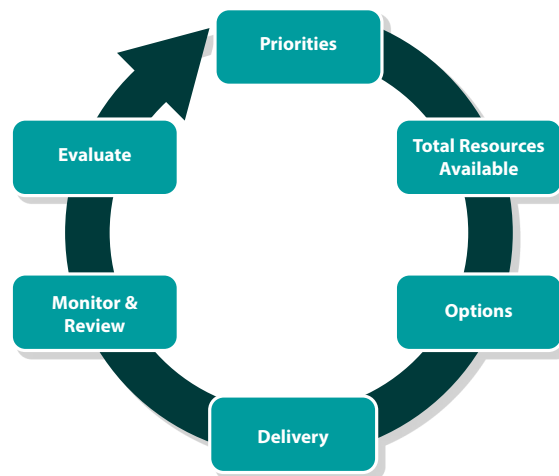
In considering each of the Council Plan commitments, we will need to thoroughly investigate our evidence base and needs assessment. We need to think deeply about what our residents and businesses tell us as we set priorities.

Through this approach we have the opportunity to find different ways of using the total resources at our disposal to deliver better outcomes. Rather than simply considering the revenue cash available to fund services, this might include using our assets differently or using our policy powers, partnerships and influence to achieve outcomes without necessarily spending more public money.

A large part of our operating model reflects our ability as influencers, such as our role in the D2N2 Local Enterprise Partnership, the Midlands Engine, the Safer Nottinghamshire Partnership and with culture and tourism partners. Through these partnerships we can achieve a great deal by brokering opportunities, attracting or unlocking investment, or influencing the spend of other organisations to help meet priorities in Nottinghamshire.

Fundamental to this whole approach is having a strong set of measures and systems that allow us to track and monitor the impact we are having against our priorities. Only by regular reporting and thorough evaluation can we understand where we are really making the difference we set out to achieve, and where we need to adapt, change or stop projects and services we're providing.

We will embed a discipline in the Place department to ensure we actively consider all of the possible resources at our disposal in the pursuit of outcomes, not just the role of Council services.



Commissioning Programmes

The Place Department can have significant impact across many of the Council Plan commitments. Some of the actions we will take to achieve these priorities are tried and tested, but other priorities involve more complex social, economic and environmental challenges that will require new thinking.

Our desire to strengthen our focus on improving outcomes and our analysis of our evidence base has helped identify four new commissioning programmes, set out below, which we will design and deliver. In many respects the challenges facing our communities are not new, they are longstanding and have faced people living in some parts of our county for many years. They are inherently complex, with many interdependencies, and no one team, department or organisation can tackle these challenges alone.

The four commissioning programmes are:

1. Investing in place and community
2. Investing in opportunity areas
3. Investing in economic and social regeneration
4. Investing in skills and aspiration

Commissioning Programme 1: Investing in place and community

We will invest in protecting and enhancing quality of life across Nottinghamshire, further strengthening community, enhancing our countryside, and our heritage and sense of place. This will be driven by understanding the changing ways people are living their lives, the increased expectations of residents and making use of the 'Internet of Things'.

Nottinghamshire people are proud to be from this county. A great many play an active part in their communities, for example by volunteering, joining 'Friends of' groups, coaching various sports, serving as school governors and serving on parish councils. We will use our resources to help and encourage more people to become active citizens, taking responsibility for their own neighbourhoods and communities, supporting each other and helping make Nottinghamshire the welcoming, friendly place it is to live. As well as empowering communities, we will also take enforcement action where required, tackling in particular serious and organised crime groups involved in scams and frauds so that we protect the most vulnerable in our communities. We will use our services and influence to build civic pride. Our registration and celebratory services are not just a way of registering a birth or getting married, they are a gateway to active citizenship in Nottinghamshire and a means of celebrating key milestones in people's lives. Our partnerships with Sport England and our sporting clubs also help people to be physically active, enjoy sport and connect as teams and communities.

Our countryside, culture and heritage are amongst our greatest strengths, and are integral drivers of growth, wellbeing and quality of life for both residents and visitors. Combined they help achieve Nottinghamshire's sense of uniqueness as a place. Thousands of events take place in neighbourhoods, towns and villages across our county every year. Our partners INSPIRE, the RSPB and Greenwood Community Forest (to name three) provide opportunities for people to come together to enjoy the best that Nottinghamshire has to offer.

The Pilgrim Roots event offers a significant opportunity to celebrate our heritage and invite people from around the world back to our county to explore their history and ancestry. Events such as the Tour of Britain also put Nottinghamshire on the map. Over 210,000 people watched the Tour as it raced through the County in 2017, generating over £2m of economic benefits for the county and showcasing the best we have to offer to the viewing public. Our major sporting clubs also help boost our profile and economy. We support our clubs in any way we can, from ensuring high standards of spectator safety, through to marketing and promotion. We will work with partners including sports clubs and schools to provide opportunities for everyone to get involved in sport and physical activity for enjoyment as well as wider outcomes.

Key activities to Invest in Communities and Place:

- Bring forward iconic developments on the County Hall campus and county owned land
- Deliver an integrated local improvement funding strategy including the commissioning of Voluntary and Community Sector organisations
- Protect young people and vulnerable adults from harm through early intervention, prevention and enforcement activities
- Provide support to communities to attract investment to preserve and enhance their local heritage and environment
- Develop and deliver a strong heritage strategy, including Phase 2 of the development at Sherwood Forest and new investment into Rufford Country Park
- Protect library services across the County and pursue the development of more Community Partnership Libraries
- Develop country parks through innovative partnerships

- Develop and deliver different transport solutions to improve transport accessibility, particularly in rural areas
- Expand our relationship with INSPIRE to lever in external funding, increasing the number of activities and opportunities available
- Develop a programme of events for residents and visitors
- Develop a visitor economy strategy
- Improve the visitor experience in Nottinghamshire including interactive and immersive experiences
- Invest in management of public rights of way, promoting the network and the associated health benefits

Commissioning Programme 2: Investing in Opportunity Areas

Harnessing and maximising the impact of the significant opportunities for growth in the county is one of our greatest challenges. We will do this by driving the development of a series of 'Opportunity Areas' across the county to bring new jobs, better housing, more connectivity and more prosperity for our residents and businesses. Aligned with the Opportunity Areas will be partnerships and activities to invest in productivity, providing accommodation for businesses, attracting new inward investment and supporting existing businesses to grow. A key pillar of this work will be through our role contributing to and benefiting from the Midlands Engine and maximising the economic and social impacts of HS2.

Through the designation of a series of Opportunity Areas as outlined in the diagram on page 14 and working with partners including Homes England and local planning authorities, the County Council will progressively bring forward its own land and property assets to unlock and accelerate development.

There is evidence of unmet need and demand for high quality office accommodation and employment space. We will therefore use our own property and assets to bring forward a network of Business Parks across the county to respond to that need and bring further new, high quality and productive jobs into Nottinghamshire.

We want Nottinghamshire to be a place where young people and families can put down their roots and build their own prosperous future. In order to achieve this, we know that affordable housing in good locations is crucial. We want to address this by working with

Government, developers and local partners to ensure a supply of good quality housing in attractive areas, close to sources of employment.

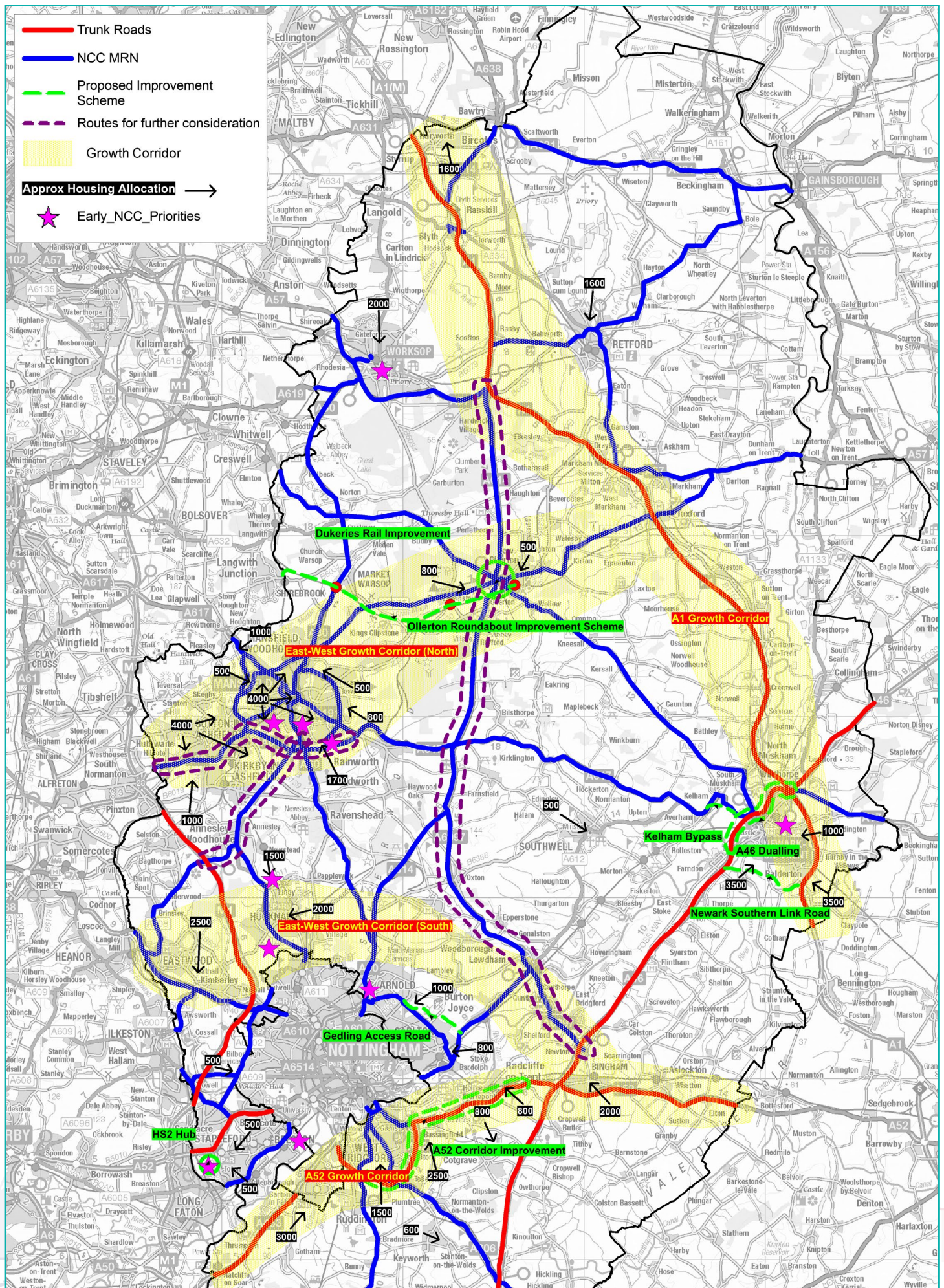
The Major Route Network (MRN) in Nottinghamshire connects us to the cities of Nottingham, Derby and Leicester, Sheffield and Doncaster as well as the towns, jobs and amenities of neighbouring counties. The economic impact of connecting places like Worksop, Retford, Mansfield and Newark to other parts of the Midlands cannot be underestimated. The MRN outlined in the diagram overleaf demonstrates that connectivity. Working with Midlands Connect and our partners in Transport for the East Midlands, we will continue to press Government to not only invest in the Strategic Route Network but also in key routes in the MRN linked to our growth and opportunity areas.

Our priorities for highway investment

- | | |
|---------------------------|------------------------------|
| • A1 /A46/A52 | • A614/A6097 corridors |
| • Gedling Access Road | • HS2 links |
| • Ollerton Roundabout | • Dukeries Rail re-opening |
| • Kelham bridge / bypass | • Bus/rail based Park & Ride |
| • A38/A617/A611 corridors | |

We know that having excellent Broadband and mobile connectivity helps attract young people to an area and retain them. We will work with local planning authorities to encourage all developments over 30 units to have Superfast fibre broadband infrastructure installed in each home or office, in order to retain Nottinghamshire's vanguard position as the most digitally connected place in the East Midlands.

It is widely predicted that by 2050, diesel and petrol cars will only exist as museum pieces. Like the car makers and technology firms, we are determined to get autonomous technology onto Nottinghamshire roads. At the moment, driverless car testing is concentrated in small urban areas and city centres but with reported plans to test a fleet of autonomous vehicles on motorways by 2019, we will aim to ensure that Nottinghamshire is at the forefront of this revolution. This will contribute to improving air quality and will encourage the use of alternative modes of transport (such as mass transit systems, electric and non-electric bikes, or walking) throughout the county.



In July 2017, the Government confirmed the preferred route for HS2 in the East Midlands, through Nottinghamshire and Derbyshire and north to Leeds. This represents a significant opportunity with the line including plans for an East Midlands station at Toton, Nottinghamshire – set to be the network's best connected point outside London with 22 trains per hour. Whilst current plans are for the station to open in 2033, the Midlands Engine has already set out proposals to partially open the station at Toton by 2030.

'People, place and connectivity' are the focus of the HS2 Growth Strategy for the East Midlands. The Strategy sets out plans to drive long term growth in the regional economy, equivalent to an additional 74,000 jobs and almost £4billion of GVA (Gross Value Added) by 2043.

The East Midlands Growth Zone at Toton in Nottinghamshire will have as its centre piece a new Innovation Campus to accommodate high growth businesses and university research. It is forecast that the Growth Zone has the capacity to create up to 11,500 highly skilled jobs and improved community facilities, which will be at the heart of a network of 'garden village' developments, including the nearby Chetwynd Barracks site.

Delivering this growth will be one of the county's greatest challenges. The County Council will play a leading role, working with neighbouring Councils, HS2 Ltd, the D2N2 LEP, local businesses and residents to maximise the benefits HS2 can bring as a major catalyst for growth.

In facing up to these opportunities and challenges, we must tackle underinvestment in the county. Evidence from the Treasury demonstrates how the East Midlands has been 'underfunded' in comparison with levels of Government investment in other parts of the country. In 2015-16 the East Midlands received the lowest level of Government expenditure on transport, rail and economic activities in the country. The East Midlands received a total of £8,237 per head in 2015/16, compared with £10,129 in London, £9,472 in the North East and £8,750 in the West Midlands. A key pillar of our work will be a campaign to build Nottinghamshire's profile nationally and internationally. This will involve setting out a prospectus for Government investment in our Opportunity Areas specifically for road and rail infrastructure, fixed and mobile connectivity, housing and employment, and skills.

Key activities to 'Invest in Opportunity Areas':

- Build on our economic research with Nottingham Trent University Business School to shape and designate a series of Opportunity Areas across the county
- Design a programme of development for County Council-owned land aligned to each Opportunity Area and maximise external funding and investment
- Develop business cases to invest in and bring forward a network of new business parks across the County targeted at inward investment and growing regional businesses
- Drive the delivery of the HS2 Station at Toton including the Innovation Campus and the associated network of 'garden villages'
- Play a leading role in the Midlands Engine and Midlands Connect
- Invest in our trading relationship with China as a mechanism for inward investment and exports for Nottinghamshire businesses
- Explore the economic potential of the circular economy in which we keep resources in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life
- Complete superfast broadband roll out, bidding for 5G testbed and a Terabit Community linked to new schools in the county
- Design a forward programme of schemes for transport and highways infrastructure, determined through the Major Route Network and safeguarded routes
- Engage in an autonomous driving project
- Invest in innovation and productivity, enabling the further restructuring of the economy for a digital, automated world.

Commissioning Programme 3: Investing in economic and social regeneration

We want to bring new thinking and interventions to support communities and businesses in these areas, so they become more resilient and prosperous. Key to achieving this will be 're-imagining' our town centres. Our market towns and town centres need investment to remain relevant as places in which people connect, enjoy leisure and employment. Our town centres need to not only meet the needs of local people, but also service the needs and demands of those who visit our county.

We want to be leading the technology driven changes in transport and highways, not waiting for them to happen to us.

In the short term, we will increase our investment in maintaining and improving the highway, as we prepare plans for longer term innovations in technology to improve connectivity.

Key activities to invest in economic and social regeneration:

- Programme of town centre regeneration, using our assets to unlock opportunities – people and place
- Increase investment to ensure transport and highways are safe, reliable and sustainable to promote regeneration and meet resident expectations
- Support a safe and vibrant night-time economy
- Develop a forward plan for our branding and Place marketing activity as our current arrangements are due to expire
- Bring forward new business and office accommodation through a network of business parks across the county
- Explore, design and deliver new future-proofed models of public transport
- Work with Public Health on co-ordinated approaches to tackling substance misuse, homelessness and dependency through pathways to employment

Commissioning Programme 4: Investing in skills and aspiration

People in good quality work enjoy better health and wellbeing and greater prosperity. As the economy continues to restructure, technology is driving change at speed, particularly in the workplace. Preparing the workforce and giving them the skills for the labour market of the future is a challenge, but also an opportunity. With greater automation and changing patterns of work, people in Nottinghamshire will need the aspiration and skills that meet the needs of business. This starts with excellent education at school, but also learning and training for adults both in and out of work through colleges, university and other learning providers.

We will work with our schools and Higher and Further Education providers to ensure that there is an excellent education and training offer matched to the skills requirements we know our economy needs now and in the future. Nottinghamshire is proud to be home to the University of Nottingham and Nottingham Trent University (NTU), who we recognise as an anchor institution in the county. Through our partnership with Nottingham Trent University for example, we will see increasing numbers of our young

people graduate with degrees that position them well for their careers, with increasing numbers of graduates choosing Nottinghamshire as the place to use their skills to build and grow their future.

We will stimulate the provision of skills to meet business demand, with a focus on higher level and technical skills for growing businesses and on promoting training and innovation in key sectors. We need to tackle the skills gaps in our economy and address any future labour shortages. This will require the upskilling of individuals, especially in medical sciences, technology, engineering, arts and mathematics and in agriculture and food processing.

Nottinghamshire County Council jointly owns the Futures, Advice, Skills and Employment Company (Futures), a social enterprise at the national forefront of providing jobs and skills advice, training and apprenticeships to support young people and adults into work or training. We will maximise the contribution Futures makes towards the Council's core strategies and ensure governance and reporting arrangements reflect the increasing role of Futures in wider skills and economic development activity.

We will support young people's aspiration and attainment through programmes of activity and work with schools, as well as making significant investment into the building of new schools where they are most needed.

Key activities to invest in skills and aspiration:

- Provide leadership with the skills sector – FE, HE and post-16 education, and be more proactive in brokering the demand and supply of skills
- Support people to acquire new skills to work in the future economy
- Develop our strategic partnership with Futures to build pathways into employment and ensure that Futures' contribution towards the Council's strategic objectives for economic development and skills is maximised
- As a large employer we will deliver a wide range of apprenticeships and encourage greater provision and take up of apprenticeships in the county
- Work with NTU as the anchor institution for the county, increasing the number of people with higher level skills and retaining graduates to work in the future economy
- Build a culture of aspiration and achievement from school age children, their parents, young people and adults throughout their careers
- Work with business leaders to increase the availability of apprenticeships and employment support for key groups, including for our looked after children.

Priorities and Key Activities that Support the Delivery of the Council Plan

The Council has set four ambitions in the new Council Plan “**Your Nottinghamshire, Your Future**”. The following table sets out some of the key activities that will be delivered by the Place Department.

Commitment	Success measures	Activities	Key Measures of Success
A great place to bring up your family			
Commitment 1: Families prosper and achieve their potential	More families will be in work More families will live in good quality housing	Develop and deliver the ‘Investing in Opportunity Areas’ commissioning programme Bring forward developments on County Council land: - Rolleston Drive - Top Wighay - Wilford Lane - Broomhill Farm Deliver Phase 2 of the Lindhurst/Berry Hill scheme.	Number of jobs created from schemes in which we have had involvement Number of new businesses
Commitment 3: Children and young people go to good schools	Children and young people are provided with sufficient early years provision and school places in their local communities	Ensure delivery of high quality, good value school places to meet basic need Develop an innovative schools capital programme, replacing the Orchard school in Newark and opening a new school in Bestwood Village Devise and agree a revised Developer Contributions Strategy Review of the Catering and Facilities Management service delivery model including for the provision of school meals	Pupil Places Construction plans within target (+/- 10%) Total/Value of s106 contributions received School meals take-up Surplus/Deficit schools catering
A great place to fulfil your ambition			
Commitment 4: Nottinghamshire has a thriving jobs market	People leave education with better qualifications and skill More people are in higher paid and skilled jobs More apprenticeships available for people of all ages More graduates choose to stay in Nottinghamshire for further work or study	Develop and deliver the ‘Investing in skills and aspiration’ commissioning programme Work with partners and business to develop the Apprenticeship programme Develop an action plan for expanded delivery with Futures Advice, Skills & Employment and INSPIRE, related to skills Implementation of the Area Based Review’s recommendations, including addressing quality and the alignment of the curriculum with employer needs	Number of adult learning opportunities available Number of apprenticeship opportunities available

Commitment	Success measures	Activities	Key Measures of Success
Commitment 5: Nottinghamshire is a great place to live, work, visit and relax	<p>People live in communities supported by good housing and infrastructure</p> <p>People can enjoy a wide range of leisure or cultural activities</p> <p>People can travel safely and quickly across urban and rural parts of the county</p> <p>People look after and enjoy the local environment</p>	<p>Develop and deliver the 'Investing in Economic and Social Regeneration' commissioning programme</p> <p>Develop a Heritage Strategy.</p> <p>Support the Tour of Britain event 2018.</p> <p>Open an additional Household Waste Recycling Centre for residents of Rushcliffe.</p> <p>Review and monitor Flood Risk Assessments and plans for towns and villages at risk.</p> <p>Deliver a comprehensive and efficient Public Transport network in partnership with commercial providers, community providers and County Council fleet.</p> <p>Bid for Clean Bus Technology Fund and Low Emission Bus Scheme to reduce NOX emissions and improve Air Quality</p> <p>Invest in reducing our own energy usage, increasing energy efficiency and reducing cost.</p> <p>Support the continued operation of the Greenwood Community Forest partnership</p> <p>Bring forward revised Minerals and Waste Local Plans for approval.</p> <p>Review and update the Rights of Way Management Plan</p> <p>Review and monitor Local Transport Strategy (LTP) to ensure efficient use of entire network</p>	<p>Satisfaction levels at Rufford Abbey Country Park</p> <p>Number of visits to libraries</p> <p>% of household waste sent to reuse, recycling or composting</p> <p>New recycling centre opened within timescale</p> <p>Number of flood risk projects completed within timescale</p> <p>Number of properties with enhanced levels of flood protection</p> <p>Total value of successful bids for government funding for transport and highways projects</p> <p>% of transport projects within target</p>
A great place to enjoy your later life			
Commitment 7: People live in vibrant and supportive communities	<p>Communities will support each other through volunteering and involvement in local organisations</p>	<p>Develop and deliver the 'Investing in Place and Communities' commissioning programme</p> <p>Deliver and evaluate the Age Friendly pilot</p> <p>Using Trading Standards powers and our community safety service to protect vulnerable residents, build resilience and independence</p> <p>Well regulated businesses – Trading Standards service work commercially to support businesses to be safe, effective and to trade</p>	<p>Number of tailored interventions to protect vulnerable residents</p> <p>Increase in number of approved traders</p>

Commitment	Success measures	Activities	Key Measures of Success
A great place to start and grow your business			
Commitment 10: Nottinghamshire is a great place to invest and do business	An increased amount of inward investment in the county High quality business accommodation is available for business to start and grow Increased economic productivity across the county More visitors spending more money in our county Increased economic vibrancy and improved appearance of market towns	Develop and deliver the 'Investing in Opportunity Areas' commissioning programme Deliver the D2N2 Growth Hub business support programme Develop proposals for the integration of the three Nottinghamshire Innovation Centres Generate investment opportunities and trade as part of the Midlands Engine and Friendship Agreement with China Develop and deliver the 'Investing in Economic and Social Regeneration' programme Develop a Visitor Economy Strategy and delivery plan Develop and adopt a D2N2 Town Centre Strategy Develop a Property Strategy and Asset Management Plan to align use of Council Assets to strategic priorities Lead the Nottinghamshire strand of the OPE North Midland Partnership Expand the Trading Standards Checkatrade approved traders service	Number of programmes operating % of milestones achieved Number/value of successful investments No of successful HIF Bids Strategy developed within project timescales
Commitment 11: Nottinghamshire is a well-connected County	Improved roads and transport infrastructure with better connectivity across the county and region Improved superfast broadband coverage Local people have the right skills to benefit from employment opportunities generated by HS2 and other major infrastructure developments	Develop and deliver the 'Investing in Opportunity Areas' and 'Economic and Social Regeneration' commissioning programmes Lead the development of HS2 at Toton Nottinghamshire, including the Innovation Campus and network of 'garden villages' Deliver contract 3 of the Better Broadband for Nottinghamshire programme Develop plans for the County's first terabit school and (if appropriate) apply to the Government's Local Full Fibre Network (LFFN) Challenge Fund Work with operators to establish a 5G testbed for the Midlands Engine to trial Augmented Reality (AR) on the rural visitor experience Develop a significant programme of investment in the highway network using Council resources and by accessing Government funding Review Highway maintenance and integrated transport measures policy framework including with Via East Midland	% of HS2 project milestones achieved on target %of highway capital programmes delivered on target Total value of successful bids for broadband Total value of NCC investment on broadband programme Total value of successful bids for government funding for transport and highway projects Number of successful bids for new technology pilots
Commitment 12: Nottinghamshire has a skilled workforce for a global economy	People have a higher level of skills There is a flexible and varied workforce that is able to meet the needs of local businesses in the future	Develop a European Social Investment Funding (ESIF) Skills programme Support the delivery of the County Council Apprenticeship Scheme Develop a series of pathways to work and progression routes into higher value employment Support the NTU Anchor Institution programme	Number of apprenticeship opportunities taken up Number of adult learners Care Leavers in employment

The Place Improvement and Change Portfolio

**Senior Responsible Officer: Corporate
Director for Place**

**Lead Members: Chairman of Policy
Committee and Chairman of
Communities and Place Committee**

Description: In addition to our key activities and commissioning intentions above, the Department will deliver a portfolio of improvement and change programmes. All of these will be robustly managed through the Council's agreed programme and project methodologies and regularly monitored by the Place Leadership Team.

Programmes

There are three programmes of work that will support this portfolio:

01 Our internal journey of improvement

The Department is putting in place the foundations to help us move towards excellence. Moving forward, the Department will embed and strengthen our approach to:

- **Intelligence:** Ensuring an evidence based approach, data driven policy and decision making
- **Technology:** Using new service design techniques, incorporating user insight and digital technologies
- **Programme Management:** Embedding programme discipline, strengthening governance and decision making

- **Performance Management:** Using the new core data set to hold providers, teams and individuals to account for performance
- **Integrated assurance:** Balancing performance, finance, risk, health and safety, emergency planning and service continuing
- **Business continuity and risk management:** Strengthening the Department management of risk, health and safety and emergency planning
- **Leadership development:** A programme to build leadership capacity, working as place leaders with high performing teams – culture change and organisational development

Key milestones for the next year include:

- ▶ New core data set established April 2018
- ▶ Department Programme Board established February 2018
- ▶ Risk Assessments review complete February 2018
- ▶ Business Continuity Plans refreshed February 2018
- ▶ Leadership skills/behaviours diagnostic phase complete December 2017
- ▶ Definition of values/behaviours February 2018
- ▶ Systems Leadership programme March 2018

Investment and commercial returns

This programme focused on the development of proposals that generate new sources of income for the County Council to help reduce the public subsidy for the services we provide for residents and businesses.

The key projects are:

Redesigning the strategic management of assets to generate a revenue return for the County Council.

Key milestones:

- ▶ Diagnostic Phase complete April 2018
- ▶ Review findings implemented April 2019.

Catering and facilities management commercial model to generate a surplus for reinvestment by the Council.

Key milestones:

- ▶ Options appraisal for Committee approval March 2018
- ▶ Full business case approved September 2018
- ▶ New models live April 2020

Increasing income in trading standards and registration and celebratory services to reduce the public subsidy for these important place based services.

Key milestones:

- ▶ Fees approved by Committee
- ▶ Fees structures in place April 2018.

Doing things differently with less

These projects are focused on getting the maximum value from our ever reducing resources. It is about taking a fresh look at how we operate and aligning our priorities across service areas in a joined-up approach:

Libraries and youth art service – through our collaboration with INSPIRE, drawing new resources together to grow the services that our communities can access for learning, enjoyment and enrichment.

Key milestones:

- ▶ Annual review of Cultural Strategy June 2018

Integrated Local Improvement Scheme supporting communities and the voluntary sector – shifting to a commissioning led model and a more integrated approach to supporting communities using a wide range of resources and functions from across the Department and Council.

Key milestone:

- ▶ Initial funding announcements April 2018

Future Transport – building on the early work undertaken in partnership with Future Gov to develop different transport solutions including working more closely with the Heath and Community Transport Sector.

Key milestones:

Potential partnership working with NHS

Commissioning groups:

- ▶ February 2018 : Senior Leadership approval to carry out further detailed scoping work with the Nottinghamshire and Nottingham City Clinical Commissioning Group's to develop more integrated transport solutions for Nottinghamshire residents.
- ▶ April 2018 : Communities and Place Committee approval to proceed with different transport solution for the provision of Non-Emergency Patient Transport (NEPTS) and Notts County Council Transport .
- ▶ Autumn 2019 : Implementation of new joint NEPTS and Notts County Council transport provision.

Community Transport Sector:

- ▶ March 2018 : To seek approval to appoint a new Development officer to develop Community Transport provision and Demand Responsive Transport (DRT) /Taxi/Bus provision
- ▶ August 2018: To develop Community Transport Strategy to build capacity within the sector to provide further transport options to strengthen resident connectivity to work, training and essential services including Health.

Local bus, alternative delivery options:

- ▶ Summer 2018: Further investigation of 'alternative', delivery models
- ▶ Develop further DRT / Taxi pilots and seek approval to implement
- ▶ Implement a DRT , Taxi/bus or similar pilots replacing existing contracted services

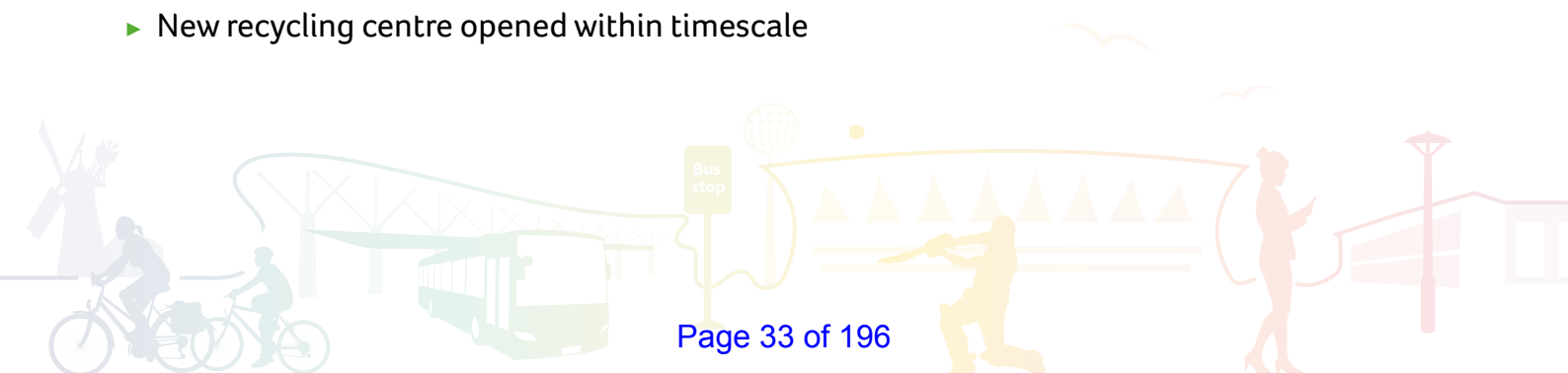
Departmental Core Data Set

A great place to bring up your family

- ▶ Adult/Families in work (one adult in work)
- ▶ Number of new Business start ups
- ▶ Number of children killed or seriously injured in road traffic accidents
- ▶ School meals take-up
- ▶ The availability of illicit tobacco to Nottinghamshire residents
- ▶ Number of additional school places Created
- ▶ Number of jobs created from schemes we have had involvement in
- ▶ School Construction plans within target (+/-10%)
- ▶ Total/Value of s106 contributions received
- ▶ Surplus/Deficit schools catering

Great place to fulfil your ambition

- ▶ Population with Level 4, 5, plus skills
- ▶ Number of children killed or seriously injured in road traffic accidents
- ▶ People killed or seriously injured in road traffic collisions
- ▶ CO2 emissions - annual reductions
- ▶ Number of properties with enhanced levels of flood protection
- ▶ Percentage of household waste sent to reuse, recycling and composting
- ▶ Residual household waste (per household)
- ▶ No of visits to libraries
- ▶ Satisfaction level at Rufford Abbey County Park
- ▶ New recycling centre opened within timescale



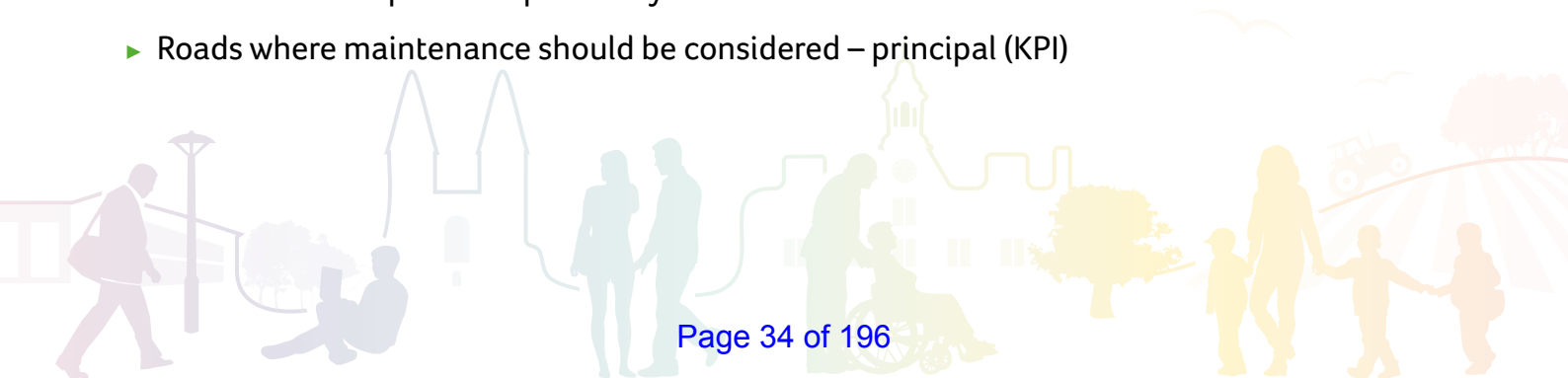
- ▶ Number of apprenticeship opportunities available
- ▶ Number of flood risk projects completed within timescale
- ▶ Number of adult learning opportunities available
- ▶ % of transport projects delivered on time/in budget

Great place to enjoy later life

- ▶ Reduction in Anti-Social Behaviour
- ▶ Annual satisfaction survey (Corporate)
- ▶ Reduction in all crime compared to 2015/16
- ▶ Increase in the number of approved traders
- ▶ % of Trading Standards problems worked on solved
- ▶ Number of tailored interventions to protect vulnerable residents based on the risk, threat and harm to the individual
- ▶ Growth in Friends Against Scams and Nominate Neighbour Schemes
- ▶ Number of doorstep crime victims protected
- ▶ Number of Voluntary and Community Sector organisations supported through the Local Improvement Scheme

Great place to start and grow a business

- ▶ Average earnings
- ▶ Working Age population employment/unemployed
- ▶ Adult unemployment rate
- ▶ Care Leavers in employment
- ▶ Suggest delete can only supply for NCC staff not overall figure
- ▶ Business start up/survival
- ▶ Business base
- ▶ Productivity/GVA Pop (Gross value added)
- ▶ Total number of premises passed by a fibre-based broadband infrastructure
- ▶ Roads where maintenance should be considered – principal (KPI)



- ▶ Roads where maintenance should be considered - non-principal (KPI)
- ▶ Roads where maintenance should be considered - unclassified (KPI)
- ▶ Increase in Primary Authority Companies
- ▶ Achievement of additional Trading Standards income target
- ▶ Inward investment
- ▶ County Planning matters determined in 13 weeks
- ▶ No. of investment programmes operating
- ▶ % of D2N2 milestones achieved on target
- ▶ No. of successful HIF bids
- ▶ Property Strategy developed within project timescales
- ▶ % of HS2 project milestone achieved on target
- ▶ % of highway capital programmes delivered on target
- ▶ Total value of successful bids for broadband
- ▶ Total value of NCC investment on broadband programme
- ▶ Total value of successful bids for government funding for Transport and Highway projects
- ▶ No of successful bids for new technology pilots
- ▶ No of apprenticeship opportunities taken up
- ▶ No of adult learners



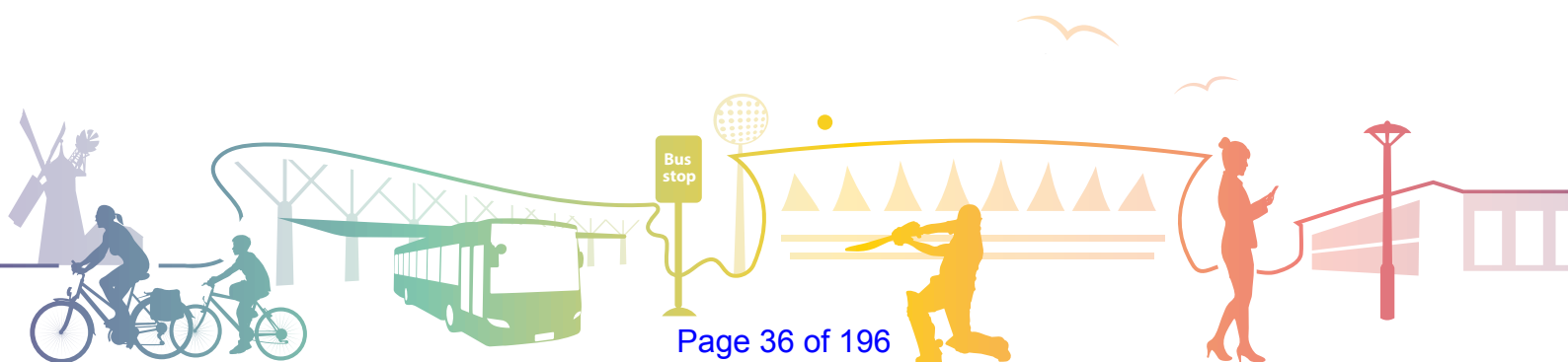


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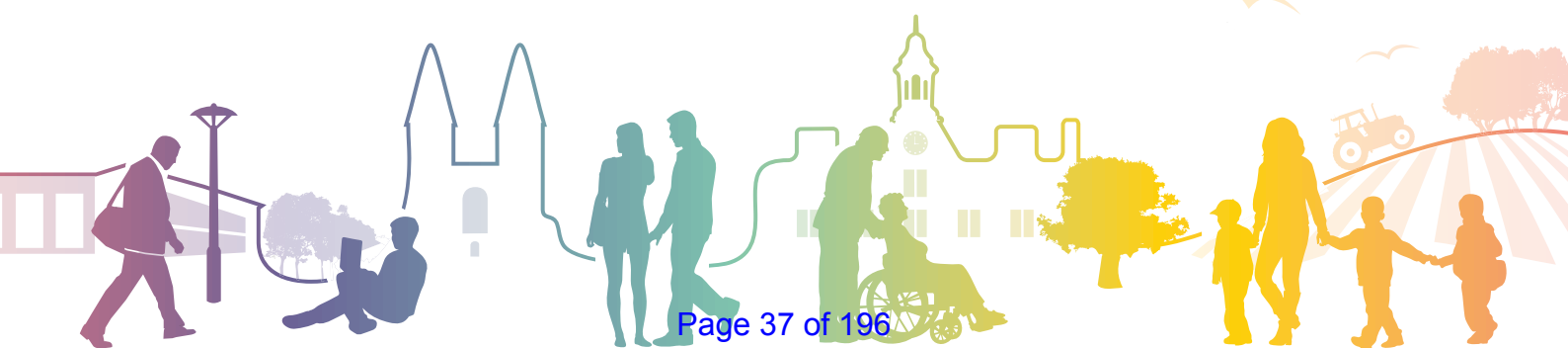
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Adult Social Care and Public Health Departmental Strategy



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Your Nottinghamshire Your Future

Our new Council Plan “Your Nottinghamshire Your Future” sets out an ambitious vision for the future of Nottinghamshire in which the county is at the forefront of modern Britain. We want Nottinghamshire to stand out as:

- **A great place to bring up your family**
- **A great place to fulfil your ambition**
- **A great place to enjoy your later life**
- **A great place to start and grow your business**

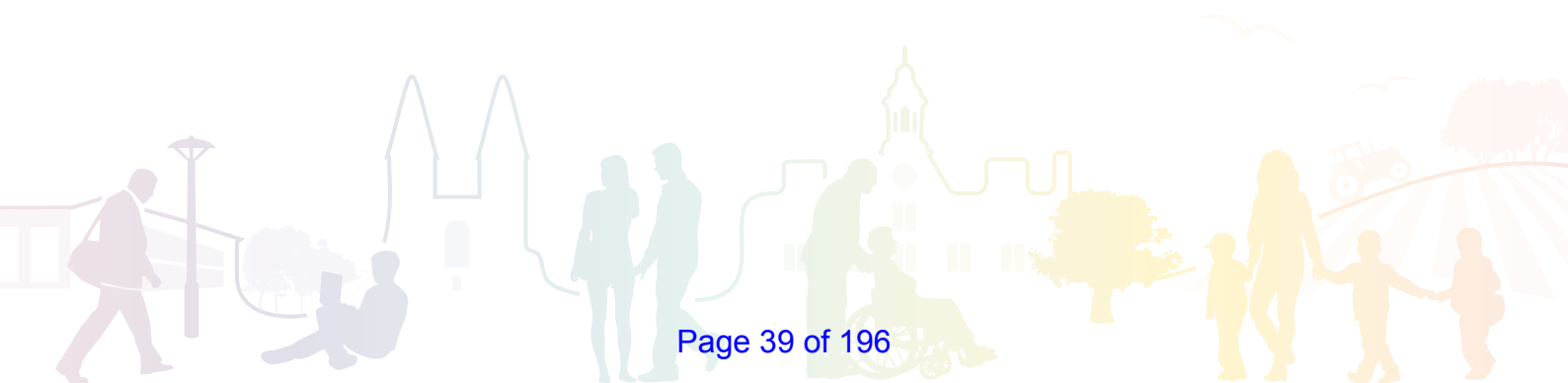
As a Council our duty is to provide a diverse range of services, to protect and shape the environment in which we live, and to create the right conditions for a strong local economy.

Our Council Plan sets out 12 commitments covering all aspects of the Council’s role in our County and the outcomes we wish to achieve for the people of Nottinghamshire.

This Adult Social Care and Public Health Strategy is one of four strategies setting out how each department will support the delivery of the Council Plan. Each of the strategies outlines the priorities and programmes of activity that will be pursued in the coming year to achieve this. The Departmental Strategies will be refreshed on an annual basis.

The Council must act as a single organisation with all departments working corporately together to maximise opportunities and expertise to ensure that the Council Plan commitments are delivered.

These Strategies are agreed by the Council’s Policy Committee as part of its responsibility for approving the policies and strategies of the Council. Policy Committee will monitor the progress of these Strategies enabling elected Councillors to ensure that the Council Plan is effectively implemented.



Strategic Context and Commissioning Challenges

Introduction

The overarching purpose of Adult Social Care and Public Health is to promote and improve the health, wellbeing and independence of people in Nottinghamshire. We provide and commission advice, support and services which improve health and wellbeing, and prevent ill-health and loss of independence.

Public Health is about creating the environments in which all of us can stay healthy for longer, starting from conception right through to later years. It includes tackling the causes of ill-health such as the take-up of smoking, low physical activity, poor housing and air quality, as well as providing services to support individuals making healthy lifestyle choices.

The role of the public health function in the local authority is determined by the Health and Social Care Act 2012. It places on local authorities general duties to improve and protect the health of the local population. This includes specific statutory duties including:

- the commissioning of certain mandatory services to residents (these include local implementation of the National Child Measurement programme, assessment and conduct of health checks and open access sexual health and contraception services)
- the provision of specialist advice to the local NHS
- health protection advice to organisations across the local system.

Taken together, the public health services commissioned by the Council deliver direct benefits to thousands of residents each year, with many more of us benefitting over the longer term from the positive cumulative impacts of healthier environments.

Adult social care provides support to adults over the age of 18 who have a physical disability, a long term health condition and/or mental health issues. In 2016/17 over 10,000 people received care and support services.

The department provides a range of statutory services under the Care Act 2014 including:

- advice and information
- promotion of well-being and prevention
- market management (so all members of the public can benefit from and use care services with confidence)
- assessment of social care needs
- person centred care and support planning
- adult safeguarding, mental capacity, mental health, and deprivation of liberty assessments to protect vulnerable people from harm
- support to carers
- charging, financial assessments and deferred payments (to ensure people do not have to sell their home in their lifetime).

The department also runs a range of services that provide care and support such as day services, short breaks units, Care and Support Centres, Shared Lives and enablement-focused support teams that work with people in their homes and communities.

Strategic context

In Nottinghamshire it is a cause for celebration that our citizens are living longer. However, the average number of years people spend in good health has not kept pace. The factors identified below increase the likelihood of the need for care and support due to ill health and disability. Furthermore, there are significant differences between communities in the number of years people enjoy good health.

Evidence shows that good health and wellbeing starts at or even before birth and is strongly shaped by the environment in which we grow, live and work. Furthermore, securing good health involves addressing needs across the whole life course and across the whole population.

The Health and Wellbeing Board provides a framework for key public service organisations to work in partnership to improve the health and wellbeing of the people in their area, reduce inequalities and promote the integration of services.



With regard to social care, the department works, on an individual basis, with service users and their carers and families to provide advice, information, guidance and care and support in a way that is meaningful to the people involved. At a more strategic level we involve and consult service users and carers on our services and any changes that we propose to how support is provided, for example, through our well-established Learning Disability and Autism Partnership Board.

The majority of the budgets for adult social care and public health are spent on externally provided support and services from the independent and voluntary sector in order to meet people's assessed needs. This includes public health services to tackle lifestyle-related causes of ill-health and disability, early intervention and prevention services, home care, supported living, day services, residential care and nursing home care. We work closely with all the providers of these services to ensure they are providing good quality and appropriate support to meet the identified outcomes of the people who need them, and good value for money for Nottinghamshire.

Outcomes

The high level outcomes sought for service users and citizens of Nottinghamshire are:

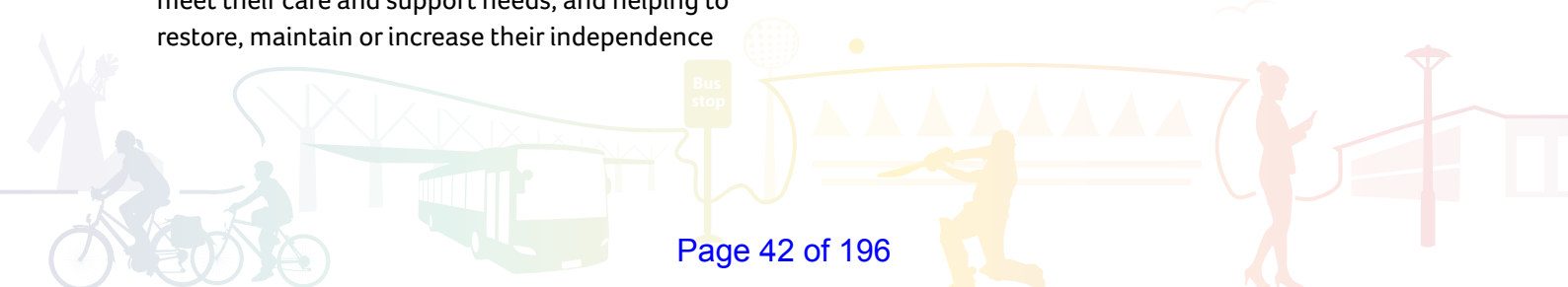
- **Healthy life expectancy** - the national Public Health Outcomes Framework describes a comprehensive set of county-level indicators for the factors which influence the health of the population. For many of these, there are significant variations at local level. The Nottinghamshire Health and Wellbeing Strategy will identify healthy life expectancy, and a reduction in its variation as the overarching indicator of health and wellbeing for Nottinghamshire
- **Helping people to help themselves** - connecting people with solutions and support available in their local communities, and helping them to make the best use of their existing support networks
- **Helping people when they need it** – working with people in a timely and proportionate way to meet their care and support needs, and helping to restore, maintain or increase their independence

- **Support to maximise independence** – working with people in a personalised and meaningful way with a clear plan for achieving their desired outcomes and maximising their independence
- **Keeping things under review** – working with people to ensure that desired outcomes are achieved and that care and support is reduced, maintained or increased according to assessed need.

Commissioning challenges

Commissioning good outcomes for the people of Nottinghamshire will be framed by the principles of promoting and improving health and independence, ensuring value for money and offering choice and control, informed by the evidence of what works. These principles provide a framework for responding to the key challenges we face in commissioning services in the future including:

- increases in the average number of years people spend living with ill-health or reduced independence, leading to increased demand for social care
- wide variations in the healthy life expectancy of different communities
- patterns of ill-health and loss of independence reflect risks which accumulate over our entire lifetimes and which are closely linked to our family, home, school, workplace and communal environments
- a national system which is challenged in its commitment to give the same priority to promoting long term wellbeing and independence as it does to managing short term demand for health and social care
- reductions in the amount of funding the Council receives for improving the health of residents through public health arrangements, and the end of the Public Health Grant in 2019
- people being discharged from hospital into the community at an earlier point rather than into institutional settings



- legislative changes such as the funding reforms under the Care Act (Part 2), which is currently scheduled to be implemented from April 2020. A Green Paper is expected from the Government in early 2018 to include proposals on funding for social care
- national challenges regarding sustainability of social care providers (home based care, supported living, residential and nursing care) and their capacity to manage the complex needs of older people and people with disabilities and mental health needs
- financial gap in social care - the additional Improved Better Care Fund of £2 billion nationally only partially closes the gap and there are national conditions and targets attached to the grant, including a renewed focus on hospital discharge.

The authority is required to invest its public health grant in a way that significantly impacts the health of the population, giving regard to the need to reduce inequalities and improve the take up of, and outcomes from, drug and alcohol misuse treatment services. The majority of the grant is invested in commissioning services to residents; the remainder funds statutory obligations related to the provision of public health advice, coordination of joint strategic needs assessment, other mandatory functions, and prevention and control of infection in community settings.

Public health commissions services for diverse outcomes, some of which carry significant clinical risk and the need for high levels of integration with existing healthcare provision. To secure best value for money from current contracts, we will maintain rigorous contract management.

Going forward, the potential for securing improved value for money from recommissioning public health services largely depends on reconfiguration of patient pathways (e.g. extending the reach of sexual health services through digital technology), and bundling contracts together (to make the tendered contract attractive to a wider market of competing providers).

The specific commissioning priorities for older adults will be:

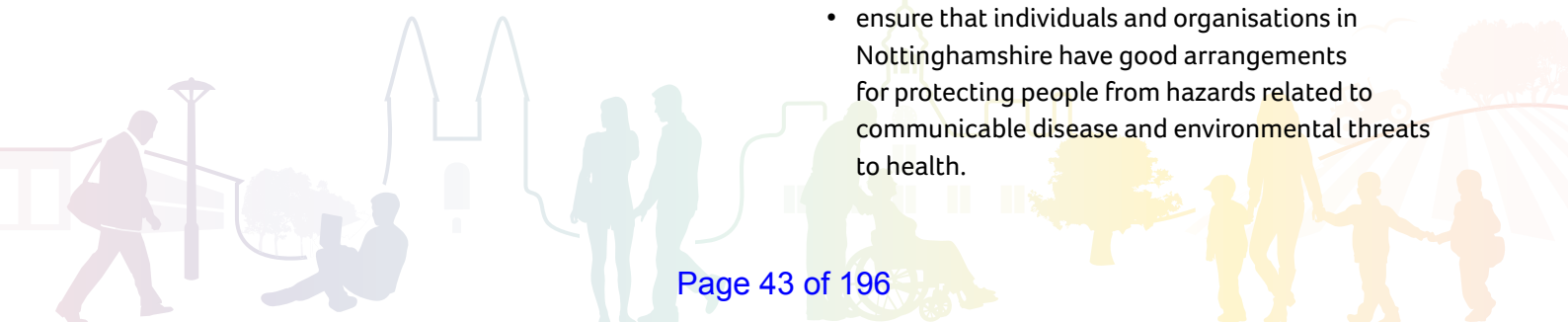
- increasing capacity in services to support and promote independence, for example reablement and enablement
- co-ordinated hospital discharge and hospital avoidance services that are able to respond rapidly
- provision of short term assessment beds and apartments
- sustainable homecare market
- increasing residential and nursing care for people with multiple complex conditions and/or dementia
- a system-wide housing plan to support people living longer in their own homes and to ensure a range of appropriate housing from general needs to specialist supported housing. This priority applies to older and younger adults.

The specific commissioning priorities for younger adults will be:

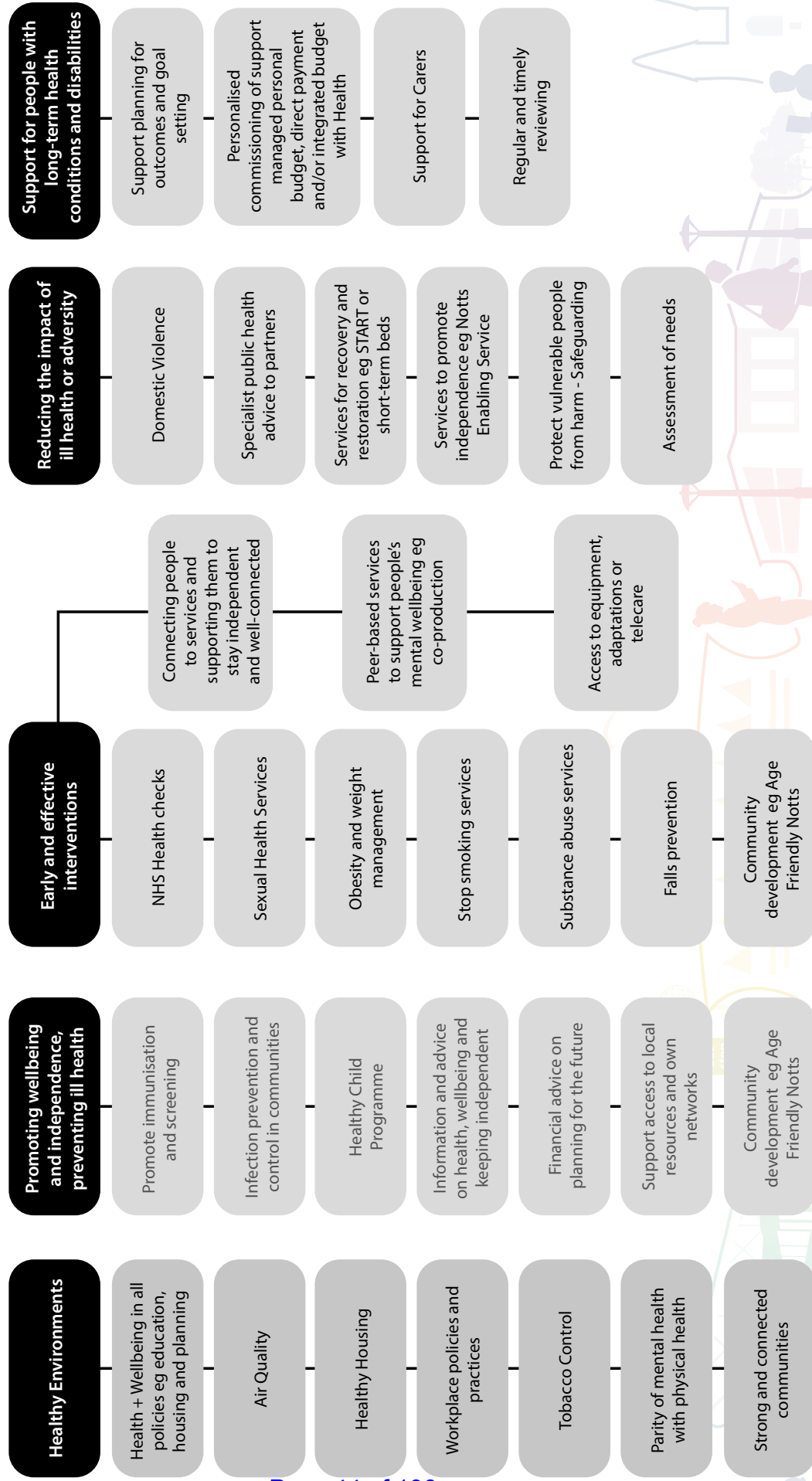
- increased supported living accommodation and sustainable provider market
- increased specialist service availability for adults with behaviour which challenges
- increased autism awareness and specialist staff training
- increased nursing care provision for younger people with long term conditions.

The commissioning priorities for public health will be:

- maintain and improve access and outcomes for services which support people to improve their health and wellbeing, and reduce their exposure to risk factors for ill-health
- ensure that these services significantly impact the health of all communities, and especially those whose health outcomes are poorest
- statutory obligations related to the provision of public health advice, co-ordination of the joint strategic needs assessment and other mandatory functions
- ensure that individuals and organisations in Nottinghamshire have good arrangements for protecting people from hazards related to communicable disease and environmental threats to health.



Departmental Operating Model





Section Three

Section Three

Priorities and Key Activities that

The Department will have responsibility for delivering the following commitments, as set out in the Council Plan, over the next four years:

Commitment	Success measures	Activities	Council Plan Key Measures of Success
A great place to bring up your family			
Commitment 1: Families prosper and achieve their potential	Young people will have improved physical and mental health	We will lead the commissioning of services to promote healthy lifestyles and address ill-health amongst all children, young people and families	The proportion of children in Notts who are covered by the Healthy Child Programme
Commitment 2: Children are kept safe from harm	Children at risk are appropriately identified, supported and protected	We will commission services to address the needs of people who experience domestic violence.	Number of children and young people supported in Domestic Violence services
Commitment 3: Children and Young People go to good schools	Vulnerable children are less likely to miss education	We will commission a Healthy Families Programme to support school readiness, secure improved emotional and physical health of school age children, and contribute to reducing the number of young people not in education, employment or training due to unplanned pregnancy.	The proportion of children in Notts from less advantaged backgrounds who achieve a good level of development at the end of reception.
Commitment 4 Nottinghamshire has a thriving jobs market	More people are in higher paid and skilled jobs More apprenticeships available for people of all ages	We will promote careers in social care and public health for young people, through apprenticeships and placements. We will work with partners and the wider community to improve the number of adults with disabilities in meaningful employment.	Number of people supported by the Council in apprenticeships and placements related to social care and public health. Number of adults with disabilities supported into employment by the Council.

Commitment	Success measures	Activities	Council Plan Key Measures of Success
A great place to fulfil your ambition			
Commitment 5 Nottinghamshire is a great place to live, work, visit and relax	People live in communities supported by good housing and infrastructure	We will work with partners to develop housing, built environment, and transport which supports healthy lifestyles and reduces exposure to poor air quality. We will work with partners to develop housing that will meet the needs of an ageing population and increasing numbers of people with disabilities.	Reduction in the number of life-years lost in Notts due to poor air quality. Proportion of adults with learning disabilities who live in their own home or with their family.
Commitment 6: People are healthier	Healthy life expectancy increases Life expectancy rises fastest in those areas where outcomes have previously been poor	We will commission services which provide support for residents seeking a healthier life-style including reducing their exposure to substance misuse, tobacco, excess weight and low physical activity, and sexually transmitted infections.	Average number of years people live in good health Reduction in the proportion of adults who smoke, are overweight, or who are physically inactive Proportion of eligible population who are offered / invited an NHS Health Check
A great place to enjoy your later life			
Commitment 7: People live in vibrant and supportive communities	Older people are treated with dignity and their independence is respected Our most vulnerable residents will be protected and kept safe from harm	We will work with people to connect them to their community and local networks in order to remain as independent as possible. We will work with people to ensure they feel safe in their homes and communities. Where people experience abuse and neglect, we will provide support that is responsive to their needs and personalised.	Number of adults referred/linked to community resources to promote independence and social inclusion % of safeguarding services users who were satisfied that their outcomes were fully achieved



Commitment	Success measures	Activities	Council Plan Key Measures of Success
Commitment 8: People live independently for as long as possible	Carers receive the support they need	We will provide support for carers	Number of carers given advice and information
	Better access to financial advice so that older people can make more informed decisions	We will provide information, advice and guidance to support people to live independently.	Number of carers who are supported
	People will have the opportunity to live independently in their local community.	We will provide effective short term interventions for people with care and support needs, and invest in rapid response services to enable people to return home from hospital as quickly as possible.	Number of people who receive financial or benefits advice
Commitment 9: People can access the right care and support	People's needs are met in a quick and responsive way	We will provide good quality advice, information and support to people with disabilities and long term health conditions to enable them to lead productive and independent lives for as long as possible	Number of people who receive short term services to recover, recuperate and maximise independence
	Services improve as a result of better integration of health and social care.	We will provide intensive support at times of crisis and care needs will be reviewed once the immediate crisis has passed.	Qualitative feedback from surveys of people who use the Notts Help Yourself website and receive advice, guidance and signposting from the Customer Service Centre
		We will work with the health service colleagues to provide more seamless services (where there is a benefit), with people at the centre of the care and support provided.	Proportion of people whose needs are resolved at the first point of contact
		We will provide statutory specialist advice to NHS commissioners and co-ordinate joint strategic needs assessment across health and social care.	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services (effectiveness of the service)
			Numbers of delayed discharges attributable to social care
			Qualitative feedback from Accountable Officers of local CCGs / ACS (Annual)

The Adult and Public Health Improvement and Change Portfolio

Senior responsible officer: Corporate Director of Adult Social Care and Health and the Director of Public Health as delegated.

Lead Members: Chairman of the Adult Social Care and Public Health Committee

Description

Improving health and wellbeing across the population, and improving the way we deliver social care support to adults in Nottinghamshire.

There are 6 programmes of work that will support this portfolio.

Programmes

01

Deliver the next stage of the Adult Social Care Strategy

This programme will focus on helping people to help themselves through the provision of good quality advice and information, resolving queries in a timely and responsive way and providing a proportionate and appropriate response where people have social care needs, with the aim of maximising their independence.

Key milestones for the next year include:

- ▶ Testing and evaluation of new models to resolve people's needs as quickly as possible by April 2018
- ▶ Expansion of social care clinics in community settings by June 2018
- ▶ Review of the carers' strategy with partners to enable carers to access good quality advice, information and support by September 2018.

02

Commercialisation of the Council's directly provided social care services

Working with the Council's Commercial Development Unit to explore and develop a range of initiatives to generate new business opportunities and income within the Council's directly provided social care services, subject to Local Authority powers to trade; promote greater community use of the services and their assets; and create opportunities for people who fund their own care to purchase support from the Council's direct service provision.

Key milestones for the next year include:

- ▶ A commercial business case for the Council's County Horticulture Service by March 2018 (pending Committee approval)
- ▶ Assessment of the commercialisation potential of County Enterprise Foods by April 2018.

03

High quality and sustainable public health and social care services

The vast majority of adult social care services are commissioned from independent sector providers, with a mixture of large and small, national and local, private organisations and some not for profit/charitable organisations. There are various pressures faced by the care and support providers and there is wide recognition that the care market is not able to deliver sufficient volumes of care and support services to meet needs due to difficulties in staff recruitment and retention. The Council is working with care providers to understand their pressures and to ensure the fees paid for care services reflect the cost of delivery of good quality care.

The key projects that will deliver this work are increasing home care capacity and sustainability of care providers; review of older people's care home fee levels (Fair Price for Care), and review of residential care for younger adults in accordance with the savings and efficiencies programme.

The public health budget is invested in a range of evidence-based services which fulfil statutory duties, and deliver clear public health outcomes and a good return on investment for public money. Many of these services will be due for reprocurement in the period of this plan. Previous rounds of procurement have yielded significant savings and service improvements. The challenge will be to identify ways to sustain outcomes and secure improved value for money using a reduced budget and public health workforce.

The scope will include all public health commissioned services, emerging evidence from other areas of innovations which are proving effective, best available intelligence about the national and local market for service provision, and consideration of how best to engage with these markets to get best value for money.

Key milestones for the next year include:

- ▶ Tender for home care services to commence in autumn 2017 with new contracts awarded and services to commence in autumn 2018
- ▶ Tender for rapid response homecare to support people to remain at home in a crisis and to facilitate hospital discharge to be completed
- ▶ Fair Price for Care review (fees paid for care homes for older people) to be completed by March 2018
- ▶ Development of commissioning intentions to confirm proposed approach to recommissioning key Public Health services, incorporating consideration of options for developing their reach and effectiveness (December 2017, with phased procurement starting in 2018/19)

04 Work with our local health services

We are working with health partners to develop and evaluate new models of care that meet both the social care and health needs of people in the county. The key projects for this work in adult social care are:

- improving integrated services to plan and arrange transfer from hospital to home as quickly as possible
- local integrated care teams, with a GP lead, supporting people at home who are identified as high risk for hospital admission
- alignment of the adult social care short term independence service with community health services that are focused on rehabilitation and reablement
- evidence-based prevention, early intervention, self-care, health promotion, information and advice services
- improved information recording and sharing to support effective decision making by health and social professionals, and avoid people having to tell their story more than once.

Key milestones for the next year include:

- ▶ Agree a vision for 7 day working for social care staff across health and social care settings by March 2018
- ▶ Embed Home First approach in hospitals to ensure people are only assessed for long term services outside of a hospital setting by September 2018
- ▶ Agree best practice models for local integrated care teams (joint teams with health and social care) by March 2018
- ▶ Develop a multi-agency toolkit on prevention and early intervention for key staff groups and pilot by September 2018
- ▶ Deliver IT project at Kings Mill Hospital to share information more easily between health and social care staff by July 2018



05

Promote decision-making across the Council and with partners which prioritises health and sustainability

The range of functions for which the Council and our partners are responsible means that more or less everything we do can make a difference to people's health. This goes beyond the specific public health and social care responsibilities of the Adult Social Care and Public Health department, and extends to (for example) economic development, transport, leisure, trading standards, community safety, education and housing, each of which make a significant and cumulative contribution to the way our social and physical environment shapes our health and the health of generations who follow.

Key milestones for this year to include:

- ▶ Propose changes to embed a systematic consideration of the impacts of decisions on health equity and sustainability in Council processes - April 2018
- ▶ Implement changes in Council processes - September 2018
- ▶ Secure ownership for equivalent changes in the decision-making processes of other organisations, starting with Health and Wellbeing Board partners - March 2019

06

Provide specialist Public Health advice to support commissioning of health and social care services to improve health and wellbeing

To address the gaps in health and wellbeing, care and finance we will promote a system-wide commitment to embedding prevention in all clinical pathways, a relentless focus on commissioning according to evidence of need and systematically implementing what is known to be clinically and cost effective. The Council has a statutory duty to provide specialist public health advice to local NHS commissioners and assessments of need including the evidence of what works. This will also ensure that the local health and social care system has access to timely public health intelligence with which to prioritise prevention of ill health.

Key milestones for this year include:

- ▶ Realign specialist public health capacity to emerging CCG, ACS and STP structures and governance processes - April 2018
- ▶ Secure commitment from the STP to enabling health and social care staff and pathways to systematically offer brief advice and referrals to public health services for residents at risk from their exposure to tobacco, excess weight and low physical activity, alcohol or substance misuse - March 2019.



Departmental Core Data Set

Adult Social Care and Public Health

National Key Performance Indicator

- ▶ Admissions of younger adults per 100,000 popn (ASCOF 2A)
- ▶ Admissions of older adults per 100,000 popn (ASCOF 2A)
- ▶ Delayed transfers of care attributable to adult social care (and joint) (ASCOF 2C)
- ▶ Delayed transfers of care (all) (ASCOF 2C)
- ▶ Proportion of older people at home 91 days after discharge from hospital (effectiveness of the service) (ASCOF 2B)
- ▶ Percentage of adults with Learning Disability in paid employment (ASCOF 1E)
- ▶ Percentage of adults with Learning Disability in settled accommodation (ASCOF 1G)
- ▶ Proportion of service users receiving a direct payment (ASCOF 1C part 2a)
- ▶ Proportion of carers receiving a direct payment (ASCOF 1C part 2b)
- ▶ Number of younger adults supported in residential or nursing placements (Stat return)
- ▶ Number of older adults supported in residential or nursing placements (Stat return)
- ▶ Proportion of adults at risk lacking mental capacity who are supported to give their views during a safeguarding assessment by an IMCA, advocate, family member or friend (Stat return)
- ▶ Proportion of adults where the outcome of a safeguarding assessment is that the risk is reduced or removed (Stat return)
- ▶ Healthy Life Expectancy (PHOF 0.1)
- ▶ School readiness (PHOF 1.02)
- ▶ Proportion of children aged 2-2½ offered Ages and Stages Questionnaire-3 (PHOF 2.05)
- ▶ Percentage of adults overweight or obese (PHOF 2.13)
- ▶ Smoking prevalence in adults (PHOF 2.14) and in routine and manual occupations (PHOF 2.14)
- ▶ Cumulative percentage of population offered health check (PHOF 2.22)
- ▶ Fraction of all-cause adult mortality attributed to anthropogenic particulate air pollution (PHOF 3.05)
- ▶ Proportion of dependent drinkers not in treatment (PH Dashboard)
- ▶ Chlamydia detection rate in 15-24 year olds (PHOF)

Local Key Performance Indicator

- ▶ Percentage of new assessments completed within 28 days
- ▶ Percentage of reviews of long term service users completed in year
- ▶ Percentage of older adults admissions direct from hospital
- ▶ Percentage of safeguarding service users who were asked what outcomes they wanted
- ▶ Percentage of safeguarding service users (of above) who were satisfied that their outcomes were fully achieved
- ▶ Percentage of completed Deprivation of Liberty Safeguards (DoLS) assessments
- ▶ Number of adults referred/linked to community resources to promote independence and social inclusion
- ▶ Number of people supported by the Council in apprenticeships and placements related to social care and public health
- ▶ Number of adults with disabilities supported into employment by the Council
- ▶ Number of people who receive financial or benefits advice
- ▶ Qualitative feedback from surveys of people who use Notts Help Yourself website and receive advice, guidance and signposting from the Customer Service Centre
- ▶ Number of children and young people supported in Domestic Violence services (from Quarterly Contract Monitoring)
- ▶ Number of planned exits from substance misuse services (from Quarterly Contract Monitoring)
- ▶ Number of smokers who successfully quit (from Quarterly Contract Monitoring)
- ▶ Number of adults supported by weight management service (from Quarterly Contract Monitoring)
- ▶ Service user survey (annual) and carers' survey (bi-annual)
- ▶ Social care-related quality of life
- ▶ Proportion of people who use services who have control over their daily life
- ▶ Carer-reported quality of life
- ▶ Proportion of people who use services who reported that they had as much social contact as they would like
- ▶ Proportion of carers who reported that they had as much social contact as they would like
- ▶ Overall satisfaction of people who use services with their care and support
- ▶ Overall satisfaction of carers with social services
- ▶ Proportion of carers who report that they have been included or consulted in discussion about the person they care for
- ▶ Proportion of people who use services who find it easy to find information about services
- ▶ Proportion of carers who find it easy to find information about services
- ▶ Proportion of people who use services who feel safe
- ▶ Proportion of people who use services who say that those services have made them feel safe and secure
- ▶ Qualitative feedback from Accountable Officers of local Clinical Commissioning Groups / Accountable Care Systems regarding quality of statutory specialist public health (Annual)

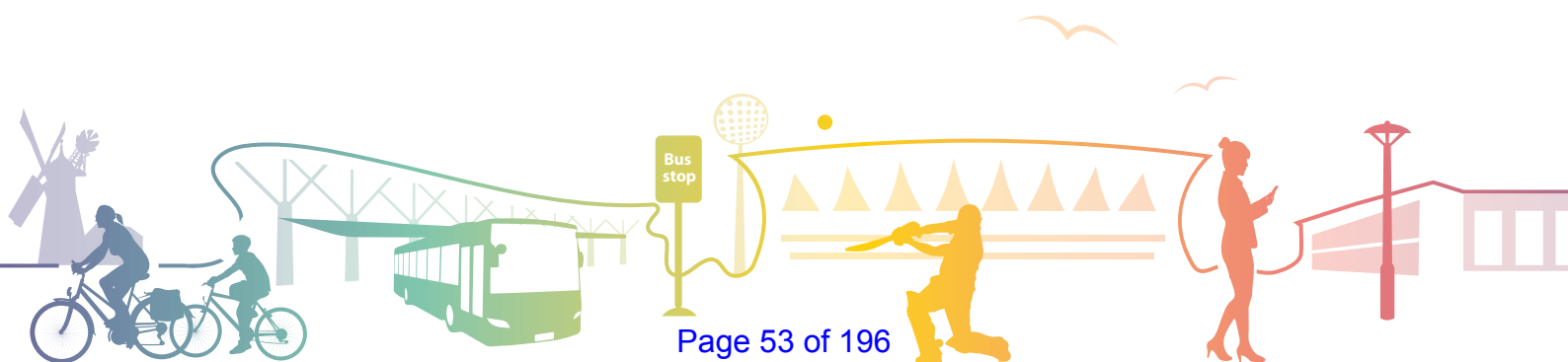


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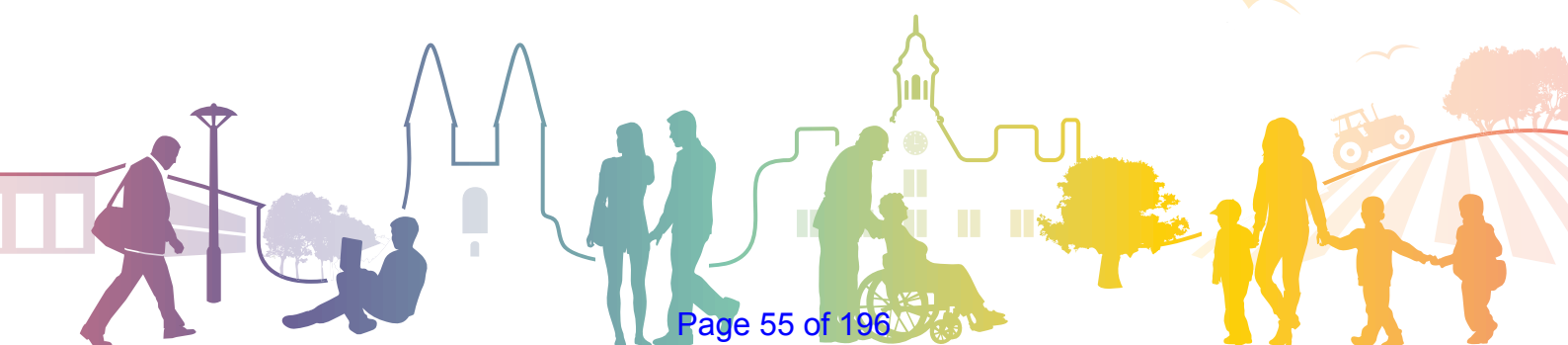
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Children and Young People's Departmental Strategy



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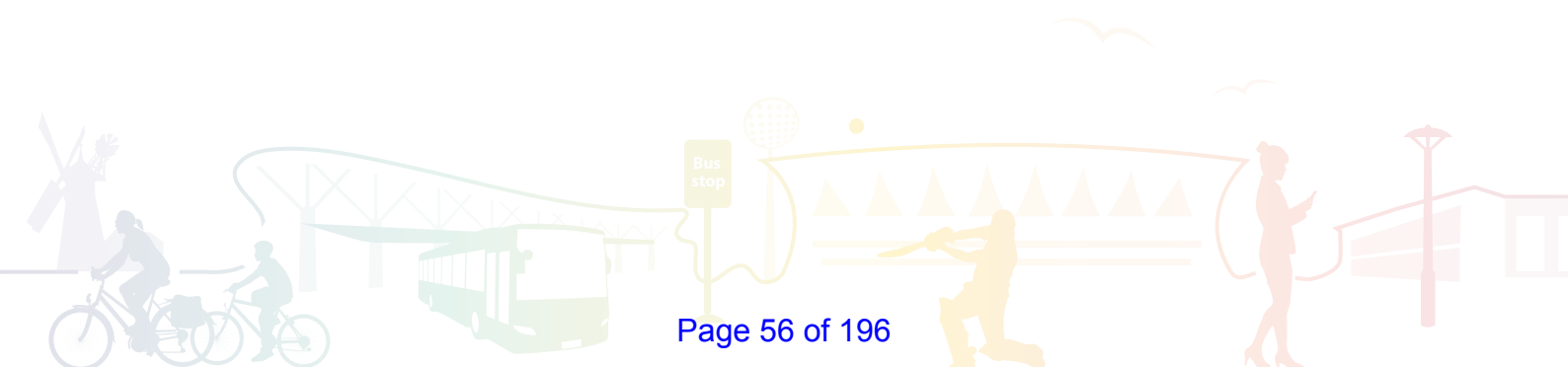
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Introduction

Your Nottinghamshire, Your Future

Our new Council Plan “Your Nottinghamshire Your Future” sets out an ambitious vision for the future of Nottinghamshire in which the county is at the forefront of modern Britain. We want Nottinghamshire to stand out as:

- **A great place to bring up your family**
- **A great place to fulfil your ambition**
- **A great place to enjoy your later life**
- **A great place to start and grow your business**

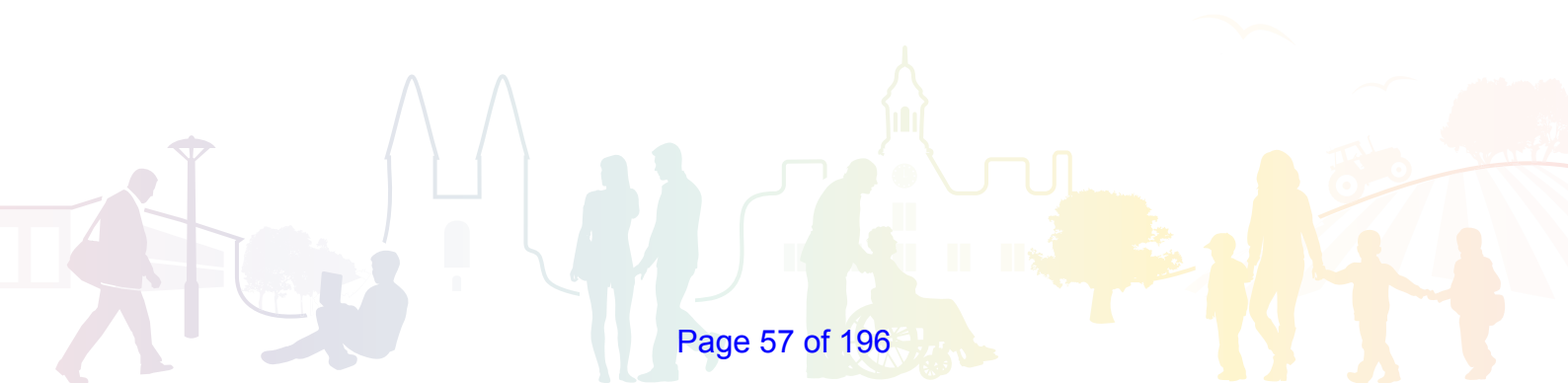
As a Council our duty is to provide a diverse range of services, to protect and shape the environment in which we live, and to create the right conditions for a strong local economy.

Our Council Plan sets out 12 commitments covering all aspects of the Council’s role in our County and the outcomes we wish to achieve for the people of Nottinghamshire.

This Children and Young People’s Strategy is one of four strategies setting out how each department will support the delivery of the Council Plan. Each of the strategies outlines the priorities and programmes of activity that will be pursued in the coming year to achieve this. The Departmental Strategies will be refreshed on an annual basis.

The Council must act as a single organisation with all departments working corporately to maximise opportunities and expertise and ensure that the Council Plan commitments are delivered.

These strategies are agreed by the Council’s Policy Committee as part of its responsibility for approving the policies and strategies of the Council. Policy Committee will monitor the progress of these strategies enabling elected Councillors to ensure that the Council Plan is implemented effectively.



Strategic Context and Commissioning Challenges

Strategic Context

Nottinghamshire has one of the largest Children's Services departments in the country, serving upwards of 170,000 children and young people under the age of 19 across the County. The Department brings together a range of services for children, young people and their families, delivering a number of universal, targeted and specialist services to meet a continuum of need.

The Department fulfils a number of statutory duties placed on the authority to safeguard and promote the welfare of children and young people, as well as discharging the local authority's education functions. Under the terms of the Children Act 2004, the Director of Children's Services is principally charged with delivering these statutory functions.

Children's services operate within a rapidly changing landscape, both nationally and locally in Nottinghamshire. The demand on our services continues to grow, owing to rising populations, increasingly complex needs and greater aspirations. This is against the backdrop of increasing financial constraints, as we strive to deliver high quality services with reducing resources.

Education and children's services are undergoing significant reform, particularly in relation to the legislative frameworks within which they operate.

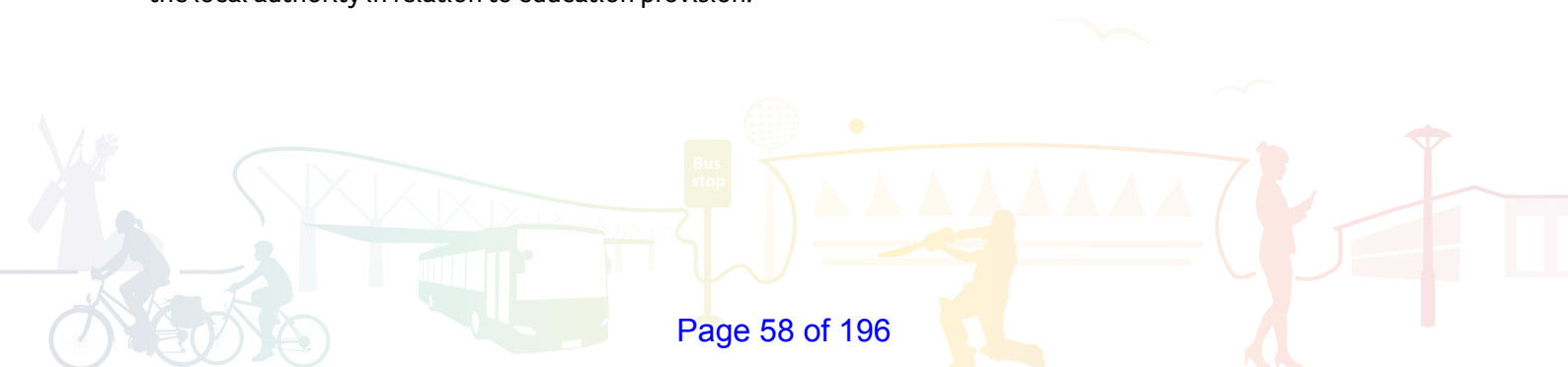
Government policies designed to radically alter how education is provided in England have directly impacted on the leadership and the delivery role of the local authority in relation to education provision.

This includes the expansion of the academy programme and the introduction of 'free schools'. The shift in national educational policy and funding has resulted in increased school autonomy, diversity of school provision, raised Ofsted expectations and increasing development of school led system leadership to promote school improvement.

The Government's ambition to radically reform the children's social care system, "A Vision for Change", continues to drive social care transformation in Nottinghamshire. This is supplemented by further reform programmes in the areas of adoption, residential provision and the support arrangements for children and young people with special educational needs.

Mounting pressure placed on social care, early help and youth justice services from government bodies such as Ofsted, the Care Quality Commission and Her Majesty's Inspectorate of Probation, continues to drive wholesale service development. Maintaining 'good' services for vulnerable children and young people under the Ofsted inspection regime continues to be a priority for the department.

The vision for Children's Services in Nottinghamshire is therefore to make best use of our reducing resources to deliver our core integrated safeguarding and educational services, whilst focussing upon safely meeting the needs of our most vulnerable children, young people and families.



A Partnership Strategy for Looked After Children and Care Leavers in Nottinghamshire supports the local authority and key partners to raise our collective, partnership ambition for our young people. As corporate parents for all looked after children and care leavers in Nottinghamshire, the Partnership Strategy supports the local authority to ensure that all partners recognise and act on their responsibilities for looked after children and care leavers.

Partnerships

Nottinghamshire Children's Trust is a partnership of organisations that provide services to children, young people and families in Nottinghamshire. The Children's Trust focuses on improving outcomes through the representation of a number of key stakeholders; this includes Nottinghamshire Police, district and borough councils, clinical commissioning groups (CCGs), education trust boards and the NSCB. The Children's Trust is a commissioning sub-group of the Nottinghamshire Health and Wellbeing Board and is accountable for the delivery of the Children, Young People and Families Plan.

The NSCB is a statutory independent body established by Nottinghamshire County Council under Section 13 of the Children Act 2004. The Board agrees how relevant organisations co-operate to safeguard and promote the welfare of children and ensure the effectiveness of what they do. It also provides inter-agency training for staff working with children, young people, adults and families. The NSCB has representation from the local authority, health providers, health commissioners, Nottinghamshire Police, the National Probation Service, CAFCASS, district and borough councils, schools, and voluntary sector agencies. Progress and activity of the Board is captured within the NSCB Business Plan.

In the context of children and young people's health and wellbeing, effective partnership working is critical across health, social care and education services to address the health inequalities which exist across the county, and compared to the rest of England. The Health and Social Care Act 2012 increased the number of organisations responsible for commissioning health services for children, young people and families.



As a result, the Children's Integrated Commissioning Hub (ICH) was established, in order to ensure effective commissioning across these organisations and avoid the risk of fragmentation of service provision. Hosted within Adult Social Care, Health & Public Protection (ASCH&PP), the ICH works closely with the Department to support improved physical, mental and emotional health outcomes for children and young people, including working with families to address issues of domestic violence and substance mis-use.

The voice of the child features heavily in all aspects of service provision. The Department seeks the views of children, young people and their families in the design and delivery of our services, through active participation work, the Young People's Board and associated sub-groups, and co-production activity with service users.

Outcomes

As outlined on the business plan on a page, the Department strives to achieve the following outcomes for children, young people and families in Nottinghamshire:

- Children, young people and families accessing our case holding services will see improved outcomes as a result of high quality, consistent assessments, clear and achievable plans, and appropriate interventions
- Looked After Children and Care Leavers will be supported through improved placement provision, health services and learning opportunities
- Children and young people at risk of 'emerging threats' will be appropriately identified, supported and protected
- Children, young people and families will experience a seamless service when moving between Early Help and Children's Social Care
- Children, young people and families will benefit from a stable and skilled Children's Social Work workforce
- Children, young people and families will experience improved physical and mental health outcomes as a result of the development and re-commissioning of key services
- Children will be able to access sufficient early years and school places in their local communities
- More children and young people will attend good or better schools in Nottinghamshire compared to the national average
- Vulnerable children and young people will see their educational outcomes improve at a greater rate than others, will be less likely to be missing education, and will be more able to progress into higher level education, employment and training
- Young people with disabilities will have improved pathways to support their preparation for adulthood
- Children and young people will be able to access a broad range of youth work-led, positive activities.

Commissioning challenges

The changing landscape for education and children's services presents a number of future challenges in relation to our commissioning arrangements, for both internally and externally delivered services. These include:

Growing demand on our services, against the backdrop of limited resources:

Demographic data indicates that the child population in Nottinghamshire continues to grow which coupled with the increasingly complex needs of many children and young people places further pressures on our front-line case-holding services.

- Two forecasting models have been developed to predict the future population of looked after children (LAC) and children with disabilities in Nottinghamshire. By assessing accurate demand, we will be better placed to provide care arrangements that deliver effective outcomes for children at the best value price



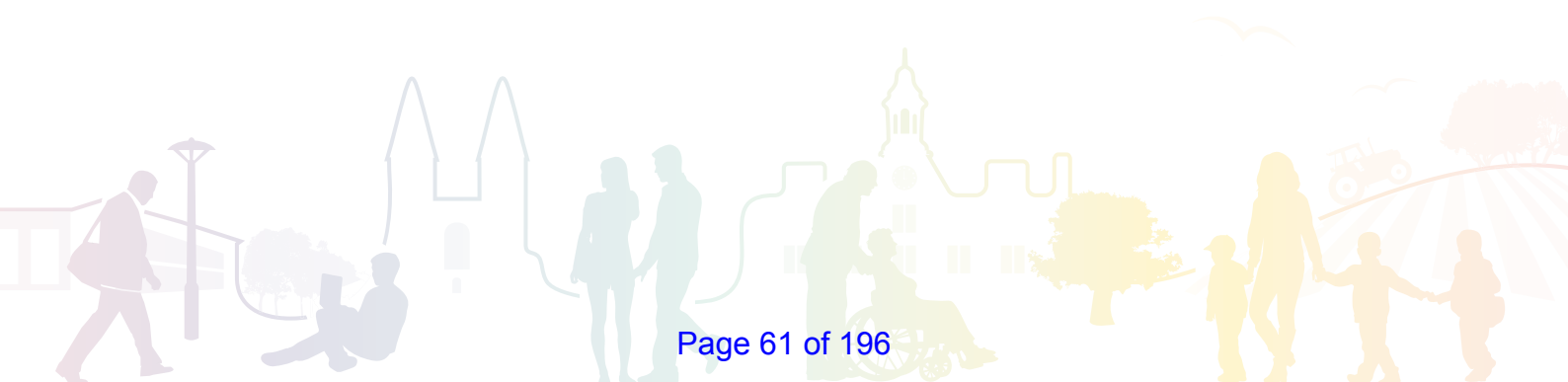
- ▶ The Remodelling Children's Care programme seeks to deliver consistent and improved care outcomes for children and young people whilst reducing the overall cost. By utilising demand forecasting, strengthening our knowledge of the market and undertaking reviews of our provision, the programme aims to co-produce solutions with service users and directly impacts the way that services are designed, commissioned and delivered in the future. This includes the integration of county-wide commissioning functions within children's services, in order to apply a consistent commissioning strategy, benefit from economies of scale and work effectively with providers
- ▶ The Remodelling Social Work Practice programme seeks to ensure that social care services are able to sustain high quality service delivery, whilst making best use of the resources available. The programme looks, in particular, at how we can implement innovative new practice models and invest in our workforce to maintain high quality service delivery at a lower cost. The programme also seeks to address the growing vacuum nationally of qualified social work staff and reduce our reliance on the agency market. Forecasting models are being developed to ascertain the appropriate level of staffing and skills to safely manage the expanding volume of cases in the future
- ▶ The national landscape in relation to early years and children's centre provision continues to change, providing opportunities to develop a more targeted children's centre offer whilst fulfilling our statutory duties.

Regionalisation of Services

- ▶ In 2015, the Department for Education (DfE) set out proposals to move to regional adoption agencies (RAAs). It was recognised that, nationally, the adoption system faces significant challenges in terms of inefficiencies, delays in matching children with adopters, and in providing high-quality support to adoptive families. In response to this announcement, Nottinghamshire has been working with agencies across the D2N2 (Derby, Derbyshire, Nottingham, Nottinghamshire) region, with the intention that adoption services across the region will be managed through the D2N2 Regional Adoption Agency by 2020.

Educational reform

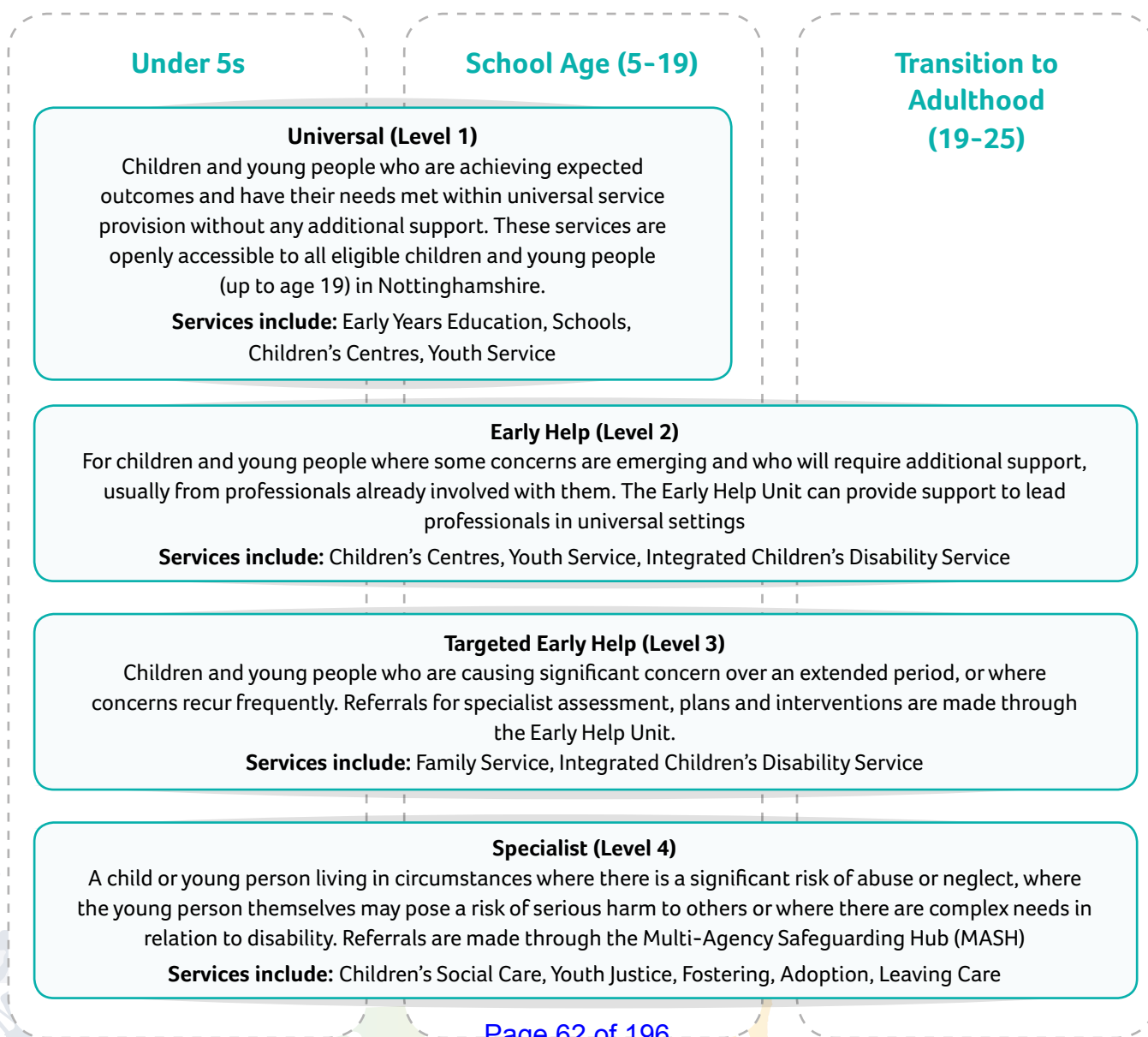
- ▶ The Support to Schools Service delivers the local authority's statutory duties in relation to admissions and school appeals, strategic place planning for early years and school aged pupils, fair access, special educational needs and disabilities (SEND), educational psychology services and school improvement for maintained schools causing concern. The shift in national educational policy and funding has seen a sea change in the leadership and delivery role of the local authority in relation to education provision. As a result, the Education Improvement Service in Nottinghamshire has commenced a transition towards a more commercial model, through a growing traded service offer to schools, Governing Bodies / Academy Trusts within Nottinghamshire and increasingly within other East Midlands local authorities.



Departmental Operating Model

All children, young people and families will have different levels of need, which may change over time. Services for Children and Young People in Nottinghamshire support all levels of need: from universally-accessible services for all children and young people to specialist social care and SEND services for the most vulnerable. Services are available from conception to 19 years (or 25 years if the young person has a learning difficulty or disability).

Nottinghamshire's Pathway to Provision supports the identification of a child, young person and/or family's level of need, and describes the referral pathways to the most appropriate service to provide support. The four identified levels of need – Universal, Early Help, Targeted Early Help and Specialist – are accessed through different referral routes or 'front doors'. Whilst Universal Services are openly accessible to all young people, the Early Help Unit is a direct contact point for children and young people at Levels 2 and 3 of the Pathway to Provision. Where there are safeguarding concerns about a child or young person, the Multi-Agency Safeguarding Hub (MASH) is the single point of contact for referrals at Level 4.



Section Three

Priorities and Key Activities that Support the Delivery of the Council Plan

The Department will have responsibility for delivering the following commitments, as set out in the Council Plan, over the next four years:

Commitment	Success measures	Activities	Council Plan Key Measures of Success
A great place to bring up your family			
Commitment 1: Families prosper and achieve their potential	Young people will have improved physical and mental health More children will achieve a good level of development by the end of reception year	<ul style="list-style-type: none"> • Implement a newly commissioned Healthy Families Programme for 0-19 year olds and their families which integrates with children's centre services • Working with CCGs, continue to transform our specialist community health services for children and young people (CCYPS) • Implement the Future in Mind Plan to improve services for children and young people with emotional and mental health difficulties • Continue to implement the Young People's Health Strategy 	<ul style="list-style-type: none"> • Numbers of children and young people accessing Outdoor and Environmental Education • Numbers of individual children and young people engaged in positive activities delivered by the Young People's Service • Early years foundation stage attainment (Reaching a 'Good Level of Development' - at least expected in all early learning goals in all prime areas and in the specific areas of literacy and mathematics) • School Readiness: all children with free school meal status achieving a good level of development at the end of reception as a percentage of all eligible children

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Commitment	Success measures	Activities	Council Plan Key Measures of Success
Commitment 2: Children are kept safe from harm	Children at risk are appropriately identified, supported and protected Improved outcomes for children, young people and families accessing our safeguarding and family services as a result of high quality interventions Looked after Children (LAC) and care leavers are well supported through improved placement provision, health services and learning opportunities Continued good quality, targeted youth services	<ul style="list-style-type: none"> • Continue to review our social work practice in Nottinghamshire, including services for Looked After Children and Care Leavers, to ensure that we are delivering high quality social care at the best possible value • Sustain the culture of embedding assessment tools as part of front line practice, and evaluate the impact • Continue to deliver a comprehensive set of recruitment and retention activities to enable further reductions in the number and cost of social work agency staff • Further improve the integration of social work and early help services so that families receive a more coordinated service and have the right level of support at the most appropriate time • Review and implement a revised short-break offer in Nottinghamshire for children and young people with disabilities • Co-ordinate the delivery of a multi-agency SEND Strategic Action Plan, ensuring the continuous improvement of services for children and young people with SEND and their families • Remodel our commissioning arrangements for vulnerable children and young people's education and care provision • Continue to remodel our early help services, including youth services and children's centre provision, to improve outcomes and achieve best value • Ensure that we continue to meet the requirements of external inspection frameworks across children's services • Transform our safeguarding board arrangements in accordance with the recommendations set out in the Wood Review • Cooperate with other East Midlands authorities to improve timeliness for children and young people waiting to be adopted • Cooperate with other East Midlands authorities to contribute to the improvement of social work training and social work practice across the D2N2 Teaching Partnership • Launch a Social Impact Bond to help young people remain out of care and/or to transition from residential to foster care placements 	<ul style="list-style-type: none"> • Child and Family assessments for Children's Social Care carried out within statutory timescales • Percentage of LAC (for at least 12 months) who have had their annual health assessment • Percentage of LAC (for at least 12 months) who have had their teeth checked by a dentist • Percentage of (LAC) remaining in long-term placements • Percentage of care leavers in education, employment or training aged 19-21 • Percentage of care leavers in suitable accommodation • First time entrants to the Youth Justice System aged 10-17

Children and Young People's Improvement and Change Portfolio

Senior Responsible Officer: Corporate Director for Children and Young People.

Lead Member: Chairman of Children and Young People's Committee.

Description: A series of improvement and change programmes, focussed on improving service delivery and outcomes for children and young people in Nottinghamshire, including services for vulnerable children and their families.

The change programmes report to Children and Young People's Committee and the Improvement and Change sub-committee as appropriate.

There are four programmes of work that will support this portfolio.

Programmes

01 Remodelling Social Work Practice

The objective of Remodelling Social Work Practice is to ensure that our social work practice in Nottinghamshire supports the delivery of the vision for Children's Social Care:

"To give the most vulnerable children and young people in Nottinghamshire the support and protection they need to be safe, secure, happy and to achieve their full potential"

This programme is divided into three components:

- **Practice & Systems:** Creating the right environment for excellent practice and innovation to flourish
- **People & Leadership:** Bringing the best people into the profession; developing leaders equipped to nurture practice excellence
- **Governance & Accountability:** Making sure that what we are doing is working and developing innovative new organisational models with the potential to radically improve services.

Key milestones for the next year include:

- ▶ Managing Demand in the Multi Agency Safeguarding Hub - Implement new structure and launch of new MASH website and online referral form by March 2018
- ▶ Review of recruitment and retention initiatives by March 2018.

02 Remodelling Children's Care

The objective of Remodelling Children's Care is to deliver consistent and improved care outcomes for children and young people whilst reducing the overall cost of care provision. This programme will involve six areas of project activity:

- Residential care for children with disabilities
- Residential care - Specialist residential homes
- Fostering
- Short Breaks
- Integrated Commissioning
- Social Impact Bonds.

Key milestones for the next year include:

- ▶ The new operational structure agreed for the Integrated Placement and Commissioning Service by Autumn 2018
- ▶ Growth of internal fostering placements achieved by April 2018
- ▶ New price structure for Children's Disability Homes determined April 2018
- ▶ Social Impact Bond Edge of Care - Procurement process completed May 2018 and launch of project September 2018
- ▶ Social Impact Bond Care Leavers – outcome of submission for funding known by January 2018
- ▶ New Short Breaks offer that has been co-produced with families by Summer 2018.

03 Future of Education Support

This involves undertaking a review of our current service provision in relation to education. This includes the following activity:

- Further strengthening of partnership working to improve outcomes for all pupils (attainment and progress)
- Ensuring that basic need funding is allocated where it is most needed to increase secondary school places from 2019 and beyond. £20 million to be invested in primary and secondary place provision by 2020
- Opening new schools as a result of housing developments
- Reviewing the high needs budget in the context of Alternative Provision frees schools, review of inclusion and area behaviour partnerships to ensure that high needs funding is targeted where it is needed most

- Supporting schools to work in closer partnership with parents to raise standards for all
- Refresh the Closing the Gap strategy in the light of the skills agenda, national curriculum changes and the further development of schools working more closely with businesses and parents.

Key Milestones for the next year include:

- ▶ Review of Academisation Support and preparation work for the implementation of recommendations undertaken by April 2018.

04 Remodelling Early Help

This involves undertaking a review of our Early Help provision in Nottinghamshire and includes the following activity:

- The introduction of the new funded childcare entitlements
- Developing an employability strategy to support young people with disabilities to gain employment opportunities
- Delivering a multi-agency SEND Strategic Action Plan
- Undertaking a short review of the Integrated Children's Disability Service (ICDS) structure to assess its effectiveness and inform any recommendations.

Key Milestones for the next year include:

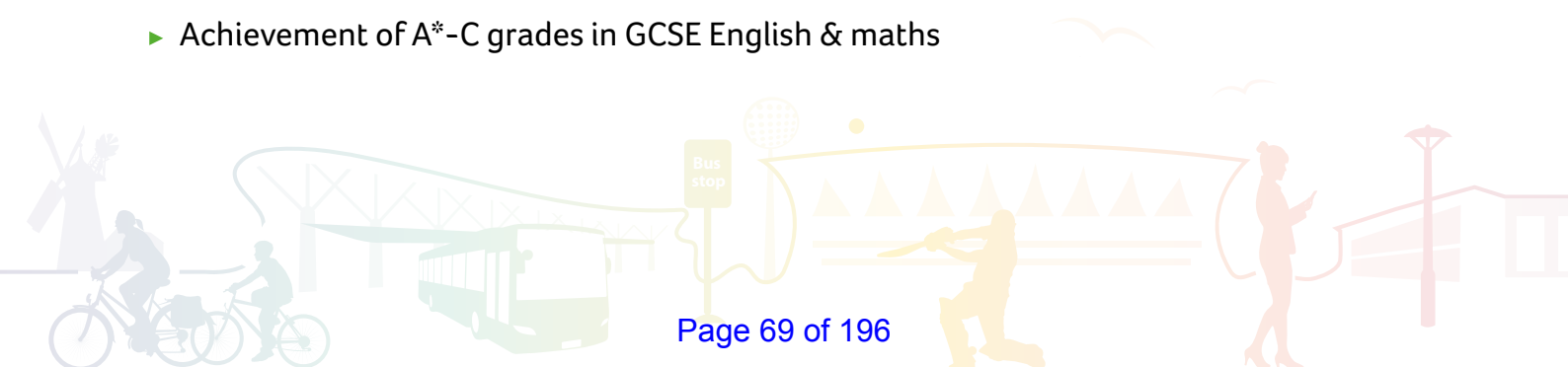
- ▶ Continue to monitor and maximise take up of new childcare entitlements
- ▶ Implement the review of the ICDS structure by April 2018.



Departmental Core Data Set

- ▶ Child and Family assessments for Children's Social Care carried out within statutory timescales
- ▶ Percentage of child protection cases reviewed within timescale
- ▶ Children subject to a Child Protection Plan – rate per 10,000
- ▶ Children who are subject to a child protection plan for 2 years or more
- ▶ Children becoming the subject of a child protection plan on more than one occasion
- ▶ Average Strengths and Difficulties Question (SDQ) score per LAC (for at least 12 months)
- ▶ Percentage of LAC (for at least 12 months) with up to date immunisations
- ▶ Percentage of LAC (for at least 12 months) who have had their teeth checked by a dentist
- ▶ Percentage of LAC (for at least 12 months) who have had their annual health assessment
- ▶ Percentage of LAC (for at least 12 months & under 5) whose development assessments are up to date
- ▶ Percentage of LAC (for at least 12 months) identified as having a substance misuse problem
- ▶ Percentage of LAC (for at least 12 months) convicted or subject to a final warning or reprimand
- ▶ Percentage of school-age LAC with an up-to-date Personal Education Plan
- ▶ Percentage of LAC permanently excluded
- ▶ Percentage of LAC with at least one fixed term exclusion
- ▶ Percentage of LAC classed as persistent absentees
- ▶ Percentage of young people qualified to Level 3 (2 passes at A-Level or equivalent) by age 19
- ▶ Percentage of LAC achieving expected standard at KS2 in Maths
- ▶ Percentage of LAC achieving A*-C GCSEs in both English & Maths at KS4
- ▶ Percentage of LAC achieving expected standard at KS1 in Reading
- ▶ Percentage of LAC achieving expected standard at KS1 in Writing

- ▶ Percentage of LAC achieving expected standard at KS1 in Maths
- ▶ Percentage of LAC achieving expected standard at KS2 in Reading
- ▶ Percentage of LAC achieving expected standard at KS2 in Writing
- ▶ Percentage of LAC who took up the opportunity to be consulted by their Independent Reviewing Officer (IRO) prior to the LAC Review Meeting
- ▶ Percentage of looked after children placed 20 miles or more from home
- ▶ Looked after children with 3 or more placements in any one year
- ▶ Percentage of looked after children remaining in long-term placements
- ▶ Average time between a child entering care and moving in with its adoptive family, for those adopted children
- ▶ Average time between a LA receiving court authority to place a child and deciding on a match to an adoptive family
- ▶ Percentage of Nottinghamshire LAC missing from placement by individual child
- ▶ Percentage of Return Interviews completed within timescale
- ▶ Percentage of care leavers in education, employment or training aged 19-21
- ▶ Percentage of care leavers in higher education aged 19-21
- ▶ Percentage of care leavers in suitable accommodation
- ▶ Number of primary schools in an Ofsted category (Inadequate)
- ▶ Number of secondary schools in an Ofsted category (Inadequate)
- ▶ Rate of permanent exclusions from school (primary, secondary and special schools)
- ▶ Percentage of overall absence in primary, secondary and special schools
- ▶ Primary schools judged by Ofsted as having good or outstanding standards of behaviour
- ▶ Secondary schools judged by Ofsted as having good/outstanding standards of behaviour
- ▶ Early years foundation stage attainment (Reaching a 'Good Level of Development' - at least expected in all early learning goals in all prime areas and in the specific areas of literacy and mathematics)
- ▶ Pupils achieving at least the expected standard in reading, writing & mathematics at age 11
- ▶ Achievement of A*-C grades in GCSE English & maths



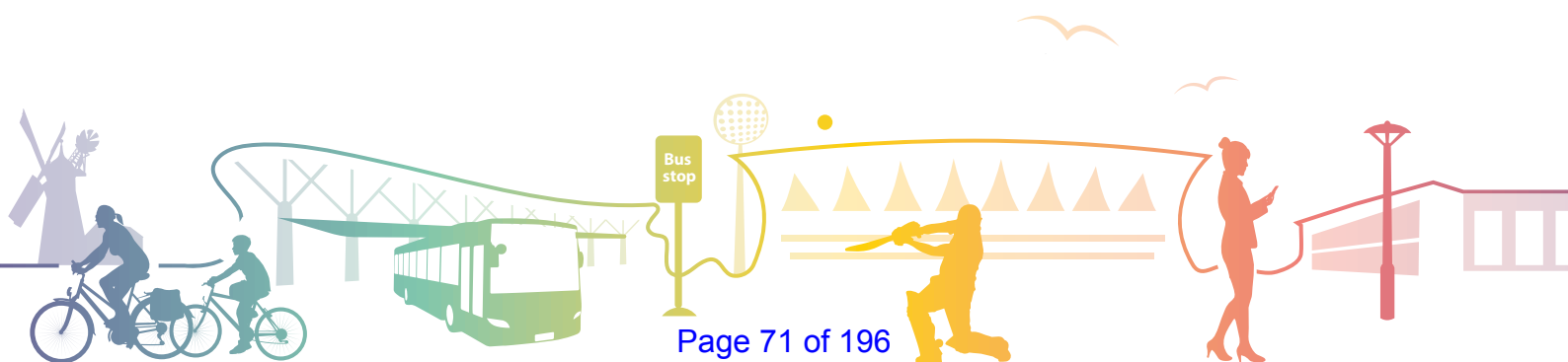


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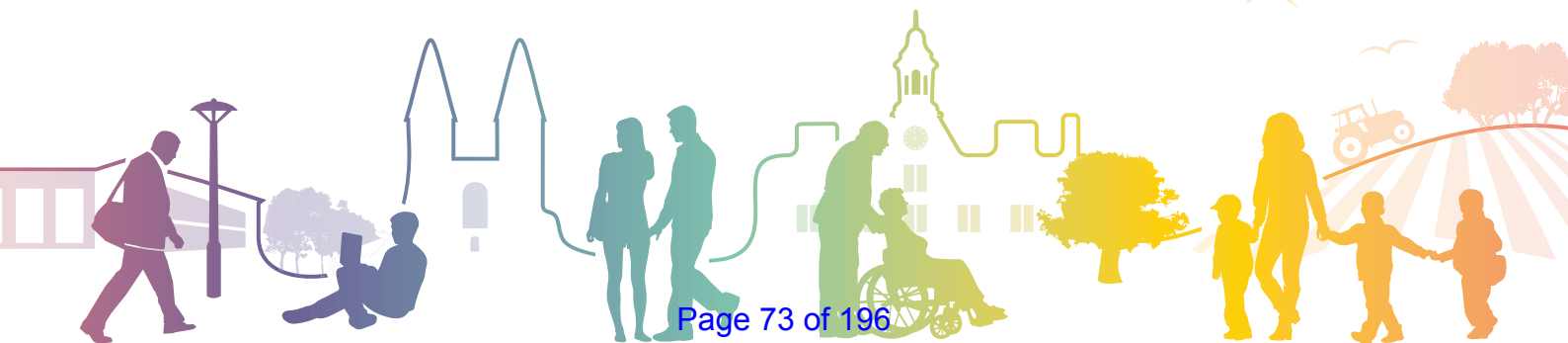
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Nottinghamshire
County Council

Resources Departmental Strategy



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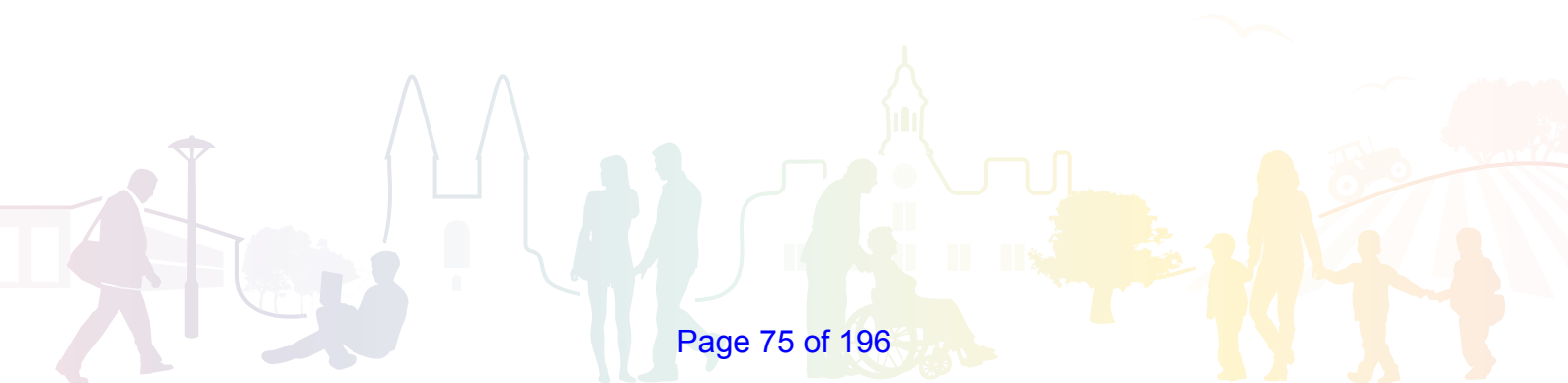
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This Resources Strategy is one of four strategies setting out how each department will support the delivery of the Council Plan. Each of the strategies outlines the priorities and programmes of activity that will be pursued in the coming year to achieve this. The Departmental Strategies will be refreshed on an annual basis.

The Council must act as a single organisation with all departments working corporately to maximise opportunities and expertise and ensure that the Council Plan commitments are delivered.

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Strategic Context and Commissioning Challenges

Introduction

The Resources Department brings together the Council's business services. How we work, collaborate, generate income, spend money, make evidence based decisions, look after information, communicate with our residents, ensure the work we do is legal and in keeping with the democratic process, recruit people, develop skills and measure our success are all fundamental to the day to day working of the Council.

As well as offering a range of operational activities that keep the Council running smoothly and efficiently, the Resources Department also has a number of change programmes that drive both performance improvements and savings. These organisation-wide change programmes include supporting the design of improved online services that are delivered at a lower cost, the generation of surplus income through a more commercial approach, reducing the amount of office space by introducing mobile technology solutions and more flexible ways of working, and the management of timely and accessible business intelligence to allow robust business decision-making.

The Resources Department ensures that the Council meets statutory, governance and reporting requirements and as a result includes the Council's Monitoring Officer, Section 151 Officer and Senior Information Risk Owner roles.

The Resources Department has an annual revenue budget of £44.443 million. The department provides a wide range of services not only to the Council, but also to partner organisations such as schools, Arc, Via, Inspire, the Nottinghamshire Fire and Rescue Service, Academy Schools, Health Trusts, District Councils and the Police and Crime Commissioner.

Resources includes:

- **Finance and improvement** - the management of the Council's budget and Medium Term Financial Strategy, and also audit, performance, procurement, insurance, management of the pension fund investments, business intelligence, policy, equalities and project management.
- **Legal, democratic and complaints** – includes Legal Services that provide legal support, advice and representation to all areas of the Council's work. The complaints and information team are driving improvements in information governance and deal with in the region of 1000 complaints each year regarding council services, and 1500 request for information under the Freedom of Information Act and the Data Protection Act.
- **Democratic services** – who manage the Council's 130 public committee meetings, provide political and administrative support to Councillors and support the work of the Chairman and Civic Office.
- **Human Resources** – providing HR support and advice to ensure that the Council maintains the necessary workforce capacity and skills, has the right culture and operates in a legal and safe manner.
- **Business Support Centre** – makes the business run smoothly by providing a range of employee and transactions services including payroll and invoice payments as well as the pension administration services for the Local Pension Scheme across the whole of Nottinghamshire.
- **Business support** – providing the Council's business support to front-line and other services.
- **ICT** - providing business change and improvement through the use of technology, and supporting an effective and secure estate that connects over 11,000 devices to 96 business critical services.

- **Customer services** – the front door to the Council with an 89% satisfaction rating, the Customer Service Centre has received over four million enquiries over the 10 years it has been in operation.
- **Communications and marketing** – delivers high quality communication and marketing strategies and campaigns and provides document management and design and print services.

Strategic context

Our new Council Plan “Your Nottinghamshire Your Future” sets out a clear and ambitious vision for the future of Nottinghamshire. A county that is a great place to bring up a family, to fulfil ambition, to enjoy later life and to start and grow business. The way we operate as a Council and our approach to change are fundamental to the delivery of this plan. The Council must provide the best possible services, improve the place we live and give good value for money.

The wide range of expertise found in the Resources department will not only support the Place, Children and Families and Adult Social Care and Health departments to deliver on their priorities, but will also drive corporate approaches and different ways of working.

Outcomes

The Resources department seeks to ensure that the Council:

- Runs smoothly, ensures value for money and supports front line service delivery
- Has an accessible front door for the public to access advice, information and services
- Is financially robust, delivers a balanced budget and operates sustainably within the Medium Term Financial Strategy
- Is at the leading edge of transformation
- Makes maximum use of technology to obtain value for money and supports a workforce able to work flexibly, where and when it best suits them, their customers and service users
- Operates within its legal framework and powers

- Effectively identifies and manages risks
- Has an open and transparent decision-making process
- Deals with customer complaints in an efficient and effective way and learns from them to improve services
- Is an employer of choice and employs people with the right knowledge, skills and experience to ensure effective delivery of Council services.
- Promotes what it does and protects its reputation with effective communication strategies and marketing campaigns.
- Effectively and safely manages and uses data and business intelligence to make improvements
- Promotes and champions the equalities agenda.

Commissioning challenges

It is recognised that there is still uncertainty in how local government will be funded beyond 2020. At the time of the Local Government Settlement for 2016-17, Government announced that there would be a review of the needs assessment formula that would underpin 100% business rate retention. Since then, the enabling legislation that would underpin business rates retention has fallen away. However, the understanding is that it is still the intention of Government to undertake a review of the needs assessment formula. We supported a renewed call for the Fair Funding Review, and the outcome of this will obviously impact how we set our budget beyond 2020.

It is widely acknowledged that expectations of public services are changing. With an ever increasing demand for good quality services to be delivered in a timely and efficient way, it has never been more important that we put value for money at the forefront of our thinking, ensuring that we understand our data and evidence base in order to design services in the best way. Key to this is the development of our use of business intelligence, both in terms of how we collect, integrate, manage, analyse and present information to inform decisions, and how we manage and get maximum value from the data that we hold. Linked to this is a need to use intelligence to develop

our understanding of service users and their journey through our services to enable transformation.

It is the appropriate time to review our approach to transformation. Over the past few years the Council has delivered on a range of improvement and change programmes. These programmes have looked at making our services more efficient and delivered considerable savings. We now need to harness creativity and build on skills in transformation and service design in order to keep pace with society's expectations of public services. It is becoming increasingly difficult to identify savings and so we need to take a fresh look at how we deliver positive outcomes for the residents of Nottinghamshire.

Successful transformation and organisational change relies on effective use of technology. Set against the continued financial constraints local government is operating within, the Council's ICT strategic plan was approved in July 2017, which sets out the roadmap for how technology will drive and support organisational change and transformation.

There has been much debate over recent years around the structure of local government. In Nottinghamshire we have explored opportunities around devolution in the past. As the deal around Brexit emerges, it will be vital that we understand the opportunities for local powers or funding that arise to ensure we can maximise positive outcomes for Nottinghamshire in the future.

The new General Data Protection Regulation comes into force in May 2018, bringing about a huge increase in requirements for how we look after and use data. As a Council we need to be prepared for these changes, protect information and design our future ways of working in line with these new regulations.

Partnerships

Whilst the majority of services in the Resources department are delivered directly by in-house teams, there are a number of partnerships set up to deliver on specialist areas of work. Key partnerships include working with:

- EM LawShare - a ground breaking partnership led by Nottinghamshire County Council, across 130 local authorities to access more specialist legal advice
- Seven other Pension Funds to establish an FCA-regulated authorised company and necessary governance arrangements for the management of the pooled pension fund investments of £35bn
- Our district and borough councils over the management of the Nottinghamshire Business Rates Pool
- A number of NHS bodies and other councils on joint procurement projects particularly for Public Health and Adult Social Care services
- Technology partnerships including Microsoft, Specialist Computer Centres, EE, SAP, CGI, support to the Business Management System and Virgin Media Business
- Acuma, our technology partners for the Business Reporting and Management Information project, supporting our approach to business intelligence
- Nottingham Trent University - through our Compact agreement we work closely with the University in terms of training and development opportunities, and increasingly looking at the provision of apprenticeship training
- The STP to support the integration of health and social care.



Priorities and Key Activities that Support the Delivery of the Council Plan

Approaches

The department will ensure that the Council is effectively run, governed, and manages and mitigates risk, to enable the delivery of the commitments as set out in the Council Plan. Outlined below are actions the department will take to deliver the specific commitments in the Council Plan.

Council Plan Approach	Success means	Activities	Key performance measures/milestones
Put local people at the heart of everything we do	Services are shaped around the people who use them to reflect the way that they live their lives	We will review our customer access strategy to ensure it best reflects expectations of providing services that can be accessed easily and through the most appropriate means. Where possible we will continue to encourage services to move to digital access. The development and delivery of a new strategy for transformation which will have at its core a set of principles, based upon those developed by central Government. These principles include understanding service users' needs and collecting feedback from service users to inform improvements. Our high quality marketing campaigns are designed to engage residents with the work of the Council.	Review the customer access strategy by 31 March 2018. Develop a Council Transformation Strategy by June 2018.
	Information is shared so that residents can express their views and engage with decision-making		% of people who agree that they can influence decisions affecting the local area % of people who are satisfied with the way the Council runs things.
Spend money wisely	The Council makes best use of resources to deliver value for your money	We will ensure the Council is financially robust and sustainable through the delivery of our Medium Term Financial Strategy, a balanced budget, and we will improve the quality of financial management support to departments.	Implementation of the Medium Term Financial Strategy Achieve monthly budget monitoring within 5 working days Unqualified audit opinion on statement of accounts and value for money
		We will keep well informed about the Government's fair funding review, and contribute the view of NCC where we can.	Regular updates of local government finances provided to committee
		We will support the pension pooling process and ensure that the Nottinghamshire Pension Fund assets are protected. Through the Planning and Performance Framework we will monitor delivery of services and assess and report on value for money. The provision of business intelligence aligned to business process and good quality performance analysis will help departments identify potential areas for improvement.	Investment portfolio out performs benchmark (based on FTSE indices in various markets) Regular benchmark of services % of people who agree that the Council provides value for money

Council Plan Approach	Success means	Activities	Key performance measures/milestones
Spend money wisely	The Council makes best use of resources to deliver value for your money	<p>We will undertake a programme of audits to seek assurances that services are working with appropriate levels of governance.</p> <p>We will aim to reduce debt levels and long-term debt.</p> <p>We will look to support the development of commercial opportunities across the Council and keep our approach to commercial development under review.</p> <p>We will continue to explore opportunities to sell selected services to external organisations. This will include looking at the possibility of some shared service arrangements in the Resources department.</p> <p>Work will continue to optimise transactional activities and support the channel shift to on-line and self-serve options.</p> <p>We will continue to explore new concepts, ideas, best practice and provide resources to support departments to carry out projects allowing them to explore new approaches.</p>	<p>% of planned audits completed</p> <p>% of audit recommendations implemented</p> <p>Total debt level</p> <p>% of debt greater than 6 months</p> <p>% of services achieving their business objectives following completion of the Commercial Development Unit process</p> <p>Income generated from sold services</p> <p>% of successful transactions completed online</p>
Be creative and work in new ways	<p>The Council takes innovative and commercial approaches to service delivery</p> <p>Technology and business intelligence are used to improve service delivery</p>	<p>The ICT strategy 2017-20 sets out the roadmap for how ICT will drive and support organisational change and transformation. The emphasis of the strategy is on delivering increasingly joined up services that are effective, affordable and designed around the needs of the service user.</p> <p>The next phase of the Business Reporting Management Information project will build on the data warehouse and business intelligence hub which is making data more accessible and readily available.</p> <p>The emerging business intelligence strategy will provide a framework to ensure that decision making is underpinned by a timely, high quality, reliable evidence base.</p> <p>We will support and encourage employees to use their skills, knowledge and experience to find innovative ways of working to ensure the effective delivery of services, which will be reflected in our workforce strategy.</p>	<p>Quarterly progress report to Improvement and Change Sub-Committee</p> <p>Completion of phase three of the BRMI project by April 2018.</p> <p>Completion of the Business Intelligence Strategy by March 2018</p> <p>Employee engagement index (under development as part of the workforce strategy)</p>

Council Plan Approach	Success means	Activities	Key performance measures/milestones
Stand up for local people	Local people feel more in control of the work taking place to improve their communities and engage with councillors	We will ensure that messages are communicated clearly, timely and effectively.	Review and revise the Communications and Marketing Strategy % of people who feel well informed about the services and benefits the Council provides
		Our open and transparent decision-making process means that members of the public are notified of decisions that the Council is to make, can attend Committee and Council meetings, and can speak to their local Councillors about any areas of concern.	Number of urgent decisions taken. Approval of the Annual Governance Statement Number of waiver of financial regulations approved
		The Chairman is the first citizen of the County whose duty includes visiting all parts of Nottinghamshire in recognition of the work done by communities and individuals. The Chairman represents Nottinghamshire County Council at other public and civic occasions.	Number of events attended by the Chairman
		We investigate and respond to any complaints made and fully comply with the Freedom of Information Act and Environmental Information Regulations.	% FOIA requests responded to within deadlines % of complaints upheld
		We will continue to improve our information management to ensure that data is appropriately and securely processed, shared, stored and used to drive decision making.	Number of data breaches
		We will consult with residents around important decisions, especially those linked to significant financial plans.	% of people who agree that they can influence decisions affecting the local area
		We will support Elected Members in the work they do for their local communities.	% of divisional fund applications dealt within 10 days
		The Customer Service Centre will continue to develop the service provided to Adult Social Care, so that residents can access and be assessed for services they need quickly and easily.	% of first call resolution % of assessments completed at the front door
		We will champion the equalities agenda and ensure that appropriate equality impact assessments are carried out to assess the impact of a change to services or policy on people with protected characteristics.	% of employees who have successfully completed the Council's Equality training module
		We will explore better use of technology to support people to remain as independent as possible for longer.	Quarterly progress report to Improvement and Change Sub-Committee
Empower people and support their independence	Fulfil our responsibilities and support those who need our services the most. People have the support they need, without unnecessarily intruding on their daily lives		

Commitment	Success measures	Activities	Council Plan Key Measures of Success
A great place to bring up your family			
Commitment 2: Children are kept safe from harm	Children at risk are appropriately identified, supported and protected	The legal team will continue to review and refine our digital working arrangements with Nottingham Family Courts. We will continue to monitor the percentage of child protection matters completed within 26 weeks of commencement.	% of child protection matters completed within 26 weeks of commencement
	Looked After Children and care leavers are well supported	Targeted apprenticeships and work placements for care leavers.	Number of targeted apprenticeships and work placements % of care leavers under taking a targeted apprenticeship who go on to achieve a job/further education
A great place to fulfil your ambition			
Commitment 4: has a thriving jobs market	More people are in higher paid and skilled jobs More apprenticeships available for people of all ages	As one of the largest employers in Nottinghamshire we aim to be an employer of choice providing good quality employment and opportunities to develop and gain skills and qualifications. We are committed to increasing the number and range of apprenticeships and work experience placements across the Council for a wider age range	Number of apprenticeships % of apprentices who go on to get a job or further education
Commitment 6: People are healthier	That we have a healthy workforce	Implement the Health and Wellbeing Action Plan in partnership with Public Health colleagues to help employees make healthy choices for themselves, their families and their communities to enable them to live long, healthy and productive lives.	Level of sickness absence % uptake of flu vaccinations Employee health checks
A great place to enjoy your later life			
Commitment 9: People receive the right care and support at the right time	Services improve as a result of better integration of health and social care	One of the four business transformation themes of the ICT strategy is health and social care technology integration, which will support the delivery of the Sustainable Transformation Plan (STP) through a shared approach to developing technology infrastructures, sharing relevant information between health and care professionals where appropriate and automating workflows between health and social care services.	Quarterly progress measures reported to Improvement and Change Sub-Committee
A great place to start and grow a business			
Commitment 10: Nottinghamshire is a great place to invest and do business	Increased economic productivity across the county	In 2016/17 overall supplier spend was £622.188m. We will work to increase the use of the local supply market by holding pre-market engagement events prior to commencing individual procurement projects, and undertaking wider generic “meet the buyer” events aimed at enabling more organisations to feel empowered about tendering for locally-available work.	Measuring local spend on an annual basis. Payment of invoices within timescales
Commitment 12: Nottinghamshire has a skilled workforce for a global economy	Having a workforce with the right level of skills that the Council needs now and for the future	We will use the Workforce strategy and workforce plan to identify the knowledge and skills required for the future and plan how to achieve this.	A revised workforce strategy by 31 March 2018

Resources Improvement and Change Portfolio

Senior responsible officer: Corporate Director, Resources

Description

The Resources improvement and change portfolio consists of eight cross-Council programmes of work which are focussed on creating the right conditions for a 21st century Council. The programmes include developing our approach to designing service and the use of business intelligence, maximising the use of technology, managing information entrusted to the Council and ensuring that we develop, support and engage our first class work-force.

Programmes

01 Designing Services in a Digital Age

Lead Member: Chairman of the Improvement and Change Sub-Committee

Digital technology is rapidly defining how nearly everyone lives their lives. This programme presents the chance to look afresh at how we meet the needs of service users in a digital world making maximum use of the technology available to us. Companies such as Airbnb have shown how customer need can be met without adopting traditional and well-established models of delivery. This programme is exploring how user-centred design can do the same for local government i.e. services are designed around the customer and the outcome that is being sought across the whole customer journey.

The Council has recently undertaken two pilot projects to test the concept of service design in practice, with a view to agreeing a vision and strategy for designing service for the digital age which can be implemented across the Council.

Key milestones for the next year include:

- ▶ Consideration of the outcome of the pilots
- ▶ Agree the vision and strategy
- ▶ Agree a series of services to undergo service redesign

02 Business Intelligence

Lead Member: Chairman of the Improvement and Change Sub-Committee

Successful organisational change and transformation increasingly relies on effective information to support better decision making. Through the Business Intelligence Strategy the Council will develop the technology and approaches that it uses for the collection, integration, analysis, and presentation of that information and the data that it is derived from.

Our business intelligence will be driven by service needs and designed to reflect our business processes; strengthening our approach to performance, analysis and advanced analytics - building a much richer picture of our customers.

Over the past year we have made great strides in developing a data warehouse with the aim of bringing together data from some of the Council's key systems. This will make reporting easier, more user friendly and provide better and timelier analysis to inform decision making.

Key milestones for the next year include:

- ▶ Development of a new business intelligence strategy
- ▶ Development of a generic unit cost model (end of April 2018)
- ▶ Development of a generic service user journey model which will initially provide data on the pathways service users take through Adult Social Care services (end of April 2018)

03 Information Governance

Lead Member: Chairman of the Governance and Ethics Committee

The purpose of the information governance improvement programme is to improve our approach to the management of information across the Council to ensure we retain the trust and confidence of our residents and are compliant with legal requirements.

The programme is split into two phases over two years. Phase one is focussed on preparing the Council for General Data Protection Regulation compliance, the new legislation which comes into force in May 2018. The second phase, due to commence in September 2018, will focus on document management.

Key milestones for the next year include:

- ▶ Completion of information asset registers
- ▶ Revision of Information Governance and Information Security policies and procedures
- ▶ Gain assurance of third party compliance where needed
- ▶ Designing the approach to phase two of the programme - document management

04 Our Workforce

Lead Member: Chairman of the Personnel Committee

People are the Council's greatest asset and we need to ensure that we have a work force that is flexible and has the right knowledge and skills to respond to the needs of the Council. The workforce strategy will be refreshed as we develop new approaches to delivering the Council Plan, to continue our ambition to be an employer of choice.

We will look at how we encourage and support staff to develop, nurture talent and encourage the right culture of engaging, motivating and empowering people to work together as one organisation to deliver the commitments set out in the Council Plan.

Key milestones for the next year include:

- ▶ Refresh the workforce strategy
- ▶ Review implementation of apprenticeship programme (May 2018)
- ▶ Update the Wellbeing Action Plan

05 Commercial Strategy

Lead Member: Chairman of the Finance and Major Contracts Committee

Many Councils are recognising that we need to take a more 'business-like approach' to how they design and deliver certain services. We developed the Commercial Development Unit with the purpose of identifying services that would be appropriate for such an approach, and over the past year have supported nine service areas to explore their commercial potential. During the next year we will look at how we develop this approach further.

We will also develop an approach to ensure that the Council is getting the maximum return on all of its assets, whether they be land, money, buildings or people. This will include reviewing our approach to contract management and compliance.

Key milestones for the next year include:

- ▶ A further 12 services will go through the Commercial Development Unit
- ▶ Review of Services for Schools
- ▶ Explore options for the contract management function
- ▶ Exploring the potential for some shared resources services with another County Council.

06 Health and Social Care Technology Integration

Lead Member: Chairman of the Improvement and Change Sub-Committee

The Local Digital Roadmap sets out how Nottinghamshire health trusts and local authorities support the improvement of health and wellbeing of the local population through technology enabled integrated health and social care services. This underpins the delivery of the Sustainability and Transformation Plan (STP).

The focus is on improving the productivity and efficiencies of the health and social care workforces, improving services to service users (particularly with regard to assessments, discharges and transfers of care provision), improving professional collaboration and supporting independent living.

Key milestones for the next year include:

- ▶ Improving workflows with King's Mill Hospital and other hospital trusts
- ▶ Developing a secure technology approach for automating workflows amongst a number of health and social care partners
- ▶ Implementing a standard for Wi-Fi access for staff and partners across health and local authority sites
- ▶ Use of portal technology for sharing agreed information between health and social care practitioners
- ▶ Use technology to support improvements to home based care services

07 Smarter Working

Leader Member: Chairman of the Improvement and Change Sub-Committee

Over the past few years, we have seen a major change in the style of working in our offices bases. The vision for the smarter working programme is "A workforce able to work flexibly, where and when it best suits them, their customers and service users and managed by results".

The smarter working programme continues to respond to the changing shape of the organisation, changing working patterns, and new technologies.

Key milestones for the next year include:

- ▶ Changes in County Hall which will see the number of full time equivalent staff based in the building increase from 736 to 1,030 to enable the process of rationalising our building stock
- ▶ The move from desktop PC working to mobile solutions to create more flexible working
- ▶ The transition to a new data and mobile voice contract with EE, saving £300k per annum.
- ▶ An extension in the use of technology for scheduling workforce activities.

08

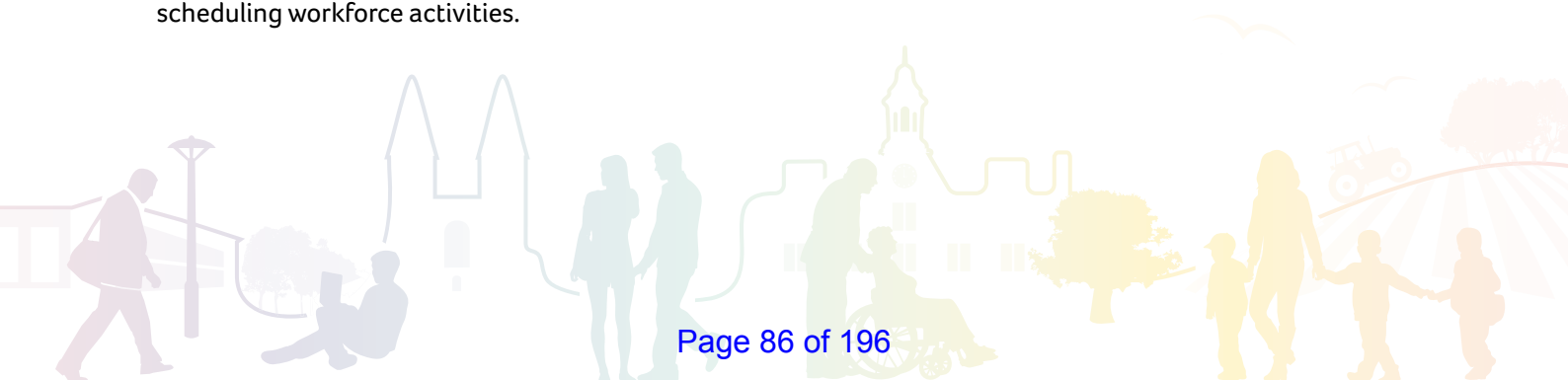
The Cloud (off-site data centres)

Lead Member: Chairman of the Improvement and Change Sub-Committee

The move to the Cloud is one of the themes of the ICT Strategy. The target is to move away from owning and operating a data centre to using off-site solutions, known as cloud services, by the end of 2019. The programme will involve identifying the full requirements, assessing the most cost-effective options, procuring and implementing the solutions, along with designing the ongoing support for the systems.

Key milestones for the next year include:

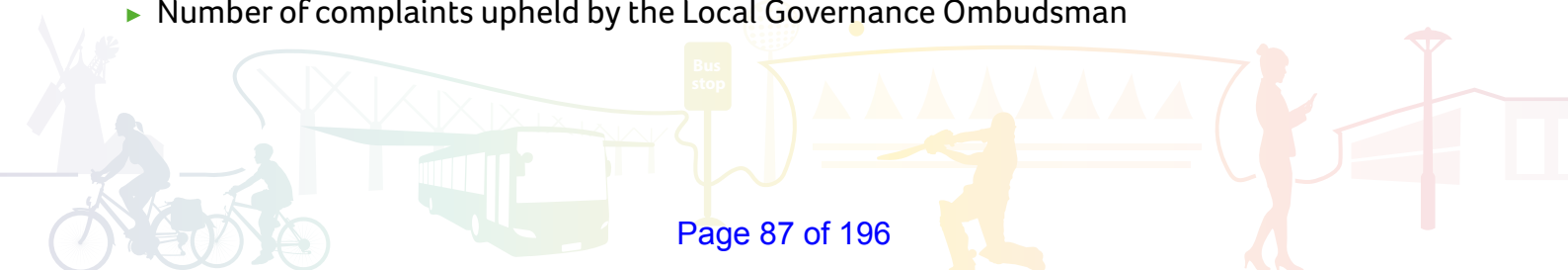
- ▶ Options appraisal of possible cloud solutions
- ▶ Commence the procurement of the chosen solutions
- ▶ Migrate to an Office 365 platform
- ▶ Transition a range of applications and databases to off-site solutions



Departmental Core Data Set

The core data set for the resources department includes data from across the whole organisation that is collated by the department.

- ▶ Average number of days sickness per employee for the authority by department
- ▶ Time lost to sickness against the most recently available data about regional and national comparator Councils
- ▶ Staff headcount
- ▶ Staff turnover
- ▶ Workforce profile
- ▶ Pay Policy Statement
- ▶ Gender pay gap
- ▶ % of staff who have completed mandatory training courses
- ▶ Customer service centre performance levels against target for:
 - Call abandon rate
 - Call waiting time
 - Calls answered within 30 seconds
 - Customer satisfaction levels
 - Complaints as a % of enquiries processed
- ▶ FOI requests carried out within timescale
- ▶ Complaints settled at the earliest stage
- ▶ Number of data breaches broken down by departments
- ▶ Number of data breaches reported to the Information Commissioner's Office
- ▶ % of Subject Access requests completed within 40 days or negotiated timescale
- ▶ Formal complaints received including numbers and percentage completed within 6 month timetable by Department.
- ▶ Number of complaints upheld by the Local Governance Ombudsman



- ▶ Number of fraud cases investigated during a financial year
- ▶ Number of waivers of financial regulations
- ▶ Percentage of invoices paid on time
- ▶ Insurance claims settled/received by number and value and repudiation rates
- ▶ Average availability of NCC business critical ICT services during business hours
- ▶ % of Mobile devices within the ICT estate
- ▶ % of ICT incidents resolved within agreed service levels
- ▶ % of ICT changes successfully completed
- ▶ Compliance to CIPFA project delivery index
- ▶ % of ICT project milestones delivered
- ▶ Customer satisfaction score: Corporate / School users
- ▶ ICT Service Desk 1st call resolution
- ▶ Average Service Desk call duration
- ▶ % dropped calls on Service Desk
- ▶ Cost of ICT support per user (monetary value reported)
- ▶ Cost of ICT support per workstation (monetary value reported)
- ▶ Number of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013) incidents
- ▶ Engagement levels with social media
- ▶ % of positive or neutral media coverage



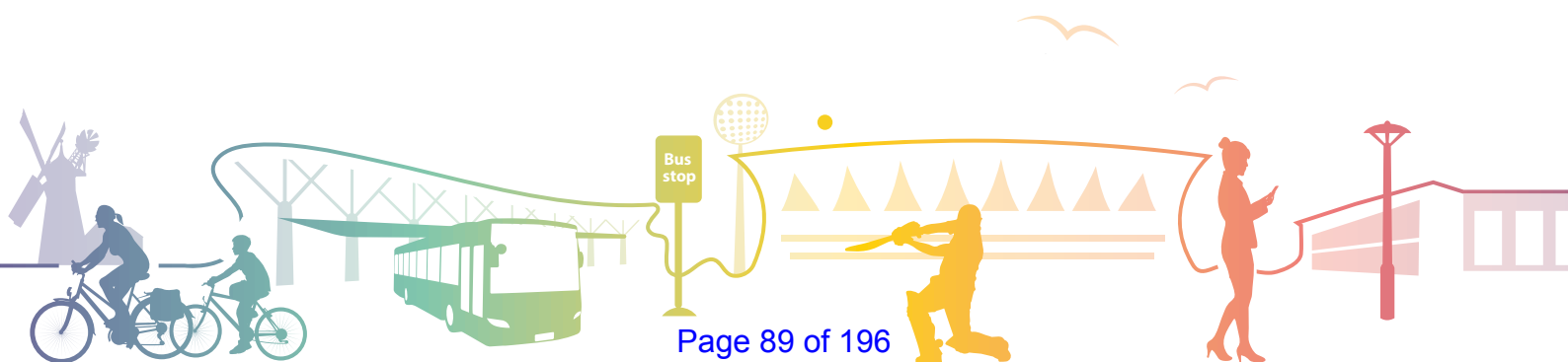


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REPORT OF THE LEADER OF THE COUNCIL

PROPOSALS FOR THE FUTURE OF SIR JOHN ROBINSON HOUSE

Purpose of Report

1. The purpose of this report is to seek approval to commission up to £50,000 of additional technical expertise to undertake a feasibility study in relation to the commercial use of Sir John Robinson House.

Background

2. The Council is reviewing its office accommodation and modelling future portfolio options. This work has already identified an opportunity relating to Sir John Robinson House, Arnold (SJRH) which could result in this building being surplus to operational requirements. In the event of this occurring, an alternative and appropriate use for the building needs to be secured. This provides a potential opportunity for the Council to deliver one of the Council Plan 2017-2020 commitments of creating the best conditions for business investment and growth.
3. The availability of high quality business space is one of our key priorities. By looking at SJRH in this way, we have the opportunity not only to achieve this priority but also to safeguard an important asset which is part of the County's history, putting the building back into commercial use. This unique historical landmark is the former Home Brewery HQ building. It is a Grade II listed building and therefore merits protecting and enhancing and secured for future uses which would lend itself to commercial uses. Any future uses have to be sensitive to this Grade II protected status which would require detailed technical assessment.
4. The property provides circa 42,000 sq ft of offices, is situated on a self-contained site and has parking for over 180 cars. At only three miles from Nottingham city centre, the property lies outside of the Workplace Car Parking Levy zone, at the junction of Sir John Robinson Way and the A60 (Mansfield Road), one of Nottinghamshire's main arterial routes.
5. The immediate area surrounding the site has a mixture of uses including residential flats, retail (including a Sainsbury's superstore), a car dealership and a number of office buildings. The building could therefore be appropriate for a range of potential commercial uses.
6. Previous attempts to dispose of the building proved unsuccessful and anecdotal evidence suggests that this position has not changed in the market. The accuracy of this assumption on the market needs to be reassessed. Whilst the feasibility study does not tie the Council into any particular funding stream, an opportunity has arisen to pursue a non-binding

expression of interest for European Union (EU) grant funding via the Local Enterprise Partnership. The County Council, under the leadership of Councillor Reg Adair, has secured to prospect to attract up to 50% of the costs through this route. The additional external investment would help us to put one of Nottinghamshire's historic buildings back to commercial use and deliver on a number of the Council's commitments.

7. The window of opportunity to attract this oversubscribed external funding is short. To keep the option open, a funding bid would need to be brought forward in the next three months. However, before a decision can be reached about submitting a full bid for the funding, a number of further strands of work are required to shape the County Council's strategy for the building.
8. The strategic future of SJRH therefore requires the completion of a number of detailed assessments and evidence gathering in order to provide a robust business case. These are
 - A rigorous market assessment to understand demand for office and workspace and potential clients
 - A full building feasibility study
 - An options appraisal for the future management of the building, which should include options for generating an income stream for the Council.
9. These activities are likely to cost in the region of £50,000, will be undertaken in the next 10-12 weeks, subject to Policy Committee approval. The £50,000 will be met from the 2017/2018 Growth and Economic Development base budget. Once completed, a more detailed and evidence-based business case will be presented to Policy Committee setting out options for the future use of the building.

Other Options

10. The Council could choose not to take forward the commissioning of additional technical expertise or support the further development of SJRH. However this would miss the opportunity to secure the funding currently available to support the development.

Reasons for Recommendations

11. Whilst our plans for growth are vital in providing for identified needs now and in the future, these must be achieved whilst preserving and protecting local character and distinctiveness in a well-planned and lasting way. Work to revitalise a high profile building and securing new investment will help create quality jobs, safeguard local character and add to the value of our economy.

Statutory and Policy Implications

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

RECOMMENDATION

13. It is recommended that Policy Committee approves the commissioning of up to £50,000 of additional technical expertise to undertake a feasibility study (that will not tie the Council into any particular funding stream) for the commercial use of Sir John Robinson House. Once completed, a more detailed and evidence-based business case will be presented to Policy Committee setting out options for the future use of the building.

COUNCILLOR MRS KAY CUTTS, MBE **Leader of the Council**

For any enquiries about this report please contact: Nicola McCoy-Brown, Growth and Economic Development ext. 72580

Constitutional Comments [CEH 27/12/2017]

14. The recommendations fall within the remit of Policy Committee under its terms of reference.

Financial Comments [SES 09/01/18]

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

Background Papers and Published Documents

The documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- Sustainable Urban Development Strategy Funding Proposal Briefing (Digital Technology Hub, Nottinghamshire County Council), 30th November 2017
- 2014 to 2020 European Structural and Investment Funds Growth Programme (Call opened 20th September 2017) – available online at:
https://assets.publishing.service.gov.uk/media/59c282e140f0b65db9b9each/PA2_3_4_D2N_2_Updated_Final.pdf

Electoral Division(s) and Member(s) Affected

All

REPORT OF THE LEADER OF THE COUNCIL MODERN SLAVERY AND HUMAN TRAFFICKING STATEMENT

Purpose of the Report

1. The purpose of this report is for Members to consider and approve the content of the Council's Modern Slavery statement. The statement is an updated version of that considered and agreed by Members on 18 January 2017.

Background

2. The UK Government is driving forward with initiatives to tackle Modern Slavery. Nationally on 26 March 2015 the Modern Slavery Act received royal assent. The Act is the first of its kind in Europe, and also in the world, to specifically address modern slavery and human trafficking in the 21st century. The new legislation is intended to enhance support and protection for victims, to provide law enforcement tools to target slave drivers, to ensure perpetrators can be severely punished, and includes provision to encourage business to take action to ensure their end-to-end supply chains are slavery free. The Act also established the UK's first ever Independent Anti-slavery Commissioner to drive forward the law enforcement response. In 2016 the Prime Minister, Theresa May noted that: "We need a radically new, comprehensive approach to defeating this vile and systematic international business model at its source and in transit, and we need to flex the muscle of all parts of the UK Government and collaborate with international partners (...) modern slavery will never be stopped if our police, borders and immigration agencies work in domestic silos".
3. In international terms the UK has also been leading the drive to tackle modern slavery. On 19 September 2017 the Prime Minister, hosted an event on tackling modern slavery at the United Nations General Assembly in New York. She noted that the UN was "united in our determination to eliminate the scourge of forced labour, modern slavery and human trafficking. Modern slavery exists in all our societies. It respects neither borders nor jurisdictions. Its victims are subject to the most appalling mistreatment and exploitation. And the scale of the challenge...is sobering, and brings our task into sharp focus. Behind these numbers are real people suffering terrible abuse, and if we're to meet our ambition to eradicate forced labour, and end modern slavery and human trafficking by 2030 we know we have a long way to go".

Information and Advice

4. Section 54 of the Modern Slavery Act 2015 was brought into force on 29 October 2015 and requires employers to produce a Modern Slavery statement for financial years ending on or after 31 March 2016.
5. Section 54 of the Act states that an employer's slavery and human trafficking statement should include the following information:

- Details of the Council's structure, business and supply chains;
 - The policy in relation to slavery and human trafficking;
 - Due diligence processes in relation to slavery and human trafficking in business and supply chains;
 - Identification of the level of risk of slavery and human trafficking and how the identified risk will be managed;
 - How performance in ensuring that slavery and human trafficking are not taking place in our business or supply chains is measured;
 - What training on slavery and human trafficking is available to employees.
6. Nottinghamshire County Council is committed to understanding the risks presented by slavery and to ensuring that there is no slavery or victims of human trafficking working within the Council; within the organisations we commission services from or our supply chain.
 7. Work is being undertaken with the University of Nottingham on a pilot study to evaluate any potential modern slavery risk in two specific Adult Social Care supply chains, the commissioning of Residential Care and Nursing Homes and the use of Direct Payment Support Service Providers.
 8. The Council has also required all staff working in supply chain management, Procurement and Human Resources professionals, to
 - have completed training on modern slavery awareness;
 - reviewed the system for supply chain verification currently in place, whereby potential suppliers are evaluated before they enter the supply chain, and;
 - reviewed our existing supply chains whereby all existing suppliers are evaluated.
 9. The Government's guidance on producing a slavery and human trafficking statement is that it must be approved at the highest level of the organisation and be published on the Council's website with a prominent link to the statement on the homepage. Organisations required to publish a statement must respond to requests for a written copy within 30 days. The Council's statement is attached as **Appendix A**.
 10. If an organisation to which the requirement applies fails to produce a slavery and human trafficking statement for a particular financial year, the Secretary of State may bring proceedings in the High Court requiring the organisation to do so.
 11. In addition to the Council's own statement, it will need to retain copies of the statements of other suppliers who are required to publish their own statement i.e. commercial organisations with a total turnover of £36 million per annum. Tender documentation has been amended in order to ask potential suppliers particular questions in future tender exercises to ensure that suppliers are meeting this duty before awarding contracts.
 12. In order to further increase awareness of modern slavery, and provide clarity for councils on their role in tackling it the Local Government Association, in December 2017, published 'Modern Slavery – A council guide'. This document is attached as **Appendix B**.

Other Options Considered

13. The Council is required to publish a Modern Slavery and Human Trafficking Statement and would wish to do so as part of its commitment to being a good employer and as an exemplar to other employers (as noted: see **Appendix A**).

Reasons for Recommendations

14. To inform members of the need to produce a statement on modern slavery and human trafficking and to seek agreement to and approval to publish the updated statement on the public website.

Statutory and Policy Implications

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

Finance Comments (SES 29/12/17)

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

Constitutional Comments (CEH 27.12.17)

12. The recommendation falls within the remit of Policy committee under its terms of reference.

Human Resources Implications

13. The current review of all the Council's employment policies and procedures includes giving consideration to how we can further develop our prevention strategies to ensure modern slavery and human trafficking form no part of our workforce. This work is being mirrored by the Council's Procurement Team to apply the same standards to our supply chain and those who deliver services on the Council's behalf.

The recognised trades unions were consulted on the draft statement at Central Joint Consultative and Negotiating Panel on 14 December 2017 and were broadly supportive of the statement and need to challenge and prevent modern slavery and human trafficking.

Human Rights Implications

14. These have been considered in developing the statement which is designed to protect individual and collective rights.

Public Sector Equality Duty implications

15. Equality implications have been considered during the development of the Council's Modern Slavery Statement.

Safeguarding of Children and Adults at Risk Implications

16. The implications for vulnerable adults and children have been considered in developing the statement which will add an additional layer of prevention for people for whom there may be a risk of modern slavery or human trafficking.

Implications for Service Users

17. The statement will help to minimise the risk of modern slavery and human trafficking for service users and encourage early identification and action on potential issues.

RECOMMENDATIONS

It is recommended that Policy Committee:

- 1) Consider and agree the updated attached statement in **Appendix A** which demonstrates the Council's commitment to ensuring that there are no victims of slavery or human trafficking employed directly by the Council, in its commissioned services or supply chains.
- 2) Approve the publication of the updated statement on the public website.

Councillor Mrs Kay Cutts MBE
Leader of the Council

For any enquiries about this report please contact:

Derek Higton, Service Director, Place and Communities
on 0115 9774398 or derek.higton@nottsc.gov.uk

Background Papers and Published Documents

Equality Impact Assessment for NCCs Modern Slavery Statement

Electoral Division(s) and Member(s) Affected

All

Nottinghamshire County Council's Modern Slavery and Human Trafficking statement

Introduction

Nottinghamshire County Council is absolutely committed to preventing slavery and human trafficking in our corporate activities and to ensuring that our supply chains are free from slavery and human trafficking.

This statement sets out Nottinghamshire County Council's actions to understand all potential modern slavery risks related to our services and businesses and to put in place steps that are aimed at ensuring that there is no slavery or human trafficking in our own services and businesses and our supply chains. This includes an update of action and activity that has taken place since the statement was reported to Policy Committee in January 2017.

As part of Local Government, Nottinghamshire County Council recognises that we have a responsibility to take a robust approach to slavery and human trafficking. We pay our own employees the Living Wage Foundation Living Wage as part of our ongoing commitment to treating people fairly and to raise workers out of poverty. Whilst we do not require our suppliers to match this commitment, we do ask them to consider its adoption for their workforces.

Organisational structure and supply chains

This statement covers the activities of Nottinghamshire County Council. The statement covers direct employees of the Council, agency workers engaged through the Council's managed service contract with Reed; and services delivered on behalf of the Council by third party organisations and in the council's supply chains.

The Council is currently working with Nottingham University to carry out a risk profile assessment into the Council's supply chains in care home service provision. This aims to ensure that these are robust and slavery-free in regard to the recruitment and retention of care workers who provide nursing and residential care staff.

Countries of operation and supply

Nottinghamshire County Council only operates within the United Kingdom. Whilst the risk of slavery and human trafficking is considered low, the Council remains vigilant and will take all steps available to manage the risks presented.

High-risk activities

The Council has determined that there are no areas of its business that are considered to be at high risk of slavery or human trafficking:

Responsibility

Responsibility for the Council's anti-slavery initiatives is as follows:

- **Policies:** Service Director, Customers and Human Resources will be responsible for ensuring appropriate recruitment and employment policies are

in place and reviewed on an annual basis to ensure they remain current and relevant.

- **Risk assessments:** To be undertaken by the relevant service area where there is deemed to be a risk of modern slavery or human trafficking, with the support of colleagues within HR and Procurement. The risk assessment will be signed off by the appropriate service director and held centrally and demonstrate the corporate responsibility for human rights and modern slavery risk analysis
- **Investigations/due diligence:** Any concerns regarding modern slavery or human trafficking should be raised with the Corporate Director, Resources in the first instance.
- **Training:** Awareness of the issue of human trafficking and modern slavery have been raised in the Chief Executive's blog and a Team Talk item with access to relevant information. A review of e-learning materials is currently being undertaken. NCC staff in general also have the opportunity to attend a number of awareness raising training sessions commissioned by the Safer Nottinghamshire Board and funded by the OPCC. These are provided by Hope for Justice which is a recognised training provider and modern slavery charity. There is an ongoing series of training sessions to which staff are invited to go.
- **Partnership** The Council is a partner at the Safer Nottinghamshire Board Modern Slavery Steering Group. The Council is also represented at the East Midlands Strategic Migration Partnership Anti Human Trafficking Partnership.

Relevant policies

Nottinghamshire County Council operates the following policies which are in the process of being reviewed and updated to describe our approach to the identification of modern slavery risks and steps to be taken to prevent slavery and human trafficking in our services and operations:

- **Whistleblowing policy** - The organisation encourages all its workers, customers and other business partners to report any concerns related to the direct activities, or the supply chains of, the organisation. This includes any circumstances that may give rise to an enhanced risk of slavery or human trafficking. The organisation's whistleblowing procedure is designed to make it easy for workers to make disclosures, without fear of retaliation.
- **Employee code of conduct** Nottinghamshire County Council's code makes it clear to employees the actions and behaviour expected of them when representing the organisation. The organisation strives to maintain the highest standards of employee conduct and ethical behaviour in all its operations and when managing our supply chain.
- **Expectations of Suppliers** Nottinghamshire County Council is committed to ensuring that its suppliers adhere to the highest standards of ethics. Suppliers are required to demonstrate that they provide safe working conditions where

necessary, treat workers with dignity and respect, and act ethically and within the law in their use of labour. We work with suppliers to ensure that they meet the required standards. However, serious violations of the Council's supplier expectations will lead to the termination of the business relationship.

- **Agency workers managed service** The Council uses only specified, reputable employment agencies to source labour and always through its managed service provider, verifies the practices of any new agency it is using before accepting workers from that agency. The contractual audit process with the managed service provider supplies the required evidence of panel supplier abilities to comply. There has been no requirement to take action as a result of the risk of slavery and human trafficking in the period covered by this statement. Our managed service provider's Modern Slavery statement will sit as an appendix to the Council's statement once published in January 2017.

Practical Guidance

In the course of our employment with the Council, we may come across situations and people that cause us concern. This section seeks to give some practical guidance to assist with deciding if someone may have been trafficked or is the victim of modern slavery.

Victims are trafficked all over the world for little or no money – Including to and within the UK. They can be forced to work in the sex trade, domestic service, and forced labour, criminal activity or have their organs removed to be sold. There is no typical victim and some victims do not understand they have been exploited and that they are entitled to help and support. Victims are often trafficked to a foreign country where they cannot speak the language, have their travel and identity documents removed and are told that if they try to attempt an escape, they or their families will be harmed.

Key indicators of trafficking include:

- Is the person in possession of their own passport, identification or travel documents or are these documents in possession of someone else?
- Does the person act as if they were instructed or coached by someone else? Do they allow others to speak for them when spoken to directly?
- Was the person recruited for one purpose and forced to engage in some other job? Have transport costs been paid for by facilitators, whom they must pay back through working or providing services?
- Does the person receive little or no payment for their work? Is someone else in control of their earnings?
- Does the victim have freedom of movement? Are they dropped off and collected from work?
- Is the person withdrawn or do they appear frightened?
- Has the person or their family been threatened with harm if they attempt to escape?
- Is the person under the impression they are bonded by debt, or in a situation of dependence?

- Has the person been physically or emotionally harmed or deprived of food, water, sleep, medical care or other life necessities
- Can the person freely contact friends or family? Do they have limited social interaction or contact with people outside their immediate environment?

This list is not exhaustive. Remember, a person may display a number of the trafficking indicators set out above but they may not necessarily be a victim of trafficking. Often you will build up a picture of the person's circumstances which may indicate that something is not quite right. **If you have a suspicion, report it.**

What should I do if I suspect someone is being trafficked or the victim of slavery?

If a member of staff is approached by a person identifying as a victim of modern slavery, or if a staff member considers that a person may be a potential victim of modern slavery, then if they have the victim's explicit consent, they should contact Nottinghamshire Police on 101.

If this is an emergency situation then staff should call Police on 999.

If the potential victim indicates that they are unwilling to engage with the Police then staff should contact the **Red Cross** on 07710733051.

If you hold information that could lead to the identification, discovery and recovery of victims in the UK, you can also contact the Modern Slavery Helpline 08000 121 700.

Please contact the Nottinghamshire Multi Agency Safeguarding Hub (MASH) to discuss your concerns under the adults safeguarding procedures on 0300 500 8080.

For potential child victims of trafficking please call the MASH on 0300 500 8090 or the NSPCC Child Trafficking Advice Centre on 0808 800 5000.

Out of office hours, you can contact the Emergency Duty Team on 0300 456 4546

Please be aware not all victims may want to be rescued and there may be instances where reporting a suspected trafficking case puts the potential victim at risk.

Due diligence

Nottinghamshire County Council undertakes due diligence when considering taking on new suppliers and regularly reviews its existing suppliers. This is the responsibility of the individual contract managers. The organisation's due diligence and reviews include:

- mapping the supply chain broadly to assess particular product or geographical risks of modern slavery and human trafficking;
- evaluating the modern slavery and human trafficking risks of each new supplier
- reviewing on a regular basis all aspects of the supply chain based on the supply chain mapping;

- conducting supplier assessments on an annual basis focussing on financial stability, covering insurance, compliance with various employment policies and which have a greater degree of focus on slavery and human trafficking where general risks are identified;
- creating an annual risk profile for each supplier to cover all the issues in the previous bullet point;
- taking steps to improve substandard suppliers' practices, including providing advice to suppliers and requiring them to implement action plans for example to demonstrate compliance with safer recruitment requirements;
- participating in collaborative initiatives focused on human rights in general, and slavery and human trafficking in particular;
- invoking sanctions against suppliers who fail to improve their performance in line with an action plan or who seriously violate our expectations of suppliers, including the termination of the business relationship
- All invitations to tender for business with the Council include the following statement:

"We are committed to ensuring that there is no modern slavery or human trafficking in our supply chains. NCC will not support or deal with any business knowingly involved in slavery or human trafficking. We use the Crown Commercial Services Standard Selection Questionnaire which includes a self- certification element to our tendering processors these are used to assess suppliers' policies and practices on slavery and human trafficking".

Section 7	Modern Slavery Act 2015: Requirements under Modern Slavery Act 20158	
7.1	Are you a relevant commercial organisation as defined by section 54 ("Transparency in supply chains etc.") of the Modern Slavery Act 2015 ("the Act")?	Yes <input type="checkbox"/> N/A <input type="checkbox"/>
7.2	If you have answered yes to question 1 are you compliant with the annual reporting requirements contained within Section 54 of the Act 2015?	Yes <input type="checkbox"/> Please provide relevant the url ... No <input type="checkbox"/> Please provide an explanation

Performance indicators

Nottinghamshire County Council is in the process of reviewing its key performance indicators (KPIs) in light of the introduction of the Modern Slavery Act 2015. As a result, we are:

- required all staff working in supply chain management, Procurement and HR professionals to have completed training on modern slavery by 1 September 2017;
- reviewed the system for supply chain verification currently in place, whereby we evaluate potential suppliers before they enter the supply chain; and
- reviewed our existing supply chains by 31 March 2017 by contract managers, whereby we evaluate all existing suppliers.

Training

The organisation requires all staff responsible for supply chain managers or working in HR or Procurement within the Council to complete training on modern slavery. We are currently reviewing existing training material to determine its effectiveness in light of the enactment of the Modern Slavery Act 2015.

The modern slavery training will cover:

- our business's purchasing practices, which influence supply chain conditions and which should therefore be designed to prevent purchases at unrealistically low prices, the use of labour engaged on unrealistically low wages or wages below a country's national minimum wage, or the provision of products by an unrealistic deadline;
- how to assess the risk of slavery and human trafficking in relation to various aspects of the business, including resources and support available;
- how to identify the signs of slavery and human trafficking;
- what initial steps should be taken if slavery or human trafficking is suspected;
- how to escalate potential slavery or human trafficking issues to the relevant parties within Nottinghamshire County Council;
- what external help is available, for example through the Modern Slavery Helpline, Gang-masters and Labour Abuse Authority and "Stronger together" initiative;
- what messages, business incentives or guidance can be given to suppliers and other business partners and contractors to implement anti-slavery policies; and
- the steps we should take if suppliers or contractors do not implement anti-slavery policies in high-risk scenarios, including their removal from the organisation's supply chains.

Awareness-raising programme

As well as training staff, we have raised awareness of modern slavery issues by several entries in the Chief Executive's blog including a link to the Annual Report of the Independent Anti-Slavery Commissioner. Further notices have been posted in our monthly Team Talk briefing which will explain to staff:

- the basic principles of the Modern Slavery Act 2015;
- how employers can identify and prevent slavery and human trafficking;
- what employees can do to flag up potential slavery or human trafficking issues to the relevant parties within the Council; and
- that external help is available, for example through the Modern Slavery Helpline.

Modern Slavery in Adult Social care

The County Council is working with the Modern Slavery International Rights Lab at Nottingham University via work commissioned by Paul McKay, Deputy Director, Adult Social Care and Health which is looking at a pilot study to evaluate the modern slavery risk in the Council's adult social care supply chains. Two supply chains have been selected for investigation: the commissioning of Residential Care and Nursing Homes and the use of Direct Payment Support Service Providers.

As the project sponsor, Paul McKay has been invited to represent the Council at a visit by Baroness Young of Hornsea to the University of Nottingham in January 2018. Baroness Young is steering an amendment to the Modern Slavery Act through the House of Lords to clarify the inclusion of public services as 'commercial organisations' required under the Act to complete an annual 'Transparency in Supply Chains' statement.

Following on from the presentation highlighting this pilot by the Rights Lab at the modern slavery international conference in November 2017 'Collaborating for Freedom: Strengthening Anti-Slavery Partnerships' hosted by Nottingham University, the Office of the Independent Anti-Slavery Commissioner has expressed interest in this work and has asked for a copy of the pilot report.

Local Government Association (LGA)

The office of the Independent Anti-Slavery Commissioner has indicated in its Annual Report 2016-2017 that guidelines for local authorities are currently being produced by the LGA. The Commissioner's 2016-2017 Annual Report can be found here: http://www.antislaverycommissioner.co.uk/media/1164/iasc_annual-report-16-17-web.pdf

These guidelines should be published before the end of December on the Commissioner's website <http://www.antislaverycommissioner.co.uk/>

County Councillor Alan Rhodes has been appointed as the new LGA Champion for Modern Slavery. The Community Safety team is providing officer support to Councillor Rhodes in this role on behalf of the County Council.

Please note that Vernon Coaker MP for Gedling is the new co-chair of the All Party Parliamentary Group on Human Trafficking and Modern Slavery.

Elected Member approval

This statement has been approved by Policy Committee which will receive an annual review containing any updates in the relevant September Committee.

January 2018

DRAFT

Modern slavery

A council guide

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Photographic acknowledgement

The Dark Figure* is an ongoing photographic project by Amy Romer, which seeks to raise awareness about slavery in Britain by mapping neighbourhoods where such crimes have taken place. To experience each story in full, visit: www.thedarkfigure.co.uk

Forewords

Councillor Simon Blackburn

It is a shocking fact that while most people consider the slave trade to have ended when slavery was abolished in 1833, there are more slaves today than ever before in human history. Figures from the International Labour Organisation (ILO) suggest that there are more than 40 million people in modern slavery across the world, with nearly 25 million held in forced labour. They have previously estimated that forced labour is generating criminal profits of approximately £150 billion a year.¹

As councillors and leaders of local places, we all need to be aware that the UK is a source, transit and destination country for modern slavery. The Home Office estimated that in 2013 there were between 10,000 and 13,000 potential victims of modern slavery in the UK.² This means that there is a good chance modern slavery is taking place in the towns, cities and villages where we live.

Modern slavery is hidden, often in plain sight; on our high streets, in local businesses and even suburban streets. Unwittingly, our communities may be using victims of modern slavery to wash their cars, paint their nails and lay their drives. They may even be living next door.

The purpose of this guide for councils is to increase awareness of modern slavery and provide clarity for councils on their role in tackling it. In developing this, the LGA's Safer and Stronger Communities Board has worked with the Independent Anti-Slavery Commissioner, Kevin Hyland OBE. We would encourage all our members to draw on the resources of the Commissioner and other local partners to help stop slavery and are grateful for their work and input.

In a speech on slavery to the House of Commons in 1791, William Wilberforce famously closed his remarks by saying **'Having heard all of this you may choose to look the other way, but you can never say again that you did not know'**. More than 200 years later we cannot look the other way, but must ensure that all of our authorities are well equipped and active in tackling this abhorrent crime.

Councillor Simon Blackburn

Chair, LGA Safer and Stronger Communities Board

¹ www.ilo.org/global/publications/ilo-bookstore/order-online/books/WCMS_243391/lang--en/index.htm

² www.gov.uk/government/uploads/system/uploads/attachment_data/file/386841/Modern_Slavery_an_application_of_MSE_revised.pdf

Kevin Hyland OBE

There are an estimated 40.3 million people living in slavery today,³ and the Home Office estimates that up to 13,000 of those are based in the UK.

These are shocking numbers to contemplate in a society which thought it had consigned slavery to the records of 19th century history, but while statistics are important, it is the human beings behind them who should inspire us to fight the crime. In years to come, numbers will be forgotten; the names, faces and voices of brave yet vulnerable victims who ask for our help will not.

The help which councils are able to give, bolstered by the passing of the Modern Slavery Act 2015, is crucial. The Act provides victims with greater protections and police with greater powers. It also requires businesses to report on the action they are taking to identify and address slavery in their supply chains, and introduced the office I currently hold, that of Independent Anti-Slavery Commissioner. As Commissioner I am tasked with spearheading the UK's response to modern slavery and have a statutory footing over law enforcement, the health sector, immigration bodies and local authorities. While such a role can help bring organisations to task, it is only professionalism and team work which will ultimately help victims to heal and put dangerous slave masters behind bars.

Council employees are already working incredibly hard, rescuing and caring for victims while reducing the risk of repeat trauma.

From the identification, referral and support of victims through to providing shelter, safeguarding and ensuring its own supply chains are slavery-free, local government is central to every facet of the slavery fight.

Going forward, I am therefore calling on all local councils to build on this best practice and consider how they can ensure a collaborative approach to modern slavery across every department.

All councils have expertise in partnership working. Whether collaborating with schools to protect children or consulting with the housing sector to keep tenants safe, many local government employees lead the way in good, diligent and professional teamwork. This is a model I want to build into the anti-slavery response in every sector of society over the coming years. I therefore urge you to continue shining this light to build even stronger partnerships which will lead to more streamlined responses to victim identification. Safer environments for modern slavery victims and even stronger deterrents for unsavoury criminals are the responsibility of all of us, everywhere.

This important guide will help councils understand their role in addressing modern slavery, and I have been pleased to work with the Local Government Association (LGA) in its development.

Kevin Hyland OBE

Independent Anti-Slavery Commissioner

³ Global Estimate on Modern Slavery 2017:
www.alliance87.org/2017ge/modernslavery#!section=0

Modern slavery – an overview

What is modern slavery?

Modern slavery is an umbrella term, encompassing human trafficking, slavery, servitude and forced labour.

Someone is in **slavery** if they are:

- forced to work through mental or physical threat
- owned or controlled by an ‘employer’, usually through mental or physical abuse or the threat of abuse
- dehumanised, treated as a commodity or bought and sold as ‘property’
- physically constrained or have restrictions placed on their freedom.⁴

Servitude is similar to slavery, in that a person is under an obligation to provide a service which is imposed on them, but there is no element of ownership.⁵ **Forced work** is defined as ‘work or service which is exacted from any person under the menace of any penalty and for which the person has not offered himself voluntarily’⁶ and has been found in a number of different industries including manufacturing, food processing, agriculture and hospitality.

Finally, **human trafficking** is when men, women and children are moved and forced into exploitation. The movement could be international but also within the country, from one city to another or even just a few streets. A person is a victim of human trafficking even if they haven’t yet been exploited but have been moved for the purposes of exploitation.

4 www.unseenuk.org/about/the-problem/modern-slavery

5 www.equalityhumanrights.com/en/human-rights-act/article-4-freedom-slavery-and-forced-labour

6 www.ilo.org/global/topics/forced-labour/definition/lang--en/index.htm

Types of modern slavery

There are a number of different types of exploitation that victims of modern slavery may be subjected to, and victims may experience more than one type of exploitation at the same time. The most common forms of exploitation are:

- **Sexual exploitation:** victims may be forced into prostitution, pornography or lap dancing for little or no pay. They may be deprived of their freedom of movement and subjected to threats and violence.
- **Labour exploitation:** a victim is made to work with little or no pay, and may face violence or threats. If they are foreign nationals, their passports may be confiscated by their exploiters and they may be made to live in terrible conditions and under constant threat.
- **Forced criminality:** victims can be forced to participate in a range of illegal activities including pick pocketing, shop lifting, cannabis cultivation, county lines exploitation⁷ and other activities. The Modern Slavery Act provides for a defence for victims who have been forced into criminality.
- **Organ harvesting:** victims are trafficked in order for their internal organs (typically kidneys or the liver) to be harvested for transplant.
- **Domestic servitude:** victims work in a household where they may be ill-treated, humiliated, subjected to exhausting hours, forced to work and live under unbearable

7 County lines is the police term for urban gangs supplying drugs to suburban areas and towns using dedicated mobile phone lines – these are the county lines. It involves child criminal exploitation (CCE) as gangs use children and vulnerable people to move drugs and money.

conditions or forced to work for little or no pay.⁸ In some cases forced marriage can lead to domestic servitude.⁹

Debt bondage can be present in many forms of exploitation, and can take a range of forms. Debts may arise out of the exploitation itself, for example in relation to accommodation or travel fees, with victims having little or no control over their debt and little or no way to pay it back. Costs may be deducted from their wages, leading to further debts being accrued. A person may be forced to work to pay off the debt and it can also be used as a means of controlling a victim and keeping them enslaved.

Other forms of exploitation include:

- **forced marriage:** where people are forced into marriage for a range of reasons including exploiting the rights conferred on them by citizenship or for domestic servitude
- **financial exploitation:** for example benefit fraud, where benefits are falsely claimed by perpetrators on behalf of their workers; bank accounts being opened in a victim's name but used by perpetrators; or workers' wages being paid directly into the exploiters, own bank accounts by companies who think they are paying a worker individually.

In October 2017 the Government produced 'A Typology of Modern Slavery Offences in the UK' to categorise modern slavery offences and provide an evidence base for responding to the crime of modern slavery. The research classified modern slavery offences in the UK into 17 distinct types. For each type, the report outlined the characteristics of the typical victims and offenders, and the nature of the offence, including the recruitment, transportation and exploitation involved.

The Typology report can be read here:
www.gov.uk/government/publications/a-typology-of-modern-slavery-offences-in-the-uk

8 www.gov.uk/government/uploads/system/uploads/attachment_data/file/509326/victims-of-modern-slavery-frontline-staff-guidance-v3.pdf

9 www.humantraffickingfoundation.org/sites/default/files/Trafficking%20Survivor%20Care%20Standards%202015.pdf

Victims and perpetrators

Anyone can become a victim of modern slavery, and in all types of exploitation, victims can be women, men, girls or boys. National Crime Agency (NCA) figures for 2016 showed that of 3,805 potential victims identified and referred to the National Referral Mechanism (NRM)¹⁰ for modern slavery, 1,936 were female, 1,864 were male and five transgender; 2,527 were adults and 1,278 were referred for exploitation as a minor.

The NCA's NRM data for 2016 indicates that the most common recorded type of exploitation for potential adult victims was labour exploitation, including criminal exploitation. Men were particularly vulnerable to labour exploitation, while adult women were more likely to be recorded as having been subjected to sexual exploitation, although there were male, female and child victims of each type. The most common exploitation for people first exploited as a minor was labour exploitation, which includes forced criminality such as cannabis cultivation¹¹, although as with adult figures, more boys (400) were recorded as potential victims of labour exploitation (compared to 68 girls), and more girls (118) were recorded as potential victims of sexual exploitation (compared to 29 boys¹²).

This is a crime that affects British victims as well as those trafficked into the UK. Albania, Vietnam and the UK were the most common nationalities of all the potential victims referred to the NRM in 2016, though there were referrals from 108 different nationalities.¹³

10 National Referral Mechanism: a framework for identifying victims of human trafficking or modern slavery and ensuring they receive the appropriate support

11 [www.nationalcrimeagency.gov.uk/publications/788-national-referral-mechanism-statistics-end-of-year-summary-2016/](http://www.nationalcrimeagency.gov.uk/publications/788-national-referral-mechanism-statistics-end-of-year-summary-2016/file) file

12 Ibid

13 Ibid

There is no single type of victim or pathway into modern slavery. However, the Home Office's front-line staff guidance identifies certain groups as particularly vulnerable to being exploited through modern slavery:

- unaccompanied, internally displaced children
- children accompanied by an adult who is not their relative or legal guardian
- young girls and women
- former victims of modern slavery or trafficking.¹⁴

Traffickers or modern slavery facilitators are also known to target vulnerable men, such as those with substance misuse issues, debts (in their country of origin or as a result of their illegal migration) mental health problems or learning disabilities. A recent report from the Independent Anti-Slavery Commissioner titled 'Understanding and Responding to Modern Slavery within the Homelessness Sector'¹⁵ found that those who are homeless are vulnerable to rogue employers offering work and accommodation, and that victims of modern slavery could be at risk of destitution and homelessness if no long-term support is provided to them. Of those homeless organisations that participated in the research, 64 per cent reported coming across potential victims of modern slavery. The report outlined a set of twelve recommendations, including a number for local authorities to consider in their work.

Victims of modern slavery have often been promised a better life or a legitimate job before they are exploited, and by the time they find out that the job doesn't exist they are already enslaved. Some victims might not see that they have been exploited or feel that the life they are living is better than the one they might have lived at home. Others may be too scared to seek help from the authorities because of the threats that they have endured, because they have been

¹⁴ www.gov.uk/government/uploads/system/uploads/attachment_data/file/509326/victims-of-modern-slavery-frontline-staff-guidance-v3.pdf

¹⁵ www.antislaverycommissioner.co.uk/media/1115/understanding-and-responding-to-modern-slavery-within-the-homelessness-sector.pdf

involved in criminal activities, because of their immigration status, or due to a sense of misplaced loyalty to the perpetrators.

They might have been given a prepared story, by traffickers or modern slavery facilitators, to use when talking to the authorities. They may also be aggressive or hostile to the authorities or have difficulties in recalling what they've experienced as a result of trauma. Victims may have undergone juju or witchcraft rituals; these rituals are used to instil fear and make the victim compliant. They may be threatened with or have experienced violence, may be controlled through debt, or have been groomed.

Perpetrators of modern slavery can be serious and organised crime groups, but may also be an individual close to the victim, such as family members, friends, individual employers or partners.¹⁶ Different types of perpetrator are more likely to be involved in different types of exploitation; domestic servitude in particular can be committed by individual perpetrators often family, partners or family friends, who've promised a better life to the victim.¹⁷

The NCA's latest work on the threat of serious and organised crime in the UK included the threat of modern slavery and human trafficking crime groups. They found that the most prevalent offender nationalities in the UK were British and Romanian, with Eastern Europe the most cited wider region of origin.

Offenders were most likely to target people from within their own nationality or ethnicity, in the majority of cases, though they found that British offenders targeted victims from a broad range of nationalities. They found that the majority of crime groups involved in human trafficking were small with limited hierarchies often predicated on familial or social links, although larger, more structured groups do exist.¹⁸

¹⁶ <http://glaconservatives.co.uk/wp-content/uploads/2013/10/Shadow-City.pdf>

¹⁷ www.gov.uk/government/uploads/system/uploads/attachment_data/file/383764/Modern_Slavery_Strategy_FINAL_DEC2015.pdf

¹⁸ www.nationalcrimeagency.gov.uk/publications/807-national-strategic-assessment-of-serious-and-organised-crime-2017/file

Sophia's story

Sexual exploitation

Sophia was a student living in Albania. She was studying to become a primary school teacher at university when she met her boyfriend. After five months together they arranged to go on holiday to Italy where her boyfriend had friends they could stay with.

The couple travelled together and after arriving at his friend's house her boyfriend said they would stay a few nights before moving on. After finding a number of women's passports in her boyfriend's possession and confronting him, Sophia was physically assaulted. After reconciling he talked about visiting his cousins in Belgium.

When Sophia arrived in Belgium the cousins took her to what looked like an abandoned house. She asked to speak to her boyfriend on the phone who told her "We have nothing to do with each other, it ends here".

The men then told her that she was going to start working for them. They brought customers to her for sexual services. They threatened to kill her brother back in Albania if she refused any customers. Despite this Sophia often refused, resulting in her being beaten. They would often force her to drink alcohol, beat and torture her.

She was then forcibly trafficked to the UK and threatened with a gun to make her comply. Once in the UK she was transported to a house, where again she was told that she would provide sexual services. Sophia told her exploiters she was not willing to do this kind of work anymore. She was tied up and the men sat down next to her and lit up cigarettes. When they had finished smoking them they stubbed them out on her. They beat her and she was regularly given vodka to drink.

One day she was given some provocative clothing and high heels and told to put them on and ordered into a car. When the car stopped at traffic lights she managed to escape despite being chased by one of the men. She grabbed a female passer-by and pulled at her arm begging for help. The woman telephoned the police and the man who had been following her, left.

After claiming asylum in Croydon she was dispersed to Wales where she received help through the organisation, BAWSO. Sophia is now married and works full time.

Stephan's story

Labour exploitation

Stephan grew up in Latvia. He wasn't working when he was introduced to the 'Boss' by a friend. Stephan was told he could earn good money in the UK legally. When he arrived in the UK his passport was taken from him, however, he was supported by the 'Boss' to gain a national insurance number and to open a bank account.

Stephan was brought to England by car and taken to the Derby area. He initially worked in a meat factory working 12 hour shifts, three or four days a week. At Christmas time it would be every day for a week. He worked at the meat factory for a year and a half. His accommodation was very basic. Stephan received £25 per week from the 'Boss' for basic essentials and food.

The second factory he worked in he was controlled by the same 'Boss'. He worked 12 hours shifts and was given £10 per shift from the 'Boss'. The 'Boss' took cash withdrawals from Stephan's bank account.

From March 2017 to May 2017, Stephan worked in a flower factory with the 'Boss' paying him £7 for a 12 hour shift.

The 'Boss' was not an internal employee of any of the organisations in which Stephan worked, however he did control his money, living accommodation and transport to and from work.

Stephan returned one evening to his accommodation and contacted a female friend. He went to stay with this friend and the next day this woman introduced Stephan to two of her English friends. These men supported Stephan in calling the police and the bank to freeze his account. Stephan was then taken to the police station where he made a statement and was put in touch with the British Red Cross.

The above victim's stories were provided by the subcontractors of the Adult Victims of Modern Slavery Victim Care Service.

The legislative framework for tackling modern slavery

The Government's approach to tackling modern slavery has been heavily shaped by a number of international laws, conventions and protocols which the UK has opted in to, ratified or is already bound by, including the:

- 1950 European Convention on Human Rights (ECHR)
- United Nations Protocol to Prevent, Suppress and Punish Trafficking in Persons, especially Women and Children (Palermo Protocol 2000)
- Council of Europe Convention on Action against Trafficking in Human Beings 2005 (ECAT)
- EU Directive on Preventing and Combatting Trafficking in Human Beings and Protecting its Victims Directive 2011 (the Anti-Trafficking Directive).

Collectively, these laws and protocols set out agreed definitions and obligations on countries to identify and support victims. The Government has stated that it intends to maintain close cooperative links and partnerships with the EU in criminal justice after the UK exits the European Union, including around serious and organised crime.

In March 2015 the Coalition Government enacted the Modern Slavery Act 2015. The Act:

- consolidated and clarified existing modern slavery and human trafficking offences and increased the maximum sentences for committing these offences
- introduced slavery and trafficking prevention orders and slavery and trafficking risk orders – which can be used to disrupt activities by modern slavery perpetrators
- created the role of the Independent Anti-Slavery Commissioner
- introduced support and protection for victims including a defence for victims of slavery or trafficking who commit an offence, measures on the presumption of age of child victims of modern slavery and introduced the role of Independent Child Trafficking Advocates
- introduced a requirement for certain businesses to produce and publish a modern slavery statement on what they are doing to tackle modern slavery and trafficking in their supply chains.

Most of the provisions of the Act concern England and Wales only, apart from the creation of the Independent Anti-Slavery Commissioner, who has a UK wide remit, and particular provisions around maritime enforcement powers. Scotland and Northern Ireland have both introduced separate legislation.

The Act includes a number of provisions for local authorities. Section 52 of the Act places a duty on them to identify and refer modern slavery child victims and consenting adult victims through the National Referral Mechanism (NRM). Councils also have a duty to notify the Home Secretary of adults who do not consent to enter the NRM. There are different forms for the NRM for adults and children and another form for adults who do not consent, called the MS1 form.

Section 43 of the Act states that specified public authorities (including councils) have a duty to cooperate with the Commissioner.

The Modern Slavery Act 2015 builds on the Modern Slavery Strategy published by the Coalition Government in 2014. Like the Serious and Organised Crime Strategy, it is based around the 4Ps framework of pursue, prevent, protect and prepare.

- **Pursue:** prosecute and disrupt individuals and groups responsible for modern slavery.
- **Prevent:** prevent people from engaging in modern slavery.
- **Protect:** strengthen safeguards against modern slavery by protecting vulnerable people from exploitation.
- **Prepare:** reduce the harm caused by modern slavery through improved victim identification and enforcement support.

The Modern Slavery Strategy is particularly focussed on the law enforcement response, though councils' role in safeguarding and caring for children and tackling child sexual exploitation is particularly mentioned, and outlines the expectation that Police and Crime Commissioners would reflect the local threat within their policing plans and strategies.

As well as the Modern Slavery Act 2015 there are a number of other pieces of legislation that have an impact on local authorities' role in supporting victims of, and tackling, modern slavery, including:

- Crime and Disorder Act 1998
- Housing Act 1996
- Care Act 2014
- Children Act 1989
- Immigration Act 2016.



Staverton, Cheltenham

March 2011

Gloucestershire constabulary carried out warrants at three properties in Gloucestershire, Derbyshire and Leicestershire after a year-long investigation, including a five month surveillance operation of the Connors family was triggered by the discovery of the remains of a body, which was found near the Connors family home in May 2008.

19 vulnerable people were found living at Beggers Roost caravan park in Staverton living in squalid conditions and were subject to assault, theft of benefits and exploitation.

All five members of the Connors family were found guilty of the conspiracy to require a person to perform forced or compulsory labour between April 2010 and March 2011.

To experience the story in full, visit:
www.thedarkfigure.co.uk

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Overview of the role of councils in tackling modern slavery

Councils can play a key role in tackling modern slavery. Their role can be separated into four distinct areas, each of which is explored in more detail in the following sections:

1. identification and referral of victims
2. supporting victims – this can be through safeguarding children and adults with care and support needs and through housing/homelessness services
3. community safety services and disruption activities
4. ensuring that the supply chains councils procure from are free from modern slavery.

Modern slavery intersects with many different areas that councils are involved with, and a number of different officers may come across it whilst going about their everyday duties:

- in housing and homelessness services, councils may see people who are at risk of trafficking through the provision of homelessness services, or through inspections of houses in multiple occupation (HMOs) they might come across modern slavery victims living in substandard accommodation
- community safety officers may come across trafficking or modern slavery whilst working on issues around serious and organised crime, gangs, drug selling and other crimes committed within their area – like cannabis cultivation and begging

- Trading Standards, licensing and environmental health and other regulatory services (eg fire safety) may encounter victims or perpetrators whilst inspecting premises such as nail bars and regulating other businesses, such as taxis and private hire vehicles
- councillors may hear concerns from residents about particular businesses or houses in their areas
- those working with local partners on resettling new arrivals may find that trafficking or modern slavery has been present in refugees and asylum seekers' routes into the UK
- customer services may come into contact with victims through their ordinary dealings with the public
- children's safeguarding services will deal with trafficked children or children who have been exploited
- adult safeguarding services may have a role supporting adult victims with care and support needs.

This list is not exhaustive and there will be many other places where council staff and councillors may come across modern slavery or trafficking.

Given the different services which may come into contact with modern slavery, councils should consider how they can ensure a joined-up approach to the issue across their organisation.

This is particularly important in terms of identifying and referring victims, being aware of suspected modern slavery in their areas and ensuring that any intelligence and information about modern slavery is collated centrally within the council – without this, councils will not have an overall picture of the scale of the problem or full understanding of their own work in this area.

Although the numbers of suspected modern slavery cases in some areas will be small, this may nevertheless require councils to designate a lead officer or team who can collect this data from across different teams and act as a point of contact and expertise on the issue. Alternatively, councils may wish to have a single point of contact and expertise within the relevant teams potentially impacted by modern slavery. Councils should consider how this role could link up with other existing roles working within the local justice systems.

Underpinning councils own work in this area will of course be effective partnership working. Councils will already be part of numerous partnerships that have a role in sharing information, identifying those at risk of exploitation and tackling modern slavery as part of their broader work. Working with community safety partnerships, local child safeguarding arrangements, adult safeguarding boards, or other local partnerships, as well as with other partners such as the Gangmasters and Labour Abuse Authority (GLAA), will be a critical part of councils' work. See more in the section on 'Role of partners in tackling modern slavery'.

There are a number of local and regional areas that have set up modern slavery partnerships bringing together partners from a range of different areas to coordinate work across the area. A joint report by the Independent Anti-Slavery Commissioner and the University of Nottingham, entitled 'Collaborating for Freedom', has mapped the anti-slavery partnerships in existence across the UK. An interactive map of these partnerships can be viewed here: <http://iascmap.nottingham.ac.uk>.¹⁹ These partnerships have brought together a wide range of participants, which have included district and county councils, police and crime commissioners, fire and rescue services, NGOs, the GLAA, safeguarding services, health, police services and government agencies, among others.

Councils should think about their engagement with the wider private, community and voluntary sector in their local area. Forums such as local enterprise partnerships or local strategic partnerships can be used to ensure that there is awareness of modern slavery and the potential risk in supply chains, that it can be referred appropriately and joint initiatives can be launched.

Again, councils should think about the most effective way for their authority to engage in partnership work on modern slavery, including ensuring that they have the appropriate local contacts for national agencies, considering whether a single point of contact per team or at the authority would be useful approach.

¹⁹ www.antislaverycommissioner.co.uk/media/1186/collaborating-for-freedom_anti-slavery-partnerships-in-the-uk.pdf

Identification and referral

The National Referral Mechanism process

The National Referral Mechanism (NRM) provides a framework to identify, refer and record potential victims of modern slavery. Reflecting the fact that councils may come across potential victims of modern slavery in many aspects of their work, councils have a formal role as first responders to the NRM. First responders are organisations with a responsibility to identify and refer potential adult or child victims of modern slavery.

There are five basic stages in identifying a potential victim and their journey through the NRM.



This chapter will examine these in more detail, focusing on the existing process; recent changes to the NRM announced by the Home Office are set out at the end of this section.

Identifying a potential victim

Everyone should be aware of the signs to spot potential victims of modern slavery.

In October 2016 the Independent Anti-Slavery Commissioner, jointly with South East England Councils and NHS England produced a set of three modern slavery awareness raising videos for local councils, emergency services and health professionals. The aim of these is to emphasise the vital role front-line professionals have in tackling modern slavery and helping victims to exit exploitation, and to equip them to spot initial signs of modern slavery. The videos for local government and the emergency services are publicly available on the LGA website: www.local.gov.uk/modern-slavery

The Salvation Army is contracted by the Government to provide support to adult victims of modern slavery referred to the NRM in England and Wales. It has produced a number of questions to support the identification of victims:

Is the victim in possession of a passport, identification or travel documents? Are these documents in possession of someone else?

Does the victim act as if they were instructed or coached by someone else? Do they allow others to speak for them when spoken to directly?

Was the victim recruited for one purpose and forced to engage in some other job?

Was their transport paid for by facilitators, whom they must pay back through providing services?

Does the victim receive little or no payment for their work? Is someone else in control of their earnings?

Was the victim forced to perform sexual acts?

Does the victim have freedom of movement?

Has the victim or family been threatened with harm if the victim attempts to escape?

Is the victim under the impression they are bonded by debt, or in a situation of dependence?

Has the victim been harmed or deprived of food, water, sleep, medical care or other life necessities?

Can the victim freely contact friends or family? Do they have limited social interaction or contact with people outside their immediate environment?²⁰

Further information on the indicators and signs of modern slavery is available in Annex A of this document.

Referring victims

Under Section 52 of the Modern Slavery Act 2015, local authorities are under a duty to notify the Home Office when they identify a potential victim of modern slavery (where it is believed a potential victim's life is in immediate danger, the advice is to call 999).

For children this means referring them into the NRM through children's services. For adults, a NRM referral can also be made if they consent to the referral. If an adult doesn't consent to enter the NRM, councils are still under a duty to notify and should refer them to the Home Office by submitting the MS1 form.²¹

Councils are first responders into the NRM, alongside the organisations listed below:

- National Crime Agency
- police forces
- UK Border Force
- Home Office Immigration and Visas
- Gangmasters and Labour Abuse Authority
- health and social care trusts (Northern Ireland)
- The Salvation Army
- Migrant Help
- The Medaille Trust
- Kalayaan
- Barnardo's
- Unseen
- TARA Project (Scotland)
- NSPCC (CTAC)
- BAWSO (Wales)
- New Pathways
- Refugee Council.²²

Council staff should be familiar with the referral processes that their council has in place when they come across a potential victim of modern slavery.

All referrals to the NRM initially go to the National Crime Agency's Modern Slavery Human Trafficking Unit (MSHTU) as the competent authority. However, potential victims who are non EU/EEA nationals and are subject to immigration control are referred to the Home Office Visas and Immigration (UKVI) to act as the competent authority instead.

Making a referral for adults

In the case of adult victims consent must be given before a referral can be put into the NRM. If an adult doesn't consent to enter the NRM, councils are still under a duty to notify and should instead complete an MS1 form which is then sent to the NCA.

²⁰ www.salvationarmy.org.uk/spot-signs-modern-slavery

²¹ www.gov.uk/government/publications/duty-to-notify-the-home-office-of-potential-victims-of-modern-slavery

²² www.nationalcrimeagency.gov.uk/about-us/what-we-do/specialist-capabilities/uk-human-trafficking-centre/national-referral-mechanism

The purpose of the MS1 form is to allow government to gather statistics and build a more comprehensive picture of the nature and scale of modern slavery. The MS1 form allows the potential victim to remain anonymous and it does not entitle potential victims to any specialist government support. If councils are submitting an MS1 form the case should also be separately referred to the police, this should be done in advance of submitting the MS1 form.²³

If a person is deemed incapable of giving informed consent under the Mental Capacity Act 2005, a guardian should be appointed to help him or her make decisions. The person, however, should still be placed at the centre of the decision making process.

Councils and their partners will wish to develop other routes to ensure that adult victims of modern slavery who do not wish to be referred into the NRM either immediately or in the long term receive any support from the council they are eligible for and are signposted to any support available locally. More information is available below.

Making a referral for children

Children's social services departments are able to make a referral into the NRM. Other areas of a council should refer potential child victims via their local children's services, to make sure that any safeguarding measures can be put in place, and that the police are notified. Those child protection processes should continue to take place regardless of subsequent decisions made through the NRM.

Professionals should consider the wider circumstances around the individual child when making an assessment. It is also important to note that children might not show obvious signs of distress or abuse.

A potential child victim does not need to consent to an NRM referral being made, but it is good practice to let them know that it is happening and to explain the benefits, the possible outcomes and discuss any concerns.

If a child is part of a family in modern slavery, referrals still take place in the same way, and child safeguarding procedures should still be undertaken.

A referral form should include as much information as possible, including documentary evidence where available. Since all potential child victims should be referred to the NRM, an MS1 form is not used for children.

Sometimes there may be a dispute over whether the potential victim is a child. Under section 51 of the Modern Slavery Act, where a council has reasonable grounds to believe a person is under 18 then they will be treated as a child, until an age assessment is carried out. An age assessment should be commissioned where appropriate, but referral to the NRM should not be delayed. Once a reasonable grounds decision has been made the decision will be reported to the first responder and the child's social worker, not to the child directly.

If there has been enough evidence to take the child into local authority care, there are specific risks that councils and carers will need to be aware of. Nearly two thirds of trafficked children in local authority care go missing at some point; nearly a third of these go missing within one week.²⁴ Councils must make sure a strong multi-agency approach is in place to protect victims from further harm from their abusers. In particular, there should be a clear understanding between the local authority and the police of roles in planning for this protection and responding if a child goes missing.

²³ www.gov.uk/government/uploads/system/uploads/attachment_data/file/508817/Duty_to_Notify_Guidance_Version_2.0_.pdf

²⁴ www.ecpat.org.uk/sites/default/files/trafficked_children_and_missing_ecpat_uk_and_missing_people_joint_briefing_october_2014.pdf

Reasonable grounds decision

Once an NRM form has been completed potential victims will receive a 'reasonable grounds' decision from the competent authority. A reasonable grounds decision is made using the threshold of 'I suspect but cannot prove' that the individual is a potential victim of modern slavery or trafficking.²⁵

Competent authorities aim to make reasonable grounds decisions within five days. This may involve seeking additional information from the first responder, from specialist NGOs or local authorities, especially where there may be a negative reasonable grounds decision. Where a negative reasonable grounds decision is taken this decision must be reviewed by a 'second pair of eyes'. If victims receive a negative reasonable grounds decision they do not receive specialist government support.

During those five days if the victim is destitute, support can be provided through the Government's contract with The Salvation Army. To activate any support during these five days, alongside sending in the NRM referral form, the first responder would need to contact The Salvation Army separately to arrange this (via the 24 hour referral number: 0300 303 8151). The NRM form alone would not alert The Salvation Army to emergency support needs.

Support for victims and conclusive grounds decisions

The process for adults

If a positive reasonable grounds decision is made the adult potential victim will be:

- allocated a place within government funded safe house accommodation, if required
- granted a reflection and recovery period of a minimum of 45 calendar days.

The first responder and the victim are notified of the decision.

The reflection and recovery period allows the victim to begin to recover from their ordeal and to reflect on what they want to do next. There may be a range of outcomes for victims, including cooperate with police, apply for discretionary leave to remain, ask for asylum or help to return home, etc – a full list can be found on the NCA's website.²⁶

During the reflection and recovery period the competent authority will gather further information to see if a conclusive grounds decision can be reached on whether a person has been a victim of trafficking or modern slavery. The competent authority can increase the length of the rest and recovery period to allow them to gather more information.

If someone has received a positive conclusive grounds decision then they are normally given 14 days to exit the support provided through the NRM. The person can also be offered support to return to their country if they have been trafficked or are a victim of modern slavery and do not wish to stay in the UK.

²⁵ HO competent authority guidance www.antislaverycommissioner.co.uk/media/1059/victims_of_modern_slavery_-_competent_authority_guidance_v3_0.pdf

²⁶ www.nationalcrimeagency.gov.uk/about-us/what-we-do/specialist-capabilities/uk-human-trafficking-centre/national-referral-mechanism

If it is decided by the competent authority that the person was not trafficked nor is a victim of modern slavery, and there are no other circumstances that would give them a right to live in the UK, they are typically given 48 hours to exit support.²⁷

The process for children

Councils might need more time to work with a child to get enough information for the competent authority to reach a conclusive grounds decision, for example where a child has experienced significant trauma or is in fear of speaking to authorities. In these circumstances you may request of the competent authority that the 45 day reflection period be extended, where this is in the best interests of the child, so that all relevant information can be obtained.

If a child receives a positive conclusive grounds decision, appropriate support should be put in place to help them deal with the trauma they may have suffered, and to minimise the risk of their going missing and returning to those seeking to exploit them. This information should be contained within the child's care plan if they are in local authority care.

Transfer to the care of another council or an out of area placement might in some cases be appropriate to put distance between the child and where their traffickers expect them to be.

In the case of unaccompanied asylum seeking children, there should also be information in the care plan on the asylum seeking process to ensure that children are kept informed and well supported throughout the process to minimise fear and uncertainty. If the child receives a negative asylum or immigration decision, discussions about their status will need to be handled sensitively and social workers should be alert to a heightened risk of the child going missing and take all necessary steps to prevent this.

Where a negative conclusive grounds decision is reached, councils should revert to their normal child protection assessments to identify what support is needed for the child.

Independent Child Trafficking Advocates

Following an initial pilot roll-out of the Independent Child Trafficking Advocates (ICTAs) approach, the Government made a decision²⁸ to implement ICTAs across three early adopter sites in England and Wales – Hampshire and Isle of Wight, Greater Manchester and Wales. The role of ICTAs is to represent and support children who there are reasonable grounds to believe are victims of modern slavery. They ensure the best interests of children are represented in decision-making.

National Referral Mechanism reform

The NRM system has been under review for a number of years. In October 2017 the Government announced a number of changes to the NRM process. The key changes announced were:

- The length of move on support for victims who have received a positive conclusive ground decision, will be increased from 14 days to 45 days. This will be in addition to the minimum 45 days victims receive after a positive reasonable grounds decision.
- The Government will fund 'places of safety' so that adult victims leaving exploitative situations can be given support, including safe accommodation and advice for three days before deciding whether to enter the NRM.
- Victims who have received a positive conclusive grounds decision will also have access to drop-in services for up to six months after they leave NRM support.

²⁷ www.humantraffickingfoundation.org/sites/default/files/Trafficking%20Survivor%20Care%20Standards%202015.pdf

²⁸ www.gov.uk/government/uploads/system/uploads/attachment_data/file/486693/53019_Un-num_Report_PRINT.pdf

- The first responder role will be strengthened and criteria will be established on who should be a first responder and how they should be trained.
- ICTAs will be rolled out nationally. The Government will also be looking at how to make the NRM decision-making process 'child-friendly' including how NRM decisions are communicated to children.
- A single, expert unit will be created in the Home Office to act as the competent authority and handle all cases referred from first responders and to make decisions about whether somebody is a victim of modern slavery. This will replace the two current competent authorities, and will be completely separate from the immigration system.
- An independent panel of experts will be established to review all negative conclusive grounds decisions.
- A new digital system to support the NRM process, including submitting NRM referral form online, making it easier for those on the front line to refer victims for support and enabling data to be captured and analysed to better aid prevention and law enforcement.
- Adoption of the Trafficking Survivor Care Standards²⁹ produced by the Human Trafficking Foundation as a minimum standard of victim support in all future contracts providing support to adult victims of modern slavery.

The Government will also be seeking to work with councils to come up with best practice for victims to transition into a community and access local services.

Further information and guidance

Under Section 49 of the Modern Slavery Act 2015 the Home Secretary must issue guidance for public authorities and other organisations on modern slavery. In October 2017 the Government announced that it would be launching a consultation on the preparation of statutory guidance on identification and support for victims of slavery.

There is guidance for front-line staff in the Home Office to help them, identify and help potential victims of modern slavery and human trafficking:

www.gov.uk/government/uploads/system/uploads/attachment_data/file/509326/victims-of-modern-slavery-frontline-staff-guidance-v3.pdf

For first responders there is guidance on the duty to notify and the NRM form:

www.gov.uk/government/publications/duty-to-notify-the-home-office-of-potential-victims-of-modern-slavery

Modern slavery victims: referral and assessment forms:

www.gov.uk/government/publications/human-trafficking-victims-referral-and-assessment-forms

²⁹ www.humantraffickingfoundation.org/sites/default/files/Trafficking%20Survivor%20Care%20Standards%202015.pdf

There are a number of non-government organisations (NGOs) councils can contact to discuss modern slavery or receive further information from including:

- Human Trafficking Foundation
- Unseen
- ECPAT UK
- The Salvation Army
- Migrant Help
- The Medaille Trust
- Kalayaan
- Barnardo's.

This is not an exhaustive list of national organisations, and there may also be local or regional organisations and partnerships which councils can talk to as well.

There is also a 24/7 Referral Helpline hosted by The Salvation Army on 0300 3038151 or the Modern Slavery Helpline on 08000 121 700.

Brixton, Lambeth, London

Autumn 2013

Three women were rescued from a residential address in October 2013 having been held against their will for more than 30 years. Aishah Wahab, a 69-year-old Malaysian woman and Josephine Herivel, a 57-year-old Irish woman met the male suspect, also known as “Comrade Bala” in London through a shared political ideology, as he was the former Maoist leader of the Workers’ Institute of Marxism–Leninism–Mao Zedong Thought. Rosie Davies, a 30 year old British woman is thought to have spent her whole life in servitude under Balakrishnan.

In January 2016, 73-year-old Aravindan Balakrishnan was sentenced to 23-years imprisonment.

To experience the story in full, visit:
www.thedarkfigure.co.uk



Supporting victims

Depending on the age and needs of victims of modern slavery, councils may have statutory responsibilities to provide support to them. This section outlines what these are, and how processes and responsibilities differ in relation to child and adult victims of modern slavery.

Safeguarding: the legislative context

Children

Under the Children Act 1989, where a council has reason to believe that a child (irrespective of immigration status) may suffer, or is suffering, significant harm, they are under a duty to investigate to decide whether any action is needed to protect the welfare of that child.

Guidance from the Home Office on child trafficking is clear: 'child trafficking is child abuse. When an agency comes into contact with a child who may have been trafficked children's services and police should be notified immediately. All children, irrespective of their immigration status, are entitled to protection'.

The Home Office guidance also highlights that: 'Any child who is recruited, transported or transferred for the purposes of exploitation is considered to be a trafficking victim, whether or not they have been forced or deceived. Even when a child appears to have submitted willingly to what they believe to be the will of their parents or accompanying adults, it is not considered possible for a child to give informed consent'.³⁰

³⁰ www.ecpat.org.uk/sites/default/files/nrm_first_responder_guidance_child.pdf

Local government responsibilities around child slavery are, therefore, part of a council's existing responsibilities, with the addition of specific responsibilities around referrals (as set out in the previous section).

Local authorities are recommended to nominate a local professional who can develop specialist knowledge in relation to trafficked children – a 'local trafficked children lead' – and act as an adviser to other professionals in cases where the concerns in relation to a child are related to trafficking. Your local area may have a trafficked children toolkit to help with identification of children that have potentially been trafficked. An example of this would be the London Safeguarding Trafficked Children Toolkit which can be accessed via the Croydon Council website:

www.croydon.gov.uk/sites/default/files/articles/downloads/lonsafetraff.pdf

Adults

The Care Act 2014 sets out local responsibilities and roles for assessing and supporting adults in need of care and support. It outlines how councils should carry out a 'needs assessment' where it appears that an adult may have care and support needs. Key to this assessment is meeting eligibility criteria around how 'a physical or mental impairment or illness' impacts on being unable to achieve certain specified outcomes such as getting dressed or preparing food and whether this then has a significant impact on wellbeing.

If the individual is eligible for support under the Care Act, the Act is clear that it is for local authorities to decide what support or services people are eligible for when they are assessed as having care and support needs, dependent on their financial circumstances. The 'care and support planning process' is used to help decide the best way to meet the person's needs, the cost of arranging the necessary care and support for that person and where the care should be provided.

The Act also set out local responsibilities and roles for protecting adults assessed as having care and support needs from abuse or neglect for the first time in legislation. Adult safeguarding duties apply to any adult who:

- has care and support needs as defined by the Act
- is experiencing, or is at risk of, abuse or neglect
- is unable to protect themselves because of their care and support needs.

The Act requires that local authorities must make enquiries, or cause others to do so, if it believes an adult is experiencing, or is at risk of, abuse or neglect. An enquiry should establish whether any action needs to be taken to prevent or stop abuse or neglect and if so by whom, commonly called a 'Section 42' duty.

Victims of modern slavery therefore may not necessarily have the impairment or injury that would meet eligibility for care and support under the Act. However, there may be victims of modern slavery identified via local safeguarding processes; and there may be victims of modern slavery who are subsequently identified as having care and support needs, and thus will be entitled to support under current legislation later in the process.

Councils will recognise they have a role in protecting vulnerable adults at risk. Councils and their partners will wish to develop other routes that ensure that adult victims of modern slavery who are not eligible for support under the Care Act obtain any other

support from the council they are eligible for and are signposted to any support available locally. The reform of NRM should lead to greater clarity around how adult victims of modern slavery are supported before and after referral.

Differences between children and adults safeguarding

Safeguarding adults differs from the safeguarding and protection of children in a number of ways, including the different legislative basis to each. A key difference is that while there is a legal expectation that children are protected from physical or psychological damage, adults with mental capacity have a right to make their own choices, take risks, be free from coercion, and to make decisions about their own safeguarding plans. Reflecting this, under current Home Office first responder guidance, a referral cannot be made to the NRM unless the adult gives informed consent to the referral.

Adults without mental capacity have legal safeguards under the Mental Capacity Act 2005 and must have the representation of an advocate or representative to act in their best interests. An independent advocate to represent and support an adult where the adult has 'substantial difficulty' in being involved in safeguarding enquiry or review and where there is no other suitable person to represent and support them.

Partnership working

Councils will be working with partners to safeguard children as outlined in the statutory guidance 'Working Together to Safeguard Children', for example through local safeguarding partnerships and work with schools. These partnerships should be utilised to develop strong responses to the issue of modern slavery, from prevention, to identification of potential victims, to post-referral support. Responding to child sexual exploitation, professionals should be aware that children may have been trafficked prior to exploitation, and of the vulnerabilities of looked after children.

The Care Act gives local authorities overall responsibility for adult safeguarding locally. However, it also recognises that safeguarding people requires partnerships with other statutory bodies, close working with other key organisations and greater awareness from people in their communities. It requires that councils:

- lead a multi-agency local adult safeguarding system that seeks to prevent abuse and neglect and stop it quickly when it happens
- set up a statutory safeguarding adult board (SAB) including the local authority, NHS and police, which will develop, share and implement a joint safeguarding strategy
- cooperate with each of its relevant partners in order to protect the adult and in turn, each relevant partner must also cooperate with the local authority
- assure itself that local safeguarding arrangements are effective and that all partners act to help and protect adults in its area.³¹

The Care Act also gave councils a general duty to promote the wellbeing of the wider population in their communities. Action to safeguard adults should include:

- promoting wellbeing and prevent abuse and neglect from happening in the first place
- ensuring the safety and wellbeing of anyone who has been subject to abuse or neglect
- taking action against those responsible for abuse or neglect taking place
- learning lessons and making changes that could prevent similar abuse or neglect happening to other people.

In meeting this duty, local areas will choose how safeguarding adult boards discuss and report on the many complex issues which can contribute to the wellbeing of its community and the prevention of abuse and neglect.

³¹ www.scie.org.uk/care-act-2014/safeguarding-adults/safeguarding-adults-boards-checklist-and-resources/

However, there may be other local partnerships that will take the lead on issues such as modern slavery, as well as other key issues associated with police and the criminal justice system such as hate crime, domestic violence, forced marriage, Prevent, female genital mutilation, and sexual exploitation.

Key considerations for councils

Safeguarding: local leadership and scrutiny

Growing awareness of the prevalence of abuse in care and health makes it all the more urgent and necessary for local leaders to ensure that everyone, including ward councillors, council staff, the voluntary sector and the general public are made aware of abuse and neglect, how to recognise and report it, who is responsible for intervening, and what people's rights are to protection, support, choice and advocacy.

Local leaders can play a key role in reinforcing this need for collective responsibility for safeguarding. They can help build the system leadership needed to ensure that every local partner is clear what their responsibilities are and is able to communicate what the local safeguarding system is to local people. They should know what questions to ask to hold to account those responsible for adult safeguarding, including ensuring that everyone is following agreed multi-agency procedures and that appropriate links are made between agencies so that people at risk and needing help are not missed.

There are also crucial roles for local leaders in examining how safeguarding is experienced by local people, how people were consulted and involved in developing policies and monitoring services, and how they were involved in their own safeguarding plans and procedures. Councillors can have a key role in ensuring a focus on outcomes and a proportionate approach to risk, rather than just on the process of safeguarding.

Overview and scrutiny committees can also play a vital role in challenging their councils, and others, to justify their actions, or lack of them. There may be other partnership structures used locally to discuss modern slavery, dependent on local circumstances and capacity.

Whatever route is chosen, local leaders will want to assure themselves that clear governance processes are in place to discuss and continually improve the response to, and support for, victims and potential victims of modern slavery.

Access to housing

After exiting the support provided by the NRM, and depending on an individual's circumstances, their next step may be to approach a council for housing if they are staying in the UK. Homelessness legislation provides a framework for councils to decide whether an individual is owed a statutory duty by the councils. Council policies will also take case law and the wider legal framework into account. The Homelessness Code of Guidance for Local Authorities will shortly be updated to meet the requirements of homelessness legislation and to include information on the Homelessness Reduction Act. It also will include information on modern slavery.

Decisions on whether a duty is owed by the council ultimately rely on the judgement of the officer reviewing the application. Whilst they must have regard to legislation and case law, councils will take account of each person's needs and circumstances in making a decision on their legal obligation.

Homelessness services are busy front-line services. Housing officers will be used to dealing with people who are vulnerable and have suffered traumatic experiences. The hidden nature of modern slavery can make it difficult to detect, particularly if the victim is reluctant to reveal their experiences. Front-line staff can play an important role in supporting victims of modern slavery.

Training, appropriate pathways and joint working with other partners can help housing staff support these opportunities.

Many councils are under significant pressure to provide housing, including temporary accommodation for homeless people. Councils will do their best to house people in appropriate accommodation, within the constraints of what is available.

Settling someone into accommodation is an opportunity to ensure that they are adequately supported and can be protected from further exploitation. Housing Services will not have the resources or expertise to do this on their own, and joint working will be required to bring key partners together.

No recourse to public funds

Some victims may exit the NRM and have no recourse to public funds (NRPF). NRPF is a term used for people who are subject to immigration control and have no entitlement to welfare benefits, to Home Office asylum support or to public housing.³² There are provisions which require local authorities to provide some people with NRPF with housing and/or financial support in order to prevent homelessness or destitution. Such assistance can be provided to adults requiring care and support as defined by the Care Act due to a disability, illness or mental health condition, or young people who were formerly looked after by a local authority, for example, because they were an unaccompanied asylum seeking child (UASC), or other separated migrant child.

³² www.nrpfnetwork.org.uk/information/Pages/default.aspx

Peterstone, Newport

2000

33-year-old Darrell Simester from Kidderminster, Worcestershire, was picked up from the side of a dual-carriageway whilst hitchhiking in South Wales. For the next 13 years, Darrell Simester lived in a rat infested shed and then a cold, squalid caravan on the property of David Daniel Doran, and was made to work sixteen hour days for no money with only a horse trough to wash in.

2014

Darrell Simester's family found him at the Doran's farm following a social media campaign. In October 2014, David Daniel Doran was jailed for four and a half years.

To experience the story in full, visit:

www.thedarkfigure.co.uk



Newcastle City Council

Over recent years, Newcastle City Council has been involved in a number of police operations in relation to modern slavery, trafficking and exploitation (MSTE). Their involvement led to the council identifying a role in supporting victims of MSTe, and highlighted that work was required to ensure appropriate accommodation was available within the city.

The council identified that it needed to:

- implement a holistic victim strategy appropriate to the needs of the individual
- recognise the housing and supporting needs of people who have been made homeless because of MSTe
- acknowledge the impact MSTe support has on council budgets and resources.

Issue

The council identified a role in providing emergency accommodation whilst potential victims are awaiting a reasonable grounds decision. The council found that due to the complexity of individuals' circumstances and the interaction between homelessness legislation and MSTe, finding appropriate emergency accommodation was challenging.

Pre-planned strategies are essential to ensure provisions are in place for the large numbers predicted in planned operations.

Newcastle have experience of planned responses for; women and men exploited for labour, sexual exploitation of women, and victims of domestic servitude. The council have also responded to the need to house individuals who have fled from a situation of MSTe and self-presented. This has highlighted that one size does not fit all, and a flexible accommodation solution is needed.

Victim strategy

The council has an agreed hierarchical strategy for all those who present as victims of MSTe. The accommodation type and layout is integral to delivering this victim centred strategy:

- initial and ongoing **safeguarding** within either a victim reception centre (VRC) or specialist accommodation
- **support** from all appropriate agencies to identify and address social care, health and welfare needs
- provide **evidence** for prosecution through the completion of Achieving Best Evidence (ABE) interviews in a supportive environment.

Accommodation options

Three operating models have been explored and used to date.

Homelessness accommodation

This type of accommodation cannot be guaranteed; victims of MSTe may not be deemed as being statutorily homeless, and this resource is in high day-to-day demand. This accommodation is also not designed to support a multi-agency approach of this type.

Dormitory style

Unoccupied council offices provided dormitory style accommodation. This incorporated beds, a communal area, showers and multiple ABE suites. Although this accommodation was suitable for certain situations, it was deemed unsuitable for victims who have additional vulnerabilities or have experienced additional trauma. It is also not appropriate should one victim self-present and require short-term accommodation.

Self-contained flats

The options above worked but the council felt that it could do more and provide more appropriate alternative accommodation. Long-term low demand void properties were identified within existing council housing stock and was allocated to support the council's MSTe response.

A multi-agency approach is adopted when supporting victims so all partners were consulted through operational planning meetings to determine the most appropriate use of the properties. Partners included:

- NHS England, who provide onsite medical assessments and subsequent referrals to sexual health and other specialist services
- Northumbria Police, who conduct ABE interviews at the VRC and manage the site if used for pre-planned strikes
- British Red Cross, who provide victim support.

Council services, including:

- Strategic Housing who manage the allocation, refurbishment, repairs and management of the properties in partnership with Your Homes Newcastle and Building and Commercial Enterprise teams
- Adult Safeguarding who carry out victim assessments
- The Homelessness Housing Advice Team
- Adult Safeguarding and Domestic Violence teams who provide advice on the potential needs of victims and appropriate use of the VRC
- Resilience Planning Team who coordinated the approach.

Support was also required from:

- Tyne and Wear Fire and Rescue Service who provided advice and materials to ensure the flats were fire safety compliant
- teams working with migrants who have no recourse to public funds
- Environmental Health who undertook housing assessments and provided fire safety advice.

Regional use of the accommodation

As MSTE operations often cross boundaries it was recognised that partners could not support multiple VRCs. As such a Memorandum of Understanding was established between two council areas to allow all victims, irrelevant of location to be housed in the Newcastle VRC.

Going forward

The current accommodation is only a short-term option; the council also believe improvements can be made. They are therefore looking for alternative accommodation. This will be developed with all partners including other councils to identify a VRC that can be a fully utilised resource that offers a flexible approach to victim accommodation and support, whilst ensuring the police can achieve best evidence.

Sandwell Metropolitan Borough Council

In June 2016 Sandwell Metropolitan Borough Council's Private Sector Housing Quality Team (PSH) attended a meeting at West Bromwich Police Station and became aware of the problem of modern slavery in the borough.

Following that meeting the council immediately became members of the West Midlands Anti-Slavery Network. They set up a council-wide modern slavery task and finish group to establish that they were acting in accordance with the Modern Slavery Act 2015. The group then established policies, procedures, awareness raising, training and reporting mechanisms to identify and report modern slavery.

The PRS Housing Quality Team set up a Sandwell Housing Operation Partnership (SHOP) group which is a partnership of council officials, West Midlands Police, West Midlands Fire Service and Hope for Justice to investigate issues with properties which may result in modern slavery issues.

The council also worked with The Salvation Army, Hope for Justice and a range of interpreters.

The issue

Through this group, the council became aware of intelligence from the police which informed us that there were cases of modern slavery at two recycling plants in West Bromwich and some of the victims were living in properties in Sandwell.

The council therefore took part in Operation Sunlight. It was led by the police and Sandwell PSH team were involved. There were joint raids on two residential properties and two commercial recycling centres in Sandwell.

Thirteen victims of modern slavery were found being paid less than £1 per hour. They were taken from those addresses to a reception centre. Victims were offered the chance to enter the National Referral Mechanism and six of the thirteen victims decided to enter the NRM.

Three suspects were arrested, interviewed and released on bail. Their trial is pending.

The Fire Service served a Prohibition Order on a flat housing two of the victims. The flat contained category one health and safety hazards, which posed a serious threat to the health or/and safety of those living there.

Further information will be shared between the council and police to strengthen the case for proceeding with the Proceeds of Crime Act.

Lessons learned

Operation Sunlight introduced the team to working with the police on an organised raid. In most cases, however, discovery of modern slavery will not have the backing of the police in this way.

The council learned that they quickly needed to set up a system whereby the whole of the council was made aware of modern slavery immediately and a robust system of reporting was introduced. This has now been established and went live on 1 September 2017. Further in-depth training will be provided for the staff that are most likely to be in a position to identify victims.

What has been the impact?

This work has raised awareness considerably and the council has already provided awareness training to organisations outside the council, eg private landlords, voluntary sector organisations and Department for Work and Pensions.

Community safety and disruption

Modern slavery is a complex, serious and often organised crime. Under Section 17 of the Crime and Disorder Act councils have a duty to do all that they reasonably can to prevent crime and disorder in their areas, which will include modern slavery and trafficking. There are a range of crimes where councils may come across victims of modern slavery, including county lines, child sexual exploitation, gangs, violent crime, drugs and begging, amongst others.

Councils are a part of a number of partnerships whose work may have an impact on tackling modern slavery, including community safety partnerships and serious and organised crime partnerships. Information sharing through these partnerships is key to ensuring that disruption activities and enforcement work is targeted effectively. Many parts of the council have powers of entry and inspection that can be used to disrupt the activities of traffickers and criminal networks including; Trading Standards, environmental health, planning enforcement, and housing inspection.

County lines exploitation

County lines is a widespread form of harm and is present in many areas. It is a major cross cutting issue involving trafficking, gangs, drugs, violence safeguarding, criminal and sexual exploitation and missing persons.

County lines is the police term for urban gangs supplying drugs to suburban areas and towns using dedicated mobile phone lines – these are the county lines. These phone numbers are often passed down. It involves child criminal exploitation (CCE) as gangs use children and vulnerable people to move drugs and money. Gangs establish a base in the market location, typically by taking over the homes of local vulnerable adults by force or coercion in a practice referred to as ‘cuckooing’. Victims may be trafficked to new locations to sell drugs and therefore could be considered to enter the NRM.

The Home Office has produced guidance on county lines to support local authorities:

www.gov.uk/government/publications/criminal-exploitation-of-children-and-vulnerable-adults-county-lines

Role of community safety partnerships

Community safety partnerships (CSPs) are statutory partnerships bringing together councils, fire and rescue services, police, health and probation services as responsible authorities. They work together to reduce crime and disorder and anti-social behaviour, reduce reoffending and combat drugs and alcohol misuse.

They do this through a range of statutory duties including:

- setting up a strategic group to direct the work of the partnership
- regularly engaging and consulting with the community about their priorities and progress achieving them
- setting up protocols and systems for sharing information
- analysing a wide range of data, including recorded crime levels and patterns, in order to identify priorities in an annual strategic assessment
- setting out a partnership plan and monitor progress
- producing a strategy to reduce reoffending
- commissioning domestic violence homicide reviews.

CSPs bring together a range of public bodies to assess the crime profiles of their local area, share information and work with local police and crime commissioners (PCCs).

PCCs are under a duty to cooperate with community safety partnerships to reduce crime and disorder and re-offending. When a PCC puts together their police and crime plan for their area they must have regard to the priorities of the responsible authorities in their force area, while the CSPs will have to have regard to the objectives in the PCC's police and crime plan when exercising their functions.

Serious and organised crime

As previously stated, serious and organised crime groups are engaged in modern slavery offences. The Government's Serious and Organised Crime Strategy set out ways of working to tackle this issue locally. The strategy required PCCs to establish local multi-agency groups to tackle serious and organised crime, representatives would be drawn from local authorities, education, health and social care and Immigration Enforcement, amongst others. As a part of the work to tackle serious and organised crime, police forces and the NCA have to produce serious and organised crime local profiles to support multi-agency partners, including councils, to:

- develop a common understanding among local partners of the threats, vulnerabilities and risks relating to serious and organised crime
- provide information on which to base local programmes and action plans
- support the mainstreaming of serious and organised crime activity into day-to-day policing, local government and partnership work
- allow a targeted and proportionate use of resources.³³

The local profile has been used to brief local multi-agency partnerships and other policing and law enforcement teams on the threat from serious and organised crime in their area. The local profile should therefore provide partners with a common understanding of the risks of modern slavery within their own areas.

These groups provide an opportunity to share information and to support common activity across partners on modern slavery in their areas to deliver a coordinated approach to disruption and other activities based on local intelligence.

³³ www.gov.uk/government/uploads/system/uploads/attachment_data/file/371602/Serious_and_Organised_Crime_local_profiles.pdf

It is important that people within councils know how, and who, to feed in their concerns around serious and organised crime activities to, and that there is an understanding of the potential risk of modern slavery within these activities.

Anti-social behaviour

Councils and their partners may also consider the powers given to them by the Anti-Social Behaviour, Crime and Policing Act 2014 in their disruption activities. Again these powers are best used in a coordinated way across all partners.

Disruption activities could include community protection notices for people, businesses or organisations committing types of anti-social behaviour or closure orders to quickly close premises being used or likely to be used to commit nuisance or disorder. These could be used in cases where other approaches have failed.

Use of local regulatory services to identify, disrupt and investigate modern slavery

Earlier sections of this guide have already set out how various council services may encounter victims of modern slavery through their routine work overseeing and supporting local businesses and housing. Alongside their potential role in identifying victims of modern slavery, local regulatory services, and specifically the powers conferred to them, can also be an important tool in seeking to disrupt modern slavery, as they can also be with other forms of serious and organised crime.

Local authority regulatory services include Trading Standards, environmental health and licensing, planning, building control and private sector housing, and fire safety. Notably, these services have relatively broad powers of entry that may be exercised where there are concerns about a specific business or premises under a relevant piece of legislation. In prescribed circumstances, authorised officers of the council will be able to: enter into a premises; seize and detain goods and documents; sample products, processes and the environment; require certain actions to be stopped or undertaken; bring legal proceedings, and initiate injunctive actions and seek the recovery of proceeds of crime. The table on page 34 sets out just some of the areas in which councils have powers that may be used to disrupt modern slavery.

Overview of local regulatory powers which may prove useful in disrupting modern slavery

Legislation	Power	Requirements
Food Safety and Hygiene (England) Regulations 2013	Powers of entry (regulation 16) Power to seize and detain any records	Authorised officer has the right to enter at any reasonable time upon producing documented authorisation, to ascertain if there has been any breach of the 2013 (or 2002) regulations and to perform functions under the regulations. An authorised officer can be accompanied by any such persons the officer considers necessary. If admission is refused a warrant can be obtained from the magistrates.
Health and Safety at Work Act 1974	Powers of entry (section 20) Request to examine any document, equipment, premises or part of them, and detain any articles or substances	Authorised officer has the right to enter at any reasonable time upon producing documented authorisation. If obstruction is anticipated, the authorised officer can be accompanied by the police.
<ul style="list-style-type: none"> • Town and Country Planning Act 1990 • Planning (listed Building and Conservation Areas) Act 1990 • Hazardous Substances Act 1990 	Powers of entry (various sections under the three Acts)	Some powers afford right of entry with a warrant, others without.
<ul style="list-style-type: none"> • Environmental Protection Act 1990 • Housing Act 2004 	Powers of entry under section 81 and section 239 respectively.	Under the EPA 1990, any authorised officer may enter a premises at any reasonable time for the purposes of ascertaining whether or not a statutory nuisance exists, or for the purposes of taking action. Under the HA 2004, there is a requirement to give at least 24 hours written notice of a visit unless evidence proves that the premises is an HMO and that notice would negate the purpose of the visit.
Consumer Rights Act 2015, Schedule 5	Power of entry (section 23) Power to seize and detail goods (section 28) or to retain documents required as evidence (section 29)	Section 32 of the Act provides for power to enter a domestic premises with a warrant issued by a justice of the peace.

Source: Cornwall Council

These powers have proved extremely useful in enabling councils and their partners to jointly enter or otherwise target a business or premises suspected of involvement in crimes such as modern slavery and child sexual exploitation. In relation to modern slavery specifically, councils can work collaboratively with partners such as the police, Gangmasters and Labour Abuse Authority (GLAA) and HM Revenue and Customs (HMRC), all of whom have an interest in investigating labour market offences and slavery.

The GLAA has recently expanded its remit to include investigating offences in the Employment Agencies Act 1973, National Minimum Wages Act 1998, and the Modern Slavery Act 2015. Their expanded remit provides a number of opportunities for close cooperation with councils in a number of areas. Where a council has concerns about suspected modern slavery in its area (or other criminal activity), it should consider whether a joint operation and investigation with other partners is appropriate.

Councils' statutory powers support joint investigations by allowing for the sharing of information in support of the prevention or detection of crime and in support of legal proceedings. The LGA has a memorandum of understanding on data sharing with HMRC which all councils are able to sign up to in order to share and receive data from HMRC. Additionally, the GLAA have a standard data sharing agreement, similar to the LGA-HMRC memorandum, which a number of councils have already signed up to and which is available to other authorities to agree to.

Cornwall County Council

In 2015, Cornwall Council was one of five local authorities which took part in the Cabinet Office's Better Business Compliance pilots, which aimed to trial a different approach to securing better compliance amongst local businesses.

The pilots sought to better identify those businesses that were likely to pose the highest risk of non-compliance and to target interventions to turn the business around or to cease illegal business practices. In Cornwall there was an emphasis on tackling modern slavery and human exploitation.

Multi-agency awareness raising training was provided (including an explanation of each agency's roles, remits and powers), joint operations were undertaken (private sector housing, fire service and HMRC), and a mechanism was established for sharing intelligence and incident reports/concerns.

Since the pilot, the council has used other mechanisms to try to tackle modern slavery. The MIGWAG (Migrant Workers Action Group) is a multi-agency approach to tackling human exploitation, modern slavery and unfair/unsafe employment practices. 'Week of action' joint operations are undertaken each year, targeting those businesses (including farms) who tend to employ temporary and non-UK national employees.

Councils' and other agencies' powers of entry are used to ensure access to all businesses targeted during these weeks of action. Typically, issues are uncovered concerning unsatisfactory housing conditions, illegal immigration, minimum wage breaches, health and safety/unsafe working conditions, etc.

Finally, Cornwall has established a formal partnership arrangement, the Serious and Organised Crime Partnership, under the auspices of the Cornwall Safer Communities Partnership to address the threat of serious and organised crime, including modern slavery, child sexual exploitation, terrorism and organised crime groups, etc. Local authority regulators are represented via representatives from Trading Standards and housing.

Examples of how this arrangement has proved effective include a Trading Standards 'doorstep crime' investigation (with associated entry warrant and record examination) designed to facilitate access to a premises by police officers investigating a potential modern slavery case by diverting the attention of the offender away from the suspected victim. Similar access to restaurants suspected of using modern slavery to provide cheap labour have been arranged in conjunction with environmental health food safety officers and/or fire safety officers.

Derby City Council

The council established an information sharing agreement and multi-agency response team to develop intelligence and undertake operational responses.

Not all intelligence will lead to an arrest or police response. The council needed to consider alternative enforcement and disruption powers across the partnership group. Also, there were instances where the intelligence is insufficient and additional actions were needed to understand the potential crime.

What did the council do?

The council set up a multi-agency response team, bringing together a range of partners to:

- identify those individuals who present a serious risk of harm to individuals and communities
- identify potential victims of modern slavery
- share information in relation to criminal activity, specifically, but not limited to all forms of exploitation
- sensitively map vulnerable individuals, businesses and offenders and share information on locations, relationships, needs and concerns
- make sure of a joined up multi-agency response to incidents of modern slavery and make sure coordinated responses are made in relation to
 - enforcement
 - protection
 - disruption
 - ensure vulnerable individuals are referred to the appropriate service and/or agency responsible for meeting their needs
 - enable the most appropriate action and intervention to be developed and implemented
 - actions under Pursue and Prevent are intended to reduce the threat from modern slavery crime through disruption and deterrence
- actions taken under Protect and Prepare are intended to reduce overall vulnerability to modern slavery, through protecting vulnerable people raising awareness and resilience and improving victim identification and support.

To undertake this work the council worked with a wide number of partners including:

- Department for Work and Pensions
- Derbyshire Constabulary
- Derbyshire County Council
- Derbyshire Fire and Rescue Service
- Gangmasters and Labour Abuse Authority
- HM Revenue & Customs
- Home Office Immigration Enforcement
- The Bishop of Derby.

Lessons learned

It is critical to establish single points of contact for each service to ensure swift and accurate dissemination of information. In large organisations, it is also critical that investigating officers are aware of agreed processes and directed to engage with partners in planning operations and responses.

What has been the impact?

Whilst it is early days, the council has seen the team start to develop regular information exchanges and use of partner resources to enhance intelligence. The work to disrupt through non police powers is beginning to be evidenced – such as housing standards interventions.

Union Street, Plymouth

September 2014

Eight men were arrested on suspicion of trafficking persons into the UK for the purpose of labour exploitation during dawn raids at five properties across three neighbourhoods in Plymouth, Devon, as part of Operation Triage. Eight victims were recovered along with thirteen children, all of whom were believed to be linked to the suspects.

To experience the story in full, visit:

www.thedarkfigure.co.uk



Public procurement

Overview

The abuse of human rights in our supply chains through modern slavery is gaining greater awareness. The United Nations Guiding Principles on Business and Human Rights require that states should promote respect for human rights by the businesses which they transact with; in the UK, the Modern Slavery Act contained a number of provisions around procurement and supply chains. It sought to make supply chains more transparent for consumers and to push for a movement for the eradication of modern slavery from the supply chains of businesses operating in the UK. It requires commercial organisations, turning over in excess of £36 million annually, to report on their efforts to identify, prevent and mitigate the risk of modern slavery in their commercial operations by publishing an annual Slavery and Human Trafficking Statement.

Councils should consult with their monitoring officers on their council's position on the Modern Slavery Act 2015 and the accompanying guidance with regards to procurement and supply chains. Further information about modern slavery statements and transparency in supply chains can be found on the Government's website: www.gov.uk/government/uploads/system/uploads/attachment_data/file/649906/Transparency_in_Supply_Chains_A_Practical_Guide_2017.pdf

In April 2017, Parliament's Joint Committee on Human Rights recommended that 'If the Government expects business to take human rights issues in their supply chains seriously,

it must demonstrate at least the same level of commitment in its own procurement supply chains'. The same can be said of councils. Procurement of services is an important part of councils' expenditure with, local government third party revenue expenditure totalling around £60 billion a year. Councils will therefore want to ensure that the risks of modern slavery within their supply chains are understood, and can show leadership in promoting a human rights approach towards procurement.

Councils may also wish to promote an environment where local business and other public bodies are both aware of the potential for modern slavery in their supply chains for goods and services, and able to cooperate on identifying this and responding to it, for example as part of their local economic partnerships.

Steps councils can take on procurement

There are a wide range of activities councils could engage in to promote human rights, including establishing policies and processes to make sure the council's activities don't harm others and that they conduct business with respect for human rights.

Getting started

Promoting respect for human rights is not only a compliance issue, it requires action to understand supply chains, identify the risks involved and act upon them. This is what is referred to as human rights due diligence.

Councillors can play a key role in ensuring that human rights due diligence is a part of their council's procurement practice through:

- gaining organisational commitment
- promoting supplier engagement
- encouraging collaboration.

Councils should consider when is the best time to look at human rights due diligence. This may not always be during the competitive tendering process, when there may not be enough time to look into a supplier's supply chains. Councils should consider how they can work with and support the market to broaden and deepen competencies in this area as well as encourage a close working relationship with suppliers.

Gaining organisational commitment

Many public bodies have clearly defined values and have a strong commitment to sustainable and socially responsible procurement. Councillors may wish to consider how they can reflect human rights due diligence by including policy commitments in social sustainability policies and strategies. They could also consider adopting responsible procurement as a core value, to help ensure that considering the impact of purchasing decisions is at the forefront.

Awareness training, so that people can identify potential victims of modern slavery, and know what action to take when they are identified is key to ensuring that it can be tackled appropriately.

Engaging with the council's suppliers

Councils should always aim to work with suppliers on human rights due diligence, to ensure that they know what the council's strategy is and that they can work together to tackle the issue and deliver the strategy. Whilst councils may wish to end a contract if issues are discovered this can be counter-productive, as it could move the problem, and could create an atmosphere of fear and concealment in the industry.

Public authorities should work alongside suppliers to tackle the issue. Positive, proactive engagement with suppliers is necessary at all times in order to implement an effective human rights due diligence approach.

Collaborating with others

Understanding and addressing the risks for people working in supply chains is a major task for councils. It is important that councils consider how they can work in collaboration with other councils to have a greater impact and return on resources. Working with other councils on these issues could save resources and maximise the potential for a positive outcome, and will also help as a collective learning experience.

Prioritising risks

Councils can work to ensure that the risk of modern slavery in each of their supply chains is understood. This is particularly important in areas that will present higher risks for people working in them, such as services in which low pay is prevalent, eg cleaning, security and construction. Procurement staff should be able to recognise these risks.

Again councils should consider asking staff to collaborate with other councils to engage in supply chain mapping, monitoring of supply chains or factory audits, recognising that only the very largest councils are likely to have the resources to do this individually. Purchasing consortia may provide a route to do this collectively.

What is supply chain mapping? Supply chain mapping helps build a picture, locating assembly plants, component factories and sources of raw materials. This provides an overall viewpoint from which the risks can be identified – by industry, by source country, or both.

Monitoring supply chains: Once councils have identified risks in their supply chains they'll need to monitor them for potential violations. In industry and commerce, monitoring supply chains is accepted as a fairly costly activity. Councils will need to consider how they can work and share

these costs with other public authorities, with improvements in both efficiency and effectiveness. Monitoring can be both proactive and reactive.

What is a factory audit? Factory audits help identify how goods are being produced and provide a snapshot in time of the conditions in a particular factory. Audits have the advantage of systematically gathering information and those that provide the best information on a factory involve independent expert analysis of worker conditions.

Responding to human rights abuse in a supply chain

Councillors should ensure that their procurement practitioners put in place procedures to monitor performance.

Public authorities will need to consider how they respond to reports of human rights abuses in their supply chain. Councillors should ensure that practitioners develop a detailed response plan to deal with issues as they occur.

Telford and Wrekin Council

Telford and Wrekin council have developed an Anti-Slavery and Human Trafficking Policy as well as a Modern Slavery Transparency Statement.

Telford and Wrekin Council: Anti-slavery and human trafficking policy

1. Policy statement

1.1. Modern slavery is a crime and a violation of fundamental human rights. It takes various forms, such as slavery, servitude, forced and compulsory labour and human trafficking, all of which have in common the deprivation of a person's liberty by another in order to exploit them for personal or commercial gain. We have a zero-tolerance approach to modern slavery and we are committed to acting ethically and with integrity in all our business dealings and relationships and to implementing and enforcing effective systems and controls to ensure modern slavery is not taking place anywhere in our own business or in any of our supply chains.

1.2. We are also committed to ensuring there is transparency in our own business and in our approach to tackling modern slavery throughout our supply chains, consistent with our disclosure obligations under the Modern Slavery Act 2015. We expect the same high standards from all of our contractors, suppliers and other business partners, and as part of our contracting processes, we include specific prohibitions against the use of forced, compulsory or trafficked labour, or anyone held in slavery or servitude, whether adults or children, and we expect that our suppliers will hold their own suppliers to the same high standards.

1.3. This policy applies to all persons working for us or on our behalf in any capacity, including employees at all levels, directors, officers, agency workers, seconded workers, volunteers, interns, agents, contractors, external consultants, third-party representatives and business partners.

1.4. This policy does not form part of any employee's contract of employment and we may amend it at any time.

2. Responsibility for the policy

2.1. The council's members and senior management team have overall responsibility for ensuring this policy complies with our legal and ethical obligations, and that all those under our control comply with it.

2.2. The council's service delivery managers have primary and day-to-day responsibility for implementing this policy, monitoring its use and effectiveness, dealing with any queries about it, and auditing internal control systems and procedures to ensure they are effective in countering modern slavery.

2.3. Management at all levels are responsible for ensuring those reporting to them understand and comply with this policy and are given adequate and regular training on it and the issue of modern slavery in supply chains.

2.4. Council employees are invited to comment on this policy and suggest ways in which it might be improved. Comments, suggestions and queries are encouraged and should be addressed to the compliance manager.

3. Compliance with the policy

3.1. All employees must read, understand and comply with this policy.

3.2. The prevention, detection and reporting of modern slavery in any part of the council's business or supply chains is the responsibility of all those working for the council or under its control. Employees are required to avoid any activity that might lead to, or suggest, a breach of this policy.

3.3. Employees must notify their manager or call the confidential whistle blowing helpline as soon as possible if they believe or suspect that a conflict with this policy has occurred, or may occur in the future.

3.4. Employees are encouraged to raise concerns about any issue or suspicion of modern slavery in any parts of our business or supply chains of any supplier tier at the earliest possible stage.

3.5. Employees should note that where appropriate, and with the welfare and safety of local workers as a priority, the council will give support and guidance to our suppliers to help them address coercive, abusive and exploitative work practices in their own business and supply chains.

3.6. If an employee is unsure about whether a particular act, the treatment of workers more generally, or their working conditions within any tier of our supply chains constitutes any of the various forms of modern slavery, raise it with your manager or through the whistle blowing helpline.

3.7. The council aims to encourage openness and will support anyone who raises genuine concerns in good faith under this policy, even if they turn out to be mistaken. The council are committed to ensuring no one suffers any detrimental treatment as a result of reporting in good faith their suspicion that modern slavery of whatever form is or may be taking place in any part of our own business or in any of our supply chains. Detrimental treatment includes dismissal, disciplinary action, threats or other unfavourable treatment connected with raising a concern. If an employee believes that they have suffered any such treatment, they should report this immediately via the whistle blowing helpline immediately.

4. Communication and awareness of this policy

4.1. Training on this policy, and on the risk our business faces from modern slavery in its supply chains, is available via Ollie and will form part of the induction process for all individuals who work for the council, and regular training will be provided as necessary.

4.2. The council's zero-tolerance approach to modern slavery must be communicated to all suppliers, contractors and business partners at the outset of the business relationship with them and reinforced as appropriate thereafter.

5. Breaches of this policy

5.1. Any employee who breaches this policy will face disciplinary action, which could result in dismissal for misconduct or gross misconduct.

5.2. The council may terminate its relationship with other individuals and organisations working on our behalf if they breach this policy.

Telford and Wrekin Council's Transparency Statement is available on their website:

www.telford.gov.uk/download/downloads/id/5287/modern_slavery_transparency_statement.pdf

Another example of a transparency statement is available on Nottinghamshire County Council's website:

www.nottinghamshire.gov.uk/media/117112/modern-slavery-and-human-trafficking-statement-appendix.pdf

Key considerations for councils

Councils should consult with their monitoring officers on their council's position on the Modern Slavery Act 2015 and the accompanying guidance with regards to procurement and supply chains.

Councils may wish to consider how they can incorporate human rights due diligence within their procurement practices and what opportunities there are for working jointly with other local authorities on some of these issues. Working in conjunction with suppliers and other councils will help to ensure that there is a shared awareness of the issues and commitment to tackling them. This will also enable councils to share resources to deal with some of these issues.

Councils should consider what training is required within their councils and who needs to be trained to recognise the issues. It is important to consider what levels of training different people within the council may need and what specialist training may be necessary. Again joining up with other councils may be helpful to consider when looking at training.

Role of partners in tackling modern slavery

Overview

As has been highlighted throughout this document, the broad nature of the threat of modern slavery means that effective partnership working is key to tackling the issue successfully.

Community safety partnerships, local serious and organised crime partnerships, health and wellbeing boards, local strategic partnerships, as well as local safeguarding boards all have a role to play in identifying victims, sharing information, tackling modern slavery and supporting victims.

Joint working means that areas are better able to tackle modern slavery through a common understanding of the risk of modern slavery in their area, sharing intelligence and targeting disruption activities effectively.

There are some dedicated regional and local partnerships on modern slavery which are already active throughout the country and which may provide training or tools that can be used locally. These are some examples of existing modern slavery partnerships, though this is not an exhaustive list:

- East Midlands – East Midlands Strategic Migration Partnership
- Hampshire and the Isle of Wight – Modern Slavery Partnership
- South East – South East Strategic Migration Partnership
- South West – Anti-Slavery Partnership
- Wales – Welsh Anti-Slavery Leadership Group
- West Midlands – West Midlands Anti-Slavery Network

- West Yorkshire – West Yorkshire Anti-Trafficking and Modern Slavery Network.

Councils may also wish to consider contacting their Regional Strategic Migration Partnership for more advice or information.

In 2017 the Independent Anti-Slavery Commissioner in partnership with the University of Nottingham carried out a research project mapping out multi-agency modern slavery partnerships, identifying a range of local, regional and sub-regional partnerships across the UK. A final report called 'Collaborating for Freedom: anti-slavery partnerships in the UK'³⁴ was published in November 2017 and digital map of all UK modern slavery partnerships has been produced and is publicly available: <http://iascmap.nottingham.ac.uk/about>.³⁵

It is worth considering how councils can join up across council and police boundaries. Whilst councils will need to think how they can join up with other agencies in their immediate local area, modern slavery and trafficking traverses organisational boundaries, covering wider geographical areas. For instance in county lines exploitation, the victim's home council and the council where the exploitation is taking place may be many miles apart however the issues in tackling it will need both councils to work together.

³⁴ www.antislaverycommissioner.co.uk/media/1186/collaborating-for-freedom_anti-slavery-partnerships-in-the-uk.pdf

³⁵ www.antislaverycommissioner.co.uk

Key partners and partnership arrangements

There are a number of partners that councils can work with to share information and direct work on tackling modern slavery and supporting victims, including:

Organisation	Role
Police	<p>The police's primary role in tackling modern slavery is to investigate, though local forces may also be involved in a range of preventative activities with partners.</p> <p>Regional Organised Crime Units (ROCs) are responsible for coordinating and supporting the regional response to serious and organised crime. The police also produce local profiles of the threats to their local areas from serious and organised crime.</p> <p>The police should work jointly with local authority children's social care, and should follow the procedures prepared by their local safeguarding children board and in accordance with Working Together to Safeguard Children: www.gov.uk/government/publications/working-together-to-safeguard-children</p>
Police and crime commissioners	<p>The police and crime commissioner (PCC) is a directly elected official responsible for creating a five-year policing plan based on local priorities, appointing the chief constable, deciding the police budget and council tax precept alongside commissioning for survivors of crime and commissioning groups to work on local priorities.</p> <p>The PCC's role is specifically mentioned in the Modern Slavery Strategy. The strategy supported PCCs and chief constables reviewing their approach to tackling modern slavery, ensuring it responds to the local threat and is reflected within their own policing plans and strategies. PCCs can work with community groups on specific projects around the issues, and with community safety partnerships.</p> <p>In January 2016, the PCC for West Yorkshire and Association of Police and Crime Commissioners (APCC) lead for modern slavery and human trafficking, Mark Burns-Williamson, launched the National Anti-Trafficking and Modern Slavery Network. This is a forum for PCCs in England and Wales to specifically focus on human trafficking and modern slavery, raise awareness of the nature and scale of the issue and help enable them to hold their forces to account more effectively on their response to modern slavery crime.</p>
Education	<p>Schools, colleges, etc may be aware of pupils in their schools who may be vulnerable to being trafficked or exploited through modern slavery. Schools can ensure that pupils have access to information, appropriate advice and support if pupils are considered vulnerable to trafficking or modern slavery. Safeguarding leads in schools should also be aware of the practice and have the ability to deal with trafficking or modern slavery claims.</p>
Local criminal justice boards	<p>Local criminal justice boards (LCJBs) bring together a number of criminal justice system agencies, including the police, the Crown Prosecution Service, the Courts and Tribunal Service, the Prison Service, probation trusts, and the Youth Offending Service. The role of the LCJB is to coordinate activity and share responsibility for delivering criminal justice in their areas.</p> <p>LCJBs can help to ensure that each part of the criminal justice system works closely on suspected case of human trafficking and modern slavery.</p>
Local child safeguarding arrangements	<p>The council, NHS clinical commissioning group and police in each local authority area have a responsibility under the Children and Social Work Act 2017 to work together to safeguard and promote the welfare of children in their area. They must also work with any other agencies that they consider relevant within the area to safeguard children.</p>

Organisation	Role
Local enterprise partnerships	<p>Local enterprise partnerships (LEPs) are voluntary partnerships between councils and businesses set up to help determine local economic priorities and lead economic growth and job creation within the local area.</p> <p>LEPs may provide a forum for raising the issue of modern slavery with a wide variety of partners, can provide a forum for discussion and maybe able to raise awareness of the risks of modern slavery in supply chains.</p>
Local strategic partnerships	<p>Local strategic partnerships (LSPs) are non-statutory bodies, with membership that includes parts of the public, private, voluntary and community sectors, who are working in the local area. LSPs encourage different initiatives and services to support one another and work together more effectively.</p> <p>LSPs can play a part in information sharing, ensuring that the signs of slavery are well known in the local area. They may be able to engage in awareness raising activities.</p>
Health and wellbeing boards	<p>Health and wellbeing boards produce joint strategic needs assessments (JSNAs), which analyse the needs of the local population to inform the commissioning process for health services, and encourage closer working between health and social care.</p>
Multi-agency safeguarding hubs	<p>Some local authorities have developed multi-agency safeguarding hubs (MASHs), which include members from children's social care, the police, health and education as well as other local partners. MASHs facilitate early information sharing between agencies to help professionals identify children or vulnerable adults at risk of harm, and work together to ensure they are effectively safeguarded.</p> <p>Children who are at risk of exploitation may be referred to a MASH, and using the multi-agency protocols the MASH has in place a coordinated and cross-organisational response to modern slavery referrals can be made.</p> <p>MASHs may already be doing work with victims of modern slavery through their work in child sexual exploitation or county lines exploitation.</p>

Other organisations

There are a number of other organisations that work to tackle modern slavery.

Organisation	Role
Gangmasters and Labour Abuse Authority	<p>The Gangmasters Licensing Authority was created in 2004 to police labour exploitation, using both its licensing regime and criminal investigations of unlicensed supply of labour. Often unlicensed supply has been used to mask labour exploitation. In the Immigration Act 2016 the GLA was re-formed into the Gangmasters and Labour Abuse Authority (GLAA). As part of this change it was given powers to investigate labour market offences in addition to the offences in the Gangmasters (Licensing) Act 2004.</p> <p>It now has the authority in England and Wales to investigate offences in the Employment Agencies Act 1973, National Minimum Wages Act 1998, and the Modern Slavery Act 2015. It can use the new sanctions of labour market enforcement undertakings and orders to bring about compliance where prosecution is not deemed appropriate. It also has the authority to independently apply for Slavery and Trafficking Risk Orders and Slavery and Trafficking Prevention Orders. To enable it to provide this wider response the GLAA has been granted additional powers under the Police and Criminal Evidence Act 1984, including arrest and search and seizure powers.</p> <p>The GLAA is the UK's specialist labour exploitation inspectorate, recognised as such internationally by the ILO, and which works closely with Europol projects, and other EU labour inspectorates on cross border investigations into alleged labour exploitation.</p>
National Crime Agency	<p>The National Crime Agency's role is to protect the public from the most serious threats by disrupting and bringing to justice those serious and organised criminals who present the highest risk to the UK. Modern slavery is one of these risks.</p> <p>The NCA's Modern Slavery Human Trafficking Unit (MSHTU) is a multi-agency team. They provide a central point of expertise, support and coordination for the UK's response to modern slavery and the trafficking of human beings working within the UK and internationally</p> <p>They provide updates of the NRM figures as well as publishing the 'National Strategic Assessment of Serious and Organised Crime' including modern slavery:</p> <p>www.nationalcrimeagency.gov.uk/publications/807-national-strategic-assessment-of-serious-and-organised-crime-2017/file</p>
Director of Labour Market Enforcement	<p>Professor Sir David Metcalf CBE is the current Director of Labour Market Enforcement.</p> <p>The Director of Labour Market Enforcement is responsible for setting priorities for these enforcement bodies:</p> <ul style="list-style-type: none"> • Employment Agency Standards Inspectorate (EAS) • Gangmasters and Labour Abuse Authority (GLAA) • HMRC National Minimum Wage (HMRC-NMW). <p>The Director will set a strategy and create an intelligence hub enabling data sharing between the director, enforcement bodies and other bodies with intelligence.</p>

Essex and Kent Police and partners

Issue

Several intelligence reports were received suggesting that there were potential victims of modern slavery on a Traveller family site who may have been subjected to forced labour. Eastern European nationals were reported to be living under inhumane conditions, not being paid, being assaulted, not being fed and working 20 hours a day. The police worked alongside the Department for Work and Pensions, Essex Fire and Rescue Services, HMRC, Immigration Enforcement and the local council to research and develop the intelligence further. The RSPCA were also involved.

What did you do?

A warrant was secured for a site check to be carried out. It was established that every statutory agency had an interest in the site and the family living there. The warrant was executed and eight Eastern European nationals were found living on the site. Out of the eight, four were a family – a mother and three children in one caravan – and four were men living in two other caravans.

The state of the caravans was poor. There were no cooking facilities, there were communal portable shower facilities, there was general waste surrounding the caravans, there were no food storage facilities, no heating facilities, and the site was guarded by dogs. The individuals also did not speak any English and they were reported to have poverty or homelessness present, as well as potential alcohol or drug dependency and debt bondage.

The workers reported similar patterns in their recruitment and arrival on the site. Word of mouth had secured the workers a contact that made all the arrangements for the worker's transport into or within UK, their arrival on the site and the working conditions, which included a hot meal a day and cheap accommodation in caravans at £40 a week rent per person.

Once on site, Essex Fire and Rescue Service, Immigration teams, the Police and the RSPCA all began talking to all the parties present – this included 14 members of the family as well as the eight Eastern European individuals living on the site and believed to be working for the family.

It was established that the eight individuals were not willing to engage with the agencies present and gave very similar answers to questions, which lead to some concerns about the responses being potentially scripted. Only three of the men choose to be spoken to in more detail at the police station where they maintained the answers given on site.

Lessons learned

The visit helped the partnership to gather useful information for ongoing inquiries and helped to establish the use a partnership approach. It improved understanding of what the different agencies could do to support further action, such as monthly fire service checks to ensure the caravans are to the standard expected if tenants are present.

They also ensured that the individuals working on the site are supported by the partners present to ensure they are acknowledged as workers and their rights as such are respected. Following the visit they have been able to carry out a number of visits on other sites that were identified through intelligence sharing across the partners.

The multi-agency approach is now standard practice in all site checks, ongoing investigations and in developing new intelligence.

What has been the impact?

The multi-agency approach has had a positive impact on victim identification and safeguarding and data capture. It has also enabled the use of a range of different specialist powers and investigative options as well as penalties such as restrictions/ audits/fines. It has helped to focus resources purposely and with greater success.

Annex A

Indicators of modern slavery

Adult victims

General indicators for modern slavery

- Distrustful of authorities
- Expression of fear or anxiety
- Signs of psychological trauma (including post-traumatic stress disorder)
- The person acts as if instructed by another
- Injuries apparently a result of assault or controlling measures
- Evidence of control over movement, either as an individual or as a group
- Found in or connected to a type of location likely to be used for exploitation
- Restriction of movement and confinement to the workplace or to a limited area
- Passport or documents held by someone else
- Lack of access to medical care
- Limited social contact/isolation
- Limited contact with family
- Signs of ritual abuse and witchcraft (juju)
- Substance misuse
- Person forced, intimidated or coerced into providing services
- Doesn't know home or work address
- Perception of being bonded by debt
- Money is deducted from salary for food or accommodation
- Threat of being handed over to authorities
- Threats against the individual or their family members

- Being placed in a dependency situation
- No or limited access to bathroom or hygiene facilities
- Self identifies

Indicators of forced or compulsory labour

- No or limited access to earnings or labour contract
- Excessive wage reductions, withholding wages, or financial penalties
- Dependence on employer for a number of services for example work, transport and accommodation
- Any evidence workers are required to pay for tools, food or accommodation via deductions from their pay
- Imposed place of accommodation
- Found in poor living conditions
- Evidence of excessive working days or hours
- Deceived about the nature of the job, location, or employer
- Employer or manager unable to produce documents required when employing migrant labour
- Employer or manager unable to provide record of wages paid to workers
- Poor or non-existent health and safety equipment or no health and safety notices
- Any other evidence of labour laws being breached

Indicators of domestic servitude

- Living with and working for a family in a private home or place of accommodation
- Not eating with the rest of the family or being given only leftovers, or inadequate food
- No private sleeping place or sleeping in shared space for example the living room
- No private space
- Forced to work in excess of normal working hours or being 'on-call' 24 hours per day
- Employer reports them as a missing person
- Employer accuses person of theft or other crime related to the escape
- Never leaving the house without permission from the employer

Indicators of sexual exploitation

- Advertises for sexual services offering individuals from particular ethnic or national groups
- Sleeping on work premises
- Movement of individuals between brothels or working in alternate locations
- Individuals with very limited amounts of clothing or a large proportion of their clothing is 'sexual'
- Only being able to speak sexual words in local language or language of client group
- Having tattoos or other marks indicating 'ownership' by their exploiters
- Person forced, intimidated or coerced into providing services of a sexual nature
- Person subjected to crimes such as abduction, assault or rape
- Someone other than the potential victim receives the money from clients
- Health symptoms (including sexual health issues)

Spotting the signs in children

A comprehensive list of indicators that could indicate child trafficking or modern slavery is available in the NRM child referral form. There is a wide range of signs to look out for, including:

Contact with others

- Receives unexplained phone calls whilst in placement
- Is being cared for by adult/s who are not their parents and the quality of the relationship between the child and their adult carers is not good
- Is one among a number of unrelated children found at one address
- Phone calls or letters from adults outside the usual range of social contacts
- Adults loitering outside the child's usual place of residence
- Significantly older boyfriend
- Entering or leaving vehicles driven by unknown adults

Contact with authorities

- Has not been registered with or attended a GP practice
- Has not been enrolled in school
- Truancy or disengagement with education

Physical signs

- Shows signs of physical or sexual abuse
- Sexually transmitted infection or unwanted pregnancy

Behaviours

- Has a history with missing links and unexplained moves
- Has gone missing from local authority care
- Persistently missing for periods of time, staying out overnight or returning late without explanation
- Has limited freedom of movement
- Performs excessive housework chores and rarely leaves the residence

- Is excessively afraid of being deported
- The child has been seen in places known to be used for sexual exploitation
- Evidence of drug, alcohol or substance misuse
- Leaving home/care setting in clothing unusual for the individual child (inappropriate for age, borrowing clothing from older people)
- Care placement breakdown
- Pattern of street homelessness
- Low self-image, low self-esteem, self-harming behaviour including cutting, overdosing, eating disorder, promiscuity

Money

- Has to pay off a large 'debt' (eg for travel costs) before having control over own earnings
- Is permanently deprived of much of their earnings by another person
- Accounts of social activities, expensive clothes, mobile phones or other possessions with no plausible explanation of the source of necessary funding

The NRM referral form outlines a comprehensive list of indicators for modern slavery. More information can be found on the Government's website: www.gov.uk/government/publications/human-trafficking-victims-referral-and-assessment-forms

Annex B

Links to other information

General

GLAA – Labour Exploitation: Spot the Signs
www.gla.gov.uk/media/3178/spot-the-signs-glaa.pdf

Modern slavery training: resource page
www.gov.uk/government/publications/modern-slavery-training-resource-page/modern-slavery-training-resource-page

Home Office: Victims of modern slavery frontline staff guidance (for guidance on identifying potential victims of modern slavery)
www.gov.uk/government/uploads/system/uploads/attachment_data/file/509326/victims-of-modern-slavery-frontline-staff-guidance-v3.pdf

Home Office: Modern slavery awareness and victims identification guidance
www.gov.uk/government/uploads/system/uploads/attachment_data/file/655504/6.3920_HO_Modern_Slavery_Awareness_Booklet_web.pdf

Government's National Strategy on modern slavery
www.gov.uk/government/uploads/system/uploads/attachment_data/file/383764/Modern_Slavery_Strategy_FINAL_DEC2015.pdf

United Nations Office on Drugs and Crime have produced a document on human trafficking indicators
www.unodc.org/pdf/HT_indicators_E_LOWRES.pdf

The Dark Figure

An ongoing photographic project by Amy Romer, which seeks to raise awareness about slavery in Britain by mapping neighbourhoods where such crimes have taken place.
www.thedarkfigure.co.uk

Safeguarding

Human Trafficking Foundation: Trafficking Survivor Care Standards
www.humantraffickingfoundation.org/sites/default/files/Trafficking%20Survivor%20Care%20Standards%202015.pdf

Criminal exploitation of children and vulnerable adults: County Lines guidance
www.gov.uk/government/uploads/system/uploads/attachment_data/file/626770/6_3505_HO_Child_exploitation_FINAL_web__2_.pdf

Safeguarding children

National referral mechanism NRM – guidance for child first responders
www.gov.uk/government/uploads/system/uploads/attachment_data/file/510091/NRM_-_guidance_for_child_first_responders_v2.0_EXT.PDF

NRM Child Referral form
www.gov.uk/government/publications/human-trafficking-victims-referral-and-assessment-forms

Safeguarding children who may have been trafficked
www.gov.uk/government/uploads/system/uploads/attachment_data/file/177033/DFE-00084-2011.pdf

Department for Education Draft guidance on the care of unaccompanied trafficked children

https://consult.education.gov.uk/children-in-care/care-of-unaccompanied-and-trafficked-children/supporting_documents/Revised%20UASC%20Stat%20guidance_final.pdf

London Safeguarding Trafficked Children Toolkit

www.ecpat.org.uk/sites/default/files/london_safeguarding_trafficked_children_toolkit_feb_2011.pdf

Child Sexual Exploitation: definition and guide for practitioners (includes specific guidance around indicators of child sexual abuse)

www.gov.uk/government/publications/child-sexual-exploitation-definition-and-guide-for-practitioners

Tackling child sexual exploitation: a resource pack for councils

www.local.gov.uk/tackling-child-sexual-exploitation-resource-pack-councils

There are a number of case studies on child sexual exploitation on the LGA's website:

www.local.gov.uk/sites/default/files/documents/CSE%20Case%20Studies%20Feb%202017.pdf

Safeguarding adults

The LGA's list of safeguarding resources (www.local.gov.uk/topics/social-care-health-and-integration/adult-social-care/safeguarding-resources) provides a consolidated list of key safeguarding and includes the following resources for local leaders:

- Advice and guidance to directors of adults social services <https://www.local.gov.uk/topics/social-care-health-and-integration/adult-social-care/safeguarding-advice-and-guidance-to-directors-of-adult-social-services>
- Councillors' briefing: safeguarding adults www.local.gov.uk/topics/social-care-health-and-integration/adult-social-care/councillors-briefing-safeguarding-adults

- Must know on safeguarding for lead members www.local.gov.uk/sites/default/files/documents/must-know-lead-members-an-c38.pdf
- Adult Safeguarding Community of Practice <https://khub.net/web/adultsafeguardingcommunityofpractice>

Making safeguarding personal (MSP): provides access to all the reports, tools and resources resulting from the MSP approach: www.local.gov.uk/topics/social-care-health-and-integration/adult-social-care/making-safeguarding-personal

Mental Capacity Act including Deprivation of Liberty Safeguards: a list of key resources for councils and their partners on implementing the Mental Capacity Act including the Deprivation of Liberty Safeguards

www.local.gov.uk/topics/social-care-health-and-integration/adult-social-care/mental-capacity-act-including-dols

The safeguarding adult board locally can be an important source of advice and assistance for example in helping local organisations improve their safeguarding awareness and mechanisms and in sharing practice.

Procurement

Protecting Human Rights in the Supply Chain: a guide for public procurement practitioners, ©London Universities Purchasing Consortium, University of Greenwich, Chartered Institute of Procurement and Supply 2017

<https://static.uk-plc.net/library/london-universities-purchasing-consortium/documents/knowledge-lupc---protecting-human-rights-in-the-supply-chain.pdf>

Transparency in Supply Chains, etc:
A practical guide

www.gov.uk/government/uploads/system/uploads/attachment_data/file/649906/Transparency_in_Supply_Chains_A_Practical_Guide_2017.pdf

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Darryl Dixon, Gangmasters and Labour Abuse Authority (GLAA)

David Walker, Nottingham City Council

Hilary Paxton, Association of Directors of Adult Social Services (ADASS)

James Bullion, Norfolk County Council

John Boulter, Hertfordshire County Council

Kate Cochrane, Newcastle City Council

Liz Mooney, Sandwell Metropolitan Borough

Nigel Strick, Cornwall County Council

Paul Marshall, Manchester City Council

Pop Gill, Derby City Council

Rebecca Hurlock, Office of the Police and Crime Commissioner West Yorkshire

Stuart Douglass, Sunderland City Council

Subcontractors of the Adult Victims of Modern Slavery Victim Care Service
for The Salvation Army



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REPORT OF THE LEADER OF THE COUNTY COUNCIL**THE GREAT WAR ONE HUNDRED YEAR COMMEMORATIONS 2018****Purpose of the Report**

1. To review the County Council's proposals to commemorate the end of the Great War in 2018.
2. To seek approval to commit up to £190,000 to fund events being planned and delivered during 2018.

Information and Advice

3. 2018 marks 100 years since the end of the Great War. The Department for Digital, Culture, Media and Sport will lead the planning at a national level for a programme of centenary ceremonial events, cultural activity and education.
4. On 11 August 2017, the Minister for Faith Lord Bourne said: "It is vitally important that each new generation is encouraged to remember the enormous sacrifices made in defending the liberties we take for granted today. The stories of individual bravery and terrible losses experienced by countless families must never be forgotten."
5. All local authorities in Nottinghamshire have signed the 'Community Covenant', which has now been superseded by the 'Armed Forces Covenant'. The Armed Forces Covenant is a promise from the nation ensuring that those who serve or who have served, and their families, are treated fairly. This commitment is made in recognition of the sacrifices they make on behalf of the country. The Armed Forces Covenant is not designed to give the Armed Forces, Veterans and their families' preferential treatment compared with other citizens, but it should ensure that they get a fair deal and are not disadvantaged because of their service.
6. Nottinghamshire County Council has a strong and proud record in supporting the armed forces community. As part of the county's tribute, the Council's priorities will be to support legacy projects to ensure that local landmarks and events are recorded and highlighted for future generations. The aim is to bring the Past, Present and Future to life by promoting events that commemorate the proud history and sacrifice of Nottinghamshire people.

Proposed Activities in 2018

7. **RAF100 Aerospace Camp:** The Royal Airforce was formed as a separate Service, independent of the British Army and Royal Navy; the first time that any country had formed an entirely separate and independent air force. The new Service formed on 1 April 1918 and

had its own ministry under a Secretary of State for Air. Working with serving personnel it is proposed to support an event at RAF Syerston during their RAF100 AeroSpace camp, 20-24 August 2018.

8. The camp is usually for 14-16 year olds associated with Air Cadet Units in Nottinghamshire. A special arrangement has been agreed for 2018 to invite up to fifty young people from across Nottinghamshire to take part, with a special invitation to their VIP day, which will be 22 August 2018. Nottinghamshire County Council's (NCC) Youth Service will work to include the proposed activity into the county-wide youth diary of events and it is expected that £1,500 will fund this activity.
9. **Nottinghamshire Victoria Cross recipients:** The Victoria Cross is the highest award of the United Kingdom honours system. It is and was awarded for gallantry "in the face of the enemy" to members of the British and Empire Armed Forces. It may be awarded posthumously. There were 6 such awards made during the Great War to men who were born in Nottinghamshire. These were:
 - Lance Corporal Wilfred Dolby Fuller - gazetted 15 March 1915
Born, Greasley - 1st Battalion Grenadier Guards.
 - Private Samuel Harvey - gazetted 29 September 1915
Born, Basford - 1st Battalion York and Lancaster Regiment.
 - Captain, Sir Geoffrey Vickers - gazetted 14 October 1915
Born, Nottingham - 1/7th Robin Hood Battalion, The Sherwood Foresters.
 - Sapper William Hackett - gazetted 23 June 1916
Born, Nottingham - 254th Tunnelling Company, Royal Engineers.
 - Captain Albert Ball - gazetted 6 May 1917
Born, Nottingham - 7th Robin Hood Battalion, The Sherwood Foresters & Royal Flying Corps.
 - Sergeant William Henry Johnson - gazetted 3 October 1918
Born, Worksop - 1/7th Sherwood Foresters.
10. The Western Front Association (WFA) Midlands East was formed with the aim of furthering interest in the Great War. It is proposed to work with and provide funding of up to £2,500 to support the WFA to design and build a mobile display of interpretation boards and associated artefacts telling all the stories of true heroism. Local Libraries, museums and public buildings will host the exhibition on a rota basis.
11. **Chilwell Shell Filling Factory Disaster:** A 100th commemorative service has been planned to remember the one hundred and thirty four workers who died at the factory on 1 July 1918 following an explosion of eight tonnes of TNT. The Reverend Jonathan Smithurst will hold a service at St Mary's the Virgin Church in Attenborough on 1 July 2018. A reception and exhibition of the disaster will take place in the village hall after the service, funding of upto £1,000 will be available to support this.
12. **Nottinghamshire during the Great War – Heritage Day, 11 July 2018:** Working with the Nottinghamshire Heritage Forum (NHF), it is proposed to host an open air pop up museum for one day at Rufford Abbey, costing upto £3,000 to commemorate the rich history of Nottinghamshire during the Great War. The NHF consists of more than 16 museums who will each take a thematic lead on a subject connected to the Great War. Themes will include: the home front, food and rationing, school days and games, local regiments and their deployments.

13. **Screening of War Horse:** An outdoor screening of Steven Spielberg's adaption of Michael Murpurgo's novel of the same name. Working with Parkwood Outdoors and with Rufford Abbey as a back drop, it is proposed to hold and fund a picnic-style filmshow on the evening of 17 August. This is likely to cost up to a maximum of £5,000
14. **Sgt William (Bill) Johnson VC – 1/5 Battalion The Sherwood Foresters:** The Victoria Cross, Britain's highest award for gallantry, was awarded to Sergeant William Johnson VC on 3 October 1918, following his exceptional gallantry and devotion to duty during action at Ramicourt. To mark the centenary of his action and in line with national guidance a paving stone will be placed in the Memorial Gardens, The Canch, Worksop. There will be a service of remembrance, civic reception and display of artefacts relating to him at the local library. Funding of upto £500 will be made available to support this.
15. **Britten's War Requiem Concert:** The Nottingham Harmonic Society, in association with other county choirs, will perform Britten's War Requiem at the Royal Concert Hall, Nottingham. A violin soloist will play Captain Albert Ball's VC, DSO & 2 Bars, MC restored violin. The event will be held on Sunday 4 November 2018 with a contribution of £2,500 to support the event.
16. **Commemorative Service and Armed Forces Covenant signing:** The Dean of Southwell Minster will conduct a Commemorative Service and Armed Forces Covenant signing to mark the end of the Great War. Southwell Minster was the spiritual focus for the men of Nottinghamshire, being the diocesan Cathedral. It is proposed to hold and provide funding of £5,000 for a joint commemorative service and Armed Forces Covenant signing on 7 November 2018 to which all Local Authorities in Nottinghamshire attend and take part.
17. The aim is to honour the sacrifice of the people of Nottinghamshire during the Great War and to pay respect to current armed forces personnel and show commitment to the armed forces community in the future. The collective signing is being encouraged and supported by Col John S Wilson (Retd) OBE DL, Regional Engagement Director, East Midlands, Defence Relationship Management M.O.D.
18. **WW1 Beacons of Light :** Her Majesty the Queen will light a Beacon of Light at 7:00pm on 11 November 2018 at the Tower of London, signalling the lighting of Beacons across the Nation. A Beacon will be lit at County Hall to mark the occasion. Funding of upto £1,500 will support this activity and as Beacons blaze around the country, bells in 1,000 churches and cathedrals will ring out in celebration of the end of the Great War.
19. **Libraries and Archives:** Inspire Culture, Library and Archive service will present the Wipers Times. Funding of upto £5,000 will support this showcase event which will include a screening of the recent film, and the chance to view the real Wipers Times from the county's collection. A series of speakers will deliver war themed talks across Inspire's library and archive network. Songs and Scones. This popular series will be delivered in West Bridgford and Worksop featuring songs from the era.
20. **Victoria Embankment Memorial Project: Working with the City Council, the County will help to ensure that** the names of all the 14,000 Nottinghamshire fallen during the Great War will be placed onto a memorial (design TBC) which will be sited on the Victoria Embankment, Nottingham. A contribution of upto £100,000 will be available to support this lasting legacy.
21. **Children Families and Cultural Services:** A package of activities are being developed to include Young people and Children. This is likely to cost upto £5,000.

22. **Staffing costs and resources – Community and Voluntary Sector Team:** The development of the programme of the proposed events will be co-ordinated by the Community and Voluntary Sector Team, drawing on other colleagues across the authority as required. In order to ensure that the events are coordinated and overseen, developed, administered and delivered up to November 2018, it will be necessary to have dedicated officer time and to ensure that other work continues, it is requested that members approve that appropriate alternatives are explored to manage this which could include the back filling of roles. This is likely to be in the region of £52,500.
23. Members' approval is also requested for appropriate publicity for the programme and events. This is likely to be in the region of £5,000.

Reason/s for Recommendation/s

24. The County Council has commemorated the 100th anniversary of the Great War through a range of events and community projects during the period 2014-17. This report outlines a series of activities that will mark the return of peace in 2018 and commemorate the impact on, and sacrifices made by, Nottinghamshire communities.

Statutory and Policy Implications

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

Financial Implications

26. The direct cost to the County Council associated with activities detailed in the report will be £190,000. It is anticipated that the costs will be met from the Contingency Budget. A request for contingency funding will be made to Finance & Major Contracts Management Committee.

RECOMMENDATION/S

- 1) To agree to the development of proposals to commemorate the end of the Great War in 2018.
- 2) To make a request to Finance & Major Contracts Committee to approve up to £190,000 to fund events being planned and delivered during 2018.
- 3) That future updates on this area of work are made to the Communities and Place Committee.
- 4) That approval be given to expenditure to back fill roles within the Community and Voluntary team as required.
- 5) That appropriate publicity be undertaken as part of the programme of events.

Councillor Mrs Kay Cutts MBE

Leader of the Council

For any enquiries about this report please contact: Cathy Harvey, Community and Voluntary Sector Team Manager, T: 0115 977 3415

E: cathy.harvey@nottsc.gov.uk

Constitutional Comments [CEH 27/12/17]

26. Policy Committee is the appropriate body to consider the recommendations in this report.

Financial Comments (SES 05/01/18)

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

Background Papers and Published Documents

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

- 'None'

Electoral Division(s) and Member(s) Affected

- 'All'

REPORT OF THE LEADER OF THE COUNCIL

PILGRIM ROOTS - NOTTINGHAMSHIRE

Purpose of the Report

1. This report updates Policy Committee on the national and local 2020 Mayflower celebrations and seeks approval to allocate:
 - a) £25,000 in support of a Heritage Lottery Fund bid;
 - b) £30,000 (from Growth and Economic Development Initiatives budgets in future years) towards complementary Pilgrim Roots activities across the county.

Information and Advice

2. The Council Plan 2017-2020 sets out a series of commitments for the future of the County, including the promotion of Nottinghamshire's local heritage and excellent visitor attractions, many of which have global significance. We want to share everything Nottinghamshire has to offer with as many people as possible because our local heritage is a tremendous asset which has not always been sufficiently championed.
3. The 400th anniversary countdown of the Mayflower ship sailing from England and arriving in America, provides an exciting opportunity for Nottinghamshire to commemorate its Pilgrim ancestors and to share their inspirational story with the world. On 16 September 1620, a total of 102 passengers took the 66 day, perilous 3000 mile journey from their homeland to Plymouth Massachusetts, America. They consisted of men, women and children from different walks of life. Today, a staggering 35 million people claim an ancestral lineage that runs all the way back – of up to fifteen generations – from the original 24 fathers on board. That number represents 12 percent of the American population.
4. Many of the Mayflower Pilgrims were from Nottinghamshire including William Brewster who inspired by Richard Clifton rector of All Saints, Babworth set up a separatists church at Scrooby Manor. He in turn was a key influence on William Bradford from nearby Austerfield. It was Bradford who later went on to become the first governor of the Plymouth Colony. In turn, it is Bradford's "*Of Plimoth Plantation*" that is the primary account of the religious struggles and journeys. There are also strong connections to Gainsborough, Immingham and in particular Boston where in 1607 many of the Scrooby congregation were captured at Scotia Creek and tried at Boston Guildhall attempting to depart to Holland to escape religious intolerance. They were freed a month later and in 1608 were successful in escaping to Holland.
5. The Mayflower voyage set in train a series of events which provide a direct link from the Magna Carta Libertatum (a charter agreed to by King John of England on 15 June 1215) and

the founding principles of British democracy through to the Mayflower Compact, the American Declaration of Independence and the United States Constitution. This is considered the foundation of the “special relationship” between the United Kingdom and the United States.

6. The 2020 anniversary will have a strong resonance for those Americans, Dutch and British who can trace their lineage to the separatists and the crew that took part in the voyage.

Mayflower 400 Programme

7. The Mayflower 400 Programme aligns 12 core destinations in England with wider local, national and international partners. It will deliver a world-class series of events, public art and wider content that will commemorate this exceptional voyage, knitting together communities, inspiring creativity and culture, driving economic growth and promoting understanding and education.
8. An award of Discover England funding has helped to complete a survey to forecast US tourist interest for 2020, secure activities to develop bookable products, market “2020” to the world travel trade market and to develop a national Mayflower 400 website (<http://www.mayflower400uk.org/>).
9. A national bid to the Arts Council is under development, aimed at exploring events and projects to support the anniversary. The County Council remains engaged to ensure Nottinghamshire’s contribution to the impact of the Mayflower’s journey is recognised and fully maximised for generations to come.

Pilgrim Roots Partnership

10. Six of the twelve Mayflower 400 trail destinations are located in and around Nottinghamshire. The three villages of Scrooby, Babworth and Sturton-le-Steeple have a key role in the roots story. A regional response to the 2020 anniversary has emerged through the development of the Pilgrim Roots Partnership (consisting County Councils, Districts, tourism bodies, community and voluntary groups). The County Council is a member. The Partnerships activities are focused on the “roots story” which sets out where the pilgrims originated, worshipped or where key events took place prior to the sailing of the Mayflower. The partnership will ensure that the 2020 event is marked appropriately in the region and that the area is presented as a viable destination as part of a wider package to visitors.
11. The Pilgrim Roots Partnership successfully passed a Heritage Lottery Fund (HLF) Stage 1 submission with a project called “The Pilgrim Roots: The Separatists Story, Mayflower 400 and beyond”. The County Council is working with Bassetlaw District Council to submit this spring a Stage 2 bid with an expected value of £447,800. Some of the Separatists are thought to have worshipped clandestinely at Gainsborough Old Hall across the Nottinghamshire border in Lincolnshire. The project will deliver the following four activities: connect Retford and Gainsborough via a regional trail linking key heritage sites; create a Pilgrim Roots Gallery at Bassetlaw Museum in Retford; a suite of digital resources (including a website); and an over-arching Heritage Engagement Plan to develop a series of nine interpretation panels situated at key sites/villages with supporting Wi-Fi access. Two temporary posts will be created to support educational outcomes and community engagement.

12. The success of the Stage 2 project will be in part due to securing match funding from partnership members. As a Pilgrim Roots partner, the County Council is required to both formally support the bid and provide a financial contribution of £25,000 to the projects capital provisions. This level of grant leverage is excellent in proportion to the investment and could be met from the Growth and Economic Development Initiatives base budget (from financial year 2019-2020), subject to Policy Committee approval.

County Council – Additional activities to support the 2020 Anniversary

13. Nottinghamshire has a wider association with the separatists' story and religious heritage to add to the tourism offer and strengthening of legacy visits.
14. Initial proposals include the opportunity for: Inspire and Celebratory and Regulatory Services to develop programmes of activities to secure community and educational engagement around the roots story; bespoke interpretation and exhibitions development at key sites (primarily using County Council venues where appropriate); heritage event development; and a Nottinghamshire-focused marketing campaign.
15. These activities are likely to cost in the region of £30,000, spread over three financial years, and are proposed to be met from the Growth and Economic Development Initiatives base budget, subject to Policy Committee approval. This year's £5,000 instalment, will be met from the 2017/18 Growth and Economic Development Initiatives base budget. For Financial Year's 2019/20 (£7,500) and 2020/21 (£17,500), it is suggested that these amounts would be presented as part of the annual budget setting process.
16. More detail will be presented to Policy Committee in the near future setting out a proposed plan.

Other Options Considered

17. The option presented seeks to complement and add value to the regional activity for the wider benefit of the county's visitor economy and to promote community engagement. Given the importance of the anniversary and the relevance of the County in the story, the option of doing nothing was discounted.
18. The option of leaving this to the private sector has also been discounted as the offer is fragmented, the forecast demand modest and the commercial return unclear thereby limiting the interest for private investment. Support from the public sector is considered a critical catalyst to stimulate interest and engagement across the sector.

Reasons for Recommendations

19. Local success in securing HLF funding has strengthened the local partnership to develop a response to the anniversary. This work, focused on North Nottinghamshire, is seen as excellent value for money to maximise grant investment in the county. The additional budget sought to develop interest and support the sector across the county area is seen as investment to increase the county's profile as a destination for visitors and to promote heritage engagement.

Statutory and Policy Implications

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

Financial Implications

21. The funding requests are as set out in the body of the report. The proposed resources would be allocated from the Growth and Economic Development Initiatives budgets in future years.

RECOMMENDATIONS

It is recommended that Policy Committee:

- 1) Approves £25,000 from 2019/20 Growth and Economic Development Initiatives base budget in support of Bassetlaw District Council's Stage 2 Heritage Lottery Fund submission;
- 2) Approves the sum of £30,000 (allocated from Growth and Economic Development Initiatives budgets in future years) towards complementary Pilgrim Roots activities across the county.

COUNCILLOR MRS KAY CUTTS, MBE
Leader of the Council

For any enquiries about this report please contact: Nicola McCoy-Brown, Growth and Economic Development, 0115 9772580

Constitutional Comments [CEH 15/01/18]

22. The recommendations fall within the remit of Policy Committee under its terms of reference.

Financial Comments [SES 10/01/18]

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

Background Papers and Published Documents

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

- *Pilgrim Fathers' Feasibility Study and Mayflower 400*, report to Economic Development Committee, 18th November 2014, published

- *Pilgrim Fathers Feasibility Costs and appointment*, Report to Economic Development Committee, 3rd February 2015, published
- Pilgrim Fathers Feasibility Study – Bowles Green Ltd, 2015
- *A countywide approach to the Mayflower 400 Project*, report to the City of Nottingham and Nottinghamshire Economic Prosperity Committee, 25th November 2016, published
- *Mayflower 400 – US Ambassador's Event*, report Economic Development Committee, 6th December 2016, published

Electoral Division(s) and Member(s) Affected

ALL

REPORT OF THE LEADER OF THE COUNCIL**NOTTINGHAMSHIRE COUNTY COUNCIL - VISITOR ECONOMY STRATEGY****Purpose of the Report**

1. This report informs Policy Committee of our commissioning intentions to drive our place marketing plans going forward. Approval is being sought to:
 - a) develop a Strategy to grow Nottinghamshire's visitor economy
 - b) commission £40,000 of technical expertise to support officer's in the development of the Strategy

Information and Advice

2. Tourism makes a key economic contribution to the Nottinghamshire economy and the quality of life for the county's resident population. In 2016, the annual study by STEAM (Scarborough Tourism Economic Activity Monitor) revealed an upturn in tourist numbers had helped to boost Nottinghamshire's visitor economy by almost five percent to £1.755 billion. The county is rich in assets with national and global visitor appeal, is a popular destination for day visiting and with events such as the Mayflower 400th anniversary celebrations (the subject of a separate report today), all indicators point to significant future growth in Nottinghamshire's visitor economy.
3. It is in this context that there is a need to prepare a Strategy that defines shared priorities and collaborative interventions by the public and private sectors to grow the visitor economy in Nottinghamshire. This proposed Strategy will build on existing tourism strategies and policies in the county. Whilst covering the period from 2018 to 2020, it should be regarded as a flexible document that could be updated and amended as opportunities and circumstances dictate.
4. **'Your Nottinghamshire, Your Future'** outlines Nottinghamshire Council Council's vision for the county to 2020 and its role in fulfilling this. The document focuses on economic growth as the priority for the County Council. The growth of the county's visitor economy can contribute to achieving many aspects of this vision, particularly in terms of:
 - A vibrant economy
 - Town centres important role in the regeneration of the county
 - A well-connected County
 - The quality of lifestyle and work/life balance for the county's citizens
 - Addressing inequalities
 - Attracting people to live and work in Nottinghamshire
 - Attracting inward investment, new business start-ups and growth in Nottinghamshire

5. The Strategy will guide public sector investment and collaborative partnership action to support the growth of the Nottinghamshire visitor economy. It is not intended to guide the business decisions and market programmes of individual tourism businesses, other than in terms of helping them to understand how the public sector plans to invest in the county's visitor economy and the opportunities that this may provide from them to engage in collaborative projects.
6. The County Council currently has a relationship with Marketing Nottingham and Nottinghamshire, (Marketing NG) a body created to deliver place marketing to boost both inward investment and the visitor economy. The Strategy will need to take our relationship with Marketing NG into account and help shape our future relationship given our current contract expires later this year.
7. The intention is to produce the Strategy based on three strategic priorities of: creating compelling places to visit; building private sector marketing capacity, and; extending the benefits of tourism. This will be to a timetable ready for approval in September 2018. To meet this schedule, it is proposed to appoint specialists with appropriate experience and technical skills to support and build capacity of officers.
8. The detailed scope of this commission will be determined by a cross-departmental working group. It is expected that the total cost will be in the region of £40,000. As the Strategy relates to growth and investment, it is proposed that the funds are sourced from the Growth and Economic Development initiatives 2018/19 budget, subject to Policy Committee approval. This would also be reported as part of the annual budget setting process.

Other Options Considered

9. The option to leave place marketing solely with the private sector was discounted because the success of the Strategy will ultimately rely as much on active public sector interventions and support as on active private sector engagement and contributions.

Reason for Recommendation

10. As a countywide Strategy would directly contribute to the **Your Nottinghamshire, Your Future** commitment of 'Nottinghamshire being a great place to live, work, visit and relax', it is logical for the County Council to take the lead role on driving place marketing plans.

Statutory and Policy Implications

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

Financial Implications

12. Expected costs for developing the Visitor Economy Strategy are detailed in the body of the report.

RECOMMENDATIONS

It is recommended that Policy Committee:

- 1) Approves the development of a Strategy to grow Nottinghamshire's visitor economy
- 2) Approves the commissioning of up to £40,000 of technical expertise to support officer's in the development of the Strategy

COUNCILLOR MRS KAY CUTTS, MBE
Leader of the Council

For any enquiries about this report please contact: Nicola M^cCoy-Brown, Growth and Economic Development, 0115 9772580

Constitutional Comments [CEH 27/12/17]

13. Policy Committee is the appropriate body to consider the recommendations in this report.

Financial Comments [SES 10/01/18]

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

Background Papers and Published Documents

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

Electoral Division(s) and Member(s) Affected

All

REPORT OF THE LEADER OF THE COUNTY COUNCIL**RESULTS FROM 2017 NOTTINGHAMSHIRE RESIDENTS' SURVEY****Purpose of the Report**

1. To present the findings from the 2017 Nottinghamshire Residents' Survey, consider the results and actions required.

Information and Advice

2. This annual satisfaction survey for the County Council has been undertaken since 2012 and aims to measure headline satisfaction and residents' views about the Council, its services and the local area.
3. The information gained from the annual satisfaction survey helps the Council to understand the views and priorities of local residents and provides monitoring data for key performance indicators.
4. This survey has been undertaken by an independent research company, Enventure Research since 2012. Following a rigorous tender process in 2016, a reduced annual cost of £13,425 has been secured for the period of the four year contract. In 2017 the cost of the survey to the Council was further reduced to £9,425 with a contribution of £4,000 from the Nottinghamshire's Police and Crime Commissioner (NPCC) for the inclusion of some bespoke questions.
5. As in the previous years the 2017 Nottinghamshire Annual Residents' Satisfaction Survey used face-to-face interviews with residents, who are representative of the Nottinghamshire population. Face-to-face interviews are considered to be the best methodology as this allows people to fully express their real views in a direct way. This technique is also acknowledged for producing robust population based samples which stand up to scrutiny.
6. Local based quota sampling techniques were used to achieve a representative sample of the Nottinghamshire population (circa 785,000 based on the Census 2011 data). Quotas were set based on district, gender, age, working status and ethnicity as well as disability and ward classification.
7. The brief was to undertake a minimum of 150 face-to-face interviews in each of the seven districts, making a total county sample size of 1,050; in practice more interviews

were conducted and a sample size of 1,058 was achieved. This response rate has achieved a 95% confidence interval meaning the results are accurate to approximately +/- 3%. This means with a result of 50%, we can be 95% sure that if we interviewed all residents then the result would be between 47% and 53%.

8. In addition to the questions around levels of satisfaction the 2017 survey included questions to measure public opinion on areas of the Council's business which are discretionary and therefore need to be carefully considered in regards to the degree of provision being aligned to public opinion. Additional questions also measured public perception of the state of the county in regard to the Council Plan's four vision statements that contribute to make Nottinghamshire 'a great place'. These results will help inform the planning of proposals for future years and where appropriate further consultation will be carried out on specific budget/service proposals with the relevant stakeholders. Results from the representative sample are shown in the final report and key findings summarised below.
 -
9. In 2017 the survey was made available to all residents to complete. From 19 October till the 24 November the survey was available on the Council's website and printed copies available at all Nottinghamshire libraries. In total this received 1,281 online responses and 112 written responses. These results are not from the controlled and representative sample but the additional sample size provides the opportunity to further test the credibility of the representative survey, which it successfully did this year with both sets of results corroborating the main trends.

Summary of key findings from the 2017 survey relating to customer satisfaction

10. The research report captures local people's views, experiences and perceptions and includes tables and charts broken down by geographical areas, and demographic subgroups including age, gender and working status. The report which also contains the data requested by the NPCC is available as a background paper.
11. In order to understand how levels of satisfaction and perceptions have changed, comparisons have been made with the 2015 and 2016 survey results, the most recent baseline data for performance reporting, that also used the same methodology. It must be emphasised that residents' responses and opinions are often influenced by local, national and international media.
12. In overall terms the results, when compared to last year there has been an increase in residents:
 - Satisfaction with how the Council runs things
 - Satisfaction with their local area

Council satisfaction

This indicator gauges overall attitudes and is generally considered to be a key perceptual indicator of how well regarded the Council is by its residents. The satisfaction rating (fairly to very satisfied) has increased to 64% from 59% in 2016. This is an increase of 5 percentage points from 2016 and 2015.

Satisfaction with the local area

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Understanding how people feel about where they live provides important context to help Nottinghamshire County Council understand attitudes on other local issues. Respondents were asked how satisfied or dissatisfied they were with their local area as a place to live (their local area was defined as the area within 15-20 minutes' walking distance from their home). 83% of respondents indicated that they were satisfied with their local area. This is an increase of 4 percentage points from 2016, and 2 percentage points from 2015.

Value for money

A major influence of satisfaction with the County Council is feeling that it provides value for money. 46% of respondents agree that the County Council provides good value for money. This is 1 percentage point increase from 2016.

Local decision making

Respondents in Nottinghamshire were asked the extent to which they agree/disagree that they can influence decisions affecting their local area. A total of 31% agree they can influence decisions affecting their local area. This is an increase of 1 percentage point from 2016, and 3 percentage point from 2015.

Information provision

Generally, people's attitudes to various aspects of the local area and local public services are influenced by how well they feel informed. In Nottinghamshire, 51% of respondents feel informed about the services and benefits provided by the Council. This is 1 percentage point decrease from 2016.

Community safety and community cohesion

A recognised measure of community cohesion is achieved by asking people about the degree that their local area is one where people from different backgrounds get on well together. Overall 47% of residents agreed with this statement which represents a 1 percentage point decrease from last year's result.

Respondents were asked how safe they felt in their local area and in their homes. 95% of respondents *felt safe when home alone at night* (2 percentage point increase from 2016). 97% *felt safe outside their local area during the day* (4 percentage point increase from 2016). 57% *felt safe outside in their local area after dark* (3 percentage point decrease from 2016).

Summary of key findings from the 2017 survey relating to future budget proposals.

13. In line with best practice from the Consultation Institute these survey questions were designed to measure and understand residents' opinions on the broad direction that they believe the council should follow and to help inform the development of future budget proposals.
14. Residents were asked specific questions relating to how the Council could increase its income/budget.

Council Tax

In response to the question 'Faced with the difficult decision of increasing Council Tax or further reducing or cutting public services, do you think Council Tax should be increased?' nearly two thirds responded 'no' (62%) with 26% responding 'yes' and 12% 'don't know'.

Operating Commercially

In response to the question 'Would you be in favour of the Council operating more commercially to generate more of its own income?' 78% responded 'yes definitely' or 'yes, to some extent' and just 15% responded 'no'.

15. Residents were asked specific questions relating to the Council's allocation of provision to service areas:

Care and Support for Independent Living

In response to the question 'Are you in favour of the Council supporting people who need care and support to stay independent for as long as possible?' Almost all residents (96%) responded 'yes definitely' or 'yes, to some extent' and just 2% responded 'no'.

Traffic Calming Measures

In response to the question 'Do you think reducing air pollution should be given more of a priority when planning traffic calming measures?' 77% responded 'yes definitely' or 'yes, to some extent' and just 15% responded 'no'.

Home to School Transport

In response to the question 'Do you think the Council should limit free or subsidised travel in respect of home to school transport?' nearly two thirds responded 'no' (61%) with 24% responding 'yes' and 16% 'don't know'.

Information Provision for Health and Wellbeing

In response to the question 'Do you think the Council should provide more information about the ways that people can improve their health and wellbeing?' 49% responded 'yes' with 40% responding 'no' and 11% 'don't know'.

Residents' Publication County Life

In response to the question 'Would you be in favour of the Council's printed resident publication 'County Life' being replaced by email or online versions?' the majority (42%) responded 'Yes, but with some printed versions made available' with 27% responding 'no' and 17% 'yes, completely'.

16. Residents were asked to what extent they would recommend Nottinghamshire against the four visions which are at the heart of the Council Plan and overarch its business objectives the next four years.

A place to bring up your family

In response to the question 'Would you recommend Nottinghamshire as a place to bring up your family?' 93% responded 'a great deal' or 'to some extent' and 6% responded 'not very much' or 'not at all'.

A place to fulfil your ambition

In response to the question 'Would you recommend Nottinghamshire as a place to fulfil your ambition?' 78% responded 'a great deal' or 'to some extent' and 20% responded 'not very much' or 'not at all'.

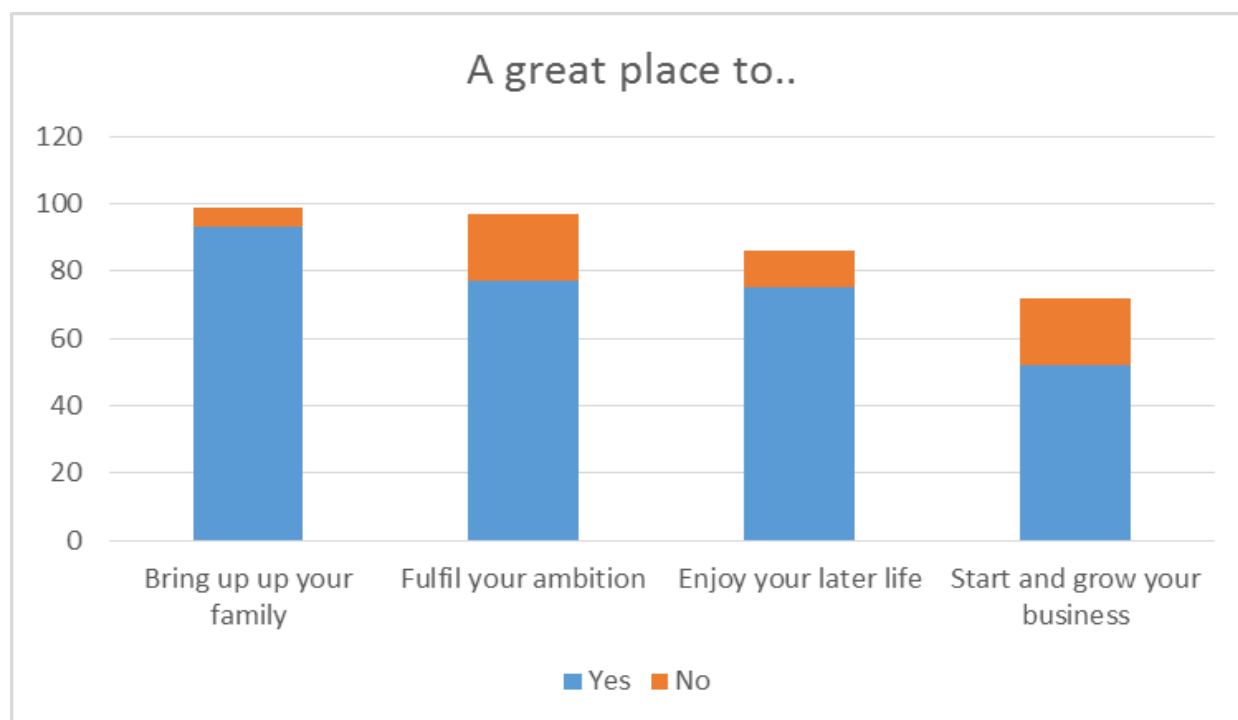
A place to enjoy your later life

In response to the question 'Would you recommend Nottinghamshire as a place to enjoy your later life?' 75% responded 'a great deal' or 'to some extent' and 11% responded 'Not very much' or 'not at all'.

A place to start and grow your business

In response to the question 'Would you recommend Nottinghamshire as a place to start and grow your business?' 52% responded 'a great deal' or 'to some extent', 20% responded 'not very much' or 'not at all' and 28 responded 'don't know'.

The following graph illustrates these results.



Other Options Considered

17. None.

Reasons for Recommendations

18. The reasons are to: inform Members about the findings of the latest survey; develop the Council's service and delivery plans in line with residents' views and priorities.

Statutory and Policy Implications

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

RECOMMENDATIONS

It is recommended that elected members:

- 1) Agree that the results are used to inform development of the Council's service delivery plans and budget setting.
- 2) Approve the residents' survey to be carried out in 2018 using the same approach and methodology.

Councillor Mrs Kay Cutts MBE
Leader of the County Council

For any enquiries about this report, please contact:

Paul Belfield
Senior Marketing Officer
0115 9774542
paul.belfield@nottsc.gov.uk

Constitutional Comments (SLB 11/12/17)

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

Financial Comments (SES 12/12/17)

The financial implications are set out in the report.

Background Papers and Published Documents

Final report

Electoral Division(s) and Member(s) Affected

All

REPORT OF THE LEADER

BUDGET REDUCTIONS IN COMMUNICATIONS AND MARKETING 2018/19

Purpose of the Report

1. To seek approval for communication and marketing budget savings for the next two financial years.

Information and Advice

2. The Life series of publications, including *County Life*, *Family Life* and *Your Life*, was introduced in April 2014 in order to achieve a budget saving while at the same time improving the quality of our publications.
3. As part of the 2016/17 saving proposals, the publication aimed at residents who were retired, *Your Life*, was discontinued and replaced with a new Your Life email bulletin. So far more than a thousand people have signed up to receive this email.
4. Following consultation with residents, it is proposed that Family Life follow the same route and becomes a monthly email bulletin targeted at families.
5. It is proposed that County Life continues as an annual publication distributed to all households in the county to ensure all residents are provided with core information and news from the Council including a breakdown on how Council Tax is spent.
6. These savings proposals would support the delivery of £56,500 over the next two financial years:

Year	Saving	Rationale
2018/19	£21,500	Reduction in publications budget by stopping <i>Family Life</i> .
2019/20	£35,000	Efficiencies to be found through a whole budget review.

Reason/s for Recommendation/s

7. Following a review of publications and consultation with residents it was agreed that the Council could provide more information to the public through existing online channels, but there was sufficient demand for the Council to retain a printed publication to be printed and distributed annually to all households in Nottinghamshire.

Statutory and Policy Implications

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

Financial Implications

9. The savings total of £56,500 is a reduction of 4% in the overall Communications and Marketing budget.

RECOMMENDATION/S

It is recommended that members approve:

- 1) The proposed communications and marketing savings for 2018/19 and 2019/20 which include stopping the print edition of *Family Life* and providing a more frequent digital alternative.

Councillor Mrs Kay Cutts MBE
Leader of the Council

For any enquiries about this report please contact:

Martin Done, Service Director Communications, Marketing and Commercial Development

Constitutional Comments (SLB 08/01/18)

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

Financial Comments (SES 09/01/18)

The financial implications are set out in the report.

Electoral Division(s) and Member(s) Affected

- All

**REPORT OF THE LEADER OF THE COUNCIL
COUNTY COUNCILS NETWORK CONFERENCE – NOVEMBER 2017****Purpose of the Report**

1. To report to Committee the key messages from the County Councils Network (CCN) conference, which took place in Marlow Buckinghamshire from 19 - 21 November 2017.

Information and Advice**Background**

2. Following Policy Committee approval on 18 October 2017, the Leader, Deputy Leader and Leader of the Main Opposition Group attended the annual CCN conference, along with the Chief Executive.
3. The conference is organised by the CCN which is a cross-party special interest group of the Local Government Association which speaks, develops policy and shares best practice for the County family of local authorities.
4. The theme for the 2017 conference was a 'new deal' for counties. Leaders of England's largest councils gathered to ask key government ministers in attendance to take urgent action to rebalance the economy and tackle a mismatch between money available for county areas and increasing demand for services, especially social care.
5. Conference attendees heard speeches from key figures including the Secretary for Communities and Local Government - Rt. Hon Sajid Javid MP, prominent MPs and think tanks. In addition there were presentations focusing on some of the biggest issues facing local government.
6. Details of the speeches and presentations can be found on the CCN website - <https://www.countycouncilsnetwork.org.uk/ccn-conference-2017-review/>

Chairman of the County Councils Network

7. The conference was opened by Councillor Paul Carter, Chairman of the CCN. Councillor Carter reflected on the work of the CCN over the past year as a national and respected voice for counties.
8. His speech focused on three main themes: fairer funding for counties, funding of social care and opportunities to deliver public sector reform.
9. In setting out the major challenges for local government, Councillor Carter outlined that fair funding for county areas will continue to be at the forefront of the CCN agenda. The latest

CCN research shows that counties have had imposed the toughest financial challenge across all of local government. By the end of this parliament counties will see a 94% reduction in Revenue Support Grant – significantly higher than any other part of local government.

10. Councillor Carter described the differential funding whereby residents in English counties receive on average £125 less per head than the national average and £540 per head less than central London. For shire counties this equates £3.2bn less than other parts of the country to fund vital services.
11. Highlighting the proud track record of local government in delivering modern and efficient public services, Councillor Carter stressed that ‘the elastic can’t be stretched much further’ and further help from Government is urgently required.
12. The CCN Chairman set out a number of asks of Government:-
 - A two year extension and increase of the transitional grant that ends this financial year
 - New powers to raise additional income through charging policies for services
 - A fair funding review for local government
13. In highlighting other key priorities for the sector, Councillor Carter outlined the need to find a sustainable approach to funding social care. He welcomed the additional investment of £2bn in Better Care Fund this year, but stressed that the problem will not go away without significant further work.
14. Describing the opportunities for counties to deliver strategic public service reform, Councillor Carter spoke about further opportunities for health and social care integration and county roles at the forefront of devolution and reform.
15. A key message to Government from the speech was – help us to help you. Counties have the ambition, experience, knowledge and democratic mandate to enable reform.

Rt. Hon Sajid Javid MP – Secretary of State for Communities and Local Government

16. In his speech to the conference, Communities and Local Government Secretary Sajid Javid confirmed that his department are beginning to design a ‘devolution framework’ and will consider non-mayor county devolution bids.
17. In a positive speech, he said counties have a strong, strategic role to play in the present and future, and described the [ResPublica report](#) ‘Devo 2.0, the Case for Counties’ as ‘fascinating’ and an example of ‘proactively’ looking at ‘innovative’ ways of dealing with the challenges the sector faces.

Other Important Topics Covered at the Conference

18. In addition to the future of local government finance and the Government’s revised devolution strategy, the conference also focused on the Government’s new Industrial Strategy, the growing influence of County Councils in the housing agenda, and health and social care integration. In addition, there were presentations and discussions about the

public's views of Local Government and the Government's Green Paper on the future of Social Care for those aged over 65 years.

19. As Council Leader, I took the opportunity to draw the attention of the Secretary of State for Health, The Rt Hon Jeremy Hunt MP, to the need for fairer funding of health services in Nottinghamshire and the East Midlands.

Other Options Considered

20. None.

Reason/s for Recommendation/s

21. To feedback to Committee on the key messages at the CCN conference.

Statutory and Policy Implications

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

Financial Implications

23. The cost of attending the conference was set out in the report to Policy Committee on 18 October 2017.

RECOMMENDATION

That members consider whether there is any follow up work they require in relation to the topics covered in this report, and if so, that they be delegated to the Chief Executive for action.

Councillor Mrs Kay Cutts MBE
Leader of the Council

For any enquiries about this report please contact: Paula Mullin, Senior Executive Officer, Telephone: 0115 97 74298

Constitutional Comments (CEH 27/12/17)

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

Financial Comments (SES 29/12/17)

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

Background Papers and Published Documents

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

- [Report to Policy Committee – 18 October 2017: County Councils Network Annual Conference 2017](#)

Electoral Division(s) and Member(s) Affected

All

REPORT OF THE CORPORATE DIRECTOR OF RESOURCES**WORK PROGRAMME****Purpose of the Report**

- 1). To review the Committee's work programme for 2018.

Information and Advice

- 2). The County Council requires each committee to maintain a work programme. The work programme will assist the management of the committee's agenda, the scheduling of the committee's business and forward planning. The work programme will be updated and reviewed at each pre-agenda meeting and committee meeting. Any member of the committee is able to suggest items for possible inclusion.
- 3). The attached work programme includes items which can be anticipated at the present time. Other items will be added to the programme as they are identified.
- 4). The Policy Committee will be asked to determine policies, strategies and statutory plans developed or reviewed by other Committees of the Council. Committee Chairmen are invited to advise the Policy Committee of any additional policy reviews that are being considered.
- 5). The following changes have been made since the work programme was published in the agenda for the last meeting.
 - 5.1. The following items were added to January 2018:-
 - Pilgrim Roots in Nottinghamshire
 - Visitor Economy Strategy for the County.
 - 5.2. The following items were added to February 2018:-
 - Health in all Policies
 - Partnership Strategy for Looked After Children and Care Leavers in Nottinghamshire 2018-21
 - Careers Local Projects Extension
 - 5.3. The following items were added to March 2018:-
 - Superfast Broadband Supplier
 - Unauthorised Encampment Policy

- The Mill Adventure Base

5.4. The following items were added to May 2018:-

- Gedling Access Route – acquisition of Glebe Farm.

5.5. The following items were deferred from January 2018 to March 2018 to enable further work to be undertaken:-

- Developer Contributions Strategy
- Corporate Services Review

5.6. The following item was deferred from February to March 2018 to enable prior consideration at Communities and Place Committee:-

- Statement of Community Involvement

5.7. The following item was deferred from January 2018 to March 2018 to enable further time to monitor performance on the new council Plan and new programmes and projects in light of the new Departmental Strategies:-

- Report from Improvement and Change Sub Committee on performance

5.8. The following items were removed from the Work Programme:-

- New School – Rolls Royce site, Hucknall – removed from February 2018 as the school is now being funded by S106 monies so no property transaction required
- Waste Strategy – removed from February 2018 in light of the deferral of the National Waste Strategy by DEFRA.

5.9. The following item was removed from January 2018 as it had had been submitted in December 2017 instead:-

- Property Operational Decisions Quarterly Report

Other Options Considered

- None.

Reason for Recommendation

- To assist the Committee in preparing and managing its work programme.

Statutory and Policy Implications

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

Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATION

- 1) That the Committee considers whether any amendments are required to the Work Programme.

Jayne Francis-Ward
Corporate Director - Resources

For any enquiries about this report please contact: Keith Ford, Team manager, Democratic Services, Tel: 0115 9772590

Constitutional Comments (SLB)

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

Financial Comments (NS)

- 8) There are no financial implications arising directly from this report.

Background Papers

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

None

Electoral Division(s) and Member(s) Affected

All

POLICY COMMITTEE - WORK PROGRAMME (AS AT 15 JANUARY 2018)

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>Lead Officer</u>	<u>Report Author</u>
14 February 2018			
Careers Local Projects Extension	To consider this project which provides grants across the D2N2 area to educational institutions to provide activities to engage young people at risk of being NEET (not in education, employment or training)	Adrian Smith	Hilary Porter
Health in All Policies	To consider adopting the Health in All Policies approach and support a Local Government Association facilitated workshop focused on implementation.	David Pearson	Barbara Brady
School and Early Years Funding	Agreement of the local funding formula for 2018-19	Colin Pettigrew	Marion Clay
Occupational Therapy Policy	To approve an updated version of the Council's Occupational Therapy policy.	David Pearson	Cate Bennett
Update on the work of East Midlands Councils	Quarterly Update from Stuart Young, Executive Director.	Jayne Francis-Ward	Stuart Young
Financial support for students in post-16 education and exceptional payments for school clothing and footwear 2019/19	To approve the arrangements for financial support for students in post-16 education and exceptional payments for school clothing and footwear.	Colin Pettigrew	Marion Clay
Partnership Strategy for Looked After Children and Care Leavers in Nottinghamshire 2018-21	Approval sought for Strategy.	Colin Pettigrew	Natasha Wrzesinski
28 March 2018			
Statement of Community Involvement	Approval sought for revised Statement.	Adrian Smith	Sally Gill
The Mill Adventure Base	To consider proposal to take a new 20 year lease to comply with HLF funding bid submitted by Ashfield District Council.	Adrian Smith	Mona Walsh
Report from Improvement and Change Sub Committee on performance	Six monthly feedback report.	Jayne Francis-Ward	Celia Morris
Unauthorised Encampments Policy	To establish a policy / protocol for unauthorised encampments on Council land and the Highway.	Adrian Smith	Derek Higon
Corporate Services Review	To approve the findings of the review of the Council's corporate services offer.	Jayne Francis-Ward	Jayne Francis-Ward
Developer Contributions Strategy	To approve the strategy	Adrian Smith	Sally Gill

Superfast Broadband Supplier	To seek Committee approval for the selected supplier to deliver superfast broadband services.	Adrian Smith	Ceren Clulow /Phil Berrill
Futures, Advice, Skills & Employment Governance Arrangements	To approve a revised approach to the Council's involvement in the skills agenda.	Adrian Smith	Nicola McCoy-Brown
Update on City of Nottingham and Nottinghamshire Economic Prosperity Committee and the Local Enterprise Partnership	Update report as requested by Policy Committee on 11 November 2015.	Adrian Smith	Nicola McCoy-Brown
Home to school and post-16 transport policies 2019-20	To approve the home to school and post-16 transport policies	Colin Pettigrew	Marion Clay
16 May 2018			
Update on the work of East Midlands Councils	Quarterly Update from Stuart Young, Executive Director.	Jayne Francis-Ward	Stuart Young
Property Operational Decisions Quarterly Report	Update report on operational decisions taken by officers in the quarter October – December 2017	Adrian Smith	Andrew Stevens
Gedling Access Route – acquisition of Glebe Farm	Acquisition of land and buildings along proposed Gedling Access Route	Adrian Smith	Mona Walsh