

## Cabinet

**Thursday, 15 December 2022 at 10:30**

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

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## AGENDA

- |   |  |          |
|---|--|----------|
| 1 | Minutes of the last meeting of Cabinet held on 17 November 2022  | 3 - 4    |
| 2 | Apologies for Absence  |          |
| 3 | Declarations of Interests by Members and Officers:- (see note below)<br>(a) Disclosable Pecuniary Interests<br>(b) Private Interests (pecuniary and non-pecuniary) |          |
| 4 | Nottinghamshire Plan Annual Delivery Plan Assurance Report   | 5 - 48   |
| 5 | Food Redistribution Schemes  | 49 - 56  |
| 6 | Highways Review  | 57 - 100 |

### **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 CABINET

Date Thursday 17 November 2022 (commencing at 10.30 am)

**membership****COUNCILLORS**

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

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

**OTHER COUNCILLORS IN ATTENDANCE****Deputy Cabinet Members**

Reg Adair  
Mike Adams  
Andre Camilleri  
Scott Carlton  
Tom Smith  
Jonathan Wheeler

**Other Councillors**

Richard Butler  
Kate Foale  
Glynn Gilfoyle  
Mike Pringle

**OFFICERS IN ATTENDANCE**

Adrian Smith	Chief Executive
Marjorie Toward	Chief Executive's Department
Isobel Fleming	
Phil Rostance	
Nigel Stevenson	
Keith Ford	

Jonathan Gribbin  
Melanie Williams

Adult Social Care and Public Health Department

Colin Pettigrew

Children and Families Department

Derek Higton

Place Department

## **1 MINUTES**

The minutes of the last meeting of Cabinet held on 13 October 2022, having been previously circulated, were confirmed and signed by the Chairman.

## **2 APOLOGIES FOR ABSENCE**

None.

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

None.

## **4 BUDGET UPDATE REPORT**

### **RESOLVED 2022/0017**

- 1) That the significant challenges presented by the current financial landscape and the measures being developed to address these challenges as part of the preparatory work for the 2023/24 budget proposals.
- 2) That the proposed arrangements for consultation with stakeholders, as detailed in paragraphs 24 to 31 of the report, be approved.

The meeting closed at 11.02am.

CHAIRMAN

**REPORT OF DEPUTY LEADER AND CABINET MEMBER –  
TRANSFORMATION AND CHANGE****NOTTINGHAMSHIRE PLAN ANNUAL DELIVERY PLAN  
ASSURANCE REPORT****Purpose of the Report**

To provide Cabinet with an update on progress against the action plans and performance measures outlined in the Annual Delivery Plan 2022/23.

**Information**

1. The Annual Delivery Plan was approved by Cabinet in May 2022. It sets out the actions we will deliver over 2022/23 to achieve our ambitions outlined in the Nottinghamshire Plan 2021-2031.
2. The Council have committed to providing progress updates against the Annual Delivery Plan (including updated measures and actions where relevant) to Cabinet, with an Annual Report submitted at the end of 2022-23 and Scrutiny providing review as appropriate.
3. An assurance report to support the Annual Delivery Plan has been produced to monitor the actions and metrics included in the Annual Delivery Plan. The measures included within the assurance report are not a definitive list but are measures which the Council has some control over, and which can be obtained on a quarterly basis.
4. All actions with the Annual Delivery Plan Assurance Report are currently 'On Track' to achieve by year end (2022/23) or 'Completed'. We are performing well against the majority of our key measures, but work will continue to maintain and, where necessary, improve performance by the end of 2022/23. The assurance report provides commentary and any mitigating action to be taken where actions or measures are experiencing obstacles.
5. As part of the development of the report, Overview Committee reviewed an earlier draft version of the report on 1st December 2022.

**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

### **Reasons for Recommendations**

7. To allow Cabinet to note the progress made to date (as of September 2022) against the Annual Delivery Plan and to provide in year assurance against the actions and measures before the production of the Annual Report in 2023.

### **Other Options Considered**

8. To not report progress on a six-monthly interim basis ahead of the Annual Report, however this would mean Members are not able to take assurance of progress being made in-year.

### **Recommendation**

9. To note progress to date against the Annual Delivery Plan 2022/23

**COUNCILLOR BRUCE LAUGHTON**  
**Deputy Leader of the Council**

**For any enquiries about this report please contact:**  
**Isobel Fleming, Service Director Transformation and Change 0115 854 6184**

### **Constitutional Comments (CEH 17/11/22)**

“The report is to provide information and assurance to Cabinet on the Annual Delivery Plan actions and measures.

### **Financial Comments (KRP 16/11/22)**

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

### **Background Papers and Published Documents**

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

- The Nottinghamshire Plan 2021-2031, Full Council, 25 November 2021
- The Nottinghamshire Plan Annual Delivery Plan, Cabinet, 26 May 2022

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

- All

# Annual Delivery Plan Quarterly Assurance Report

Quarter **2**  
November 2022





# Quarterly Assurance Report - Quarter 2- November 2022

The **2022/23 Annual Delivery Plan** outlined the actions we intended to take over the coming year to deliver the ambitions outlined in The Nottinghamshire Plan (<https://plan.nottinghamshire.gov.uk/>), and how we will measure our success. This report provides members and residents with an update on our progress to date (up to end of September 2022) in delivering these actions and our performance against some of our key measures, where they are available to report in-year. We will be publishing an Annual Report in Summer 2023, outlining our progress and achievements during 2022/23 and the impact for Nottinghamshire's communities.

Each of the actions and measures in this document has a specified owner. This relates to the Council department who will lead on delivering the actions linked to the measures. You can find out more about the Council's departments on our website (<http://www.nottinghamshire.gov.uk>).

In summary, all actions agreed on the Annual Delivery Plan are either completed or on track for completion. We are performing well against the majority of our key measures, but work will continue to maintain and, where necessary, improve performance by the end of 2022/23.










# Ambition 1:

## Helping our people live healthier, more independent lives

Our ambition is that people in every community enjoy healthier, happier lives and remain independent for longer. To achieve our ambitions, we will deliver the actions below.

Actions		Position	Owner
<b>1.1</b>	<b>Launch the Nottinghamshire Food Charter, make Nottinghamshire a Sustainable Food Place and develop a food action plan</b> <ul style="list-style-type: none"> <li>• We have published a Food Charter.</li> <li>• We have progressed an application for Nottinghamshire to be a Sustainable Food Place.</li> <li>• We have a food action plan for the Nottinghamshire Food Insecurity Network.</li> </ul>	On Track 	Public Health
<b>1.2</b>	<b>Develop and deliver a housing strategy for Nottinghamshire</b> <ul style="list-style-type: none"> <li>• We have been working to deliver an overall housing strategy for Nottinghamshire.</li> <li>• The delivery of Nottinghamshire's Fuel Poverty Programme continues at pace.</li> <li>• Work continues to ensure all districts across Nottinghamshire have access to housing retrofit funding programmes.</li> </ul>	On Track 	Place
<b>1.3</b>	<b>Work with partners to publish the County's 'Best Start for Life' offer</b> <ul style="list-style-type: none"> <li>• The Best Start Partnership continues to work to develop the County Council's Best Start for Life offer in conjunction with the development of Family Hubs.</li> </ul>	On Track 	Public Health Children and Families
<b>1.4</b>	<b>Establish Local Area Coordinators</b> <ul style="list-style-type: none"> <li>• We have recruited our first two Local Area Coordinators (in Gedling and Rushcliffe), and they will be in post from October 2022.</li> <li>• Further recruitment days will take place in November/December 2022 to recruit Local Area Coordinators for Newark, Mansfield and Bassetlaw.</li> </ul>	On Track 	Adult Social Care and Health Place

Actions	Position	Owner
<b>1.5 Adopt a new integrated, person-centred and needs-led model of delivery for mental health services</b> <ul style="list-style-type: none"> <li>Nottingham and Nottinghamshire's Children and Young People's Mental Health Executive has supported the 'Thrive' approach (<a href="https://www.thriveapproach.com/">https://www.thriveapproach.com/</a>) to commissioning and planning children and young people's mental health services.</li> </ul>	On Track 	Public Health Children and Families
<b>1.6 Establish a Substance Misuse Partnership Board and develop a local Substance Misuse Strategy</b> <ul style="list-style-type: none"> <li>A new partnership, the Nottinghamshire Combating Substance Misuse Partnership has formed.</li> </ul>	On track 	Public Health
<b>1.7 Undertake a COVID Impact Assessment</b> <ul style="list-style-type: none"> <li>Phase 2 Domestic Abuse and Phase 3 Mental Health of the Impact Assessment are completed and due to be presented at the Health and Wellbeing Board.</li> </ul>	On track 	Public Health
<b>1.8 Establish a new Health Protection Board</b> <ul style="list-style-type: none"> <li>A new Health Protection Board has been set up in conjunction with Nottingham City Council, chaired by the directors of public health. This board will provide assurances on the arrangements and outcomes for the protection of the health of residents in Nottinghamshire. More detail on the impact of this action will be available in our Annual Report (May 2023).</li> </ul>	Completed 	Public Health
<b>1.9 Develop a CLEAR Process for Tobacco Control</b> <ul style="list-style-type: none"> <li>A Nottingham and Nottinghamshire Smoking and Tobacco Control Alliance has been re-established and key themes have been identified to deliver against the actions.</li> </ul>	On track 	Public Health

Actions		Position	Owner
<b>1.10</b>	<b>Develop improved mental health support for adults</b> <ul style="list-style-type: none"> <li>Investment in sustainability of the Countywide Approved Mental Health Professional service, to improve delivery.</li> <li>We are working towards implementing a crisis sanctuary.</li> <li>We are making improvements to our signposting to advice, information, and support.</li> </ul>	On track 	Adult Social Care and Health
<b>1.11</b>	<b>Publish a Carers' Strategy</b> <ul style="list-style-type: none"> <li>A draft Carers' Strategy was approved by Committee for wider consultation.</li> <li>The final strategy is due to be presented to full cabinet for approval in December 2022.</li> </ul>	On track 	Adult Social Care and Health

## Success Indicators

The number of people supported through the council's reablement service to achieve a higher level of independence has been consistent for the past two quarters. Performance needs to improve to reach the annual target of 3043. To improve performance in this area, a new discharge to assess (D2A) approach has been adopted across parts of Nottinghamshire which will provide further resources to support more hospital discharges. A plan is also in place to increase the number of people supported in the community, helping them to avoid hospital admission as well as reducing a person's ongoing needs.

The number of people supported through the council's enablement service has continued to increase in quarter two. Although the number of people supported is below the number we aim to support (1,000 people), this number is significantly higher than last year and so demonstrates improvement in 2022/23.

Measures	Quarter 1	Quarter 2
Number of people reabled to higher levels of independence (people supported to regain independence after a period of ill health)	424	427
Number of people enabled to higher levels of independence (people with disabilities supported to find greater independence)	179	200

## Our ambitions coming to life

### Excellent work of our Adult Deaf and Visual Impairment Service (ADVIS)

One of the Council's Rehabilitation Officers has been working with a resident who had been an active member of their community. Due to the deterioration of their sight, the resident could no longer participate in their hobbies or support their local charities. The Rehabilitation Officer has since helped the resident to increase their independence within the community, regain their cooking skills, and improve their wellbeing. As a result, the resident will work with the Council to co-produce and further promote these ways of working, with the resident saying they feel as though they have their life back!

In addition, Promoting Independence Workers (PIWs) work with Deaf British Sign Language Users or Deafblind people who cannot access the mainstream PIW service, due to communication difficulties. PIWs work with people for a short period of time to achieve set, personalised goals for that individual, with the aim being to maximise the person's independence. One such resident was a deaf individual who, whilst very shy at first, through the tailored support of colleagues, has been able to flourish and more easily enjoy their educational studies.

## The Household Support Fund

Phase 2 of the Household Support Fund continues to support those in immediate need across the county in relation to food and energy. **£5.6m** has been successfully distributed to over 45,000 children, pensioners, and other adults in need since April 2022. Phase 3 delivery will commence in the coming weeks, with over **50,000** likely beneficiaries of winter support payments of £100+.

## Preparing for Adulthood

The Preparing for Adulthood team works with young people, families and carers embedding strengths-based practice, helping young adults to be independent. The team takes a person-centred approach, using strength-based conversations and support planning, positive risk taking and the Mental Capacity Act to promote choice and independence. The support the team provides is invaluable in preparing young people for adulthood.

This is just one of many pieces of positive feedback that we have from a parent:

"I wanted to compliment the work that social workers have progressed in the short time that they have been involved in my son's care planning, and how much was achieved by them by his leaving care review due to their dedication and commitment to him. I am confident that as he transitions into adulthood, he will have a strong committed team and the onus will be on him to work with services and support in order to achieve the best outcomes for himself."









## Ambition 2:

## Supporting communities and families

Our ambition is to ensure that our services are meeting demand and provide the best possible services for all our communities and families, in the most sustainable way. To achieve our ambitions we will deliver the actions below.

**In 2022-23, to achieve this, we will deliver the following actions:**

		Position	Owner
<b>2.1</b>	<b>Encourage key partners to adopt the Compact developed between public sector bodies and voluntary and community sector (VCS) organisations</b> <ul style="list-style-type: none"> <li>• Work is ongoing with key partners to adopt and work towards supporting the key principles of the Compact.</li> </ul>	On track 	Place
<b>2.2</b>	<b>Establish Family Hub Networks across Nottinghamshire</b> <ul style="list-style-type: none"> <li>• A Family Hub design site is being developed in Retford.</li> <li>• Plans are being co-produced with local families and stakeholders to create an accessible network, bringing together a range of organisations and services.</li> </ul>	On track 	Children and Families
<b>2.3</b>	<b>Improve the way children receive support to develop their speech language and communication</b> <ul style="list-style-type: none"> <li>• A new integrated speech, language, and communication needs pathway for children under the age of 5 has been completed. <a href="#">Start Talking Together... part of the Best Start Strategy   Notts Help Yourself</a>. This will ensure all children have the opportunity to access services and support to help them develop their communication skills, so that they can reach their potential. More detail on the impact of this action will be available in our Annual Report (May 2023).</li> </ul>	Completed 	Public Health Children and Families

Actions	Position	Owner
<p><b>2.4 Increase the range and quality of short breaks provision and opportunities for education, employment and training after school for children and young people with special educational needs or disabilities (SEND)</b></p> <ul style="list-style-type: none"> <li>• We continue to work with existing and potential new providers to explore options to develop short breaks provision.</li> <li>• We have undertaken a quality inspection of 13 out of the current 17 short break provider services. Remaining inspections will take place in the next quarter.</li> <li>• We have extended our in-house short break provision to support the most complex needs through the development of three short break hubs.</li> </ul>	<p>On track</p> 	<p>Children and Families</p>
<p><b>2.5 Review how people can access services, information, advice and guidance from Nottinghamshire County Council</b></p> <ul style="list-style-type: none"> <li>• Work is underway as part of the Improving Residents Access Programme to make improvements to how people access services, information advice and guidance.</li> </ul>	<p>On track</p> 	<p>All</p>
<p><b>2.6 Implement a comprehensive review of the County Council's Registration Service</b></p> <ul style="list-style-type: none"> <li>• The Registration review has commenced and is in progress</li> </ul>	<p>On track</p> 	<p>Place</p>
<p><b>2.7 Use the '3 conversations' approach in all our Adult Social Care Assessments</b></p> <ul style="list-style-type: none"> <li>• The 3 Conversations Approach has now been rolled out to all Adult Social Care operational teams. These conversations strengthen the focus on how an individual can use the support around them and access resources in their community. It also enables us to further focus on what is important to the person and their carer(s). More detail on the impact of this action will be available in our Annual Report (May 2023).</li> </ul>	<p>Completed</p> 	<p>Adult Social Care and Health</p>



Actions		Position	Owner
2.8	<b>Develop a strategy to improve support for those with autism</b> <ul style="list-style-type: none"> <li>The Integrated Care Service all-age autism strategy was approved by the Learning Disability and Autism Executive Board in June 2022 – (<a href="https://www.nottinghamshire.gov.uk/care/adult-social-care/adult-social-care-hub/what-if-i-need-more-support/autism">https://www.nottinghamshire.gov.uk/care/adult-social-care/adult-social-care-hub/what-if-i-need-more-support/autism</a>). Work is currently being undertaken within the integrated care system to implement the priorities of the local strategy. More detail on the impact of this action will be available in our Annual Report (May 2023).</li> </ul>	Completed	Adult Social Care and Health
	<b>2.9 Publish a Day Opportunities Strategy</b> <ul style="list-style-type: none"> <li>The Day Opportunities Strategy was approved by the Adult Social Care and Public Health Committee in April 2022 – (<a href="#">Document.ashx (nottinghamshire.gov.uk)</a>). This strategy sets out our ambition to support the development of an inclusive society where mainstream leisure and employment is accessible to people who access care and support. More detail on the impact of this action will be available in our Annual Report (May 2023).</li> </ul>	Completed	Adult Social Care and Health

## Success Indicators

The number of families supported making significant process through the Supporting Families Programme shows a reduction in claims for Q2. However, this is reflective of how we process claims for successful outcomes, rather than a reduction in the positive impact the service is having with families. We are on track to deliver our target of 900 families achieving significant and sustained progress, following support from this programme.

There has been an expected reduction in gifting through Bookstart, due to a planned pause in delivery to health centres in August 2022. It is anticipated we are still on track for an overall 90% reach by the end of Quarter 4 to meet targets.

We are seeing libraries recover from the pandemic and large-scale events like the Fun Palaces in Worksop, Mansfield and Newark take place as well as the summer reading challenge and school visits which have all contributed to this increased engagement.

Measures	Quarter 1	Quarter 2
Number of organisations who have adopted the Community Compact	15	15
Number of families supported making significant sustained progress through the Supporting Families programme	353	240
Number of individual children and young people engaged in positive activities delivered by the Young People's Service	5456	6962
Total engagements with library services	949,092	1,067,846
Number of Bookstart Contacts	2,299	1,905



## Our ambitions coming to life

### Children's Centre Service continues to support families

From undertaking the six-week 123 Magic Parenting Programme at the Children Centre, parent A and carer B were able to talk openly and honestly about their conflicting ideas around parenting. The child involved was consistently testing boundaries and demonstrating challenging behaviour. One of our Family Support Workers was able to give the carer a different set of strategies that meant she could support the parent to implement 123 Magic. The parent shared the 123 Magic strategies they had learnt and implemented them with other family members. From the parent's hard work, relatives now have the confidence and strategies to manage the child's behaviour, meaning the child is now enjoying positive interactions and opportunities with extended family members.

The support provided has significantly improved the outcomes for this child, who is now able to self-regulate and understands the concept of consequences. From the strategies implemented, episodes of challenging behaviour have significantly decreased, with positive outcomes for all involved.

### Childcare Funding Support for Families

With the increase in cost of living, making sure that families know about how to get help with their childcare costs has never been so important, so the Families Information Service has updated publicity to let people know about the childcare funding available for some 2 year olds, and all 3 and 4 year olds

- including 30 hours per week for children of working parents, and the Tax Free Childcare account, where families with children up to the age of 12 can get £2000 per year, per child towards their childcare costs. This increases up to age 17 and £4000 if the young person has special educational needs or disabilities. The Families Information Service has been attending Cost of Living events across the county, and organised by District Councils, to share information with families on how they may benefit from childcare funding options. The publicity materials will soon be available in Children's Centres, Libraries, and via the Notts Help Yourself website, and used to promote childcare funding on the Families Information Service Facebook and Instagram pages. For more information, take a look at [Help with childcare | Nottinghamshire County Council](https://www.nottinghamshire.gov.uk/care/early-years-and-childcare/help-with-childcare). <https://www.nottinghamshire.gov.uk/care/early-years-and-childcare/help-with-childcare>

### Supporting local communities at risk of flooding



We know how badly a flood can affect a community and its individuals. Our flood team has worked very closely with communities and families at risk of flooding. We have recruited and trained around 180 volunteers to be community flood wardens, supplying all necessary equipment and empowering them to take emergency action during a flood. We have also held a community drop-in session for the Worksop community and initiated three Natural Flood Management Schemes to help with the management of floods.





## Ambition 3:

### Keeping children, vulnerable adults, and communities safe

We're working hard with partners like the police, district and borough councils, the NHS and Government agencies to keep all residents - especially children and vulnerable adults - safe and supported in our communities. To achieve our ambitions, we will deliver the actions below.

#### In 2022-23, to achieve this, we will deliver the following actions:

		Position	Owner
3.1	<b>Establish the Domestic Abuse Local Partnership Board and deliver the Domestic Abuse Strategy 2021-2024</b> <ul style="list-style-type: none"><li>• A Domestic Abuse Local Partnership Board has been established.</li><li>• The Strategy chapters on children and young people and high-risk survivors is under development.</li></ul>	On track 	Public Health
3.2	<b>Develop joint protocols to identify and address child criminal exploitation</b> <ul style="list-style-type: none"><li>• A contextual Safeguarding Cross Authority Governance Group has been established.</li><li>• Joint protocols for identification and risk management have been agreed and <a href="https://nottinghamshirescb.proceduresonline.com/p_ch_criminal_exp.html?zoom_highlight=criminal+exploitation">published</a> <a href="https://nottinghamshirescb.proceduresonline.com/p_ch_criminal_exp.html?zoom_highlight=criminal+exploitation">https://nottinghamshirescb.proceduresonline.com/p_ch_criminal_exp.html?zoom_highlight=criminal+exploitation</a></li><li>• This means that young people who are at risk of exploitation, and therefore involvement with County Lines and/or knife crime, can access support to prevent them entering the youth justice system or reoffending. More detail on the impact of this action will be available in our Annual Report (May 2023).</li></ul>	Completed 	Children and Families

Actions	Position	Owner
<p><b>3.3 Increase the number of foster carers and residential homes supported by Nottinghamshire County Council and recommission supported accommodation for children in our care aged 16+</b></p> <ul style="list-style-type: none"> <li>• The recommissioned supported accommodation provision for children in our care took effect from 1 August 2022.</li> <li>• Work is progressing towards the opening of a further two children's residential homes.</li> <li>• Work to identify suitable properties that could be acquired to expand further the Council's residential home estate is taking place.</li> <li>• Work is taking place to grow our number of foster carers.</li> <li>• Work was commissioned in October 2022 with '100 Homes', a local charity that supports recruitment in churches. In September 2022, several local and national businesses were contacted, and meetings are being arranged to consider partnership working with the fostering service to explore and promote fostering friendly employer status and boost local fostering recruitment.</li> </ul>	<p>On track</p> 	<p>Children and Families</p>
<p><b>3.4 Work with district partners to promote stronger partnerships and joint commissioning arrangements to prevent homelessness</b></p> <ul style="list-style-type: none"> <li>• Rough Sleeper Initiative funding has been secured for 2022-25.</li> <li>• An application to join the Making Every Adult Matter Approach network has been successful.</li> <li>• Partners on the Health and Wellbeing Board are collaborating on a new Framework for Action which will prioritise homelessness prevention.</li> </ul>	<p>On track</p> 	<p>Public Health Adult Social Care and Health Children and Families</p>
<p><b>3.5 Develop long-term plans for people with mental health needs, learning disabilities and autism to support their independence</b></p> <ul style="list-style-type: none"> <li>• Work is being done to focus on crisis interventions through promoting independence.</li> </ul>	<p>On track</p> 	<p>Adult Social Care and Health Children and Families</p>
<p><b>3.6 Implement the recommendations of the Adult Departmental Safeguarding Review</b></p> <ul style="list-style-type: none"> <li>• Changes to the operation of the Adult Multi-Agency Safeguarding Hub have been implemented, helping mitigate increasing demand.</li> </ul>	<p>On track</p> 	<p>Adult Social Care and Health</p>



## Success Indicators

Quarter 2 has shown a positive increase in the percentage of people who feel safe in their homes in relation to doorstep crimes. This is partly due to Operation Rogue Trader week (a national annual event where Trading Standards Services focus on doorstep crime), as well as the Trading Standards Service team continuing to support social workers, to keep people independent in their own homes for as long as possible.

Whilst performance on placement stability for children in care has declined slightly in Q2, the majority of our children in care experience stable long-term placements. Over 40% of Nottinghamshire children in care are aged 15 or older. Given this large number of older young people in care within Nottinghamshire, the planned transition into semi-independent accommodation settings of some of these young people approaching adulthood affects the overall picture of placement stability.



Page 21 of 100

Measures	Quarter 1	Quarter 2
% of victims of doorstep crime, scams or other frauds who feel safer in their own homes following Trading Standards tailored interventions	91%	100%
% of children subject to child protection plan for a second time within two years	10%	11%
% of child protection cases reviewed within timescale	93%	93%
% of looked after children in stable placements (the same placement for 2.5 years or more)	57%	52%
% of looked after children in family-based setting	70%	71%
Proportion of adults where the outcomes of a safeguarding assessment is that the risk is reduced or removed	86%	88%



# Our ambitions coming to life

## Enhanced support for Nottinghamshire's Kinship Carers

Kinship care is when a child lives full-time or most of the time with a relative or a friend who isn't their parent, usually because their parents aren't able to care for them. That relative or friend is called a 'kinship carer', and it's estimated that around half of kinship carers are grandparents, but many other relatives including older siblings, aunts, uncles, as well as family friends and neighbours can also be kinship carers.

Nottinghamshire County Council recognises the benefit that kinship care offers to children and families and is continuously looking at ways to enhance our offer to kinship carers.

We are delighted that we have launched a new Kinship Support Service, which will empower our kinship families through dedicated social workers, welfare rights and family support as well as:

- offer annual kinship review plans to better identify support and opportunities for our kinship families
- offer all new kinship carers access to family and friends pre-order/ placement training

- work directly with kinship families to offer enhanced training and support, including life story work and access to the Adoption Support Fund which is also available for some special guardians or children cared for under a child arrangement order who were previously looked after
- commission independent support for kinship families through Kinship Reach
- be working closely with local peer support networks to ensure our offer reaches families and meets their needs.

New webpages outlining NCCs offer to Kinship carers are available here: <https://www.nottinghamshire.gov.uk/care/childrens-social-care/kinship-support-service>.

We will bring you more on the impact of this service in our Annual Delivery Plan in 2023.

## Family Support and Safeguarding Teams

Working together to improve the lives and experiences of children, young people, and families by



*From Strength to Strength*

- Empowering them to make their own choices
- Being fair, open, and honest
- Rebuilding safe and nurturing relationships.

This is a new site based in Newark and Sherwood that has been designed and supported by our colleagues and partners in Health, Change, Grow, Live and Nottinghamshire Women's Aid. The team will consist of Nottinghamshire County Council Children's Social Workers, plus providers of services and support in relation to drug and alcohol use and domestic abuse, and adult mental health workers.

The concept is based on the whole family safeguarding model and aims to improve the lives, experiences, and outcomes for children and families by using a multi-disciplinary approach. The team will work together to assess, plan, and provide readily available and responsive support to families, ensuring this is person-centred and guided by the voice and experiences of the child.

## Trading Standards Seizures of Illegal Tobacco Products

Over the last quarter Trading Standards Officers have worked hard to seize nearly 7,000 packets of illegal cigarettes and 277 packs of illegal hand rolling tobacco, all of which have a retail value of £76,185. Along with these seizures there is a growing trend of illegal electronic vaping products being sold, with over 1,508 packs of vaping products being seized with a retail value of over £15,000.









## Ambition 4:

## Building skills that help people get good jobs

Whatever stage people are at in their education, we'll partner with schools, colleges, universities and training providers to ensure that the skills being taught match the needs of local businesses and new investors, while supporting the kinds of work our people want to do. To achieve our ambitions, we will deliver the actions below.

### In 2022-23, to achieve this, we will deliver the following actions:

		Position	Owner
<b>4.1</b>	<b>Develop new primary schools in Bingham and East Leake</b> <ul style="list-style-type: none"> <li>Nottinghamshire County Council opened three new primary schools in September 2022.</li> <li>A new one form entry primary school opened in September 2022 in Bingham, on the Romans Quarter housing development.</li> <li>NCC has also opened a new temporary school on the Rempstone Road housing development in East Leake. The temporary building will be used by the Millside Spencer Academy, prior to the planned opening of its permanent 315 place building in September 2023</li> </ul>	On track 	Place
<b>4.2</b>	<b>Expand the number of specialist school places at Newark Orchard Special School and Derrymount Special School for autumn term 2022</b> <ul style="list-style-type: none"> <li>At Newark Orchard Special School, 30 additional places are being created and this work is due for completion in December 2022.</li> <li>At Derrymount Special School, 16 additional places are being created and the work is due for completion in December 2022.</li> </ul>	On track 	Children and Families Place
<b>4.3</b>	<b>Lead by example by increasing the number of supported internships and inclusive apprenticeship placements</b> <ul style="list-style-type: none"> <li>Nottinghamshire County Council's Skills Development and Employment Opportunities Strategy details its commitment to widening inclusion and demonstrating its credential as a Disability Confident leader.</li> </ul>	On track 	Children and Families

Actions	Position	Owner
<b>4.4 Work in partnership to support improved education outcomes in Mansfield and Ashfield</b> <ul style="list-style-type: none"> <li>Mansfield and Ashfield received two allocations of Department for Education Section 31 Grant Funding as part of the Opportunity Areas Place based work programmes. This allowed schools to access support and advice and allowed additional work to be undertaken in relation to literacy, developing and improving leadership, SEND and Inclusion and the Early Identification of Autism.</li> </ul>	On track 	Children and Families
<b>4.5 Promote local employment opportunities</b> <ul style="list-style-type: none"> <li>Ongoing development and promotion of Nottinghamshire Opportunities - Nottinghamshire Opportunities   Get a foot on the career ladder (<a href="http://www.oppsinnotts.co.uk">www.oppsinnotts.co.uk</a>).</li> <li>Continued working with District and Borough Councils on promoting local opportunities via jobs fairs and careers events.</li> </ul>	On track 	Place
<b>4.6 Increase the number of adults with disabilities in employment, education, training or volunteering</b> <ul style="list-style-type: none"> <li>We are reviewing outcomes for people in this area and will evaluate what works best in consultation with those who have lived experience.</li> <li>We are working towards increasing the number of Adults with Learning Difficulties who are in paid employment.</li> </ul>	On track 	Adult Social Care and Health

## Success Indicators

There have been positive increases in the number of graduate training placements, and the number of schools classified as Good or Outstanding by Ofsted, which will contribute to building the skills necessary to get good jobs.

There has been an expected decrease in number of guided learning hours delivered through Inspire Learning in Q2 due to the summer holidays, where fewer sessions take place. More sessions are in place for Q3 and Q4, and with the expectation that the number of learning hours delivered will increase.

Measures	Quarter 1	Quarter 2
Proportion of adults where the outcome of a safeguarding assessment is that the risk is reduced or removed	85.70%	87.50%
Number of guided learning hours delivered through Inspire Learning	40,147	33,373
Number of placements provided: Apprenticeships	264	264
Number of placements provided: Graduate Training	14	19
Number of schools classified as 'good' or 'outstanding' by Ofsted	290	301



# Our ambitions coming to life

## New Bingham Primary School Opens

Nottinghamshire County Council, Arc Partnership, and contractor Morgan Sindall completed and handed over the brand-new Bingham Primary School to the Community Inclusive Trust ready for the start of the school term this September. The school provides 210 places to local pupils, 26 nursery places, and will largely serve the new housing development at Romans' Quarter in the town. A short [YouTube video](https://www.youtube.com/watch?v=DX-MVw6u4eg) (<https://www.youtube.com/watch?v=DX-MVw6u4eg>) celebrating the handover is available to view.

## The Achievements of our Looked After Children and Young People

Nottinghamshire County Council has corporate parenting responsibility for all our children in care (looked after children). We have several teams who work together to support looked after children not to mention the people who care for them such as foster carers and children's homes. Looked after children have usually had difficult and traumatic life experiences and their success should be celebrated. Over the last academic year these children and young adults have achieved fantastic results in education and training.





Eight graduated from universities and a further eighteen have been accepted at universities to start their journeys as students. Those who graduated gained: BA (Hons) Interactive Design (University of Lincoln), BEng (Hons) in Mechanical Engineering (Sheffield Hallam), LLB Business Law Degree (Nottingham Trent University), BA (Hons) History (University of Lincoln), MBChB Medicine (University of Manchester), BSc Sport Rehabilitation (University of Nottingham), BA (Hons) Creative Industries (Music) (University of Hull) and LLB (Hons) in Law (University of Oxford). There were many high achievers in their GCSE results, and many have moved into post-16 education, either in sixth form or colleges of further education. Apprenticeships also continue to offer a good option for further education and training, and we have six who have started a variety of apprenticeships this year across different sectors. These successes are in part due to the support they have received from our social work and educational teams and carers who support them but mainly due to the young people themselves.

## Ambition 5:

## Strengthening businesses to create more good quality jobs





We are helping businesses grow and be more profitable, but we're shaping them to be more sustainable too. These actions will benefit everyone, but we want to particularly support those communities that would benefit most from better job opportunities. To achieve our ambitions, we will deliver the actions below.

**In 2022-23, to achieve this, we will deliver the following actions:**

		Position	Owner
<b>5.1</b>	<b>Supporting local businesses to bounce back from the COVID-19 pandemic</b> <ul style="list-style-type: none"> <li>We are delivering Growth HUB business advisory support across the County to support recovery, start-up and growth.</li> </ul>	On track 	Place
<b>5.2</b>	<b>Support Nottinghamshire's businesses to help them transition to meet new regulatory requirements</b> <ul style="list-style-type: none"> <li>Trading Standards are working with the Council's Communications team to promote the offer of up to 10 hours of free funded business support to Nottinghamshire's small and medium-sized enterprises (up until 31 March 2023) to help businesses meet changing regulatory requirements following the European Union exit.</li> </ul>	On track 	Place
<b>5.3</b>	<b>Create innovative business opportunities through the development at Top Wighay Farm</b> <ul style="list-style-type: none"> <li>The development partner Vistry has been appointed to develop the housing and loop road in the area.</li> <li>The Council has achieved planning permission for a new office and infrastructure on the site.</li> </ul>	On track 	Place
<b>5.4</b>	<b>Support and grow our heritage and tourism sector</b> <ul style="list-style-type: none"> <li>A public consultation on the draft Visitor Economy Strategy has been completed and results are now being analysed and amendments to the strategy are being made.</li> </ul>	On track 	Place

Page 29 of 100



Actions		Position	Owner
5.5	<b>Deliver recruitment campaigns to encourage and support people to enter growth sectors, or sectors where we need additional capacity (for example, social care, childcare)</b> <ul style="list-style-type: none"> <li>A joint activity has begun between Adult Social Care Workforce and the Recruitment Team to improve the recruitment processes.</li> </ul>	On track 	Place
5.6	<b>Create an adult social care portal to support professional development</b> <ul style="list-style-type: none"> <li>This portal has been commissioned for 24 months.</li> </ul>	On track 	Adult Social Care and Health
5.7	<b>Work with partners to develop a regional action plan for 'green growth'</b> <ul style="list-style-type: none"> <li>Work continues with the wider River Trent Partnership for shared economy and environment investments.</li> <li>A Nottinghamshire response to the Government Net Zero Call for Evidence has been submitted via the Local Government Association.</li> </ul>	On track 	Place
5.8	<b>Provide post-COVID recovery support to small and medium-sized enterprises and start-up businesses in Mansfield, Newark and Sherwood, and Bassetlaw</b> <ul style="list-style-type: none"> <li>We currently manage and monitor the Community Renewal fund across the three eligible districts, allowing businesses to access business advice, funding, skills, and employment support particularly if based in disconnected communities.</li> </ul>	On track 	Place

## Success Indicators

We have observed a slight reduction in the amount of income received for Trading Standards Commercial Services when compared against quarter one data, however we are still on track to achieve an increased income for 2022/23.

Measures	Quarter 1	Quarter 2
Increase in income for Trading Standards Commercial Service	£66,870	£64,930
Number of small businesses supported by Growth Hub	73	76

## Our ambitions coming to life

### Trading Standards sign new Primary Authority businesses

Our Trading Standards commercial service team are professionals who can provide regulatory advice and support to national businesses. We have successfully signed up 51 businesses to receive Primary Authority advice and support from our specialist Trading Standards Commercial Services team.



### Nottinghamshire to be home to 'world's first' alternative energy plant

Billions of pounds worth of investment and thousands of jobs will come to Nottinghamshire, after it was chosen as the home of what is hoped to be the world's first [commercial prototype fusion energy plant](https://www.nottinghamshire.gov.uk/newsroom/news/notts-to-become-global-hub-for-a-world-first-alter) (https://www.nottinghamshire.gov.uk/newsroom/news/notts-to-become-global-hub-for-a-world-first-alter). The ambitious project - Spherical Tokamak for Energy Production - known as STEP, is being led by the UK Atomic Energy Authority, with fusion offering an inherently safe and virtually limitless source of clean electricity, by copying the processes that power the sun. The construction of the prototype plant is due to start in the early 2030s and will be operational by around 2040.



## Ambition 6:

## Making Nottinghamshire somewhere people love to live, work and visit

Nottinghamshire has so many strengths, which we want to build on to make an even more attractive place to live, work and visit. We're working towards making more of these assets for both residents and visitors, and we are prioritising the places in Nottinghamshire that would benefit the most from regeneration. To achieve our ambitions, we will deliver the actions below.

**In 2022-23, to achieve this, we will deliver the following actions:**

		Position	Owner
<b>6.1</b>	<b>Review Nottinghamshire County Council's property assets, to release sites for development as appropriate for the benefit of the economy and local residents</b> <ul style="list-style-type: none"> <li>We have an active capital receipts programme for the next four years, with additional properties being added as review and service changes identify further surplus property.</li> </ul>	On track 	Place
<b>6.2</b>	<b>Support District and Borough Partners working with their communities to access funding available for 'levelling up' and to attract other investment in priority areas.</b> <ul style="list-style-type: none"> <li>Nine applications were supported by the County Council for Round 2 of the Levelling Up Fund.</li> <li>The County Council continues to deliver work alongside district and borough partners to develop UK Shared Prosperity Fund investment plans focussed on people and skills, business, and place and communities.</li> </ul>	On track 	Place
<b>6.3</b>	<b>Designate five new Local Nature Reserves</b> <ul style="list-style-type: none"> <li>Approval for designation of five Nottinghamshire County Council Green Spaces sites as new Local Nature Reserves is being sought.</li> <li>Funding has been secured from the Green Investment Fund for preparation of management plans required to move forward with these sites.</li> </ul>	On track 	Place Planning

Actions		Position	Owner
<b>6.4</b>	<b>Work to achieve 'favourable management' status for our heritage sites</b> <ul style="list-style-type: none"> <li>Buildings at Risk surveys have been updated for Ashfield, Mansfield, and Broxtowe.</li> <li>Ongoing work on properties to establish the current status of all NCC owned/managed heritage assets.</li> </ul>	On track 	Place Planning
<b>6.5</b>	<b>Refresh and deliver the Visitor Economy Strategy</b> <ul style="list-style-type: none"> <li>A public consultation on the draft Visitor Economy Strategy has been completed and results are now being analysed and amendments to the strategy are being made.</li> </ul>	On track 	Place

## Success Indicators

We have seen a reduction in visitors to Sherwood Forest and Rufford Abbey. Quarter one data included Easter Holidays, Half Term and Bank Holidays, where often there is a peak in visitors. There was an expected decrease over the summer due to increased options to travel abroad this summer. We also had the extreme heatwave which impacted people visiting our parks. Even with the reduction in quarter two, we still expect to achieve higher visitor numbers than the previous year.

Although there has been a reduction in the number of children and young people accessing Outdoor and Environmental Education for quarter two, we are on track to achieve our target and children and young people will continue to be engaged through educational experiences outside of the classroom through a variety of residential, adventurous, and environmental learning experiences.

Measures	Quarter 1	Quarter 2
Country park user numbers: Rufford Abbey	116,340	92,528
Country park user numbers: Sherwood Forest	73,507	48,493
Country park user numbers: Holme Pierrepont/National Water Sports Centre	98,106	88,334
Number of children and young people accessing Outdoor and Environmental Education	9,048	6,569
Number of events and activities held at libraries	2,592	2,575



# Our ambitions coming to life

## Tour of Britain

The Council planned and successfully delivered a stage of the 2022 Tour of Britain cycling race. The stage took in 190km of the county, with the race going from Rushcliffe to Mansfield, via Gedling, Newark and Sherwood and Bassetlaw, and passing through key villages, towns and landmarks along the way. The project involved significant engagement with schools, through competitions designed to encourage pupils' interest in cycling and exercise. The race commentary, which featured on the ITV4 national broadcast, commended the extraordinary school participation across the route; and the Tour Race Director said that the 'Nottinghamshire fans were the best of this year's race'.



## Cultural services

We are always working on ways to ensure that our residents know what is going on in Nottinghamshire. A cross-marketing group including partners from all of the Council's commissioned country park services and libraries, learning and culture (Inspire) has been established. The group has developed and published a digital and printed cross-promotional leaflet which includes volunteering opportunities across the Council's Cultural Offer in one place. The leaflet also involves Notts Outdoors and the Friends of Bestwood Country Park.






## Ambition 7:

## Attracting investment in infrastructure, the economy and green growth

We are working towards Nottinghamshire growing greener and improving jobs, opportunities, and quality of life for everyone, supporting a bright and prosperous future for Nottinghamshire. To achieve our ambitions, we are working towards achieving the actions below.

### In 2022-23, to achieve this, we will deliver the following actions:

		Position	Owner
<b>7.1</b>	<b>Encourage partners to introduce new technologies and carbon neutral solutions</b> <ul style="list-style-type: none"> <li>We are actively involved and participating in a D2N2 (Derbyshire, Derby City, Nottinghamshire and Nottingham City) Hydrogen taskforce.</li> <li>We are working with the Midlands Net Zero Hub on local projects.</li> </ul>	On track 	Place
<b>7.2</b>	<b>Secure funding for major projects, including: Road and railway improvements/Toton and Chetwynd Masterplan.</b> <ul style="list-style-type: none"> <li>Work is ongoing for the Robin Hood Line Extension for submission to the Department of Transport.</li> <li>The Levelling Up funding bid has been submitted for the Toton Link Road to support growth.</li> </ul>	On track 	Place
<b>7.3</b>	<b>Support the delivery of the East Midlands Freeport</b> <ul style="list-style-type: none"> <li>There has been further development of the Freeport proposal. Work is continuing to provide support of the East Midlands Freeport.</li> </ul>	On track 	Place



## Actions

7.4

### We will transition into delivery of the East Midlands Development Corporation

- We are in transition to the delivery of the Development Corporation. We have submitted a Levelling Up funding bid for £40m for Toton Link Road that will provide an estimated 600 jobs and will contribute towards the wider development of an estimated 80,000 jobs to be provided by the Development Corporation as a first phase.

Position

Owner

On track

Place



7.5

### Work with the landowners of the coal fired power stations in North Nottinghamshire in respect of their long-term future

- We have been successful in our bid to host the UK Atomic Energy Authority's STEP fusion project at the West Burton site.
- We have submitted an expression of interest to the government for an Investment Zone covering the West Burton and Cottam power station sites.

On track

Place



## Success Indicators

We are seeing a continued increase in the number of small businesses supported by the Growth Hub.




Measures	Quarter 1	Quarter 2
Number of small businesses supported by Growth Hub	73	76

## Ambition 8:



## Improving transport and digital connections

We continue to develop our Local Transport Plan which will set out how we'll improve our transport networks, prioritising those areas that would benefit most from better connections and making use of the latest technology and data to keep Nottinghamshire moving and thriving. To achieve our ambitions, we will deliver the actions below.

### In 2022-23, to achieve this, we will deliver the following actions:

		Position	Owner
<b>8.1</b>	<b>Implement a three-year capital programme of highway improvements</b> <ul style="list-style-type: none"> <li>We have published a three-year capital programme. Year One of works delivery is on track for completion.</li> </ul>	On track 	Place
<b>8.2</b>	<b>Progress the planning application and Full Business Case for the A614/A6097 Major Road Network improvement scheme; and develop a Strategic Outline Business Case for the A617 Kelham Bypass scheme.</b> <ul style="list-style-type: none"> <li>The planning application for the A614/A6097 Major Road Network scheme was granted approval in September 2022.</li> <li>Work is underway for the A614/A6097 Full Business Case and the A617 Kelham Bypass Strategic Outline Business Case.</li> </ul>	On track 	Place
<b>8.3</b>	<b>Ensure effective operation of the Gedling Access Road</b> <ul style="list-style-type: none"> <li>Gedling Access Road was opened on 22 March 2022 and is operating as planned, reducing congestion and unlocking housing development and economic growth. More detail on the impact of this action will be available in our Annual Report (May 2023).</li> </ul>	Completed 	Place

Actions		Position	Owner
<b>8.4</b>	<b>Pilot our on-street electric vehicle infrastructure programme</b> <ul style="list-style-type: none"> <li>£0.774m Local Electric Vehicle Infrastructure funding secured for delivery of electric vehicle cable channel pilot programme.</li> </ul>	On track 	Place
<b>8.5</b>	<b>Implement the Enhanced Partnership and the Bus Service Improvement Plan</b> <ul style="list-style-type: none"> <li>The Enhanced Partnership Plan and Scheme has been developed.</li> <li>Variation to the Enhanced Partnership Scheme has been agreed pending the securing of the Bus Service Improvement Plan funding.</li> </ul>	On track 	Place
<b>8.6</b>	<b>Promote new electric bus services in Mansfield and Rushcliffe</b> <ul style="list-style-type: none"> <li>A sales campaign is being developed to promote all Council supported services, including electric bus services.</li> </ul>	On track 	Place
<b>8.7</b>	<b>Replace underused bus services in rural parts of Rushcliffe, Ollerton and Mansfield with a system of transport that is available on demand</b> <ul style="list-style-type: none"> <li>Three Demand Responsive Transport pilots have been launched in Bassetlaw, Newark and Sherwood and Mansfield.</li> <li>Rushcliffe pilot is to be implemented in Q4 2022/23.</li> </ul>	On track 	Place
<b>8.8</b>	<b>Promote 'active' travel (walking and cycling)</b> <ul style="list-style-type: none"> <li>Two new cycling routes have been completed (High Pavement, Sutton in Ashfield; and Regatta Way, West Bridgford).</li> <li>Development of three new cycle routes is underway.</li> <li>Programme of localised travel planning ongoing.</li> </ul>	On track 	Place

Actions		Position	Owner
8.9	<b>We will review the requirement for parking and pick up/drop off outside new schools</b> <ul style="list-style-type: none"> <li>New school parking standard for developers is being agreed through the New School Guidance for Developers document.</li> <li>Information regarding parking demand is being reviewed with possible new layouts options.</li> </ul>	On track 	Place
8.10	<b>Refresh our parking enforcement policies and services</b> <ul style="list-style-type: none"> <li>New contract let in June 2022. Member briefings have been given on the service. A further briefing note will be produced before the end of December on proposed changes to the service.</li> </ul>	On track 	Place

## Success Indicators

Performance is stable in relation to take up of superfast broadband services and are positively exceeding the expected target.

Measures	Quarter 1	Quarter 2
Take up of superfast broadband services delivered by Better Broadband for Nottinghamshire roll out	78.60%	78.60%

## Our ambitions coming to life

### Gigabit Broadband Voucher Scheme delivery supported by Nottinghamshire top-up

Four live full-fibre networks have been delivered by registered supplier Openreach, with support from the Digital Connectivity team. These networks serve 203 premises with full-fibre broadband in Sutton in Ashfield, Wiverton, Bingham and Wellow. In addition to the currently live networks, an additional 458 full fibre connections are in the process of delivery across the six communities of Laneham, Syerston, Winkburn, North Clifton, Styrrup and Egmanon. These connections are supported by the Nottinghamshire top-up scheme – an investment made by Nottinghamshire County Council to ensure that support is available to rural, hard-to-reach communities in getting connected to fast, reliable broadband services.

### Supplying Nottinghamshire businesses with broadband connectivity

It was identified that certain businesses were struggling with poor broadband connectivity. Previous efforts to utilise the Gigabit Broadband Voucher Scheme had been unsuccessful, owing to the eligibility criteria not deeming the area viable, and with no connection available providing fast, reliable broadband to the business they were struggling to keep up with the demands of customers. The Digital Connectivity team were contacted and reached out to their network of known suppliers who could survey and assess the situation. Within a two-week period, a Nottinghamshire-based company that specialises in non-fixed-line home broadband services had surveyed the site, determined where infrastructure needed to be installed to provide a fast, reliable connection, and had serviced the business with the connectivity required to continue providing the services of the business.





## Ambition 9:




## Protecting the environment and reducing our carbon footprint

We pledged to combat climate change and drive greener growth at a local level, to support the UK's 2050 Net Zero national target. We are working on further reducing emissions across our transport fleet, properties, and highways, whilst simultaneously supporting and improving biodiversity, reducing waste and increasing recycling thus improving air quality and promoting greener travel. To achieve our ambitions, we will deliver the actions below.

### In 2022-23, to achieve this, we will deliver the following actions:

		Position	Owner
<b>9.1</b>	<b>Publish a Carbon Reduction Plan</b> <ul style="list-style-type: none"> <li>The Carbon Reduction Plan is in draft and is scheduled to go to the Transport and Environment Cabinet Member briefing for formal approval.</li> </ul>	On track 	Place
<b>9.2</b>	<b>Develop a staff travel plan</b> <ul style="list-style-type: none"> <li>Work is underway to explore hybrid ways of working and staff travel options.</li> </ul>	On track 	Place
<b>9.3</b>	<b>Develop a plan for Zero Food Waste</b> <ul style="list-style-type: none"> <li>Food waste in school kitchens is continually monitored by catering teams to minimise waste.</li> <li>Electronic ordering at kitchen level also assists in minimising waste.</li> </ul>	On track 	Place
<b>9.4</b>	<b>Develop and roll out training for all staff and Councillors about Climate Change</b> <ul style="list-style-type: none"> <li>Carbon Literacy Training has been developed with the Nottinghamshire and Derbyshire local authorities Energy Partnership and training is being rolled out.</li> </ul>	On track 	Place



Actions		Position	Owner
9.5	<b>Carry out habitat management works</b> <ul style="list-style-type: none"> <li>Green Investment Fund funding for habitat management works on the five Sites of Special Scientific Interest has been commissioned.</li> <li>Enhancement works planned at 20 Local Wildlife Sites on NCC Green Spaces sites.</li> </ul>	On track 	Place
9.6	<b>Plant 170,000 trees</b> <ul style="list-style-type: none"> <li>Over 53,000 trees planted on Council land to date through the Department for Environment, Food and Rural Affairs-funded Trees for Climate programme</li> </ul>	On track 	Place
9.7	<b>Develop and implement a Greener Highways Plan</b> <ul style="list-style-type: none"> <li>A draft plan is in production with completion planned by the end of 2022-23</li> </ul>	On track 	Place

## Success Indicators

We are on target for completing all remaining LED conversion by March 2023.

Measures	Quarter 1	Quarter 2
Number (%) of lamps converted to LED	88.21%	91.24%

# Our ambitions coming to life

## LED streetlights change-over to bring huge wins

Our Cabinet has just signed off the final stages of [a decade long-project](https://www.nottinghamshire.gov.uk/newsroom/news/led-streetlights-change-over-brings-huge-wins) (https://www.nottinghamshire.gov.uk/newsroom/news/led-streetlights-change-over-brings-huge-wins) to change nearly all of the streetlights in Nottinghamshire's seven district and borough council areas. An investment of £2.1m will see 11,000 old lanterns in Bassetlaw and Newark and Sherwood districts changed to new carbon-saving LED bulbs, with works scheduled to finish in April 2023.

We started this mammoth county-wide project in 2014, with the LED streetlight conversions fully completed in Broxtowe, Mansfield and Ashfield last year. By the time the project finishes next year, 94,000 Nottinghamshire streetlights will have been switched over to LEDs by our highways team and partners at Via East Midlands – a fantastic achievement. In addition, to date, our streetlight conversion project has saved 90,000 tonnes of carbon without any change of service for the public.

## Field to Fork

Nottinghamshire County Council proudly presented at the Southwell Show on 24 September 2022, along with our local suppliers, Millside Barrowcliffe and Maloney's Butchers. The theme was Field to Fork in which we presented a theme of school food through the years. Also making a guest appearance was Phoebe - our official 'spokesheep' for school catering. Some 20,000 people attended the show, with the general feedback we received being extremely positive. Visitors were particularly interested in the fact that we source as much produce as possible locally, therefore minimising our carbon footprint and food miles, whilst investing in Nottinghamshire businesses.






## Ambition 10:

## A forward looking and resilient Council

We continue to work together to build a resilient council which develops and changes, to meet the needs of Nottinghamshire's residents. To achieve our ambitions, we will deliver the actions below.

### In 2022-23, to achieve this, we will deliver the following actions:

		Position	Owner
<b>10.1</b>	<b>Work to bring forward regional devolution proposals with our regional council partners that will secure major investment, jobs and increased prosperity</b> <ul style="list-style-type: none"><li>Leaders of the four county and city councils in Derbyshire, Nottinghamshire, Derby, and Nottingham signed a devolution deal with the Government. If agreed, the deal would see a transfer of powers and investment from Whitehall to our region. The signing of the deal will - subject to relevant approvals, consultation and primary and secondary legislation passing through Parliament - establish the first ever Mayoral Combined County Authority in the country.</li></ul>	On track 	Chief Executive's
<b>10.2</b>	<b>Develop a Digital Strategy</b> <ul style="list-style-type: none"><li>The Digital Strategy has been completed and is a document for the creation of new services or the significant redevelopment of existing services using Digital principles. It is mainly for internal consumption to support Digital ways of working. This strategy embeds use of data and new technologies into all elements of the Council's business. This will improve the experience of our residents when they interact with the Council, create efficiencies in our processes and ways of working so that we use our resources where they add greatest value to our residents and communities, and help us to understand the needs in our communities to target resources effectively. More detail on the impact of this action will be available in our Annual Report (May 2023).</li></ul>	Completed 	Chief Executive's
<b>10.3</b>	<b>Implement changes to the Council's governance arrangements</b> <ul style="list-style-type: none"><li>New governance arrangements were approved by Full Council in March 2022, and were implemented following AGM May 2022.</li></ul>	On track 	Chief Executive's

Page 45 of 100

Actions		Position	Owner
<b>10.4</b>	<b>Developing and rolling out a refreshed approach to employee engagement</b> <ul style="list-style-type: none"> <li>The Nottinghamshire Way launched in March 2022, which is an approach intended to create and sustain a positive and inclusive culture that reflects the Council's collective values and behaviours. This approach is under review following appointment of the new Chief Executive.</li> </ul>	On track 	Chief Executive's
<b>10.5</b>	<b>Developing our approach to 'strategic commissioning.'</b> <ul style="list-style-type: none"> <li>The Strategic Commissioning Framework will be launched in January 2023</li> </ul>	On track 	Adult Social Care and Health Chief Executive's
<b>10.6</b>	<b>Review our Hybrid working model</b> <ul style="list-style-type: none"> <li>A hybrid technology model has been agreed. Policy will now be developed in line with the property strategy.</li> </ul>	On track 	Chief Executive's Place

## Success Indicators

Work has been done to improve areas of the MyNotts app. In September we had 800 downloads, a new high against a monthly average of approximately 560.

Measures	Quarter 1	Quarter 2
Number of MyNotts app Users	19,637	22,030
Changes to the number of visits to the website	1,160,720	1,201,932



# Our ambitions coming to life

## The MyNotts app now has over 22,000 users

Due to the continued success and development of the MyNotts app, 10% of Highways faults are now reported through the app, helping us to drive self-service for residents. Overall, the top service requests through the app are for Vacancies, Waste and Recycling (check out the new Recyclopaedia!).

If you have ideas of how we can improve the app further, please let us know by [contacting the Council](https://www.nottinghamshire.gov.uk/contact-and-complaints/complaints) (<https://www.nottinghamshire.gov.uk/contact-and-complaints/complaints>).



## Notts Help Yourself

Colleagues across the Council, led by the Families Information Service and Local Offer for Care Leavers, have been busy working on the new look [Notts Help Yourself](http://www.nottshelpyourself.org.uk) ([www.nottshelpyourself.org.uk](http://www.nottshelpyourself.org.uk)) website - the source for everything residents need to know about services in Nottinghamshire. Through co-production the final version went live on 31 October 2022.



# Healthy Prosperous Green



**Nottinghamshire  
County Council**

**W** [nottinghamshire.gov.uk](http://nottinghamshire.gov.uk)  
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Page 48 of 100



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**REPORT OF THE CABINET MEMBER FOR ADULT SOCIAL CARE AND  
PUBLIC HEALTH****FOOD REDISTRIBUTION SCHEMES****Purpose of the Report**

1. To set out the findings of a review of food redistribution schemes in Nottinghamshire.
2. To recommend the use of the Local Communities Fund for continued investment to support food redistribution schemes in the voluntary and community sector which have positive impacts for health and wellbeing.

**Background**

3. Good food is essential for a healthy balanced diet, good nutrition, growth and development, and physical and mental health and wellbeing. People's ability to eat a healthy balanced diet is affected by the accessibility, availability, and affordability of food. Food insecurity (sometimes referred to as food poverty) is the state of being without reliable access to enough affordable, nutritious food. Food insecurity impacts child development, and academic achievement and increases risk of weight gain and childhood obesity. In working age adults' food insecurity is associated with increased risk of high blood pressure, obesity, cardiovascular disease, poor sleep, depression, and stress. In older people food insecurity is associated with increased risk of limitations to activities of daily living, depression, and anxiety.
4. The latest national survey data (The Food Foundation, 2022) indicates an increase in moderate or severe food insecurity from 6.9% of households in August 2020, to 18.4% of households in October 2022. This equates to 65,707 households in Nottinghamshire. Nearly half of households on universal credit have experienced food insecurity in the past 6 months. This equates to 20,187 households in Nottinghamshire, with Ashfield, Mansfield and Bassetlaw having the greatest number in this situation. Food insecurity is more prevalent in more deprived areas, amongst people with disabilities, people from non-white ethnic groups, and households with children.
5. In May 2022, Cabinet approved investment from the Public Health Grant against a range of Public Health priorities, including a proposal titled HEALTHY FOOD – Early Years Food Environment and Insecurity. This investment was intended to build on the learning and successes of the Childhood Obesity Trailblazer Programme and aligned with a previous motion unanimously agreed by Full Council in 2022 and the food insecurity priority in the Nottinghamshire Joint Health and Wellbeing Strategy 2022-26.

6. Since early 2022, there has continued to be innovation, development, and proliferation of food redistribution schemes within the community and voluntary sector in response to cost-of-living pressures and local need. These sit alongside a range of other community food schemes such as social eating, community food growing, social prescribing and community kitchens. It is therefore important that the County Council reviews its approach to investing in food redistribution schemes as part of its strategic approach to food and nutrition and response to cost-of-living pressures that communities and residents in Nottinghamshire are facing. This includes reviewing how the investment of Public Health Reserves funding from 2023 to 2026 approved in May 2022 is best utilised to optimise outcomes, to support this need.
7. A review has been undertaken during September to October 2022 by Public Health together with Early Childhood Services, using available data and with input from stakeholders including District and Borough Council officers, community and voluntary sector organisations, and residents. This report summarises the findings of the review and makes recommendations for continued investment.
8. During 2020-2021 as part of the COVID-19 Pandemic humanitarian response, 11 food redistribution schemes were hosted in Children's Centre Service buildings. This initiative was funded through County Council COVID Grants, and this funding ended in June 2022. As an interim measure, £50,000 from the Cabinet approved Public Health Reserves investment was authorised by the Corporate Director of Adult Social Care as grant award for these 11 schemes to allow them to be extended until 31<sup>st</sup> March 2023, whilst this review was undertaken.

## Summary of Review of Food Redistribution Schemes In Nottinghamshire

9. In 2020, there were no known food distribution schemes in the county. The review has identified there are now at least 37 food redistribution schemes in the county, in addition to the 11 schemes hosted in the Children's Centre Service buildings. The schemes share similar characteristics including using Fareshare (the UK's national network of charitable food distributors) or local donations as the main supplier of food, being volunteer led, operating from a community venue (schools, libraries, community centres or churches), and serving a specific local community. Table 1 lists the range of identified schemes in each district and borough hosted by community and voluntary sector organisations or groups. Analysis of the location of schemes indicates that they are aligned well with local need measured by the index of multiple deprivation.

**Table 1 Identified Food Redistribution Schemes in Nottinghamshire (October 2022)**

District	Name and address of food redistribution scheme
Ashfield	<b>St John's Methodist Church</b> <b>CO-OP Food share</b> (sharing food with our community), Skegby and Stanton Hill Library <b>OT Fundraisers Food Club</b> , Hucknall
Bassetlaw	<b>School Food Hubs Supported by Bassetlaw CVS</b> Serlby Park, Sparken Hill, Kingston Park Academies; Lime Tree Nursery; Hallcroft Infants School; Langold, Ramsden, Rampton, Ordsall, Mattersey, Misterton, Tuxford, Carr Hill Primary Schools.
Broxtowe	<b>Hope House Food Club.</b>

<b>Gedling</b>	<b>Newstead Community Centre Food Pantry</b>
<b>Mansfield</b>	<b>District Council supported Community FOOD Clubs (handed over from Family Action which ran it as a F.O.O.D Clubs):</b> APTCOO (Work and Earn Centre), Bellamy FOOD Club, The Crescent Centre FOOD Club, Dallas Street (EMVA Resource Centre) FOOD Club, Oak Tree Hill Health FOOD Club Centre <b>Methodist Church Food Share</b> <b>Arena Church Food Club</b>
<b>Newark &amp; Sherwood</b>	<b>District Council supported Community FOOD Clubs (handed over from Family Action which ran it as a Family Action F.O.O.D Clubs)</b> Beaumont Walk Community Centre FOOD hub, The Community Centre FOOD hub, Lifespring Centre FOOD Club, The Green Centre Food hub <b>Rainworth Social Action Hub – Social Supermarket</b> <b>Collingham &amp; Surrounding Villages Food Pantry</b> <b>Edwinstowe Food Hub</b>
<b>Rushcliffe</b>	<b>Bingham Food Warriors</b> <b>Keyworth Community Projects</b> <b>The Ruddington Pantry</b> <b>Meet, Greet &amp; Eat</b> <b>Cotgrave Community Kitchen</b>

10. These food redistribution schemes are supported by a variety of different external funding streams which are needed for set up costs, to fund staffing and other overheads and sometimes subsidise food costs. The costs of running the schemes varies depending on the scale of operation, the staffing model, rental costs and whether food costs are covered by the income from sales. Recent increases in food and fuel costs have increased the overheads of the schemes. Innovation and learning is shared amongst the community and voluntary sector via the County Council led Food Insecurity Network and local district networks which align with the Health and Wellbeing Board, and County Council ambition for Nottinghamshire to become a Sustainable Food Place.
11. Where food redistribution schemes have been evaluated locally, they achieve a number of positive benefits. The main motivating factor for joining a scheme was the reduced cost of food and associated financial benefits, however combatting food waste was also recognised as being important. The range of foods and recipes encouraged members to try different ingredients and cook and eat healthier foods. Importantly for nutritional outcomes this includes fresh vegetables that some people would not typically buy. Other innovations included enabling eligible members to pay with Healthy Start vouchers which were introduced as part of the Childhood Obesity Trailblazer workstream. After the COVID lockdowns these schemes helped encourage members to get out of the house improving mental well-being and reducing loneliness and isolation.
12. Consultation via questionnaire with 40 F.O.O.D. Club members in October 2022 found that respondents would be willing to collect food from a range of community venues such as community and church halls, schools and libraries. Over 60% of respondents travels by car and 32.5% on foot and over 75% were in 10 mins travelling distance. Half felt that F.O.O.D clubs should be open to anyone, 22% they should be open to families and 17.5% low-income groups only.

## Conclusions from the Review

13. Food insecurity has been shown to be a growing issue of public health concern. Initiatives which reduce food insecurity should continue to be an investment priority for the County Council due to their positive impact on health and wellbeing. Funding should be targeted to prioritise groups and areas with greatest need.
14. Food redistribution schemes are one means of tackling food insecurity. In Nottinghamshire these provide valued support to local communities and positively impact on a range of health and wellbeing outcomes as described above.
15. Whilst the HEALTHY FOOD – Early Years Food Environment and Insecurity investment agreed in May 2022 envisaged the continuation of the offer of a food redistribution scheme from within the Council's Children's Centres, the review has highlighted several operational implications from this on these Centres' core business (including a lack of physical space to store food and impacts on staff time).
16. In light of the ongoing development and increased usage of alternative food redistribution schemes within all districts within the County it is recommended that the funding agreed in May 2022 be made available through grant funding to community and voluntary sector groups to continue to best meet local need. It is proposed that the Council's Local Communities Fund be utilised as the mechanism for the delivery of this grant funding.
17. The Communities Team in the Place Department will facilitate this work, supported by public health advice. A set of evidence-based criteria will be developed to prioritise community bids that will deliver maximum benefit for those most disproportionately affected by food insecurity. Funded schemes would deliver positive outcomes including increased access to healthy food, decreased food insecurity and decreased food waste.
18. The review identified some geographical gaps in food redistribution schemes hosted by community and voluntary sector organisations in Ashfield, Broxtowe and Gedling. Funding allocation would be prioritised in order to address any such gaps and meet local need.

## Other Options Considered

19. To continue to invest solely in food redistribution schemes within Children's Centres through a contractual approach. This option was rejected as the review has identified that the food redistribution model is best placed within the community and voluntary sector where schemes can innovate and scale up and down in response to local need in a rapid manner. The operating model of food redistribution schemes in terms of being reliant on food sale income would be ineffective to performance manage through a service contracting model and may present a financial risk for the County Council if food sales required additional subsidising.
20. To not fund food distribution schemes going forwards was considered as an option as it could be argued that this need is being met by the community and voluntary sector and local authorities do not need to offer support. The review has identified local authority funding and civic leadership can play an important role in supporting community infrastructure and enable the sector to adapt and innovate provision to local community need particularly during times when other income streams are not guaranteed.

## **Reasons for Recommendation**

21. The review has identified that a range of community and voluntary sector groups and partner organisations offer food redistribution schemes to meet local food insecurity needs. These are helping residents in need, offering social value and are part of a community food system which will be important to Nottinghamshire becoming a Sustainable Food Place going forwards. Use of Public Health Reserves funding will enable the County Council to support this infrastructure and enable the sector to adapt and innovate provision. This aligns with the Council's approach to supporting local communities to develop and deliver their own solutions which are flexible and tailored based on changing local need and provision.
22. The Voluntary and Community Sector (VCS) is often more trusted than formal or statutory agencies when people are in need. Further, often modest levels of investment can generate outcomes in reduction or prevention of demand into formal agencies far greater than can be achieved through commissioning of formal services.
23. Experience during the COVID 19 Pandemic and other recent situations has demonstrated that use of the County Council community grants mechanism can be effective in rapidly deploying funding to identified causes in the community and voluntary sector and partner organisations. The Communities Team in the Place Department will facilitate this work, supported by public health advice. The impact of grant funding can also be enhanced and strengthened through an integrated approach with other Community Early Help and Support initiatives delivered in the Communities Service.
24. The Local Communities Fund is the County Council's key vehicle for delivering grant funding to voluntary and community groups and projects that directly support communities, to address specific community needs and help build resilience. The principles, systems, processes, and governance procedures are well developed and have been utilised before to swiftly deliver new grant schemes to address specific community needs. As lead for the Local Communities Fund, the decision for the award of grants would sit with the Cabinet Member for Communities.
25. This funding allocation will align with the Food Insecurity Grant Scheme approved by the Cabinet Member for Adult Social Care and Public Health on the 14th November 2022 as part of the investment programmes to support vulnerable residents with cost of living pressures. This proposed food redistribution grant scheme will follow on from and complement the Food Insecurity Grant Scheme utilising the Local Communities Fund framework. Evidence-based criteria will be developed to prioritise community bids that will deliver maximum benefit in line with the findings of this review. The award of grants will be monitored to ensure there is no duplication of grant awards.

## **Statutory and Policy Implications**

26. 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**

27. Funding will be met from the Public Health Reserves (appendix 1 – detailed investment proposals ID 2) budgeted for HEALTHY FOOD – Early Years Food Environment and Insecurity approved by Cabinet as part of the Key Decision – Investing for Improved Public Health Outcomes in May 2022. £210,000 of the total £260,000 investment, has been budgeted from 2023/24 to 2025/26 for food redistribution schemes.

## **Consultation**

28. The views of residents accessing F.O.O.D Clubs, volunteers, and Children Centre Service staff were obtained as part of the commissioned evaluation of the Nottinghamshire Childhood Obesity Trailblazer Project in 2021 and 2022. Views of residents accessing F.O.O.D Clubs were also obtained via a consultation exercise conducted in September-October 2022. Views of stakeholders including District and Borough Council officers, community were obtained via a consultation exercise conducted in September-October 2022.

## **Human Resources Implications**

29. There are no human resource implications. Investment secured under the HEALTHY FOOD – Early Years Food Environment and Insecurity proposal included funding for a F.O.O.D. clubs post within the Children Centre Service (0.5WTE) to support F.O.O.D. clubs hosted within the Children Centre Service. This post was not established, as subsequent review determined such a post would be insufficient to fully address the staff capacity constraints resulting from operation of these schemes. Therefore, the funding allocated for this post will be included within the proposed Local Community Fund.

## **Implications for Residents**

30. By investing in food redistribution schemes, the County Council will be helping support residents accessing these schemes in terms of food insecurity, connecting with other services and support, and contributing to outcomes including healthy eating, improved mental wellbeing and reducing food waste.

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

31. By investing in food redistribution schemes, the County Council can help reduce food waste.

## **RECOMMENDATION**

- 1) That the Council continues its financial support for food redistribution schemes.
- 2) That up to £210,000 of Public Health Reserves budgeted from funding approved by Cabinet in May 2022 for Public Health Outcome – HEALTHY FOOD – Early Years Food Environment in 2023-26 be allocated specifically to food redistribution schemes operated by community and voluntary sector or partner organisations, with any grant funding awards to those schemes to be made via the Local Communities Fund (LCF), in line with the Council's financial regulations and existing delegations for the LCF.



**Councillor Matt Barney**  
**Cabinet Member for Adult Social Care and Public Health**

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**Constitutional Comments (CEH 07/12/22)**

43. The report and recommendations can be considered by Cabinet under its terms of reference.

**Financial Comments (DG 09/11/22)**

44. £210,000 funding will be met from the Public Health Reserves. (2023/24 £90,000, 2024/25 £65,000 and 2025/26 £55,000). This will use the County Council community grants mechanism, with The Communities Team in the Place Department facilitating this work, supported by Public Health.

**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 of the Director of Public Health. Public Health Investment Programmes to Support Vulnerable Residents with Cost-Of-Living Pressures 14<sup>th</sup> November 2022.

FOOD Club members consultation questionnaire responses. November 2022.

Nottinghamshire Childhood Obesity Trailblazer Evaluation reports 2021 and 2022.

Delegated Decision taken by the Corporate Director, Adult Social Care and Health 9<sup>th</sup> August 2022. [Decision Details: Award of Grant for Food on our Doorstep \(FOOD\) Clubs \(nottinghamshire.gov.uk\)](#)

Cabinet Report 26 May 2022 'Key Decision – Investing for Improved Public Health Outcomes' [Democratic Management System > Meetings \(nottinghamshire.gov.uk\)](#)

Nottinghamshire County Council. (2022). [Meeting Summary. Full Council 24th Feb 2022. Minutes of Full Council 20th January 2022.](#)

Nottinghamshire Health and Wellbeing Board. (2022). [Joint Health and Wellbeing Strategy Ambitions and Priorities.](#)

The Food Foundation. (2022). [Food Insecurity Tracking. Retrieved from The Food Foundation.](#)

Children and Young People's Committee 1 November 2021 'Childhood Obesity Trailblazer Update – Tackling Food Insecurity' [Democratic Management System > Meetings \(nottinghamshire.gov.uk\)](https://www.nottinghamshire.gov.uk/DemocraticManagementSystem/Meetings)

Children and Young People's Committee 18 November 2019 'Childhood Obesity Trailblazer' [Democratic Management System > Meetings \(nottinghamshire.gov.uk\)](https://www.nottinghamshire.gov.uk/DemocraticManagementSystem/Meetings)

**Electoral Divisions and Members Affected**

All.

## **REPORT OF THE CABINET MEMBER FOR TRANSPORT AND ENVIRONMENT**

### **HIGHWAYS REVIEW**

#### **Purpose of the Report**

1. The purpose of this report is to share the findings of the Highways Review, seek approval for the resulting Highways Asset Management Strategy and Policy and agree the creation of a joint innovation and continuous improvement plan.
2. This is a Key Decision because it will have significant effects on two or more electoral divisions.

#### **Executive Summary**

3. The activities described in this report have formed a significant change programme across the Council's highways functions, which has been embraced by Council and Via staff. The change programme has been closely steered and monitored by a cross-party Councillor panel and the outputs are closely aligned with the Council Plan and are resident focussed. The work has utilised sector best practice and been guided and challenged by external critical support.
4. The recommendations from the review have been supported by additional investment from the Council in the form of a £15m reserve for Highways and Environmental initiatives created by the Council last year. This is covered in more detail in the report.
5. Key benefits arising from the review are summarised below:
  - A new three-year highways capital programme has been introduced and approved for the first time, marking a move away from annual programmes, and enabling the longer-term and more efficient planning and coordination of repairs.
  - A move to a right repair, right first time, approach that delivers permanent repairs whenever possible. Via have increased the number of structural patching gangs that operate on the highways network from four to eight. This has allowed more work to be done to tackle the areas of the highway most affected by repeat visit pothole repairs, and support the adoption of a right repair, right first-time approach.
  - Via have reviewed its use of plant and labour to maximise efficiency and effectiveness. Output per gang per day has increased from 50m<sup>2</sup> to 100m<sup>2</sup> since the start of the highways review. 67,000m<sup>2</sup> of repairs have been completed this year (up to Sept 2022), with the annual volume of works set to be four times higher than in previous years due to the combination of the additional investment and increased efficiency of the operation. These professional long-term repairs are generally focussed on the unclassified network.

- Via have established an operational Hub bringing together staff from different highways disciplines to coordinate maintenance works. This has improved efficiency and productivity and ensures a whole street approach to highway maintenance is provided
- Significantly, as a result of the above approaches and new investment, the amount of cold lay treatments used for emergency Category 1 defects has reduced substantially. Current figures show a 61% reduction in the use of cold lay bagged materials such as Viafix since the start of the highways review.
- The lengthsman scheme has been relaunched, allowing local community groups (mostly Parish Councils) to be funded to undertake some locally important highway maintenance activities including drainage. This has been taken up by 41 parish/town councils and community groups at present and four training events have taken place this year for the councils/community groups involved. The reintroduction of this scheme has been well received.
- A refreshed communications and engagement plan has been developed, embracing the need for the Council/Via to be pro-active and better inform and engage with residents on our highways activity, for example by increasing the use of video explainers, providing more opportunities for feedback from residents, and improving the quality and accessibility of highways information to a wider audience through traditional, digital and social media.

## Information

6. The Transport and Environment Committee of 15<sup>th</sup> June 2021 agreed to the commencement of a cross-party highway review. A summary of the agreed scope of the review is set out below:
  - To review relative performance against national and council metrics.
  - To review practice, policy and guidance
  - To review the capital maintenance programme including funding allocation methodologies across the county for the annual capital maintenance repair methods, use of technology and innovation.
  - To review the revenue maintenance programme, including the use of Viafix and the use of technology and innovation.
  - To review utility works – including coordination, traffic management and damage to infrastructure.
  - Review work quality and value for money - review processes to ensure good quality work and value for money is delivered.
  - Review performance management arrangements and contract management of Via.
  - Review highways related public communications.
  - Review drainage, tree maintenance and verge maintenance arrangements.
  - Review the functional split between the Council and Via, and leadership arrangements.
7. A cross party highways review panel was established to oversee and direct the review. At its October 2021 meeting, members were able to bring together the knowledge and inputs from the following:
  - 5 cross-party panel meetings.
  - 3 additional “fact finding” panel meetings with highways lead members and officers from Derbyshire, Staffordshire, and Hertfordshire County Councils.

- The outcomes from an LGA Peer Review of highways services, conducted between 21-23 September 2021, and involving members and officers from Kent, Cumbria, Oxfordshire, Warwickshire, and Wiltshire County Councils. The focus of the Peer Review was to consider the progress made and emerging outputs from the highways review work. A significant part of the LGA Review was interviews with stakeholders including Councillors and external partners. In total 40 people were interviewed as part of the LGA review and information was gathered from 33 meetings, with a total of 230 hours spent to determine the Review findings. This work complemented the call for evidence issued to all County Councillors.
  - WSP, an international highways and engineering consultancy, were engaged to provide external sector expertise and input into the review. WSP has many years' experience of working in the highways sector and currently has clients in over 20 highway authorities providing guidance and support on highways reviews and highway asset management and maintenance practice.
  - Knowledge from the Future Highways Research Group
8. At the October 2021 panel meeting, members agreed a summary of the key findings and highways issues facing Nottinghamshire:
- *“Whilst the condition of the County’s A and B/C roads is good and stable, with the standard of these roads being in the top quartile of all Counties, the unclassified network condition requires improvement. Here, the overall standard of these roads sits within the third quartile of all Counties.*
  - *Overall national funding levels for highway maintenance have fallen by 40%+ over the last decade. As a result, the long-term deterioration of the condition of roads is an issue for all local authorities. In Nottinghamshire, the backlog of works required to fully address this long-term deterioration would be in the region of £150m.*
  - *Nottinghamshire faces similar issues in terms of funding, road condition and public perception as other county areas. A particular local factor, however, is the use of Viafix and current practice around pothole/patching repairs.*
  - *The Council’s highways policy framework is sound overall. However, some aspects of it require updating, including the provision of greater clarity on the funding allocation model in use, and the development of a refreshed approach to asset management that reflects national best practice.*
  - *The current approach to capital/revenue highways programming – based around one-year plans for each - is a barrier to long term planning.*
  - *The establishment and development of Via as the Council’s highways service provider and contractor is seen as a positive vehicle for service delivery overall. However, with the Via contract at its midpoint, and with Via now in the ownership of the Council, there are opportunities to improve and refine the arrangement to benefit highways and residents.”*
9. This situational analysis informed the detailed recommendations of the panel. At the November 2021 Transport and Environment Committee, councillors approved the improvement outcomes and recommendations from the cross-party highways review panel. The recommendations were summarised as follows and are included in full at Appendix 1:

We will:

- *Move to a right first-time approach to our highway maintenance and reduce the need to use reactive short-term maintenance.*
- *Recognise that prevention is better than cure and that whole street approaches are desirable.*

- *Publish a longer-term programme of capital works to support our ability to plan for the long term and keep residents well informed about this.*
- *Maintain our overall network condition and seek to improve it within financial constraints, whilst prioritising local roads (the unclassified network) alongside our footways wherever possible.*
- *Improve our communications, so that residents are better informed about our work, and understand our approaches.*
- *Improve our major capital programme management*
- *Increase our effectiveness and efficiency, maximising the return on our investment in highways by ensuring that our highways policies and strategy drive our maintenance priorities and treatments/techniques, alongside our increased use of innovation and technology.*

## **Highways Improvement Plan and Additional Investment**

10. In view of the volume, range, and scope of the panel's recommendations, a detailed Highways Improvement Plan was developed to support the successful delivery of the recommendations. The Plan identified responsibility for delivery, sequencing and timelines, and the cost implications for individual actions. In order to develop and implement this significant piece of work, the support of an external partner WSP was procured, and they have provided additional technical expertise and continuing challenge, based on their leading position in the sector. There were approximately 50 recommendations from the Panel.
11. Additional investment was considered as part of the new operating model, utilising the £15m reserve for Highways and Environmental initiatives created by the Council in 2021. This is covered in more detail below.
12. The Highways Improvement Plan was approved at the 9<sup>th</sup> February 2022 Environment and Transport Committee. Monitoring of the plan has continued through an officer working group with membership from the Council, Via and WSP. The cross-party member panel has continued to meet to monitor the Plan, with Councillors able to steer progress and add direction. The cross-party panel has met on four occasions since February 2022, with a further meeting planned for 16<sup>th</sup> December.

## **Current Progress and Outcomes**

13. Significant progress has been made against all the original recommendations and actions in the Highways Improvement Plan, with over 85% of the original recommendations completed and 15% in progress. Progress and outcomes are detailed below:

### **(i) Vision Strategy and Policy**

A revised Asset Management Policy and Strategy have been produced and are attached at Appendix 2 and 3 respectively. These documents clearly align the Council's approach to highways to the 2021-31 Council Plan ambitions and reflect the latest national policy as well embedding a "right repair, right first time" approach.

A revised highways asset management plan which contains the detailed plans and processes flowing from the principles set out in the Policy and Strategy is also complete and will be presented to the Cabinet Member for Transport for approval early in the New Year.

Key principles in the new asset management suite of documents are:



- *Communicate with customers and service users and take account of their needs*
- *Innovate by investing in new processes and using digital technologies*
- *Deliver modern, efficient, effective and value-for-money services*
- *Adhere to the relevant statutory requirements for the highway service.*
- *Develop sound long-term strategic and financial support for our highway maintenance programmes.*
- *Identify the pressures that new infrastructure projects and development place on maintenance budgets*
- *Seek to remove redundant assets from the network*
- *Manage, review and apply continual improvement to the risk-based approach used for maintenance activities in accordance with UK Roads Liaison Group (UKRLG) document Well-Managed Highway Infrastructure: A Code of Practice (WMH)*
- *Take account of the environmental impact and sustainability of plans and operations*
- *Identify areas of the network which are vulnerable to adverse weather events and take steps to mitigate this where practicable*
- *Deliver a safe, serviceable and resilient highway network*

This suite of documents has been produced with the support of WSP and in conjunction with Via. An updated set of documents with the contents embedded into operational practice is a requirement for the Council to continue to access capital funding from the Department for Transport.

## (ii) *Capital Maintenance Programme*

The Council has now moved from an annual single year programme to a multi-year approach. A draft three year rolling capital maintenance programme was approved at Transport and Environment Committee on 23<sup>rd</sup> March 2022, with the final programme approved by the Cabinet Member for Transport and Environment on 26<sup>th</sup> Sept 2022. This new capital programme covering the financial years 2022/23, 23/24 and 24/25 will support the long term efficient planning and coordination of repairs, scheduling and delivery and continues to incorporate the annual member request process, which now takes place as part of Councillors' regular meetings with district managers.

The capital programme now places an increased emphasis on the unclassified local road network, footways, and drainage, taking a 'whole street' approach where it is prudent to do so, as these were priorities identified by the highways review panel. The programme continues to include early intervention/prevention treatments such as surface dressing and microasphalt to extend the sustainable and effective life of the highway

The indicative programme for year 2 (2023/24) currently utilises 75% of anticipated funding, and year 3 (2024/25) utilises 50% of anticipated funding. The remaining anticipated funding is to allow for future member requests and any unforeseen impacts on the network that may emerge. In 2022/23 the highway capital maintenance block accounts for 81% of the discretionary capital transport funding (excluding major schemes) and is used to carry out planned structural maintenance across a range of highways assets throughout Nottinghamshire.

There are 381 individual road, footway and drainage schemes in the programme and an increase in spend on footway improvements and drainage repairs, with a total spend of £55m planned for

22/23. The programme includes the in-situ recycling of materials where this is possible and where it makes environmental and budgetary sense to do so. The programme includes an additional Council allocation of £12m over the next four years for additional structural patching activity.

A formal “cross asset” prioritisation process to improve targeting of investment and maintenance treatments for all highways assets including drainage has been developed and will be implemented for the 23/24 programme onwards. This process will continue to incorporate the prioritisation of footways, the unclassified road network of local roads (with weighting to reflect both highway hierarchy and condition) and drainage. In addition, the capital programme is now better driven by the use of insurance claim data and new video survey techniques.

The final part of the Capital Maintenance Programme improvement strand has been to improve the management oversight and quality assurance of sub-contractors. Via have introduced a refreshed sub-contractor framework embedding quality assurance and moving towards forming longer term partnerships with contractors to provide a higher quality delivery arrangement.

### (iii) *Revenue Maintenance Programme*

In order to move to a right repair, right first time, approach that delivers permanent repairs whenever possible, Via have increased the number of structural patching gangs that operate on the highways network from 4 to 8. This has allowed more work to be done to tackle the areas of the highway most affected by repeat visit pothole repairs, whilst also enabling repairs to remain within standard response times for Category 2 and 3 highway defects. For emergency Category 1 highway defects, the use of cold lay treatments to protect the safety of road users has continued, though the additional capacity provided by the patching gangs has enabled follow up permanent repairs to be undertaken more frequently. The new gangs have been funded from the additional £12m investment in highway maintenance (over 4 years) provided by the County Council.

The core specification for highway defect repairs has been reviewed and Via has reviewed plant use to maximise efficiency and effectiveness. Output per gang per day has increased from 50m<sup>2</sup> to 100m<sup>2</sup> since the start of the highways review. 67,000m<sup>2</sup> of repairs have been completed this year (up to Sept 2022), with the annual volume of works set to be 4 times higher than in previous years due to the combination of the additional investment and increased efficiency of the operation. These professional long-term repairs are generally focused on the unclassified network.

In addition to the plane/patch operations, Via continue to operate a spray injection patching machine, which has completed 15,900m<sup>2</sup> of repairs. These works have continued to be successful and are generally focussed on the more rural network.

Significantly, as a result of the above approaches and new investment, the amount of cold lay treatments used for emergency Category 1 defects continues to reduce. Current figures show a 61% reduction in the use of cold lay bagged materials such as Vifix since the start of the highways review.

### (iv) *Operational Improvements – Via*

Via has established an operational Hub bringing together staff from different disciplines to coordinate maintenance works to improve efficiency and productivity and ensure a whole street approach to highway maintenance is provided. System awareness, process development and delivery planning including workshops with staff have been carried out which have ensured the smooth transition to this coordinated approach. The Hub has been operational since the spring

and is proving to be very effective in ensuring resources are deployed to get the best outcomes for the public. All of the plane/patch gangs are coordinated from the Hub. Mobile devices are being deployed to all operational gangs involved in plane/patch activity; this will enable works to be managed more efficiently, and support a move to a paper free system of works management.

Further staff training programmes in Via have been established to strengthen the focus on customer care, work quality and performance. To further improve the professionalism and quality of scheme delivery, leadership and operative training has been carried out across all front-line operational areas.

Via continues to seek out, test and trial new plant and maintenance techniques. For example, Pacopatch (Polymer Modified Mastic Asphalt Reinstatement) is being trialled around ironworks and manhole covers to improve the quality of these repairs.

Via has ordered new vehicles and plant for the delivery of the preventative maintenance activity, further improving the quality and productivity of works and reputationally improving the image of the teams. These vehicles are due for delivery in Spring 2023.

#### (v) *Drainage*

As a result of the review, funding has been increased for core drainage activity and drainage repairs and this has allowed:-

- Via to commence establishing a register of drainage verge grip and ditch locations and delivering a planned periodic maintenance programme rather than a reactive approach.
- Via to establish a register of sensitive carrier drains and other drainage assets and deliver a programme of planned inspections and cleaning.
- The establishment of a planned priority programme of soakaway rephelacements.
- The updating of the MyNotts app to allow easier drainage issue reporting.

Part of the income generated from utility permit scheme management has been used to employ additional compliance inspectors to undertake enhanced inspections of utility works that take place in the vicinity of drainage assets, strengthening the approach to third party damage recovery and prevention.

#### (vi) *Neighbourhood (Streetscene) Maintenance*

The Council, working closely with Via, has relaunched the lengthsman scheme. This enables the Council to fund local community groups (mostly Parish Councils) to undertake some locally important highway maintenance activities, including drainage. This has been taken up by 41 parish, town councils and community groups at present and four training events have taken place this year for the councils and community groups involved. The reintroduction of this scheme has been well received with positive feedback from the groups involved.

Regular meetings are now held with District and Borough Councils, focusing on partnership working for areas such as town centre maintenance, weed spraying and litter collection, as well as collaboration over winter maintenance for town centre footways. This is leading to better coordination of these activities.

Weed spraying activities have been reviewed and several alternatives have been trialled and discounted as not being effective. A further trial of alternative approaches will take place next summer. In addition, areas of wildflower verge continue to increase with a process being put in place for local communities to nominate areas of verge to be considered for wildflowers and reduced verge maintenance. This is all being done whilst maintaining safety and visibility at junctions.

Following the activity described above it is intended in 2023 to consider further community partnership opportunities for neighbourhood maintenance.

#### (vii) *Street works and Utility Permit Schemes*

The approach to street works and the utility permitting scheme introduced in April 2020 continues to be enhanced. In what is thought to be a unique way of delivering the service, Via provide the operational team that processes over 25,000 applications for works annually. The Council has developed several performance indicators on the service to help drive continual improvements. Since the introduction of the scheme, the following measurable improvements have been made:-

- Utility companies are now routinely challenged over their requested duration for works, and co-ordination officers who receive the permit applications have pushed works durations down by 17% in 2021/22. This results in significantly reduced delays across the network for the travelling public.
- In addition, utilising an additional number of dedicated inspectors, the close monitoring of utility works has increased with 850 Fixed Penalty Notices issued in 2021/22 for non-compliant works. Through close inspection and regular meetings with the utility companies the Council plays a stronger role in ensuring quality of signing and guarding of works, adequate preplanning of road closures and utilisation of traffic management as well as quality of reinstatements.

The Council has recently commissioned a feasibility study into the potential future introduction of a lane rental scheme for Nottinghamshire. This will potentially provide a further opportunity to coordinate roadworks, and reduce impacts on the travelling public.

#### (viii) *Communications*

A refreshed communications and engagement plan has been developed by the Council and Via, recognising the need to be pro-active in informing and engaging with residents on highways activity. This has generated improvements including:

- A campaign-led approach to communications using an 'Inform, Celebrate, educate' model across additional highways activities and areas, including winter maintenance, seasonal maintenance, surfacing and third-party works
- the use of MyNotts app – adding additional reporting functionality
- scheme information letters and signage better promoting the benefits of highway works
- increased use of video explainers with more involvement from Councillors and front-line staff
- Capturing feedback by the use of QR codes on scheme letters and the use of "pop-up" surveys to gather feedback on highway works
- A pro-active media and PR programme with more regular generated PR and a full forward calendar of positive opportunities and releases
- Improving the quality and accessibility of highways information to a wider audience through traditional, digital and social media

- Celebrating the positive impact on communities, people and environment through the delivery of highways services
- Improving the visibility and branding of highways services.

Current work involves further reviewing all standard correspondence and web content to ensure we are effectively communicating with service users.

Communication with Councillors has also been reviewed, with an improved offer of regular District Manager meetings incorporating an enhanced report showing planned activities in each Councillor's area. This allows individual Councillors to use this information when updating their local communities such as Parish Councils.

Additional dedicated staffing resource is now in place in the Council and Via Communications Teams to support the new joint communications work.

#### (ix) *Performance Management*

A new performance management framework (PMF) for the Council's highway activity including the service contract with Via has been developed. The new framework links clearly to the Council Plan and builds on best practice to incorporate resident focused outcomes. It has been developed with support with WSP and will now be embedded in operational practice. The updated PMF is included at Appendix 4. It is intended that benchmarking against other local authorities continues to take place and that regular performance reports are provided to the Cabinet Member for Transport and Environment.

Now that the new performance management framework has been adopted, Via are currently reviewing how this framework is embedded in sub-contractor and partner frameworks. Training and additional monitoring is planned to ensure that the resident focused outcomes incorporated in the PMF flow through all the organisations delivering the highways service for the council.

The Council's commissioning arrangements continue to be reviewed with greater coordination between commissioners and Via to ensure a consistent approach and improved programme coordination and delivery

#### (x) *Functional Split and Leadership*

A detailed review of the division of responsibility between the Council and Via in key areas including policy and strategy, core asset management and works/scheme/treatment prioritisation, major capital programme management and the interface with members and residents, including District Managers has been completed. This has led to the strengthening of the Council's client team in these areas. A report setting out the changes was presented to Transport and Environment Committee on 4<sup>th</sup> May 2022.

Dan Maher was appointed as Managing Director of Via following the retirement of Doug Coutts earlier this year. Dan brings a wealth of experience from his Managing Director role in the Arc partnership. In addition, following a competitive process Matthew Lugg OBE has been appointed as the new Chair of the Via Board. Matthew supported the Highways Review process in his role in WSP and has many years experience of working with Government in the highways arena and leading national sector bodies.



## **Road Safety**

14. Following a motion to full Council on 20<sup>th</sup> January 2022, the highways review member panel has been exploring the feasibility of implementing a 20MPH speed limit on residential roads and any other new measures that could help improve road safety in all its residential conurbations. The panel has received updates on engineering, education and enforcement measures to improve the safety of the highway network for all road users, as well as specific information on measures to calm traffic speed. This topic will continue to be discussed at its forthcoming meeting on 16<sup>th</sup> December 2022. Any conclusions arising from this work will be presented to the Cabinet Member of Transport and Environment for consideration

## **Continuous Innovation and Improvement, and LGA visit**

15. Many of the outcomes from the innovation and improvements set out as part of the highways review are now starting to emerge, such as the significant increase in the volume of long term “right first time” professional repairs, the reduction in the use of cold lay treatments such as Via fix, the increase in community involvement and emphasis on local priorities through the take up of the lengthsman scheme and improved engagement with the public through the new approaches to communications.
16. In order to build on the momentum created by the review and to build on the improvement ethos and culture within Via and the Council’s highways team, it is recommended that Cabinet approves that a formal approach to innovation and continuous improvement is embedded in our highways functions with the creation of a joint innovation and continuous improvement plan across the activities of the Council and Via and its supply chain.
17. As part of the Council’s approach to establishing continuous improvement, the original LGA peer review team are returning to revisit the Council later in December 2022. As part of their visit, the team will review our continuous innovation and improvement plans.

## **Other Options Considered**

18. Various options were considered as part of the individual strands of highways improvement plan work, with the solutions being focused on resident outcomes and effective and efficient use of resources

## **Reason for Recommendations**

19. The recommendations agreed at the 17th November 2021 Transport and Environment Committee were developed by a cross-party panel over a series of five meetings, with input from a significant LGA peer review and external input from sector experts WSP, and formed a comprehensive list of activities which were then shaped into a Highways Improvement Plan. From a resident perspective they were designed to improve the Council’s highway maintenance offer and provided an opportunity to
  - Move to a right first-time approach to highway maintenance and reduce the need to use reactive short-term maintenance
  - Publish a longer-term programme of capital works to keep residents informed of future plans
  - Maintain network condition and seek to improve it within financial constraints
  - Prioritise local roads and footways

- Work with communities alongside improving communications, so that residents understand our approaches and are better informed about future plans
- Increase our effectiveness and efficiency, maximising return on investment by ensuring that our highways maintenance and management works are driven by our policies and strategy.

20. These opportunities have been the focus of the review and flow through the outputs presented in the report.

## **Statutory and Policy Implications**

21. 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**

22. As approved by Full Council as part of the 2022/23 revenue budget, a £15.0m earmarked reserve has been established to fund works emerging from both the environmental strategy and the highways review over the next four years. Improvements highlighted in the report have been funded from a combination of existing highway budgets and the new investment

## **Public Sector Equality Duty implications**

23. There are no public sector equality duty implications arising from the review, although these are also considered on a scheme-by-scheme basis as part of the normal design processes.

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

24. Effective highway maintenance approaches as described in this report can reduce congestion, its knock-on effects on air quality and its impacts on local communities. The recycling of materials and aggregates is also considered when delivering highways schemes. The revised asset management suite of documents i.e., Policy, Strategy and Plan all align with national guidance on sustainability.

## **RECOMMENDATIONS**

It is recommended that Cabinet:

- 1) endorses the progress and outputs from the highway review which has been taking place following on from the motion agreed at Full Council on 27<sup>th</sup> May 2021
- 2) approves the Highways Asset Management Strategy and Policy included at Appendices 2 and 3 to the report
- 3) approves that a formal approach to continuous improvement is embedded in our highway's functions with the creation of a joint continuous improvement plan across the activities of

NCC and Via East Midlands Ltd, building on the achievements from the original highways review

**Councillor Neil Clarke MBE**  
**Cabinet Member for Transport and Environment**

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

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Derek Highton – Interim Corporate Director of Place - 0115 9773498

**Constitutional Comments (SJE – 16/11/2022)**

25. This decision falls within the Terms of Reference of the Cabinet to whom responsibility for policy development and approval in relation to matters within the remit of the Cabinet, subject to any necessary approval required by the Full Council, has been delegated.

**Financial Comments (KRP 15/11/22)**

26. As set out in the report the proposed improvements will be funded from existing budgets and from additional funding approved by Full Council as part of the 2022/23 budget.

**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.

- Reports to Transport and Environment Committee June 2021 to May 2022 – Highways Review and Highways and Transport Group Staffing Structure
- Full Council papers 27<sup>th</sup> May 2021
- Full Council papers 20<sup>th</sup> Jan 2022
- Report to Policy Committee 2<sup>nd</sup> December 2021

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

- All

## **Appendix 1 Highways Review – Outcomes**

**As agreed at 17 November 2021 Transport and Environment Committee**

### **Vision, Strategy and Policy**

We will:

- Develop a new Highways Strategy which will set out the highways service the Council wants and the quality/outcomes we require, within the context of the new Council Plan for 2021-31. The strategy will also set out clearly the scope of the Council's client/contractor relationship with Via.
- Refresh and update the current Highways Infrastructure Asset Management Plan and Policy, and the Network Management Plan, to reflect the latest national policy, the changed way in which people are living their lives (such as undertaking more active travel and prioritising actions to address the climate emergency), and key contemporary issues such as highways flooding and drainage. This update should incorporate a clear highway maintenance funding allocation model, which will be based upon highway condition criteria. The model should also recognise the need to prioritise the unclassified network, and the differing maintenance needs within the unclassified network (across urban roads, for example).
- Embed a "right repair, right first time" approach in our Asset Management Plan and Policy, and Network Management Plan.

### **Capital Maintenance Programme**

We will:

- Introduce a three-year rolling capital programme to support long term planning, scheduling and delivery.
- We will continue the annual member request process.
- Develop and implement a formal "cross asset" prioritisation process to improve targeting of investment and maintenance treatments for all highways assets including drainage. Within this, we will incorporate the prioritisation of footways and the prioritisation of the unclassified network (with weighting to reflect both highway hierarchy and condition).
- Optimise the application of in-situ recycling on capital maintenance works, adopting new and best practice as methods become proven in the market
- Work with Via to improve the management oversight and quality assurance of sub-contractors.

### **Revenue Maintenance Programme**

We will:

- Move to a right repair, right first-time approach, and deliver permanent repairs whenever possible, to reflect the policy position set out above. Within this context, we will:
  - continue to meet national timescales for Category 1 highway defects and acknowledge that this will require the continuing use of cold lay treatments similar to Vialfix in order to protect the safety of road users, whilst seeking permanent repair where possible.
  - adopt a right repair, right first-time approach whilst remaining within standard response times for Category 2 and 3 highway defects.
- Ensure appropriate investment in early intervention/prevention treatments to extend the sustainable and effective life of the highway.

- Refresh the core specification for highways defect repairs to reflect the Asset Management/Network Management plans and policies, to ensure optimal treatment selection.
- Ensure that the refreshed specifications are set by the Council and are based around required outcomes rather than outputs.
- Ensure that the selection of highways plant by Via is based on these required outcomes, and the requirements of the move to longer term highway maintenance programming.
- Ensure that the revenue highways maintenance programme is better driven by data and evidence, including:
  - Use of insurance claim data;
  - Artificial intelligence and use of new video survey techniques;
  - real time highway survey data.

## **Operational Improvements – Via**

To support the revised approach to capital and revenue funded highways maintenance programming set out above, Via will make the following operational improvements: -

- Introduction of an Operational Hub to better co-ordinate daily maintenance works and improve efficiency and productivity, and develop a “whole street” approach to highway maintenance.
- Revise its staff training programmes to strengthen focus on customer care, work quality and performance, and better use of IT, and strengthen training for highways operatives on patching techniques.
- Use of technology – Roll out mobile devices to patching teams to improve co-ordination and productivity.
- Invest in mechanised patching plant and equipment that will best deliver the Council’s required outcomes set out above. This will include continuing to seek out, test and trial new plant and techniques.

## **Drainage**

In addition to core highways maintenance matters, the review panel explored current practice and opportunities for improvement in respect of highways drainage management and works. The panel’s recommendations are set out below.

We will:

- Increase the financial provision for drainage maintenance activity and works within the current overall highways funding provision.
- Establish through Via a comprehensive register of grip locations and deliver a planned periodic maintenance programme.
- Through Via, further develop the existing register of highway ditch locations and deliver a planned periodic maintenance programme.
- Through Via, establish a register of sensitive carrier drains and deliver a programme of planned inspections and cleaning
- Through Via further develop the current register of other highway drainage assets (culverts, manholes, catchpits & SUDS (Sustainable Urban Drainage Systems)) and deliver a planned periodic maintenance programme.
- Through Via establish a planned priority programme of soakaway replacements.
- Utilise a proportion of income from the Permit Scheme income to undertake enhanced inspections of utilities works that take place in the vicinity of drainage assets, strengthening our approach to third party damage recovery and prevention
- Update the MyNotts app to allow easier drainage issue reporting for residents.



- Strengthen our engagement with riparian owners to support better drainage maintenance by the relevant watercourse owners.
- Develop community-based approaches – with local community groups and Town/Parish Councils – to support local drainage maintenance activity that complements the work of the Council/Via.

## **Neighbourhood (Streetscene) Maintenance**

In addition to core highways maintenance matters, the review panel explored current practice and opportunities for improvement in respect of neighbourhood/streetscene maintenance. The panel's recommendations are set out below.

We will:

- Undertake trials of reactive weed spraying in identified rural/urban locations where there is community support/interest.
- Collaborate further with District/Borough Councils to establish whether street sweeping regimes could be established to better manage highways weed growth and coordinate litter collection.
- Further investigate the use of alternative weed spraying treatments and regimes (with the proviso that there is currently little evidence of the long-term viability of current alternative treatments).
- Revise and re-establish a parish engagement/lengthsman scheme, ensuring that where it is implemented it is cost effective.
- Develop a community partnership plan for neighbourhood maintenance that will incorporate:-
  - Opportunities and resources to encourage communities to engage in streetscene maintenance (for example, managing verges to promote wildlife or manually removing weeds in urban areas).
  - Opportunities for communities to participate in reduced weed spraying and grass cutting trials to test public appetite for different/reduced maintenance regimes
  - Reassess how budgets are deployed to increase the provision for streetscene maintenance (eg for tree planting, collecting grass cuttings or for the further roll out of weed removal works).

## **Street works and Utility Permit Schemes**

In addition to core highways maintenance matters, the review panel explored current practice and opportunities for improvement in respect of street works and utility permit schemes. The panel's recommendations are set out below.

We will:

- Continue to implement and strengthen the street work management and permit scheme:
- Continue to analyse the most congested streets and peak travel times to inform and strengthen our permitting arrangements
- Continue to coordinate permits with different street works undertakers in locations and for schemes where there is public benefit
- Explore the potential for increased use of “service strips” in new developments, in partnership with local planning authorities.
- Monitor the approach to lane rental in other County Councils and commission a feasibility study for the introduction of a Nottinghamshire scheme once the permit scheme is fully embedded (2023/24)
- Continue the development of Street Manager software to support timely and efficient permitting.

## **Communications**

We will:

- Move to a communications model that is led and directed by the Council to better support communication and engagement with residents – strategic, operational and campaigns.
- Consider whether this move will require the redirection of resources within the Council and Via.
- Develop and deliver a refreshed comms and engagement plan to support the new model, including the development of a single revised Nottinghamshire Highways brand for all highways related activity. The plan will incorporate:-
  - Greater use of the MyNotts app and digital tools such as push notification
  - Better information for Members' related to highways activity in their wards.
  - The wider use of video explainers – with greater involvement of Members and operatives to better explain highways works
  - Improved correspondence (including web based automatically generated responses) approaches to reflect a more, personalised, and plain-English approach for residents with queries/concerns.
  - Closer links with community influencers such as Parish Councils, to ensure that communities are better informed about local works.
  - Updating and refreshing scheme information/signage to better promote the benefits of highways works.

## **Performance Management**

We will:

- Move to a more outcomes based contractual model with Via – away from outputs towards measuring the things that matter and that contribute to resident-focused outcomes.
- Strengthen the Council's commissioning arrangements to support greater operational engagement with, and monitoring of, Via. Within this, consideration will be given to the potential need for additional resources.
- Unify and better co-ordinate the Council's commissioning arrangements with Via – Highways, Flood Risk, Property, Strategic infrastructure.
- Strengthen external contractor performance and quality control (by Via) through better procurement models and contract mechanisms for performance management
- Improve benchmarking arrangements to help drive performance and provide proof of value for money with visibility for Members and the public

## **Functional Split and Leadership**

We will:

- Undertake a detailed review of the division of responsibility between the Council and Via in key areas, including : -
  - policy and strategy,
  - core asset management and works/scheme/treatment prioritisation
  - major capital programme management
  - the interface with members and residents, including District Managers
- Ensure leadership arrangements in both the Council and Via reflect the outcomes of the Review and the revised roles of both organisations

# **Asset Management Policy 2022 - 2027**

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Version: 01  
Review Date: 2026



# Highway Infrastructure Asset Management Policy 2022 - 27

## Context

Asset management is a well-established discipline within Nottinghamshire County Council's Highways Service, since the advent of the Highways Maintenance Efficiency Programme (HMEP) guidance in 2013 and more recently the introduction of Well-managed Highway Infrastructure - A Code of Practice in 2018 Nottinghamshire has adopted the principles of highway asset management. These highway asset management principles are used to support a more efficient approach to maintaining highway infrastructure assets.

## 1. Purpose

Asset management principles are at the heart of Nottinghamshire County Council's approach to managing the highway network asset and will help reduce our impact on the environment. It will also enable us to safely manage, maintain and improve Nottinghamshire's highways.

A publicly accessible and highly valued asset, the Authority is dedicated to providing a high-quality, sustainable highway network system that serves the needs of its residents and stakeholders whilst promoting tourism and supporting business growth.

Asset management principles enable informed decisions about investment and maintenance financing; help direct resources where they are most efficient and enable the identification and management of risks associated with the legal obligations of Nottinghamshire County Council to manage and maintain its highway assets. This approach will ensure that the highway network meets the needs and expectations of the present day and is fit for future generations.

## 2. Scope of this policy

This policy is applicable to all who represent Nottinghamshire County Council in any capacity including Members, Officers, Consultants, and Contractors all of whom will be informed of their duties and responsibilities with respect to this policy.

Adherence with this Policy is required of the Authority, Consultants, Contractors, small & medium enterprises (SME's), and Undertakers working on the Highway infrastructure asset or using its assets.

This policy is applicable to all public highway infrastructure assets managed and maintained by the Authority.

### 3. Principles and Commitments

This Highway Infrastructure Asset Management Policy reflects the ambitions, values, and priorities set out in “The Nottinghamshire Plan 2021 – 31”, specifically, the policy supports each of the nine strategic ambitions

- Helping our people live healthier and more independent lives
- Supporting communities and families
- Keeping children, vulnerable adults and communities safe
- Building skills that help people get good jobs
- Strengthening businesses and creating more good-quality jobs
- Making Nottinghamshire somewhere people love to live, work and visit
- Attracting investment in infrastructure, the economy and green growth
- Improving transport and digital connections
- Protecting the environment and reducing our carbon footprint



#### Ambition 1 - Helping our people live healthier and more independent lives

A well-managed highway infrastructure has a significant role to play in healthy lifestyle activities. A safe and accessible highway network including facilities such as public rights of way and other country paths, contribute to physical and mental well-being helping communities be safe, active, independent and socially cohesive.

#### Ambition 2 - Supporting communities and families

A well-managed local road network will ensure that those in greatest need of access to local services have the best possible ease of movement, whilst also facilitating the support to vulnerable people within their own communities.

#### Ambition 3 - Keeping children, vulnerable adults and communities safe

The use of asset management techniques - which strengthen and maintain the highway network's reliability and resilience - ensure that the highway infrastructure assets safeguard and protect communities from the effects of flooding and other severe weather events.



#### **Ambition 4 - Building skills that help people get good jobs**

Maintaining and managing highway assets provides rewarding opportunities for training and development within the County Council and its partners, which include many regional small & medium enterprises (SME's). Creating high-quality apprenticeships, placements and training opportunities, ensure that local people have the right skills and qualifications and enhances social value and brings benefits to local communities

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

As a catalyst for success, the highways network supports the Authority to deliver its services for the benefit of the people of Nottinghamshire particularly through the post-pandemic recovery period.

The pandemic has shown that Nottinghamshire can adapt quickly, improving the quality and availability of the highway network removes barriers to mobility thereby enabling residents to have choice and flexibility where to work.

#### **Ambition 6 - Making Nottinghamshire somewhere people love to live, work and visit**

A well-planned highway network will give access to safe and healthy travel choices, residents will be able to lead more independent lives. The highway network contributes to community cohesion, through supporting social connection, fostering community pride at the same time increasing safety and reducing crime.

#### **Ambition 7 - Attracting investment in infrastructure, the economy and green growth**

Highway asset management provides the framework to manage and maintain vital infrastructure. Infrastructure which is critical for the success of Nottinghamshire's economy through access for goods, services, employment, education, leisure and tourism. A well-maintained and managed highway network is essential to encourage investment in the County and stimulate growth.

#### **Ambition 8 - Improving transport and digital connections**

Adopting an asset management decision-making process which is aligned to the County Council's ambitions ensures that highway assets being invested now will also benefit the future highway network thereby supporting Nottinghamshire's ambition to keep the County well connected through providing a sustainable service.

Making the best use of the existing assets, through effective treatments at the right time and the use of appropriate technology, contributes to delivering defined service levels within available budgets.

#### **Ambition 9 - Protecting the environment and reducing our carbon footprint**

A system of asset management empowers the authority to meet the challenges of climate change and carbon reduction with the use of digital technology and processes that give it the opportunity to embrace environmental innovation, accelerating the green transition, reducing emissions, improving air quality locally, and protecting biodiversity.

## 4. Policy Statement

Nottinghamshire County Council has set out within the framework of the new Council Plan for 2021-31 its commitments to work towards a healthy, prosperous and greener future for all of Nottinghamshire's communities. Achieving the Authority's long-term vision relies on utilising effective highway asset management principles for the delivery and success of its services.

To ensure that the principles of highways infrastructure asset management are embedded in the delivery of highways maintenance and improvement of the highway network. A continuous improvement process will be adopted by Nottinghamshire to manage highway infrastructure assets

The authority will use the outputs from asset management processes to support measures that will focus on improving assets that promote 'greener' active modes of travel, improve accessibility and provide healthy and sustainable places for people to live and thrive in.

In delivering the Highways Infrastructure Asset Management Strategy and Plan, as described in Section 5, we will;

- Communicate with customers and service users and take account of their needs
- Innovate by investing in new processes and using digital technologies
- Deliver modern, efficient, effective and value-for-money services
- Adhere to the relevant statutory requirements for the highway service.
- Develop sound long-term strategic and financial to support our highway maintenance programmes.
- Identify the pressures that new infrastructure projects and development place on maintenance budgets
- Seek to remove redundant assets from the network
- Manage, review and apply continual improvement to the risk-based approach used for maintenance activities in accordance with UK Roads Liaison Group (UKRLG) document Well-Managed Highway Infrastructure: A Code of Practice (WMH)
- Take account of the environmental impact and sustainability of plans and operations
- Identify areas of the network which are vulnerable to adverse weather events and take steps to mitigate this where practicable
- Deliver a safe, serviceable and resilient highway network

## **5. Implementation**

This Policy will be supported and implemented by the development and publication of the following documents

### **Highway Infrastructure Asset Management Strategy (HIAMS)**

The HIAMS will set out how the highway network assets will be managed and how the Highway Asset Management Policy will be achieved.

### **Highway Infrastructure Asset Management Plan (HIAMP)**

The HIAMP supports the Highway Asset Management Policy and Strategy and informs everyone involved in delivery the highway service about how the highway infrastructure is to be managed. The HIAMP provides detailed information to senior decision makers to support investment decisions and enable longer term planning.

## **6. Roles and Responsibilities**

In order for Highway Infrastructure Asset Management principles and methodologies to succeed, key decision makers, such as elected members and those using the service / highway network, need to be committed to supporting the long-term benefits and savings that will result from an asset led approach.

All those involved with highway asset management have an individual responsibility to familiarise themselves with and adhere to this Policy and any associated documents and procedures. For asset management to work day-to-day there should be a collective culture of responsibility.

## **7. Approval Process**

This policy requires Cabinet approval

## **8. Review**

This policy will be reviewed on a two-yearly cycle; the review is designed to respond to any changes over the intervening period.

# Asset Management Strategy 2022 - 2027

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## Contents

Foreword .....	3
1. Introduction .....	4
2. Our Asset Management Culture .....	5
Asset Management Leadership .....	5
Asset Management Governance .....	5
Asset Management Ownership .....	5
3. Supporting Our Ambitions .....	6
4. Preparing for the Future .....	7
5. Our Highway Infrastructure Asset Management Strategy .....	8
6. Key Assets .....	9
7. Delivering Our Asset Management Approach .....	10
Customer Expectations .....	10
Communication .....	10
Key Asset Strategies .....	10
Data Management .....	10
Cross Asset Prioritisation .....	11
Right First Time .....	11
Competencies / Training .....	11
Innovation & Continuous Improvement .....	11
Sustainability .....	11
8. Performance Reporting .....	12
9. Review of this Strategy .....	12





*Councillor Neil Clarke MBE,  
Nottinghamshire County  
Council Cabinet Member for  
Transport and Environment*

## Foreword

Over 12 months ago a cross-party Highways Review Panel was established to address residents' concerns and to review a range of areas of highways management. The Review was the catalyst to identify areas of improvement to the highways service and to align it to the new Council Plan. One of the main drivers of the Review was to improve communication and customer satisfaction. The Review also identified the importance of having up to date asset management documents

I am therefore pleased to introduce Nottinghamshire's asset management strategy, which describes our refreshed approach to managing our highway network.

Nottinghamshire has long been an exponent of asset management, our updated and revised strategy takes us further on our asset management journey to provide our residents with a safe, serviceable and resilient highway network, this is exemplified by our emphasis applying the right intervention at the right time as well as our whole street approach.

Many authorities see asset management as a maintenance driven activity, but it is so much more than that. We will put asset management at the forefront of all that we do from initial concepts for new schemes, housing estates and infrastructure upgrades through to maintenance and how we use our assets so that we provide our customers with the service they really need.

The key to effectively managing our highway assets is to understand and listen to our customers and stakeholders, identify their needs, and future aspirations, knowing these values and what satisfies our customers will enable us to deliver the right level of service.

Like most local authorities in this period of post pandemic recovery we need to make the most of every pound spent on our network, for Nottinghamshire this means being able to balance investment across our highway assets.

To enable us to balance asset performance, risk and investment we will ensure that we are making better use of our data, so that we can identify potential issues such as flooding or for early detection and prediction of future defects.

We strive to better connect our activities and innovate so that we can deliver and continually improve the services we offer, this strategy will aid us to achieve our ambitions and continue our journey to deliver a safe, reliable, and resilient highway network.

## Our vision and ambitions

*"A healthy, prosperous and greener future for everyone"*



## 1. Introduction

Nottinghamshire's highway network asset is the largest and most valuable public asset within the County Council's control. Through our efforts, we strive to ensure that highway network assets are meeting the needs and expectations of our stakeholders and our communities.

Over the years through our asset management approach much has been achieved, enabling us to continue to deliver a safe, serviceable and resilient highway network.

This Nottinghamshire Highways Asset Management Strategy (HIAMS) builds upon the achievements of our previous asset management strategy, setting out how the Highway Asset Management Policy will be achieved and how we will manage our highway assets

Our Strategy reflects the latest national policy, the changed way in which people are living their lives, following the post pandemic recovery and considers key contemporary issues such as sustainability, the environment and climate change.

Nottinghamshire's asset led approach enables us to deliver a more efficient and effective approach to the management of highway infrastructure assets through longer term planning and ensuring that levels of service are defined and achievable within the constraints of our budgets.



## 2. Our Asset Management Culture



Nottinghamshire County Council has a strong asset management culture, everyone from employees, including those in our Teckal Company, (Via East Midlands Ltd), to suppliers understands how their work impacts the highways service that customers receive from us.

It is through taking personal responsibility for these activities and bringing our teams together to offer a good highways service that we are able to be a successful asset management authority.

### Asset Management Leadership

Leading by example is central to our asset management strategy, our members and senior leaders guide the approach and behaviours required for success.

### Asset Management Governance

At the highest-level Nottinghamshire's Cabinet is accountable for the implementation of our asset management policy and strategy.

Across Nottinghamshire every participant in the highways service, including Via EM Ltd and supply chain, shares responsibility for ensuring an asset management-driven approach.

### Asset Management Ownership

Asset management integrates our skills, shares risks and priorities, and ensures that we are delivering the service that our customers and stakeholders are demanding.

This strategy strengthens a collective responsibility for the condition and performance of Nottinghamshire's highway network. Our highway network is managed by specialists, each an expert in their area, who work together as a team and take responsibility for the delivery of our highways service

### 3. Supporting Our Ambitions

Our strategy enables us to apply the principles of highway asset management to safely manage, maintain, and improve Nottinghamshire's highways and to support the delivery and realisation of The Nottinghamshire Plan 2021 – 31.

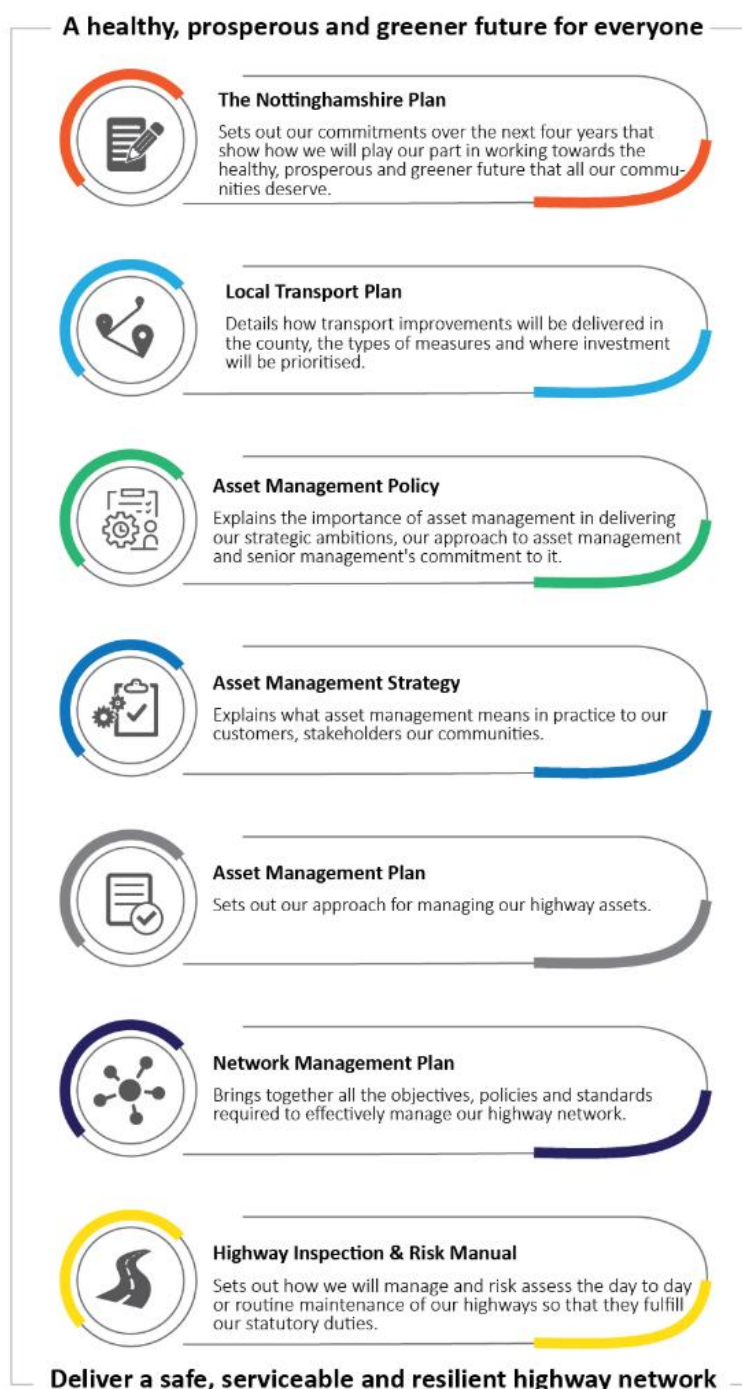
The way we deliver our asset management determines how successful we are in meeting our ambitions and our vision for a healthy, prosperous and greener future for everyone.

We have an asset management framework which includes national / local transport policy, expectations of stakeholders and legal and financial constraints.

This strategy document together with the Highway Infrastructure Asset Management Policy are key strategic documents.

The Highway Infrastructure Asset Management Plan will set out decision-making, risk management, data management and service levels to achieve our vision for Nottinghamshire.

Within the highway infrastructure asset management framework are a number of documents that have been developed to ensure compliance with relevant legislation and Highway Infrastructure Asset Management Policy.



## 4. Preparing for the Future

Legislation and local and national commitments have immediate and substantial impact on how we manage our highways service. Our priority is to deliver a safe, serviceable, and resilient network.

To achieve our ambitions alongside the more traditional aspects of our highways service there are a number of contemporary issues that we need to be cognisant of.

Asset management is critical for helping us respond to these contemporary issues. It helps to drive the continuous change and improvement needed, so that we continue to get the best value from our highway network assets for our customers.

We will manage our assets to promote a sustainable environment and reduce environmental impact. Services and works will embrace the digital agenda, new technologies, they will consider improvements to process and procedures to reflect the changing and increasing demand on our aging assets. Designing for maintenance will be at the forefront of our investment and decision making.

	<b>Environment / Biodiversity</b> Plan maintenance to enhance the environment
	<b>Climate change</b> Manage the carbon costs of assets throughout their lifecycle
	<b>Decarbonisation</b> Promote a low carbon approach through the procurement of materials and services
	<b>Resilience</b> Ensure resilience to extreme weather events
	<b>Digital Agenda</b> Getting the best from existing data and exploitation of new data, information, and materials
	<b>Customer expectations</b> Understanding customer and stakeholder needs and aspirations
	<b>Changing network demand</b> Manage the network hierarchy and inspection process to reflect change in use
	<b>Increased network demand</b> Managing customer disruption, maintain network availability
	<b>Designing for maintenance</b> Ensure consideration is given to maintenance during the design & development stage
	<b>Ageing assets</b> Maintaining the performance and safety of aging assets
	<b>Electric vehicles</b> Adapting the network to support alternative fuels
	<b>Financial constraints</b> Enhance the efficiency of managing financial and other constraints



## 5. Our Highway Infrastructure Asset Management Strategy



Asset Management is a strategic approach that seeks to optimise the value of our highway assets over the whole of their lifecycle; it brings together existing practices, systems, policies and approaches to form a coherent picture for individual highway assets and the highway network asset as a whole.

With our strategy, we encourage more aligned decision-making, so that asset investment decisions that affect the network now, can also support the network we are building in the future. Using information and knowledge from across our highways service and supply chain, we ensure the right people are involved in making balanced investment decisions.

Our Highway Infrastructure Asset Management Strategy includes plans for developing and maintaining high-quality asset information. As a result of improved asset information, we will be able to assess risks to our network more accurately. This will enable us to make better-informed decisions about the maintenance and operation of our assets. Adopting the right intervention at the right time approach will reduce the need to use reactive short-term maintenance.

Our teams work across the whole asset lifecycle, knowing that the decisions they make may, affect how future services are provided. By doing so, we anticipate and respond to customer expectations, climate change, and new technological developments.

We seek to continually improve our ways of working, lessons learnt from our activities enhance our overall approach to asset management.

We will use the outputs from asset management processes to support measures that will focus on improving assets that promote 'greener' active modes of travel, improve accessibility and provide healthy and sustainable places for people to live and thrive in.

## 6. Key Assets

Nottinghamshire's highway network plays a strategic role in connecting people and places across the county. It supports the wellbeing of our residents, it enables our communities to thrive, and provides our residents with access to jobs, to learning and to business opportunities.

Our highway network is made up of a diverse range of physical 'assets', such as carriageways, footways, cycleways, highway structures, drainage, street lighting and intelligent transport systems. While each of these has its own unique traits, they are also interdependent, interacting and working together to create an integrated highway network.

These highway network assets are ever changing, to make the most of our assets and deliver a good service for our customers, we make decisions supported by data and information. Regular and consistent condition surveys and highway inspections provide critical data and information on our assets' performance, which we utilise to develop lifecycle plans ensuring that we are intervening at the right time with the right treatment.



Carriageways  
4,456km



Footways &  
Cycle tracks  
4,337km



Highway  
Structures  
730 No.



Gullies  
184,241 No.



Street Lighting  
94,790 units



Traffic Signals  
253 No.



PRoW  
3,200km

## 7. Delivering Our Asset Management Approach



We will develop our asset management approach to deliver a safe, serviceable and resilient highway network. We will plan for the long term by Designing for Maintenance, through early engagement with all those wishing to work on our network, ensuring that consideration is given not only to maintenance but also to our sustainability and net zero goals.

### Customer Expectations



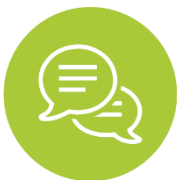
Our network has to meet the wide-ranging demands and needs of its users, we will shape our approach to managing and maintaining our assets through listening and understanding our customers.

Asset management enables us to create, maintain, operate and renew our assets effectively and efficiently to a service level that meets the expectations of our customers.

So that the service we provide reflects the needs of our customers, we will

- review customer feedback to understand their priorities and needs
- align our approach to maintaining our assets so that it considers our customers values
- communicate with our customers and stakeholders to help them understand our asset management approach and how it aligns to their requirements
- develop levels of service that balance cost, risk and performance

### Communication



Effective communication allows us to build a shared asset management culture by better understanding our customers, stakeholders and importantly our teams.

To ensure that communication is a listening and learning two-way process, we will develop an asset management communications strategy internally and externally

### Key Asset Strategies



Within our Highway Infrastructure Asset Management plan we will set out our approach to managing key asset groups in line with our corporate ambitions and in response to performance requirements and funding. These strategies will identify the specific challenges, risks, opportunities that each asset group faces.

To deliver the most from our asset strategies we will invest in

**Data Management** – we recognise the need to better use our data and to improve the information that we hold – to be future ready we will

- establish clear requirements for asset data
- fill existing gaps in data and information

- capture data efficiently and effectively so that it is easy to use, it is current and reliable

**Cross Asset Prioritisation** – we will develop a methodology to deliver the most from our investment choices across our asset groups

**Right First Time** – through identifying efficient and timely interventions on our assets we will be able to maximise and to get the most value from our investments whilst maintaining asset condition and performance. To enable us to achieve this we will

- Utilise data and information to understand the existing needs of our assets, and develop tools to analyse their predicted future need
- Define a prioritisation matrix, to develop forward works programmes to maintain asset condition and performance

### Competencies / Training



Our staff are our most important resource, we will provide training and development to all our staff, so they have the skills and tools they need to effectively carry out their roles to support our asset management approach and expectations.

We will ensure that our staff understand the vital role that they have in contributing to in deliver our corporate ambitions.

### Innovation & Continuous Improvement



Nottinghamshire is committed to the development of good practice and continuous improvement; we play a leading role in the development of highway asset management both regionally and nationally through a number of forums.

We are committed to learning from our experiences to improve the way we work. Our staff lead continuous improvement by understanding why the task they are performing is important, how it aligns with our corporate ambitions, and identifying new and better techniques.

### Sustainability



We recognise that the decisions that we make through our asset management approach have an impact on our environment and our ability to provide sustainable infrastructure

Through what we do and how we do it we will prioritise the environment and sustainability, to improve biodiversity, to minimise carbon emissions over the lifetime of the asset, improve resilience to severe weather events and to encourage the walking and cycling for healthier lifestyles.

## 8. Performance Reporting



Managing assets better is a continuous cycle. Sharing what we're doing with customers, stakeholders, and colleagues will be an active process. We will develop an annual performance report to demonstrate the complex decisions that we are making for the long-term benefit of the assets are successful.

## 9. Review of this Strategy

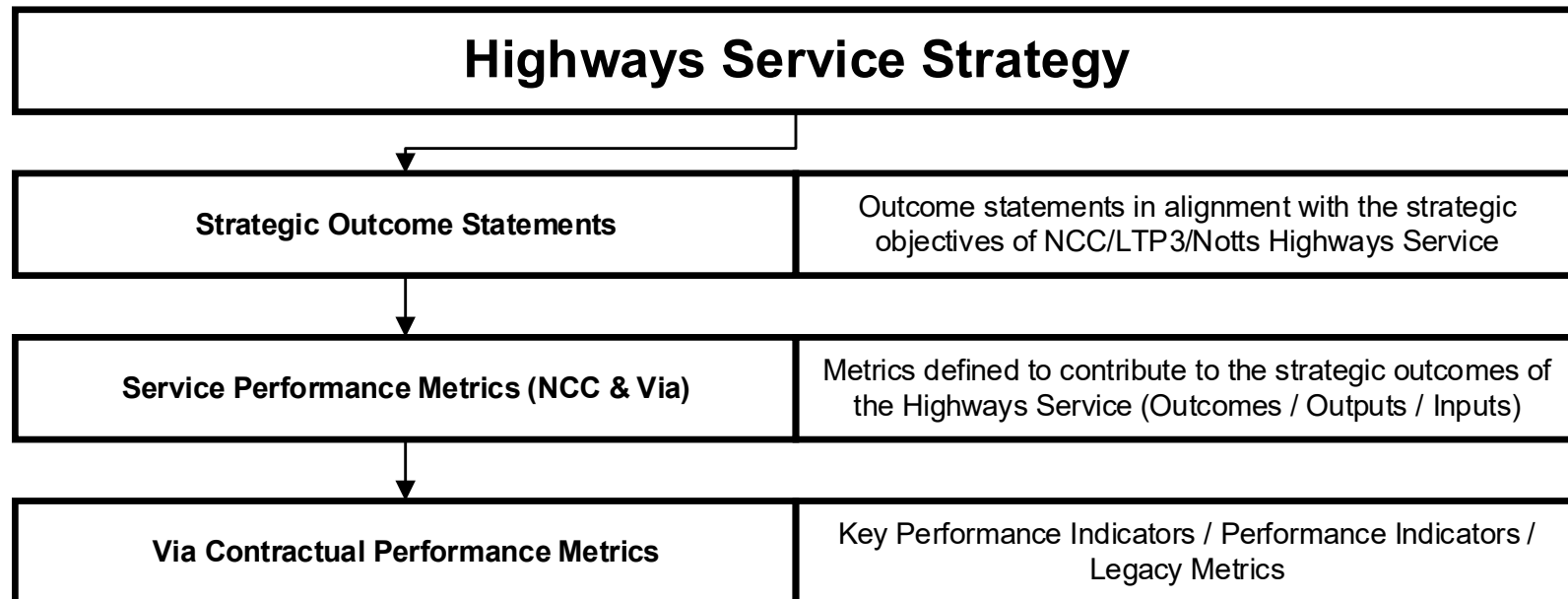


We will update this strategy as our corporate ambitions develop and review it on an ongoing basis to make sure its content is still relevant to the challenges and contemporary issues that we face.



# Appendix 4 – Updated Performance Management Framework

## Highways Service – Strategy and Performance Breakdown



Delivery of the Highways Service is a collaborative effort on the parts of NCC and Via. As such, outcomes are defined at a strategic level, aligned with the purpose of the service, to communicate what successful delivery of the service will lead to.

Performance metrics (outcomes / outputs / inputs) should be recorded at a service level. These measures contribute to the achievement of the outcome statements.

Contractual performance metrics for Via should be within their control. These are typically tactical / operational metrics. As such, they are largely output metrics. Contractual metrics are split between KPIs (where service credits apply for non-compliance), PIs and Legacy Matrix. [Page 91 of 100](#)

# Highways Strategy and Performance Breakdown



Purpose of the Highways Service;

***‘To safely manage, maintain and improve Nottinghamshire’s highways’***

in partnership with



<b>Outcome Statement 1</b> The health, safety and wellbeing of all highway users is improved.	<b>Outcome Statement 2</b> The highway network and associated infrastructure remains fit for purpose.	<b>Outcome Statement 3</b> Disruption to the highway network is minimised.	<b>Outcome Statement 4</b> Residents are satisfied with the condition of the highway network.	<b>Outcome Statement 5</b> The impact on the environment of the delivery of the highway service is reduced.
<p><b>NI 47 (LTP)</b> People killed or seriously injured in reported RTCs</p> <p><b>NI48 (LTP)</b> Children killed or seriously injured in reported RTCs</p>	<p><b>NI168 (LTP)</b> Percentage of A roads not requiring planned maintenance</p> <p><b>NI169(LTP)</b> Percentage of B&amp;C roads not requiring planned maintenance</p> <p><b>LTP9</b> Unclassified roads not requiring planned maintenance.</p>	<p><b>LTP1</b> Average Journey Time per mile during the morning peak on the urban centre networks in the county</p> <p><b>LTP 2</b> Changes in areas wide traffic mileage</p> <p><b>LTP 7</b> Traffic Flows into town centres</p>	<p>Increase in NHT Public Satisfaction Scores</p> <p>NCC/Via Customer Satisfaction Initiatives (baseline understood in 22-23)</p>	<p><b>LTP4</b> Number of air quality management areas (AQMAS) on County Council managed roads</p> <p><b>LTP5</b> CO2 emissions from road transport</p> <p><b>LTP14</b> Particulate levels in air quality management areas (AQMAS)</p> <p><b>LTP14</b> Particulate levels in air quality management areas (AQMAS)</p>

# Alignment with NCC's Council Plan (2021-2031)

Ambition	Statement	Success Criteria	Outcome 1 Safety	Outcome 2 Network Condition	Outcome 3 Disruption	Outcome 4 Satisfaction	Outcome 5 Environment
6	Making Nottinghamshire somewhere people love to live, work and visit	Ensure that developments across Nottinghamshire are attractive, sustainable and well planned		✓		✓	✓
		Enhance and boost access to Nottinghamshire's natural environment		✓			✓
		Create healthy and sustainable places that promote people's wellbeing	✓				✓
7	Attracting investment in infrastructure, the economy and green growth	Maximise the future use of major assets within the County		✓			
		Protect our natural environment when new infrastructure is developed		✓	✓		✓
		Help businesses to adopt low carbon practices					✓
8	Improving transport and digital connections	Invest and improve the condition of the County's roads and pavements		✓		✓	
		Improve local and regional transport connections to make journeys easier			✓	✓	
		Keep our highways safe and reduce congestion	✓		✓	✓	
9	Protecting the environment and reducing our carbon footprint	Improve the sustainability of Council owned land and property assets					✓
		Reduce our energy and water use					✓
		Reduce the impact of our work-related travel and transport					✓
		Reduce our waste generation					✓
		Promote good environmental practice, by encouraging our workforce and community partners to minimise their environmental impact					✓
		Reduce air pollution and greenhouse gas emissions					✓

**KEY**

Green - Outcome Metric  
Blue - Output Metric

# Outcome Statement 1

*‘The health, safety and welfare of all highway users is improved’*

Ref	Description	Target	Inclusion in Via PMF
<b>NI 147 (LTP)</b>	Reduction in the number of people killed or seriously injured in reported RTCs	40% reduction by 2030	Provided by Via but reflective of whole Highways service.
<b>NI 148 (LTP)</b>	Reduction in the number of children killed or seriously injured in reported RTCs	40% reduction by 2030	Provided by Via but reflective of whole Highways service.
<b>Highway Users</b>			
<b>KPI 01</b>	Percentage of emergency incidents attended within response time (2 hours)	100%	✓
<b>KPI 02</b>	Percentage of Cat 1 defects made safe within response time (end of next working day)	90%	✓
<b>KPI 03</b>	Percentage of Cat 2 defects made safe within response time (28 days)	90%	✓
<b>KPI 04</b>	Percentage of Cat 3 defects made safe within response time (90 days)	90%	✓
<b>KPI 07</b>	Percentage of precautionary road salting completed on time	100%	✓
<b>PI 02</b>	Signal emergencies made safe within response time (1 Hour)	90%	✓
<b>PI 19</b>	People killed or seriously injured in road traffic collisions (YTD)	N/A	Provided by Via but reflective of whole Highways service.
<b>PI 20</b>	Reduction in the percentage of people killed or seriously injured in road traffic collisions (2015-2019 Baseline)	40%	Provided by Via but reflective of whole Highways service.
<b>Via Staff</b>			
<b>PI 11</b>	LTIFR: lost time per 100,000 hours worked (last 12 months)	<0.5	✓
<b>PI 12</b>	AFR: percentage of reportable incidents per 100,000 hours worked (last 12 months)	<0.5	✓
<b>NEW</b>	AAFR: Percentage of all accidents per 100,000 hours worked (last 12 months)	<1.65	✓
<b>Future</b>	Via supply-chain safety statistics	TBC	✓

## KEY

Green - Outcome Metric  
Blue - Output Metric

## Outcome Statement 2

*'The highway network and associated infrastructure remains fit for purpose'*

Ref	Description	Target	Via PMF
NI168 (LTP)	Percentage of A roads not requiring planned maintenance	>96%	Provided by Via but reflective of whole Highways service
NI169 (LTP)	Percentage of B&C roads not requiring planned maintenance	>91%	Provided by Via but reflective of whole Highways service
LTP 9	Unclassified roads not requiring planned maintenance	>81%	Provided by Via but reflective of whole Highways service
Highway Condition			
PI 04	Percentage by network length of principal roads where maintenance should be considered (A Roads)	<4%	Provided by Via but reflective of whole Highways service.
PI 05	Percentage by network length of non-principal roads where maintenance should be considered (B roads & classified C roads)	<9%	Provided by Via but reflective of whole Highways service.
PI 06	Percentage by network length of unclassified roads where maintenance should be considered (Unclassified)	<19%	Provided by Via but reflective of whole Highways service.
PI 08	Bridge stock condition index for primary elements	83	✓
PI 09	Bridge stock average condition index for all elements	90	✓
Responsiveness			
KPI 06	Percentage of network inspected within stated frequency	97%	✓
KPI 08	Percentage of principal bridge inspections completed within stated frequency.	100%	✓
KPI 09	Percentage of gullies cleansed within stated frequency	90%	✓
KPI 10	Percentage of street lighting faults under the control of the Highway Authority repaired within response time (7 days)	85%	✓
PI 01	Average number of days to undertake DNO street lighting repair	<35	✓
PI 03a	Percentage of compliance with other signal fault repair response time (Urgent Faults - 2 Hours)	90%	✓
PI 03b	Percentage of compliance with other signal fault repair response time (Non-Urgent Faults - 8 Hours)	90%	✓
PI 28	Average number of days to repair a street lighting faults under the control of the Local Authority	<7	✓
PI 37a	Highway Tree - % of instances where remedial works are proposed to R+I Team within 14 days	100%	✓
PI 37b	Highway Tree - % of instances where works are undertaken within 28 days following receipt of an instruction from R+I Team.	100%	✓



**KEY**

Green - Outcome Metric  
Blue - Output Metric

## Outcome Statement 3

*‘Disruption to the highway network is minimised’*

Ref	Description	Target	Via PMF
LTP 1	Average Journey Time per mile during the morning peak on the urban centre networks in the county		LTP Team
LTP 2	Changes in areas wide traffic mileage		LTP Team
LTP 7	Traffic Flows into town centres		LTP Team
Streetworks Permits			
KPI 05	Percentage of NRSWA inspections achieved against agreed target	100%	✓
Future	Percentage of Streetworks permits responded to on time	TBC	✓
Future	Compliance with Streetworks Permits (Via)	TBC	✓
Network Availability			
Future	Percentage of streetlights working at any one time	TBC	✓

**KEY**

Green - Outcome Metric

Blue - Output Metric

Yellow – Input Metric

## Outcome Statement 4

*'Residents are satisfied with the condition of the highway'*

Ref	Description	Target	Via PMF
<b>New</b>	Increase in NHT Public Satisfaction Scores	N/A	Provided by Via but reflective of whole Highways service
<b>Overall Satisfaction</b>			
<b>KPI 12</b>	Percentage of enquiries where a response is given within 10 working days	95%	✓
<b>PI 23</b>	NHT Resident Satisfaction: Overall Highways & Transport	N/A	Provided by Via but reflective of whole Highways service
<b>PI 24</b>	NHT Resident Satisfaction: Highway Maintenance	N/A	Provided by Via but reflective of whole Highways service
<b>PI 25</b>	NHT Resident Satisfaction: Walking & Cycling Facilities	N/A	Provided by Via but reflective of whole Highways service
<b>PI 26</b>	NHT Resident Satisfaction: Tackling Congestion	N/A	Provided by Via but reflective of whole Highways service
<b>PI 27</b>	NHT Resident Satisfaction: Road Safety	N/A	Provided by Via but reflective of whole Highways service
<b>New</b>	Elements of Big Notts Survey	Baseline Data	NCC
<b>New</b>	Opportunity for residents to feed back on all letter dropped schemes.	Baseline Data	✓
<b>New</b>	Pilot of pop-up surveys on three major maintenance schemes and three micro-asphalt schemes	Baseline Data	✓
<b>New</b>	Councillors are happy with the service they receive from Via.	Baseline Data	✓
<b>Future</b>	Percentage of capital spend on footway and cycleway network	TBC	NCC
<b>Complaints</b>			
<b>LM 05</b>	Complaints upheld or partially upheld	N/A	✓
<b>LM 06</b>	Complaints not upheld or still active	N/A	✓
<b>LM 07</b>	Complaints for period	N/A	✓
<b>LM 08</b>	Total number of highways related enquiries	N/A	✓
<b>Future</b>	No. of upheld complaints in relation to drainage	TBC	TBC

KEY

Green - Outcome Metric  
Blue - Output Metric

## Outcome Statement 5

*'The impact on the environment of the delivery of the highway service is reduced'*

Ref	Description	Target	Via PMF
<b>LTP 4</b>	Number of air quality management areas (AQMA) on County Council managed roads		<b>LTP Team</b>
<b>LTP 5</b>	CO2 emissions from road transport		<b>LTP Team</b>
<b>LTP 14</b>	Particulate levels in air quality management areas (AQMA)		<b>LTP Team</b>
<b>Environmental Impact</b>			
<b>New</b>	Reduction in the total carbon emitted by Via EM.	TBC	✓
<b>Environmental Improvements</b>			
<b>Future</b>	Percentage increase in the number of wildlife verges	TBC	TBC
<b>Future</b>	% of Via Fleet made electric	TBC	✓

**KEY**

Green - Outcome Metric  
Blue - Output Metric  
Yellow – Input Metric

# Additional PMF (Contractual) Metrics

Ref	Description	Target	Via PMF
<b>Fleet</b>			
<b>PI 40</b>	Operator Compliance Risk Score (OCRS) NCC	N/A	✓
<b>PI 41</b>	Operator Compliance Risk Score (OCRS) Via	N/A	✓
<b>PI 42</b>	Percentage of vehicles submitted on time	N/A	✓
<b>PI 43</b>	Percentage of vehicles assessed within 2hrs if submitted on time	N/A	✓
<b>PI 44</b>	Percentage of vehicles that were submitted and returned on time	N/A	✓
<b>PI 45</b>	Percentage of all vehicles assessed within 2 hours	N/A	✓
<b>PI 46</b>	Percentage of vehicles that require additional work	N/A	✓
<b>PI 48</b>	Percentage of vehicles that were submitted and returned on time	N/A	✓
<b>Terms Services Contract</b>			
<b>PI 16</b>	Annualised defined cost with percentage annualised target cost - Via	+/-3%	✓
<b>New</b>	Reduction in ViaFix use	Baseline	✓
<b>Insurance</b>			
<b>KPI 14</b>	Percentage of reports for all claim types received that are comprehensive in nature and contain sufficient information to allow the R+I Team to make a decision on liability.	100%	✓
<b>PI 29</b>	Number of insurance claims received, year to date	N/A	✓
<b>PI 30</b>	Number of insurance claims finalised (closed), year to date	N/A	✓
<b>PI 31</b>	Number of insurance claims repudiated, year to date	N/A	✓
<b>PI 32</b>	Number of insurance claims finalised (damaged agreed), year to date	N/A	✓
<b>PI 33</b>	Number of active insurance claims, year to date	N/A	✓
<b>PI 34</b>	Insurance claim repudiation rate, year to date	N/A	✓
<b>PI 35</b>	Percentage of reports for all claim types provided with 14 days of request	100%	✓
<b>PI 36</b>	Percentage of requests for information responded to within 5 days	100%	✓
<b>PI 38</b>	Percentage of relevant staff to have undertaken court room skills training in the last 5 years	100%	✓

