Nottinghamshire County Council

Policy Committee

Wednesday, 22 May 2019 at 10:30

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

AGENDA

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Notes

(1) Councillors are advised to contact their Research Officer for details of any Group Meetings which are planned for this meeting.

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

Customer Services Centre 0300 500 80 80

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

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

(4) Councillors are reminded that Committee and Sub-Committee papers, with the exception of those which contain Exempt or Confidential Information, may be recycled.

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

Nottinghamshire County Council

minutes

Meeting POLICY COMMITTEE

Date Wednesday 24 April 2019 (commencing at 10.30 am)

membership
Persons absent are marked with `A'

COUNCILLORS

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

Chris Barnfather
Joyce Bosnjak
Richard Butler
John Cottee
Kate Foale
Stephen Garner
Glynn Gilfoyle
Bruce Laughton
David Martin
Philip Owen
John Peck JP
Mike Pringle
Alan Rhodes
Stuart Wallace
Muriel Weisz
Jonathan Wheeler
Jason Zadrozny **A**

OTHER COUNCILLORS IN ATTENDANCE

Nicki Brooks
John Longdon
Diana Meale
Liz Plant

OFFICERS IN ATTENDANCE

Carl Bilbey	Chief Executives Department
Rob Disney	
Keith Ford	
Nigel Stevenson	
Marjorie Toward	
Colin Pettigrew	Children, Families and Cultural Services Department
Adrian Smith	Place Department
Derek Higton	
Gary Wood	

1 MINUTES

The Minutes of the last meeting held on 20 March 2019, having been previously circulated, were confirmed and signed by the Chairman.

2 APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Jason Zadrozny.

The following temporary changes of membership for this meeting only were reported:-

- Councillor Jonathan Wheeler had replaced Councillor Richard Jackson
- Councillor David Martin had replaced Councillor Samantha Deakin

3 DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS.

Councillor Kate Foale declared a private and non-pecuniary interest in agenda item 6 – Basic Need Allocation for The Rushcliffe School as a trustee of East Midlands Education Trust which did not preclude her from participating or voting on that item.

Councillor Chris Barnfather declared a private and non-pecuniary interest in agenda item 6 – Basic Need Allocation for The Rushcliffe School as a trustee of East Midlands Education Trust which did not preclude him from participating or voting on that item.

4 PLANNING AND PERFORMANCE MANAGEMENT FRAMEWORK

Following discussions by Members, Nigel Stevenson offered to remind report authors and financial officers of the need for any effects on relevant budgets to be clarified within the Financial Implications / Comments sections of reports.

RESOLVED: 2019/038

That the revised Planning and Performance Management Framework be approved.

5 ROAD SAFETY AROUND SCHOOLS

RESOLVED: 2019/039

That the current approach to road safety and parking around schools be continued and the following further actions be approved:-

a) the competitive procurement of the development of a best practice school travel plan advice toolkit;

b) the undertaking of a 12 month pilot of the school travel plan advice toolkit with a limited representative number of schools across the County in order to refine it and ensure it was fit for purpose (including a review of the toolkit at the end of the 12 month period) prior to it being made available to all schools;

c) the purchase and deployment of an additional camera enforcement car;

d) the establishment of a formal early engagement process between school developers, planning officers and road safety officers to consider the traffic management and safety impacts of school developments;

e) the development of a communications strategy to ensure County Council elected Members and school management (and their governing bodies) were

made aware of the services / advice available t them to address parking issues around schools.

6 BASIC NEED ALLOCATION FOR THE RUSHCLIFFE SCHOOL

RESOLVED: 2019/040

1) That a £500,000 investment be made to the Spencer Academies Trust to fund the next phase of the planned expansion of Rushcliffe School in order to ensure a sufficiency of secondary school places for September 2019.

2) That further updates on the medium to long term plan to ensure a sufficiency of secondary school places in the West Bridgford planning area by September 2025, in partnership with the Spencer Academies Trust, be submitted to future meetings of Policy Committee.

7 COMMUNICATIONS AND MARKETING STAFFING STRUCTURE

RESOLVED: 2019/041

That the new staffing structure for the Communications and Marketing Function, as set out in Appendix 1 and paragraph 13 of the report and the actions required to implement the changes be approved.

8 WORK PROGRAMME

RESOLVED: 2019/042

That, following consideration by Members, no amendments were required to the Work Programme.

The meeting closed at 11.49 am.

CHAIRMAN

Nottinghamshire County Council

Report to Policy Committee

22 May 2019

Agenda Item: 4

REPORT OF THE CHAIRMAN OF THE ADULT SOCIAL CARE AND PUBLIC HEALTH COMMITTEE

NOTTINGHAMSHIRE CARERS STRATEGY 2018-20

Purpose of the Report

1. The report seeks approval of the Nottinghamshire Carers Strategy 2018-2020, attached as **Appendix 1**, as recommended by the Adult Social Care and Public Health Committee at its meeting on 8th October 2018.

Information

2. Over the previous two years, the Council has undertaken consultation with carers, partner organisations and its own social care workforce to identify what carers value and how they would like to see services develop in the future. This has included formal public consultation as well as workshop sessions with carers and provider staff using a co-production approach.

3. This work has formed the basis of a new Nottinghamshire Carers Strategy 2018-2020 to replace the previous strategy which spanned 2015-2018. It has also informed the development of a revised carers support offer which will be implemented from October 2019 in order to coincide with the start of the new Carers Hub contract. This revised offer will encompass changes to both the Council's assessment and support planning processes as well as its commissioned information, advice and support services.

Nottinghamshire Carers Strategy 2018-20

4. The Nottinghamshire Carers Strategy 2018-2020 is presented to the Committee and is attached as **Appendix 1.** It will be supplemented by annual action plans, which will set out development activities for the Council and its partners. A copy of the Action Plan for 2018/19 is included within the appendix.

5. The Strategy sets out key principles that will underpin all work to support carers and includes a summary of information about the situation in Nottinghamshire and the performance measures that will be used to assess progress. The principles are:

   a. use an integrated approach to develop and deliver services, considering all support available including wider community resources as well as those services directly delivered or commissioned by the County Council and the NHS.

b. make use of existing resources, including carers' own capacity for supporting each other, and provide opportunities to share experiences.

c. help carers to navigate a complex health and social care system to better understand and meet the needs of the person that they care for and to plan for the future, including planning for a crisis.

d. consider carers' own wellbeing and life aspirations and enable carers to access activities or resources to promote these.

e. use a personalised approach to assessment and support planning, drawing on a wide range of support and community resources and assist carers to access these

f. consider the varying situations and requirements of carers at differing stages of life, including young carers, working age carers who may also have childcare or work commitments, and elderly carers who are more likely to be managing their own health conditions or care and support needs.

6. The Strategy has been developed in consultation with the Nottinghamshire Carers Implementation Group, which includes carer representatives, and representatives from Clinical Commissioning Groups, provider organisations and other stakeholders, and provides a forum for discussion of strategic direction and initiatives to support carers.

7. It has been approved as a joint commissioning strategy by the Nottinghamshire Carers Commissioning Forum which includes representatives of Clinical Commissioning Groups, oversight of the shared Better Care Fund budget and joint commissioning intentions. Representatives at this meeting ensure that decisions made are approved through their own governance structures. Regular reports and updates are also taken to the Better Care Fund Board and the Health and Wellbeing Board.

8. At its meeting on 8 October 2018, the Adult Social Care and Public Health Committee recommended the proposed strategy to Policy Committee for approval. The Strategy aligns with the County Council Plan 2017-2021 and with the Adult Social Care Strategy. It will contribute to achieving the commitment in the Council Plan that 'People live independently for as long as possible'. The Strategy has focused on local views about what is important for Nottinghamshire, whilst also taking account of national developments, including the national 'Carers Action Plan 2018 - 2020 - Supporting carers today'. The anticipated national Green Paper on social care is expected to include further policy related to carers. The annual action plans that support the Strategy will respond to any future developments in national policy.

9. The supporting annual Action Plan for 2018/19 includes four key workstreams: to review the Carers Assessment and Support Planning Process, to review arrangements for carer respite, to review commissioned support services, and to develop a County communication and information plan.

10. Corporately, the Council will be able to support the Strategy by increasing awareness of carers across all its public-facing services, for example: cultural services, registrars service, trading standards, transport services, and business support services. Joint working across services for adults and children will promote a whole family approach. In

addition, the Council has a role as an employer of a significant number of carers, supporting them through its flexible working provisions.

Other Options Considered

11. To not make any changes to the way services are currently provided to carers: this would not help the Council and partners to respond appropriately with regard to developing the services and support that are considered to be of most value by carers in the County.

Reason/s for Recommendation/s

12. A series of carers consultation activities sought feedback on proposals for changes to, and investment in, the support provided to carers in order to ensure that support focuses on those things that people have said are the most useful in terms of improving carer wellbeing or enabling them to continue caring. This included formal public consultation in autumn 2017. This information has been used to develop the Strategy.

Statutory and Policy Implications

13. 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.

Data Protection and Information Governance

14. Any changes to the Adult Social Care assessment and support processes and the commissioning of services will need to be compliant with the relevant data protections and information governance legislation.

Financial Implications

15. There are no financial implications to the Council arising directly from this report.

Public Sector Equality Duty implications

16. An Equality Impact Assessment was completed prior to public consultation on the proposals. Further assessments will be undertaken as part of the work to develop a revised carers support offer, in consultation with partners and carers. Carer support services are more likely to be used by women and by those aged over 40. However, the proposed changes to support services are not expected to have any disproportionate impact on these groups.

17. Developing proposals for service delivery will take account of the recommendations in research that the Council commissioned into supporting Seldom Heard Carers, and national research and guidance on best practice, for example, guidance on delivering LGBT (Lesbian, Gay, Bisexual & Transsexual) inclusive services.

Implications for Service Users

18. Support to carers will be developed in line with information that they have provided about what is most valuable to them.

RECOMMENDATION/S

1) That Committee approves the Nottinghamshire Carers Strategy 2018-2020, attached as **Appendix 1**.

Councillor Stuart Wallace
Chairman of the Adult Social Care and Public Health Committee

For any enquiries about this report please contact:

Maggie Pape
Commissioning Manager
T: 0115 9774615
E: margaret.pape@nottscc.gov.uk

Constitutional Comments (LW 04/04/19)

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

Financial Comments (DG 05/04/19)

20. The financial implications are contained within paragraph 15 of this report.

Background Papers and Published Documents

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

Nottinghamshire Carers Strategy and revised Carers Support Offer – report to Adult Social Care and Public Health Committee on 8th October 2018

Electoral Division(s) and Member(s) Affected

All.

ASCPH637 final

Nottinghamshire County Council

Nottinghamshire County Council
Carers Strategy 2018-20

Our principles are:

1. Use an integrated approach to develop and deliver services, considering all support available including wider community resources as well as those services directly delivered or commissioned by the County Council and the NHS.

2. Make use of existing resources, including carers' own capacity for supporting each other, and provide opportunities to share experiences.

3. Help carers to navigate a complex health and social care system to better understand and meet the needs of the person that they care for and to plan for the future, including planning for a crisis.

4. Consider carers' own wellbeing and life aspirations and enable carers to access activities or resources to promote these.

5. Use a personalised approach to assessment and support planning, drawing on a wide range of support and community resources and assist carers to access these

6. Consider the varying situations and requirements of carers at differing stages of life, including young carers, working age carers who may also have childcare or work commitments, and elderly carers who are more likely to be managing their own health conditions or care and support needs.

These principles will underpin the work that we do to support carers and will be supported by annual action plans which identify the specific things that we will do to develop our services further.

1. Introduction

This strategy sets out how Nottinghamshire County Council and NHS Clinical Commissioning Groups will work together with carers and partner services to deliver high quality support to carers in Nottinghamshire. This strategy has been developed in consultation with carers and makes use of information about the County and its population.

The principles set out within this Strategy will be applied to all future development work in relation to carers services and will form part of any specifications for jointly commissioned carers support services.

This Strategy has discussed by the Nottinghamshire Carers Implementation Group, which includes carer representatives, as well as representatives from Clinical Commissioning Groups, provider organisations and other stakeholders. It provides a forum for the discussion of strategic direction and initiatives to support carers.

It has been approved as a joint commissioning strategy by the Nottinghamshire Carers Commissioning Forum, which includes representatives of Clinical Commissioning Groups and has oversight of the shared Better Care Fund budget and of joint commissioning activities. Representatives at this meeting ensure that decisions are approved through their own governance structures. Regular reports and updates are also taken to the Better Care Fund Board and the Health and Wellbeing Board.

This strategy also aligns with the County Council Plan 2017-2021 and with the Adult Social Care and Public Health Departmental Strategy. It will contribute to achieving the commitment in the Council Plan that ‘People live independently for as long as possible’.

This Strategy summarises local views about what is important for Nottinghamshire, and it takes account of national developments, including the national ‘Carers Action Plan 2018 - 2020 - Supporting carers today’. The anticipated national Green Paper on social care is expected to include further policy related to carers which will influence local developments.

This Strategy will be supported by annual Action Plans and as we develop these we will respond to any future updates to national policy.

2. How was this Strategy developed?

In 2016/17, two co-production workshops took place. They were attended by carers as well as support workers and commissioners from the Council, health services and other support services. These workshops identified what people considered important for carer services, including priorities for carers

In autumn 2017, the Council undertook a public consultation about how its carer support offer might change, to include a more personalised approach to support planning (to replace the fixed direct payment that carers are usually offered) alongside quicker access to information and advice. The consultation also asked about which support services were most valuable to carers. 1,164 people responded to the consultation and their responses have contributed to the development of this strategy and the work plan for 2018/19.

In March 2018, carers and support staff took part in a further two workshops and provided feedback on the identified priorities as well as suggesting actions that could be taken to achieve these priorities. A total of 47 people attended the events at County Hall and Pleasley Landmark Centre. 22 carers attended (46.7% of the participants). See Appendix 1 for a summary of comments made.

These activities collectively resulted in the principles for working with carers, which were presented to the Nottinghamshire Carers Implementation Group for comment. This group meets quarterly to provide strategic oversight of carers' services in Nottinghamshire, and includes carers' representatives, commissioners and provider organisations, including statutory and voluntary organisations. This group agreed these principles as well as the key work streams to be included in an Action Plan for 2018/19.

3. What do we know about carers in Nottinghamshire?

Recent population estimates[1] indicate that there are 810,700 people living in Nottinghamshire. The 2011 Census report [2] identified that there has been an increase in the number of carers by 7,517 since the previous census in 2001. Currently there are at least 91,968 carers, with 21,680 carers now providing over 50 hours of care per week. This is in line with national figures that suggest one in ten of the population are carers.

From our contact with carers, we know that they range in age from those at primary school through to those in their nineties. In Nottinghamshire:

- approximately 60% of carers are female and 40% male. .
- the 51-60 age group has the highest number of carers.
- Between April 2017 and March 2018, 67.8% of those accessing carer assessments or annual reviews were female.
- Working age carers are most likely to be female (73.6% of those aged 51-60) and many of these will be managing the caring role with other family or work commitments. Broader national figures also recognise the impact of caring on this age group as one in five people aged 50-64 are carers in the UK.
- In contrast, young carers and older carers include a higher proportion of male carers (for example, 57.3% of young carers aged 5-18 are female and 52.3% of carers aged over 80 are female). Young and older carers can be particularly vulnerable in terms of how the caring role impacts on other areas of their lives.

In the UK the economic value of carers is estimated to be £132 billion a year and by 2030 the number of carers is projected to increase by a further 3.4 million (60%)[3].

[1] http://www.nottinghamshireinsight.org.uk/people/key-population-facts/

[2] https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/healthcaresystem/articles/2011censusanalysisunpaidcareinenglandandwales2011andcomparisonwith2001/2013-02-15

[3] https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/healthcaresystem/articles/2011censusanalysisunpaidcareinenglandandwales2011andcomparisonwith2001/2013-02-15

4. How will we work to support carers?

The Council and Clinical Commissioning Groups will continue to commission a range of information, advice and support services for carers. Social care workers will identify how to support carers, undertaking carers' assessments and support planning for those carers who may be eligible for Council support. GP practices and other healthcare providers have a key role in identifying and supporting carers.

The total 2018/19 annual budget to support carers across health and social care in Nottinghamshire is approximately £6.3 million. This covers a wide range of support options and breaks down as follows:

- £4.3 million Nottinghamshire County Council, including respite services
- £0.8 million across all six Clinical Commissioning Groups (CCGs)
- £1.2 million Better Care Fund.

Carer services provided directly by the Council and CCGs include:

- a dedicated joint funded Carers Support Service within the Customer Service Centre as well as support and advice that is provided by community social carer teams
- Carers Personal Budgets and Personal Health Budgets/NHS Short Breaks
- Support provided within GP practices, including the maintenance of a carers register, and a range of advice and support activities funded by individual CCGs.

The Council and Nottinghamshire County Clinical Commissioning Groups jointly commission information, advice and support services for carers, with the Council acting as lead commissioner. These include the Carers Hub information, advice and support service available to all carers as well as services to support carers for those at the end of life and carers for those with dementia. Following consultations with carers, the Carers Action Plan for 2018-19 will include some changes to how these are commissioned and delivered, but the overall scope of services will be similar.

As well as services provided primarily to carers, the Council provides a range of services to its service users which may also benefit their carers, for example:

a. Carers crisis support as part of the recently commissioned Home First Response Service
b. Short breaks, telecare services, supported living or Extra Care

c. Home-based care and support
d. Day care services from a number of locations across the County.

Between March 2017 and April 2018:

- The Council identified 1899 carers and assessed their needs, as well as reviewing the needs of 4461 carers who were already known
- The Council's Customer Service Centre resolved a further 879 queries from carers
- The Carers Hub information, advice and support service identified 1724 carers who registered to receive support
- The Compass dementia support service provided support to 379 carers
- The Pathways end of life support service provided support to 201 carers.

The Council and Clinical Commissioning Groups will continue to invest in support services for carers, as we recognise the importance of their role. In Nottinghamshire, the County Council and commissioned service providers are estimated to be in contact with approximately one in ten carers (based on population estimates and numbers using services). This means that there is more to do in order to reach carers to provide information, advice or support as appropriate. We recognise that we are all working within financial restraints and we will communicate with carers and partner organisations to identify how we can best make use of available resources to provide services that carers want.

We are committed to continual development and improvement of our services and each year, we will develop and publish an Action Plan, which will set out changes that we aim to achieve.

5. How will we know that we are making a difference?

We will use the local and national performance indicators for carers' services, including those in the Adult Social Care and Public Health National Framework and in the Council's Local Plan.

Adult Social Care and Public Health National Key Performance Indicator	Proportion of carers receiving a direct payment (ASCOF 1C part 2b)
Local Key Performance Indicator	Carers' survey (bi-annual) providing information on: • Carer-reported quality of life • Proportion of carers who reported that they had as much social contact as they would like • Overall satisfaction of carers with social services • Proportion of carers who report that they have been included or consulted in discussion about the person they care for • Proportion of carers who find it easy to find information about services

County Council Plan 2017-2021 and Adult Social Care and Public Health Departmental Strategy				
Commitment	**Success measures**	**Activities**	**Council Plan Key Measures of Success**	**2017-18 data**
People live independently for as long as possible	Carers receive the support they need	We will provide support for carers	Number of carers given advice and information	318 *
			Number of carers who are supported	6360 *
*only includes outcomes of formal assessment/reviews and not any other information or support services				

In addition, we will work with carers to identify further ways to evaluate and monitor our services and the services that we commission. This will focus on carers' experience of services and whether they have improved their lives.

We are about to carry out the next Carers' survey and will have the results in 2019. These will help us to set targets for what we would like to improve. The last survey took place in 2016 and from this we know that some carers found it difficult to find information and that carers were less satisfied with social services – this was similar across all of England. We have used this information together with other consultations with carers in Nottinghamshire to help us understand how we can improve our information and advice to carers. The Nottinghamshire Carers Action Plan for 2018-2019 identifies how we will revise our carers support offer to achieve this.

Appendix 1:

Summary of consultation with carers and stakeholders that contributed to the development of this Strategy

1. Feedback from co-production workshops (2016 and 2017)

How well do we work together so that carers feel supported in our communities?	
What works well?	**What could be better?**
• Nottinghamshire Carers Hub provides information, advice and signposting – service is valued by those who use it • There are a number of services for carers – support groups, information and advice, peer mentoring • Notts Help Yourself website has up-to-date information about a wide range of services • Some good services for dementia support – e.g. Compass peer support, Alzheimer's Society • Some GP practices have improved how well they listen to carers • Nottinghamshire Healthcare Trust has information sharing guidance for staff working with carers • Clinical Commissioning Groups and the County Council have funded pilot group activities for young carers (aged under 18) and these have been valued by those who attended	• Carers need to be able to access information about carer support services and carer support groups through a variety of methods • Sometimes, carers have needed to wait before they could have a County Council assessment of their needs • The crisis prevention service (emergency respite care in a carer emergency) can be difficult to access • GP practices have variable knowledge of services for carers and some are not so good at signposting carers to other services • Carers would like more support with their own wellbeing • More basic skills training for carers – for example, first aid, moving and handling • Some groups of carers may find it difficult to access services (e.g. BME, Deaf community, and or those with other disabilities)

Our priorities for carers
• Improve awareness and knowledge of available services • Capacity and availability of services • Communication • Carer Wellbeing • Training and Development for Carers

Feedback from public consultation, autumn 2018.

1. At the October 2017 meeting, the Adult Social Care and Public Health Committee gave approval to consult with the public on four proposals including a proposal to review the way that support is provided to carers.

2. The consultation commenced on 6 November and closed on 5 December 2017. The consultations were widely publicised. On-line surveys were made available on the Council's website and paper copies of the consultations were placed in public libraries.

3. In addition, letters were sent to the 5,543 carers who had received a County Council assessment or review of their eligibility for support in the previous 12 months. These were considered to be the groups who might be directly affected by any changes to policy or services. The letters outlined the purpose of the consultations and invited people to contribute either online or by returning a paper questionnaire with a freepost address. Information about the carers' consultation was also e-mailed to the Nottinghamshire Carers Network comprising carer representatives and partners and communicated to carer support groups managed by the Nottinghamshire Carers Hub Information and Advice Service.

4. 1,164 people responded to the carers' consultation: 280 completed the questionnaire on line and 884 completed the questionnaire by post.

Outcomes of the carers' consultation

5. The first consultation question explored how the carer's personal budget direct payment might be used to support carers by asking 'The carer's personal budget might be used to enable carers to purchase support to improve their wellbeing or to enable them to continue caring. Which of these do you consider to be the most useful to carers?' Respondents ranked equipment to help with caring, home services and activities to support health and wellbeing most highly, the highest ranking in importance was 1, the lowest was 8. The ranked order, which is indicative of the emphasis that respondents placed on the different support themes, is as follows:

6.

- Equipment to help with caring e.g. a washing machine/tumble dryer
- Home services such as cleaning or gardening
- Activities to support health and wellbeing
- Information technology such as a laptop or mobile phone
- Help to fund leisure activities, such as holidays or hobby costs
- College/training courses
- Helping carers back to work
- Contribution towards driving lessons.

7. Actual numbers ranking each response are shown in the table below:

Q1: Response rankings	1	2	3	4	5	6	7	8	Not answered
Equipment to help with caring e.g. a washing machine/tumble dryer	331	167	128	133	83	34	29	11	248
Home services such as cleaning or gardening	232	197	148	64	88	71	43	11	310
Activities to support health and wellbeing	144	176	157	119	118	76	45	12	317
Information technology such as a laptop or mobile phone	67	174	120	173	167	82	52	29	300
Help to fund leisure activities, such as holidays or hobby costs	147	128	149	119	99	73	75	48	326
College/training courses	14	44	101	13	87	161	203	57	365
Helping carers back to work	39	60	98	96	78	140	151	125	377
Contribution towards driving lessons	13	14	17	27	43	86	101	364	499

8. These examples were used in the consultation as they are ways in which carers are known to have used the personal budget direct payment. There are alternative ways that these needs could be met instead of providing a Direct Payment, for example, accessing grants such as those made available nationally through the Carers Trust, ensuring carers are aware of the benefits available to them and making use of community and preventative solutions. Direct Payments should focus on offering choice to carers where there are no existing available options and there is a clear link to how this will support the carer to continue their role whilst having a life of their own.

9. People were also asked to indicate any other ways in which the carers' personal budget might be spent, and a number of comments were provided:
   - 63 people considered that the personal budget should be used for respite to enable the carer to take a break (under current arrangements, the personal budget is not used for this in Nottinghamshire. Respite can be provided as part of a care and support package for the cared for and locally Clinical Commissioning Groups fund short breaks where the carer and cared for are registered patients)
   - 49 people stated that money would be better spent on support services for carers, including 1:1 support, counselling, information and advice, carer support groups or training
   - 26 people stated that transport is an issue for carers, either taking the cared for to appointments or needing to make frequent journeys to provide care if not living with the cared for – some commented that they struggled to find suitable transport and others that fuel or parking costs were high.

10. The second consultation question focused on how carers' needs might be met by direct support services. The Council commissions a range of support services, together with its health partners, and there is scope to develop and refine them further. The question asked: 'We are considering further investment in support services for carers. Which services do you think would be most useful to carers?' respondents ranked respite or short breaks from caring significantly higher than other options.

Information and advice, training and support to cope with the pressures of caring and 1:1 support or counselling were also ranked highly. The ranked order, which is indicative of the emphasis that respondents placed on the different support themes, is as follows:

- Respite or short breaks from caring
- Information and advice
- Training and support to cope with the pressures of caring
- 1:1 support or counselling
- Training in practical skills such as first aid or moving and handling
- Health and Wellbeing activities (e.g. access to a gym)
- Opportunities to meet other carers, such as through carer groups.

11. Actual numbers ranking each response are shown in the table below:

Q2: Response Rankings	1	2	3	4	5	6	7	Not answered
Respite or short breaks from caring	403	130	97	71	84	82	82	215
Information and advice	212	156	131	158	126	105	63	213
Training and support to cope with the pressures of caring	104	203	212	175	109	79	30	252
1:1 support or counselling	139	175	152	139	142	112	64	241
Training in practical skills such as first aid or moving and handling	77	145	143	118	129	103	158	291
Health and Wellbeing activities (e.g. access to a gym)	57	112	101	127	130	164	198	275
Opportunities to meet other carers, such as through carer groups	27	65	105	119	146	191	213	298

12. People were asked to indicate any other services that they might value. Many respondents commented on the importance of the options they had already ranked as important. 63 people commented on the importance of respite or short breaks, with comments about ways this might be provided. Several people commented on the importance of frequent short respite sessions to enable carers to have regular breaks or to attend health appointments for themselves and stated that they felt this needed to be available at short notice. 10 people stated that it was important for counselling or 1:1 support to be available in a crisis, perhaps through a helpline.

13. Respondents were also given the opportunity to make any further comments on the consultation as a whole. Responses were varied and therefore difficult to categorise. All comments will be reviewed and considered in detail as part of any further development of services for carers.

2. Feedback from consultation workshops with carers and support workers, March 2018.

In March 2018, carers and support staff took part in a further two workshops and provided feedback on work so far and suggested actions that could be taken to further develop support services for carers. 47 people attended events at County Hall and Pleasley Landmark Centre. 22 carers attended (46.7% of the participants).

Capacity, availability and flexibility of services

- Integration between health and social care is important
- Crisis prevention and support planning is needed (includes respite but also emotional support or practical advice for carers who are finding things difficult)
- GP practices could have an increased role in identifying carers, providing information or hosting support services (e.g. carer drop-ins or clinics)
- Community resources – activities and contacts – there is a lot out there that carers can access
- More peer support from carers – befriending and mentoring
- Flexible approach to service provision – recognise carers as individuals
- There is potential to make better use of resources by investing more in support services instead of providing personal budgets to all eligible carers - this may meet carers needs better (although some carers value the £150/200 and feel it is important recognition for their role)

Awareness of available services

- Workers need to understand ALL available support – including voluntary sector services, grants/financial support/navigating benefits system as well as services directly funded by County Council or health services
- Carer's assessment and support planning is an important route into carers getting the personalised support that they need
- Provide information in a variety of formats – not just online
- Provide information where people go – shops, libraries, post offices

Carer wellbeing and support for carers

- Listen to carers – treat us as individuals
- Many carers will want to access 1:1 support at times – emotional and practical support to help cope with the pressures of caring or help to find out about what services or financial support there is for carers
- Effective support for the person who is cared for will also support the carer – particularly a flexible approach to a range of respite provision to enable the carer to take a break from caring
- Different approaches work for different people – training groups suit some but not all
- Make training available in varying formats – e.g. record training for those who can't attend groups or prefer not to
- Carer support groups can provide training as well as social and peer support
- Make use of existing training provision – link carers in to what is happening in their localities
- 1:1 support is important for some carers – to help them work through their own situation and understand what services can help them

Appendix 2: Revised Action Plan for 2018-19 (extended in line with October 2019 implementation date)

This action plan focuses on a revised carers support offer. Our targets for this year are to achieve the actions identified within the timescales. As part of setting up the new arrangements, we will set numeric and quality targets for 2019-20 for identifying and supporting carers

Action Plan 2018/19: To develop a revised carers support offer for October 2019 and an updated joint commissioning strategy (for 2018-20)				
	April - June 2018 **All shaded areas actions completed**	**July - September 2018** **All shaded areas actions completed**	**October – December 2018** **All shaded areas actions completed**	**January – September 2019**
1. Review Carers Assessment and Support Planning Process	• Develop proposals for changes to carers Personal Budget - personalised approach • Review Carers Assessment/Review processes – respond to carer feedback and consider how to align with 'three conversations' work • Consider a more creative approach to support planning – workers enabling carers to access existing community resources and peer support • Consider financial implications of new arrangements and confirm feasibility		• Develop delivery arrangements and implementation plan o internal systems and processes o role of NCC and district teams plus possibility of external trusted assessors undertaking assessment / review / support planning • Seek approval for proposals from County Council ASCH Committee (October)	• Prepare for October 2019 start of new arrangements o Update computer records processes (Mosaic) o Staff training and guidance
2. Review arrangements for carer respite (to include NCC and NHS funded short breaks, sitting services, day services and short-term care)	• Work with health partners to identify whether NHS short breaks funding might be integrated with NCC Carers Personal Budget or NCC Short Breaks provision	• Work with operational NCC colleagues and NHS partners to map all respite provision and identify any potential to simplify arrangements or improve flexibility of respite provision • Work with carers to develop proposals for the future delivery of respite services • Consider financial implications of proposals • Seek approval for proposals from County Council ASCH Committee and CCG Commissioning Groups governing bodies (October)		• Prepare for October 2019 start of new arrangements (may need to phase implementation through 2019) o Update commissioning arrangements for short breaks including computer processes (Mosaic) o Staff training and guidance
3. Review commissioned support services*	• Needs analysis and demographic analysis • Map existing services – both NCC and partners – directly commissioned and other services	• Define how services will be commissioned o Range of provision o Relative importance of universal or specialist services • Identify likely resources available to procure services • Develop specifications for new services	• Give notice to existing service providers that contracts will terminate September 2019 • Seek approval for proposals from County Council ASCH Committee and CCG Commissioning Groups governing bodies (October)	• Tender for new services through Carers Dynamic Purchasing System (May) • Mobilisation/implementation period for new contracts
4. Develop a County communication and information plan		• Identify and deliver a range of activities to promote the new service arrangements, making sure that a variety of approaches and media are used (e.g. paper-based, websites, social media) • Work with partner organisations to ensure that all workers who come into contact with carers can signpost to services for carers • Identify new ways to identify and support carers in the community – take information to where people are		

*** Scope of commissioned services review:** will replace existing contracts for information and advice, dementia support and possibly young carers groups – will need to establish relationship of new services with Carers End of Life Support and Home First Response (carer crisis element) and consider wider context of social care and health contracts for service users.

Nottinghamshire County Council

Report to Policy Committee

22 May 2019

Agenda Item: 5

REPORT OF THE CHAIRMAN OF COMMUNITIES AND PLACE COMMITTEE

UNDER-16 HOME TO SCHOOL TRANSPORT POLICY AND POST-16 TRANSPORT POLICY STATEMENT – 2019/2020 ACADEMIC YEAR

Purpose of the Report

1. To approve the County Council's Under-16 Home to School Transport Policy and Post-16 Transport Policy Statement for the 2019/2020 academic year.

Information

2. Nottinghamshire County Council is required to publish its Post-16 Transport Policy Statement in accordance with the Education and Inspections Act 2006, which built on provisions in the Education Act 1996. If amendments are proposed, these must be subject to consultation and the agreed new policies published by 31 May each year.

3. The Post-16 Transport Policy consists of a travel scheme which aims to enable post-16 students to access education. The scheme is available to all Nottinghamshire County residents who meet the qualifying criteria. Where the County Council determines that a student has a special transport need transport will be provided.

4. The Under-16 Home to School Transport Policy sets out the County Councils provision of school transport services and travel assistance for pupils aged 4-16 years in relation to qualifying criteria and processes as follows:
   - Eligibility for travel assistance
   - How parents/carers may apply
   - How decisions are made
   - The type of assistance that may be available
   - How parents/carers may appeal against decisions they are unhappy with

5. It is not proposed to make any amendments to the Post-16 Transport Policy Statement for the 2019/20 academic year, other than amending dates to reflect the change in academic year and updating contact details for FE colleges. The Statement has been formatted to reflect the new statutory guidance from DfE.

6. It is not proposed to make any amendments to the Home to School Transport Policy for the 2019/20 academic year.

Other Options Considered

7. No other options have been considered.

Reason/s for Recommendation/s

8. It is a requirement that the local authority reviews the Under-16 Home to School Transport Policy and the Post-16 Transport Policy each year, although it is not a requirement to make any changes to the policies if it is not felt necessary to do so. The two policies have been reviewed and they meet the statutory requirements of the local authority to provide transport to pupils and students in Nottinghamshire.

Statutory and Policy Implications

9. 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

10. There are no anticipated additional costs relating to the proposal not to make any changes to the Under-16 Home to School Transport Policy and the Post-16 Transport Policy.

Human Rights Implications

11. The provisions of the Equality Act 2010 and the European Convention on Human Rights are recognised throughout and in particular in sections relating to Special Educational Needs and Disability

Public Sector Equality Duty implications

12. An Equality Impact Assessment has previously been undertaken and there are no changes being proposed to the policies for the 2019/20 academic year.

Implications for Service Users

13. None

RECOMMENDATION

That Committee approves the Under-16 Home to School Transport Policy and the Post-16 Transport Policy Statement for the 2019/20 academic year.

Councillor John Cottee
Chairman of the Communities and Place Committee

For any enquiries about this report please contact: Janie Goodman, Transport Solutions Manager, Tel: 0115 977 2448

Constitutional Comments (SLB 23/04/19)

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

Financial Comments (SES 23/04/19)

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

    For context, the total SEND/Home to School Transport budget for 2019/20 is £11,949,728 this is split £6,784,685 for SEND and £5,165,043 for mainstream Home to School Transport.

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.

- Post 16 Transport Policy Statement
- Under-16 Home to School Transport Policy

Electoral Division(s) and Member(s) Affected

- All

Nottinghamshire County Council

UNDER–16 HOME TO SCHOOL TRANSPORT POLICY

2019/20 ACADEMIC YEAR

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Appendix C **Travel entitlements for pupils identified with Social, Emotional and Mental Health needs (SEMH)**

ABBREVIATIONS AND ACRONYMS

EHCP – Education, Health and Care Plan
ICDS – Integrated Children's Disability Service
ITT – Independent Travel Training
LA – Local Authority
Parents/carers – includes single parent/carer and child guardian(s)
SEN – Special Educational Needs
SEND – Special Educational Needs and Disability
TTS – Nottinghamshire Transport and Travel Services
FAP – Fair Access Protocol
SBAP – Schools Behaviour and Attendance Partnership

1. INTRODUCTION

This policy sets out Nottinghamshire County Council's provision of school transport services and travel assistance for school aged pupils living in the county of Nottinghamshire. It sets out the criteria for eligibility for travel assistance, how parents/carers may apply, how decisions are made, the type of assistance that may be available and how parents/carers may appeal against decisions with which they are unhappy.

The Home to School Transport policy of Nottinghamshire County Council will operate within the aims and objectives of the County Council's Strategic Plan and the Children and Young People's Departmental Strategy and ensures that the Council fulfils its statutory obligations for transporting pupils to school. However, it is still the legal responsibility of parents/carers to ensure their children who are of compulsory school age attend school.

The aim of the policy is to provide a quality transport service as efficiently and economically as possible, to ensure that pupils get to school within a reasonable time and travel in a safe and stress-free environment. The policy will have regard to the school admission arrangements within the County.

This policy can be viewed in conjunction with the following;

- Nottinghamshire Strategic plan 2017–2021
www.nottinghamshire.gov.uk/council-and-democracy/plans-policies-and-assessments/council-plans-and-policies/council-plan

- Nottinghamshire Sustainable School Travel Strategy 2015
www.nottinghamshire.gov.uk/media/1602/sustainable-school-travel-strategy.pdf

- Nottinghamshire Post-16 Transport Policy 2019/20 academic year
www.nottinghamshire.gov.uk/learning/schools/schooltravel/post-16-travel-assistance

This policy is compliant with the duties and powers of local authorities set out in the Education Act 1996 and the Education and Inspections Act 2006. It applies to all admissions to schools on and after 1 September 2019.

2. TRAVEL ASSISTANCE TO QUALIFYING SCHOOLS

2.1 Entitlements to Home to School Transport

The offer of a school place does not give a guarantee of home to school travel assistance from the Council. Parents/carers have a right to express a preference for a school, however this does not automatically carry with it the right to home to school travel assistance.

In Nottinghamshire, provision is made for eligible pupils attending their catchment or nearest available school. In addition to this, the Council provides additional support to low income families. Schedule 35B of the Education Act 1996 (inserted by the Education and Inspections Act 2006) includes an extension of rights to free school travel arrangements for pupils in low income groups.

2.2 Summary of entitlements

2.2.1 Pupils aged four years old in full-time education

Pupils aged four years old in full-time statutory education are entitled to free transport to their nearest qualifying (catchment area) school from the start of the academic year in which they become five, if that school is two miles or more from home.

2.2.2 Pupils Aged 5–7 years

Pupils of compulsory school age who are under the age of eight are entitled to free transport to their nearest qualifying (catchment area) school if it is two miles or more from home

2.2.3 Pupils aged 8–11 years

Pupils aged between eight and eleven are entitled to free transport to their nearest qualifying (catchment area) school if it is three miles or more from home.

2.2.4 Pupils aged 11–16 years

Pupils of secondary school age 11–16 are entitled to free transport to their nearest qualifying (catchment) school if that school is three miles or more from home.

2.2.5 Pupils aged 8–11 years in low income groups

Pupils aged between eight and eleven from low income families are entitled to free transport to their nearest qualifying (catchment area) school if that school is two miles or more from home.

2.2.6 Pupils aged 11 – 16 years in low income groups

Pupils of secondary school age from low income families are entitled to free transport if the school is between 2 and 6 miles and there are not three or more suitable nearer schools.

2.2.7 Pupils aged 5 – 11 in low income groups attending schools on grounds of religion or belief

Pupils of primary school age from low income families attending the nearest suitable school preferred on grounds of religion or belief are eligible for free transport where the school is between two and 20 miles from their home (see section 5.6 for details).

2.2.8 Pupils aged 11 – 16 in low income groups attending schools on grounds of religion or belief

Pupils of secondary school age from low income families attending the nearest suitable school preferred on grounds of religion or belief are eligible for free transport where the school is between two and 25 miles from their home (see section 5.6 for details).

2.2.9 Transport eligibility when school year repeated

Pupils who would ordinarily be eligible for transport support and who repeat a year in school will retain that transport eligibility whilst in that particular phase of education.

2.2.10 Travel Assistance to preferred schools

Parents/carers have the right to express a preference for a school other than the nearest qualifying (catchment area) school. This is known as a 'preferred school'.

School age pupils up to seven years of age attending a preferred school will be eligible for free transport if that school is the nearest available preferred school, is two miles or more from home and closer than the catchment area school.

Pupils aged 8–16 will be eligible for free transport if that school is the nearest available preferred school, is three miles or more from home and is closer than the catchment area school.

The Home to School Transport Policy does not make any additional free travel provision for pupils to attend preferred schools.

2.2.11 Cases where travel assistance will not be provided

Home to School Transport will only be provided at the standard start and finish times of the school/learning establishment and does not cater for part day arrangements or for extended school opportunities or extended school provision.

Travel assistance will not be provided for the following:

- To access breakfast or after-school clubs including out of school activities
- To work experience, taster or open days
- To provision off the school site organised by the school
- To provision off the school site as part of a transition programme to a new education setting
- For transfers between educational establishments during the school day
- To and from temporary addresses including friends and child minders where these arrangements are made by the family
- To and from medical appointments
- Following detention
- At times to suit the convenience of family arrangements
- At times when other siblings in the family have to be taken to other schools
- For late arrival or early departure, for example due to illness or medical appointments
- For shorter than normal days e.g. during the exam season
- For a child whose level of attendance is a cause of concern, but for whom no eligibility criteria are met
- For students on exchange visits
- Where the behaviour of a young person is not acceptable or places other travellers at risk

In these circumstances parents will be required to make alternative arrangements.

3. ADDITIONAL TRAVEL ARRANGEMENTS AND ENTITLEMENTS

3.1 Pupils with Special Educational Needs and Disabilities

See Appendix A

3.2 Children looked after by Nottinghamshire County Council

Children who are 'Looked After' (LAC) by the County Council sometimes experience changes of foster placement at short notice. The Council aims to maintain a child's school placement wherever possible in order to minimise disruption to their schooling.

If a LAC moves foster placement, their travel assistance entitlement will be assessed in accordance with the normal home to school eligibility criteria set out in section 2 of this policy.

If the LAC is not entitled to travel assistance under the home to school policy, the Council expects that carers should make travel arrangements as part of their duties under the foster placement. Transport should normally be provided by foster carers or residential staff and funded out of the carer's allowance. If appropriate, a bus pass will be arranged. If neither of these is

possible transport will be arranged, the cost of which will be shared between Children's Social Care and Transport Services.

Travel assistance under the Home to School Transport Policy will be limited to a period of up to six months and subject to maximum distance of 25 miles or a travelling time of 75 minutes. These criteria will be waived if the LAC moves in the last two years of their compulsory secondary education or an education placement is named in their EHCP which is not deemed to be parental preference

Children looked after by the County Council who are entitled to travel assistance and who live in the area of another local authority will have their transport arrangements made by the other authority once Nottinghamshire County Council Children's Social Care has approved and agreed to meet the costs of the transport.

Children looked after by another local authority who are living in Nottinghamshire will not be entitled to free transport provision from the County Council. However, following a request from the home authority, transport arrangements can be made by the County Council provided the other authority has approved and agreed to meet the costs of the transport.

Children subject to a Special Guardianship Order (SGO) are not entitled to the same transport rights as looked after children. Applications for transport will be assessed in accordance with the home to school transport policy.

3.3 Pupils identified with Social, Emotional and Mental Health needs (SEMH)

See Appendix B

3.4 Pupils not on a school roll

Pupils not on a school roll, whose education is the responsibility of the County Council either through a permanent exclusion or other circumstances, will have an alternative provision placement commissioned by the County Council. In these cases this placement will be classed as their designated school and the same criteria for accessing transport eligibility will apply in accordance with Section 2 of this policy.

3.5 Long fixed term exclusions

For fixed period exclusions beyond five days the school governing body is responsible for arranging full-time education provision. The County Council is responsible for meeting any resulting transport costs, e.g. if the pupil receives education at an alternative school site/learning centre.

3.6 Admission of pupils aged under 16 to Colleges of Further Education (CFE)

For pupils aged 16 and under who attend a college of Further Education on a full-time basis, eligibility for travel assistance will be assessed as follows:

- If the placement has been made by a LA officer, then travel assistance will be in accordance with Section 2 of the Home to School Transport Policy

- If the placement is a parental preference, it is the responsibility of the parent/carer to provide transport

- If the pupil's designated school has arranged educational provision off-site, the school will be responsible for arranging and funding any necessary travel.

4. EXEMPTIONS FROM POLICY

4.1 Moving home and temporary accommodation

A pupil attending the qualifying secondary school who moves address in the last two years of their compulsory secondary education will be eligible for assistance if they remain at this school. Assistance will be based on the standard mileage and age criteria (see section 2) but will be restricted to a maximum travelling distance of eight miles and travelling time of 45 minutes.

Where parents/carers insist on a child attending a school to which the journey time exceeds these limits, the County Council will not be responsible for making, or meeting, the cost of travel arrangements.

The last year(s) of education will be deemed to begin on 1 September of the year in question. Therefore, those who move during the summer holidays before 1 September will not receive assistance.

Children of families who have to move into temporary accommodation for reasons outside their control may be eligible for travel assistance to the original qualifying school for up to a maximum of six months from the time of the move. Assistance will be restricted to a maximum travelling distance of 25 miles and travelling time of 75 minutes.

Assistance is not provided where parents/carers go abroad for extended periods and whose children are cared for at an alternative address.

4.2 Managed moves

Where a pupil is admitted to an alternative school following a managed move, then, subject to the advice of the LA authorising officer, the school shall be regarded as the qualifying (designated) school for determining travel assistance. In normal circumstances, the LA authorising officer should pursue placement at the nearest qualifying school to the home address.

4.3 Single parents/carers and dual parental homes

No exemptions from the standard assessment criteria will be given to children with only one parent/carer.

For children whose parents/carers no longer live at the same address, it must be decided by the parents/carers which home is their chosen address for travel assistance purposes. This will normally be at the address at which the child spends three or more school nights (Sunday–Thursday). Assistance to both homes will not be provided.

5. PROVISION OF TRAVEL ARRANGEMENTS

5.1 Measuring the statutory distances

In most cases distances are measured from the home address to school, gate to gate, using the shortest available walking route. Walking routes and availability of walking routes are defined in part 8.8

In the case of families who meet the low-income criteria the minimum statutory distances are measured by using the shortest available walking route. Distances above that are measured by using the nearest route accessible by a vehicle.

Where there is a change to the walking route (i.e. the building of a new road or path), which brings the home to school distance within the prescribed distance, pupils will no longer be entitled to free transport. This change will affect all children after parents/carers have been provided with a reasonable period of notice, which is normally one term.

5.2 Walking distance exemptions

In some circumstances pupils living within the available walking distance limits and attending the qualifying school may be eligible for free travel. The circumstances in which free travel may be considered are:

5.2.1 Special Transport Needs

The pupil has a special transport need that requires the provision of transport for them to access and attend school. The special transport need is assessed by the County Council, drawing upon medical and other professional advice, as required. A special transport need may arise where the pupil:

- Lives within the walking distance but is unable to walk or travel safely to school accompanied by a parent/carer.

- Is unable to use public transport when accompanied by a parent/carer.

5.2.2 Medical Grounds

Transport may be provided for pupils who meet the eligibility criteria in Section 2 of this policy and who are temporarily incapacitated and unable to walk to or from school.

Parents/carers should complete form MTA1 and submit it with a certificate or letter from the medical professional stating that the pupil requires the provision of transport to enable them to access school. The authorisation should state specifically why the child is unable to travel to school accompanied by their parent/carer and for how long the assistance is required.

5.2.3 Disability of parents/carers

Parents/carers are expected to take reasonable steps to ensure their child gets to school. Travel assistance may be considered where the parent/carer has a disability which prevents them from doing this. Parents/carers should obtain a certificate or letter from a medical professional stating specifically why they are unable to accompany their child to school.

5.2.4 Exceptional Circumstances

Exceptional circumstances will be determined on a case by case basis by Transport and Travel Services.

5.3 Home to bus stop/bus stop to school walking distance

Pick-up and set-down points are made as near to home and school as possible bearing in mind road safety issues and the length/time of the journey. Pupils are expected to walk up to one mile from door to bus stop or from bus stop to school, or a combination of distances totalling not more than one mile in either direction each day. Pupils may be exempted from this on the recommendation of an appropriate medical professional or educational specialist

5.4 Parents/carers who are working at the time their children travel to and from school

No dispensation will be made for parents/carers who are working at the time their children travel to and from school. Parents/carers are expected to make other suitable arrangements for someone else to accompany their children as necessary.

5.5 Types of travel assistance

The aim of the policy is to achieve best value in providing a quality transport service as efficiently and economically as possible, to ensure that pupils get to school within a reasonable time and travel in a safe and stress-free environment.

The County Council provides for a return journey to/from home to school/college at the beginning and end of each official school/college day. Part 2.2.11 sets out instances when transport will not normally be provided.

Arrangements for travel assistance may take one of the following forms:

5.5.1 Free pass

A free travel pass will be issued where pupils qualify for free travel in Section 2. The pass will allow one return journey on school days only, on specified services between specified points.

5.5.2 A grant in lieu of free travel

In exceptional circumstances a grant will be given in lieu of a travel pass:

- If there are no suitable transport services available to the qualifying school, or if the distance from home to the nearest bus stop is greater than one mile by the shortest walking route, a grant equivalent to the 'public transport rate' is payable, provided that the pupil qualified for free travel in accordance with the walking distance criteria (see section 2)

- Grants will only be made where no local transport exists and/or where the grant payment provides best value for money for the County Council.

- The grant is based on the distance of two return trips per day using the 'public transport rate' as the basis of calculation. Distance is measured along the shortest route taken by the vehicle.

- A grant in lieu of free travel will only be backdated to the start of the academic year in which the application is made.

- A grant in lieu of a free pass will be given to only one member of a family at any one time, where a sibling is attending the same school or site. Where a sibling is attending a different school on a different site, a grant will be paid for the total mileage.

5.6 Travel assistance for pupils attending a school on the grounds of religion or belief

Travel assistance will be by means of a travel pass at a subsidised rate to the nearest suitable school on payment of the appropriate contribution from parents/carers. These charges are subject to annual review.

The following detailed criteria will apply:

- The pupil must be admitted to the school on grounds of religion or belief. In the case of admission on denominational grounds, the transport application must be counter-signed by the Head Teacher confirming that the application was on the grounds of religion or belief. In cases where the application is on grounds of other philosophy or belief (see section 8.7) the

application must be verified by the Commercial and Client Engagement Officer.

- The pupil meets the appropriate distance criteria in parts 2.2.7 or 2.2.8 of this policy

- Using the available transport services, the pupil can travel within the maximum travelling time criteria of 45 minutes for primary pupils and 75 minutes for secondary pupils. Journey time is assessed by calculating the door-to-door time by use of public transport or the equivalent time it would have taken where no public transport exists and includes any journey time to a pick up point, waiting time for connections and walking time from set down point to school.

Children from low income families meeting the criteria above are exempted from charges if they are entitled to free school meals or their parents/carers are in receipt of maximum level Working Tax Credit.

Where a family has three or more siblings attending schools on denominational grounds (up to age 16) only the two youngest children will be subject to a charge

5.7 Reviews of transport arrangements

Transport arrangements are subject to regular review to take account of pupils joining and leaving schools. In addition, there is a legal obligation that transport contracts are periodically re-tendered (generally every 2-3 years) to achieve Best Value

6. APPLYING FOR TRAVEL ASSISTANCE

6.1 Applying for under–16 travel assistance

The quickest way to apply for travel assistance is to complete a TA1 form online.

https://www.nottinghamshire.gov.uk/education/travel-to-schools

If you're unable to complete the form online, you can contact our Customer Service Centre on 0300 500 80 80 who will complete a mediated form for you.

Parents/carers should complete section 1 of the TA1 form. It must be stressed that applications for travel assistance made on behalf of secondary age pupils must be accompanied by a current photograph, as this is necessary for the travel pass.

If assistance is being sought on the grounds of religion or belief the form must be sent via the head teacher so that he/she can certify the form appropriately. The form should then be sent to TTS for assessment of travel assistance.

Parents/carers of successful applicants will be sent details of the relevant transport arrangements.

6.2 Replacement passes

An application for a replacement pass should be made by the school on form TA12. Replacement will be subject to an administration fee of £10.

An application for a replacement pass because the current pass contains incorrect information should be sent with form TA13. The new pass will be issued free of charge.

An application for a pass to be changed to enable use on a different vehicle / boarding point should be sent with form TA13. Replacement will be subject to an administration fee of £10

6.3 Lost/stolen passes

Passes that have been lost or stolen can be replaced on payment of an administration fee of £10. In the case of pupils eligible for free travel, a temporary pass (TA10) is available. For the replacement of passes not issued by TTS the full cost of replacement must be borne by the parents/carers, unless a locally arranged alternative scheme exists.

6.4 Provision and organisation of school transport services

6.4.1 Provision of Services

The arrangements for providing transport will be made in accordance with the requirements of the Education Acts 1996, 2002, the Education and Inspections Act 2006 and the Transport Acts 1985 and 2000.

The County Council will endeavour to ensure the safe movement of pupils and will coordinate exclusive school transport journeys and local bus services to ensure best value for money is achieved, in particular with respect to efficiency, effectiveness and economy (Transport Act 2000 s152).

6.4.2 Transport requirements

TTS will determine the level of service, vehicle type and seating capacity requirements. A continuing review of the services provided will be made to ensure that the travel needs of pupils are adequately met. Services will be organised as appropriate allowing for:

- The regulations relating to the provision of passenger transport services

- The school or college session times, provided that the appropriate statutory procedures required have been followed. Head teachers, Principals and Governing Bodies are requested to consult with the transport departments as soon as possible on proposed changes to

session times, so that the effect of any change can be assessed. Advice will be given on whether the change can be accommodated within the transport network, the likely cost implications, and any subsequent effects on other establishments and the local community as a result of the change

- The fact that it is desirable in the interests of safety and comfort to provide a seat for each pupil. Legislation permits children under 14 to be seated three to each double seat on buses not equipped with seat belts. This arrangement will only be used to cope with a marginal excess of numbers above the available seating capacity. Children who reach the age of 14 during a school year are deemed to be less than 14 years of age until the last day of August following their 14th birthday

- The need to give appropriate notice to head teachers, parents/carers and other interested parties regarding proposed changes to the transport network

- The need to monitor the services and deal with complaints as soon as possible to ensure that an efficient and reliable service is provided

- Environmental and sustainability issues.

- Equal opportunities and social inclusion.

6.5 Information to schools, colleges and transport operators

When appropriate, TTS will issue notes of guidance to all head teachers, regarding school transport services, which will provide information relating to school closures, accidents and poor operation. The guidance will also include information relating to transport operations for pupils with special educational needs.

When appropriate, notes of guidance will be issued to all transport operators by TTS to assist them in the operation of school transport services and the procedures for checking of travel passes and dealing with emergencies and behaviour.

6.6 Discipline on school transport services and misuse of travel passes

6.6.1 Guidance

The County Council, schools and transport operators work closely together to encourage appropriate behaviour on transport to school and minimise travel problems.

Guidance notes to parents/carers and pupils are published on the County Council website

https://www.nottinghamshire.gov.uk/education/travel-to-schools/school-buses-for-under-16s

6.6.2 Procedures

Except for serious incidents of indiscipline (which will be dealt with on an individual basis) the following procedures will normally apply:

- TTS, after consultation with the head teacher will advise parents/carers of the incident which occurred and issue a warning.

- If the problem continues the travel pass will be suspended for a set period or withdrawn permanently, depending on the seriousness of the incident(s). If, after reinstatement following a period of suspension, the difficulties continue, the travel pass (including free pass) or transport facility may be withdrawn permanently.

- In the event of suspension or withdrawal of a pass, parents/carers will be required to make their own transport arrangements. The transport operator will be informed of the action taken.

6.6.3 Misuse of passes

If a pass is withdrawn by an operator because of misuse, the incident will be investigated, and a report sought from the school or college. Pupils will be responsible for the payment of fares during the period a travel pass is withheld because of misuse. At the same time a letter will be sent by TTS informing parents/carers of the actions of the County Council.

7 REVIEW OF TRANSPORT DECISIONS

A parent/carer has the right to a review of a decision if they believe that the County Council has assessed their entitlement to free transport incorrectly.

The request for review should be set out on form TA2, which specifies four categories:

- the distance measurement in relation to the statutory walking distances

- the safety of the route

- the transport arrangements offered

- their child's eligibility.

7.1 Stage One: Senior Officer review

Parents/carers have 20 working days from receipt of the home to school transport decision to make a written request asking for a review of the decision. The written request should detail why the parent/carer believes the decision should be reviewed and give details of any personal and/or family

circumstances they believe should be considered when the decision is reviewed.

Within 20 working days of receipt of the written request a senior officer will review the original decision and send the parent/carer a detailed written notification of the outcome of the review. This will explain the rationale for the decision reached and explain how, if they wish to do so, request their case to be taken to stage two of the appeal process

7.2 Stage Two: Review by an independent appeal panel

A parent/carer has 20 working days from receipt of the local authority's stage one written decision notification to make a written request for their case to be taken to stage two of the review process.

Stage two appeals will be considered within 40 working days of receipt. The independent appeal panel will consider both written and verbal representations from both parent/carer and officers involved in the case. A detailed written notification of the outcome will be sent to the parent/carer within five working days of the appeal panel.

The appeal panel members will be independent of the original decision-making process.

If a stage two appeal is unsuccessful, there is no further right of appeal within Nottinghamshire County Council. However, if a parent/carer is dissatisfied with the way the appeal has been conducted they may complain to the Local Government Ombudsman. The Local Government Ombudsman has no statutory power to overturn the decision of the Panel but can draw the County Council's attention to any misadministration leading to injustice.

If the parent/carer believes that the decision of the independent panel to be flawed on public law grounds, they may also apply for a judicial review.

Should a review find in the parents/carers favour, free travel will be backdated to when the original application was received by TTS or the start of the academic year in which the application is made, whichever is the later.

8 DEFINITIONS

8.1 Qualifying Schools

- Community, foundation or voluntary schools
- Community or foundation special schools
- City Technology Colleges (CTC), City Colleges for the Technology of the Arts (CCTA)
- Academies
- Free Schools
- Independent non-maintained special schools

8.2 'Suitable' School

Suitable school is defined as the nearest qualifying school to the family home with places available that provides education appropriate to the age, ability and aptitude of the child, and any special educational needs that the child may have.

Please see parts 7.7 and 7.8 for information about how the distance between home and school is defined and measured.

8.3 Catchment Area Schools

In Nottinghamshire your home address may be in a catchment area, recognised by the local authority, for a school and this is generally referred to as the qualifying school for pupils living within that area. It is worth noting that some own admission authority schools no longer recognise catchment areas in their admissions policy and therefore some home addresses will no longer have a catchment area school at secondary and /or primary.

Information about identifying your catchment school can be downloaded from the Nottinghamshire County Council Web Site, link given below:

http://www.nottinghamshire.gov.uk/findmynearest

8.4 Coterminous and Overlapping Catchment Areas

In the event of two or more schools having a coterminous or overlapping catchment area the nearest of the schools to the home address will be regarded as the designated catchment school for transport purposes.

8.5 Designated Schools

Nottinghamshire County Council may designate a school other than the catchment or nearest school as the qualifying school. This may be done either through an Education, Health and Care Plan or by an authorising officer of the County Council.

8.6 Preferred Schools

Parents/carers have the right to express a preference for a school other than their nearest suitable qualifying school and this is known as a 'preferred school'.

8.7 Schools attended on the grounds of parents/carers religion or belief

'Religion' means any religion, and 'belief' means any religious or philosophical belief. References to religion or belief include references to lack of religion or belief. It therefore follows that this duty covers all religions and denominations, as well as philosophical beliefs.

8.8 Walking Routes and Availability of Walking Routes

The walking route is defined as the shortest available walking route between the home boundary gate and the nearest school gate. To be treated as a walking route the route must be available to be walked (accompanied as necessary by an adult) with reasonable safety – taking into account highway conditions only. Personal safety is a parental responsibility. TTS measures the distance involved and assesses availability against set criteria. Where statutory free travel is not automatically awarded an appeal process exists and the case can be reviewed (see part 6.7)

8.9 Measurement of distances

All distance measurements are undertaken using the Council's approved mapping tool. In order to determine which school is the nearest to a home address, the shortest available walking route between the home boundary gate and the nearest school gate is measured. Distances beyond the statutory walking distance or where there is no available walking route are measured by the shortest road route, i.e. a route passable by a motor vehicle. Road routes are measured from the centre line of the public highway immediately outside the home address to the nearest school or college pedestrian entrance.

Once the nearest school has been identified, to establish a child's transport eligibility, statutory walking distances (2 miles for primary aged children and 3 miles for secondary aged children) will be measured by the shortest available walking route from the boundary gate of the home address to the nearest school or college pedestrian entrance. The route measured may include footpaths, bridleways, and other pathways, as well as recognised roads where these are assessed to be available.

8.10 Low Income

The Education and Inspections Act 2006 places a duty on local authorities to provide free transport for some of the most disadvantaged children, which is defined as those eligible for free school meals or whose parents/carers are in receipt of the maximum level of Working Tax Credit.

Special Educational Needs and Disability Travel Policy

1. Legal Requirements and general responsibilities

1.1. The legal requirements relating to the general duty of a Local Authority to provide transport from home to school are contained within Section 509 of the Education Act 1996. The duty to consider the provision of free or assisted travel applies equally to pupils with or without Special Educational Needs and Disabilities (SEND).

1.2. Some pupils with SEND may require assistance with their travel to school. Wherever possible and appropriate, pupils with SEND should be treated in the same way as those without, i.e. in general, they should walk to school, travel on public transport or be taken by their parents/carers. They should develop independent travel skills, which should be assessed at each annual review

1.3. The County Council will determine the appropriate travel assistance provided in accordance with the eligibility criteria in Section 2 of the Home to School Transport Policy and the County Council's aim to provide best value

1.4. Where pupils attend a school other than the nearest or catchment school as the qualifying (designated) school, travel assistance will be determined in accordance with Section 2 of the Home to School Transport Policy

1.5. Where parents/carers choose to send their children to a preferred school, Section 2 of the Home to School Transport Policy will apply

1.6. Travel assistance may be provided for a pre-school age child who has an Education, Health and Care Plan (EHCP). In such cases, assistance may be provided to nursery schools, nursery classes or units and pre-school playgroups

1.7. If travel assistance is approved, this will normally take the form of one of the following:

- Provision of a Direct Travel Assistance Payment (DTAP)
- Parental mileage allowance
- A free bus or train pass
- Provision of special/medical transport

1.8. Where special transport is agreed this will normally take up to 20 working days to arrange. The County Council will not reimburse any costs incurred by parents/carers taking their child to school while special transport is being arranged

1.9. Where special transport is provided this will normally be to and from a designated collection/drop off point located within one mile of the home

address. A pick up and/or drop off at home will only be provided in exceptional circumstances; additional medical information may be required to support the request

1.10. Parents/carers are responsible for escorting their child to and from the vehicle at the designated collection/drop-off point. Where a parent/carer consistently fails to deliver/receive their child at the pick-up/drop-off point at the agreed time, the provision of transport will be reviewed and may be withdrawn

1.11. Where special transport is provided, it will normally be in the form of a shared vehicle. Individual transport will only be provided in exceptional circumstances: additional medical information may be required to support the request

1.12. Except in exceptional circumstances, home to school transport will only be provided at the beginning and end of the normal school day during the normal school week (Monday to Friday).

2. Qualification by walking distance

2.1. The distance criteria described in Section 2 of the Home to School Transport Policy apply equally to pupils with and without SEN and disabilities. There are, however, a number of walking distance exemptions

2.2. Pupils living within the appropriate walking distance limits and attending the qualifying/designated school may be eligible for travel assistance if:

- The pupil has a special transport need that requires the provision of transport for them to access and attend school. The special transport need is assessed by the County Council, drawing upon medical and other professional advice, as required. A special transport need may arise where the pupil:
    - lives within the walking distance but is unable to walk/travel safely to school when accompanied by a parent/carer
    - is unable to use public transport when accompanied by a parent/carer
- There may be exceptional circumstances which require the provision of special transport. Transport and Travel Services Team will consider any exceptional circumstances in individual cases.

3. Escorts

TTS will utilise the advice received from education and medical professionals to determine whether it is necessary to provide an escort or other facilities.

4. Independent Travel Training (ITT)

The County Council operates an Independent Travel Training Programme, details can be obtained from:

www.nottinghamshire.gov.uk/travelling/travel/itt/

Pupils/students will be enabled to undertake independent travel training unless they are assessed by an officer of the Council and school/college as being unlikely to benefit from such training.

Special transport provided by the County Council will not be available for pupils/students who are able but choose not to participate in the travel training programme.

Pupils/students who have successfully completed the ITT programme will be enabled to make the journey to school/college independently. Special transport will not be provided for these pupils/students unless their circumstances change significantly.

5. Residential Special Schools

5.1. Where the County Council has placed a pupil in a residential special school which is over the statutory walking distance from their home, parents/carers may be reimbursed at public transport rate to transport their children to and from the school. Where parents/carers do not have access to transport, or where it is more cost effective, transport will be provided by the County Council

5.2. Weekly borders will be entitled to travel assistance at the beginning and end of the school week.

5.3. Termly borders will be entitled to travel assistance at mid and full-term holidays, or as determined by the pupil's EHCP.

5.4. Where pupils attend a residential special school on a 52 week placement, transport is not provided. If assistance with transport is required, the social care worker allocated to the family should be contacted.

6. Pupils Aged 16 and Under Attending Colleges or Alternative Provision

6.1. For pupils aged 16 and under who attend college or other alternative educational provision on a full-time basis, eligibility for travel assistance will be assessed as follows:

- If the placement has been made by a LA officer, then travel assistance will be in accordance with Section 2 of the Home to School Transport Policy

- If the placement is a parental choice, it is the responsibility of the parent/carer to provide transport.

- If the pupils designated school has arranged educational provision off-site, the school will be responsible for arranging and funding any necessary travel.

7. Cases where there will not normally be an entitlement to transport

- To access breakfast or after-school clubs including out of school activities
- To work experience, taster or open days
- To provision off the school site organised by the school
- To provision off the school site as part of a transition programme to a new setting
- For transfers between educational establishments during the school day
- To and from temporary addresses including friends and child minders where these arrangements are made by the family
- To and from medical appointments
- Following detention
- At times to suit the convenience of family arrangements
- At times when other siblings in the family have to be taken to other schools
- For late arrival or early departure, for example due to illness or medical appointments
- For shorter than normal days e.g. during the exam season
- For a child whose level of attendance is a cause of concern, but for whom no eligibility criteria are met
- For students on exchange visits
- Where the behaviour of a young person is not acceptable to the driver of the vehicle and places other travellers at risk. In these circumstances parents will be required to make alternative arrangements.

8. Short Breaks/Respite Care

This is not covered by the Home to School Transport Policy. Transport requests should be made to Children's Social Care and Health.

9. Review of Transport Provision

Transport provision will be reviewed annually to determine whether the basis for entitlement has changed and whether the travel assistance provided remains appropriate.

10. Review of Transport Decisions

A parent/carer has the right to a review of a decision if they believe that the County Council has assessed their entitlement to free transport incorrectly. Please see Section 7 of Home to School Transport Policy for details

APPENDIX B

Travel Entitlements for Pupils identified with Social, Emotional and Mental Health needs (SEMH)

Home to School Transport in Nottinghamshire is provided for eligible pupils who meet the criteria as laid out in the Home to School Transport Policy. The policy sets out the Council's statutory duty to provide home to school transport to eligible pupils

Pupils identified with Social, Emotional and Mental Health needs (SEMH) will be assessed for home to school travel entitlements using the same criteria against which all other children in Nottinghamshire are assessed. They will be awarded travel assistance in accordance with the Home to School Transport Policy and parents/carers will be expected to complete the same application forms and provide medical/professional evidence where required

Some pupils identified with SEMH may require special transport arrangements. Wherever possible and appropriate, pupils with SEMH should be treated in the same way as those without, i.e. in general, they should walk to school, travel on public transport or be taken by their parents/carers. They should develop independent travel skills, which should be assessed at each annual review

For clarification on implementation of the Policy the following educational placement scenarios for children with SEMH have been identified.

New School Place

5.1. Where a pupil is allocated a new school by a LA authorising officer then the entitlement to home to school transport will be as per Section 2 of the Home to School Transport Policy. The new school will be treated as the designated school

5.2. Where a parent/carer has decided to place their child at a new school this will be treated as a preferred school choice. The entitlement to home to school transport will be as per section 2 of the Home to School Transport Policy

5.3. Where a child is placed at a new school without the authorisation of the LA this also will be treated as a preferred school choice in relation to the entitlement to home to school transport assistance

Alternative Placement – Full-time Block Release / Respite / Time Out

6.1. Where a pupil has a fixed period of time (weeks) being taught full-time at a school or location other than the one at which they are on roll, then in normal circumstances parents will be expected to transport their child to that location

6.2. Schools should factor in travel arrangements when designing a package of learning and should provide support to parents to enable pupils to attend

6.3. In exceptional circumstances transport assistance may be considered by the LA and will be determined on a case by case basis by the Commercial and Client Engagement Officer.

Alternative Placement – Part-Time

7.1. Where a pupil is placed by their designated school on a part-time or ad hoc timetable at an alternative place of learning then in normal circumstances parents will be expected to transport their child to that location

7.2. Schools should factor in travel arrangements when designing a package of learning and should provide support to parents to enable pupils to attend

7.3. In exceptional circumstances transport assistance may be considered by the LA and will be determined on a case by case basis by the Commercial and Client Engagement Officer.

Alternative Placement – Multi-site

8.1. Where a school, FAP (Fair Access Protocol) or SBAP (Schools Behaviour and Attendance Partnership) places a pupil at more than one location, home to school transport will only be considered to the primary location if that location is their designated place of learning as agreed by a LA authorising officer

8.2. Schools should factor in travel arrangements when designing a package of learning and should provide support to parents to enable pupils to attend

8.3. The LA will not normally provide home to school transport to more than one location and will not provide home to school transport to a location not agreed by a LA authorising officer.

Inter-site transport during the day

9.1. Where a school or SBAP arranges for pupils to attend different establishments during the school day it will be the responsibility of the school/ SBAP/parents to arrange and fund transport

9.2. Where a pupil receives home to school transport this will only be to one site and therefore any arrangements made by the school must take this into account, i.e. a pupil will not be picked up from a different establishment in the evening to the one at which they were dropped off in the morning

9.3. Home to school transport is only provided at the beginning and end of a normal school day. No dispensation will be made for pupils not ready to be collected at the end of the school day.

Nottinghamshire County Council

POST-16

TRANSPORT POLICY STATEMENT

2019/20 ACADEMIC YEAR

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1. INTRODUCTION

Local authorities do not have to provide free or subsidised post 16 travel support but do have a duty to prepare and publish an annual transport policy statement specifying the arrangements for the provision of transport or other support that the authority considers it necessary to make to facilitate the attendance of all persons of sixth form age receiving education or training.

Local authorities also have a duty to encourage, enable and assist young people with learning difficulties / disabilities to participate in education and training, up to the age of 25.

This policy uses the term 'Post 16' to include both learners of sixth form age and those with learning difficulties / disabilities up to the age of 25.

'Sixth form age' refers to those young people who are over 16 years of age but under 19 or continuing learners who started their programme of learning before their 19th birthday (years 12,13,14).

This policy document specifies the support that Nottinghamshire County Council considers necessary to facilitate the attendance of Post 16 learners receiving education or training.

Education or training refers to learning or training at a school, further education institution, a council maintained or assisted institution providing higher or further education. It can also be an establishment funded directly by the Education Skills Funding Agency or learning providers delivering accredited programmes of learning which lead to positive outcomes and are funded by the council, for example, colleges, charities and private learning providers.

As there is no automatic entitlement to transport assistance once a student is over the age of 16 parents/carers and students should ensure that they are aware of the availability and cost of transport and take this into account when making choices for post-16 education.

All young people carrying on their education post 16 must reapply for travel support.

2. AIMS AND OBJECTIVES

The aim of this statement is to inform learners and their parents/carers of the support for travel that is available to help them access post-16 learning opportunities.

The statement includes information from the Council and provides links to enable learners and their parents/carers to access the most up to date transport and travel information from schools, colleges of further education, transport providers and other relevant sources. The aim is to provide the most up to date information about how to get to school or college.

The statement also explains the support available to learners with special educational needs and or learning/mobility difficulties and gives information about the Council's scheme of independent travel training.

3. TRANSPORT AND TRAVEL SUPPORT

3.1. Nottinghamshire County Council Support

Nottinghamshire County Council's Post 16 Travel Assistance Scheme is available for eligible young people at the standard start and finish times of the learning establishment.

3.1.1. Support for young people without special educational needs or a disability

Post-16 Travel Assistance Scheme 2019/2020

Full conditions of the post-16 travel assistance scheme is available at

www.nottinghamshire.gov.uk/learning/schools/schooltravel/post-16-travel-assistance/

Scheme eligibility

To participate in the scheme a student must: -

- be a Nottinghamshire County resident (excludes students resident in Nottingham City)
- be attending a full-time course (a minimum of 540 guided learning hours per year over a period of a least 30 weeks) at a school (including Academies), college of further education or Independent Specialist Provider that is funded directly by the Education Funding Agency (the scheme does not apply to fee paying independent schools, higher education courses or universities)
- live more than three miles from the school/college using the nearest available walking route
- be over compulsory school age but under 19 years of age on 1 September 2018

Travel assistance available

The Council will endeavour to provide the necessary transport services but cannot guarantee to do so and will identify the most appropriate and cost-effective transport service for each student. The arrangement may not offer choice of operator, route or service except where these are available and there is no extra cost incurred.

There are three types of travel assistance available. Students may apply for one of the following:

- An annual **Half Fare Pass** which entitles the student to travel at half the adult fare on a transport service to their school or college (currently not available on the tram). Full payment is required on application. The travel pass may be used on the designated-services ONLY, for one journey to and from school or college each day started before 10.00pm, Monday to Friday during term time.

- A **Season Pass** is available to students travelling on specific school bus services and some other services arranged by Nottinghamshire County Council. This will allow the student to travel between home and school/college without having to pay a daily fare. The travel pass can ONLY be used on the designated bus service for one journey to and from school/college each day, started before 10.00pm, Monday to Friday during term time. If you indicate on the application form that you would like a season pass, a price quote will be sent to you. Students who purchase this pass may then travel without further daily payment on the specified service. You may pay for the season pass in full or by instalments as follows:

    - Initial payment to be made when you accept the quote
    - 2nd instalment by 1st December 2018
    - 3rd instalment by 1st March 2019

- A **Travel Allowance** up to a maximum of £150 per academic year may be offered in exceptional circumstances instead of a half fare travel or season pass. To be considered for the travel allowance the following conditions should be met
    - a student is must be attending the nearest school/college to their home address
    - no public transport or other transport services exist, or the school/college is outside the Nottinghamshire boundary
    - the travelling distance and travel times as calculated by Transport and Travel Services do not exceed 25 miles travelling distance and 75 minutes travelling time.

  All travel allowances are paid termly in arrears and attendance must be certified by the school or college. Students sharing the same vehicle will be paid half the travel allowance each. Late applications made after the start of the academic year will result in a reduction in the amount of grant available.

3.1.2. Support for young people with special educational needs or a disability (SEND)

Some students with SEND may require assistance with their travel to school/college. Wherever possible and appropriate, pupils with SEND should be treated in the same way as those without, i.e. in general, they should walk to school/college, travel on public transport or be taken by their parents/carers. They should develop independent travel skills, which should be assessed at each annual review

A special transport need may arise where the student:

- is unable to walk or travel safely when accompanied to the special school, sixth form or college
- is unable to use public transport when accompanied.

A special transport need is assessed by the County Council, drawing upon medical and other professional advice as required.

Eligibility criteria

To apply for post-16 special transport, a student must:-

- be a Nottinghamshire County resident (excludes students resident in Nottingham City)
- be attending a full-time course (a minimum of 540 guided learning hours per year over a period of at least 30 weeks) at a school (including Academies), college of further education or Independent Specialist Provider that is funded directly by the Education Funding Agency (the scheme does not apply to higher education courses or universities)
- be attending the nearest establishment that provides the chosen course and level of study and can meet the student's needs. This will normally be the establishment named in the student's Education, Health and Care Plan. This may be an establishment outside Nottinghamshire, but if a student chooses to attend provision further afield when a more local educational institution can meet their needs, transport assistance will not be provided.
- be over the school leaving age (16) but under 19 years of age on 1 September 2018 or continuing to attend a course begun before they were 19 until it is completed, or they reach 25 years of age,

or

- aged between 19 and 24 on 1 September 2018 and an Education Health and Care Plan(EHCP)

Travel assistance available

If travel assistance is approved, the Council will identify the most appropriate and cost-effective solution for each student.

Students assessed as requiring support will normally receive assistance to travel to and from the nearest suitable school, college or Independent Specialist Provider that can meet their educational and support needs. This will ensure the effective use of resources whilst promoting choice and managing public funds in a prudent manner.

Travel assistance will normally take the form of one of the following:

- Provision of a Direct Travel Assistance Payment (DTAP)
- Parental mileage allowance
- A free bus or train pass
- Provision of special/medical transport

Where special transport is agreed this will normally take up to 20 working days to arrange. The County Council will not reimburse any costs incurred by parents/carers taking their child to school while special transport is being arranged

Special transport will be provided to and from a designated collection/drop off point located within one mile of the home address. A pick up and/or drop off at home will only be provided in exceptional circumstances; additional medical information may be required to support the request

Special transport will normally be in the form of shared minibus, taxi or wheelchair accessible vehicle, with adult support in addition to the driver where appropriate. Individual transport will only be provided in exceptional circumstances; additional medical information may be required to support the request.

Transport services provide one journey to and from school/college at the start and the end of the normal school/college day. Transport is not provided for students to travel other than to and from the designated pick-up/set down point, or to access extra-curricular or off-site courses or activities, e.g. taster days, induction days, enrichment activities, work placements, work experience etc.

Students may have to travel with other learners who attend different sites and/or follow courses with different timetables. Shared transport helps to achieve sustainable transport outcomes, reduce congestion and secure cost-efficient transport arrangements. This could result in longer travelling times and waiting times at college. It may therefore be necessary for some students to make use of opportunities for additional study or enrichment activities at college.

For parents/carers who wish to convey the student to/from school/college using their own vehicle, parental mileage may be agreed. The Council will consider paying a grant at the 'public transport rate (currently 22.6p a mile) for two return journeys a day, based on the shortest distance by car between home and school/college.

For parents/carers of young people with an EHCP they may wish to consider applying for a Direct Travel Assistance Payment (DTAP). This method of travel assistance can provide families with more flexibility as they are able to decide how the payment is used to support their child to attend education.

Transport arrangements are subject to regular review to take account of pupils joining and leaving school/college. In addition, there is a legal obligation that transport contracts are periodically re-tendered (generally every 2-3 years) to achieve best value.

When a student is taken ill during the school day it is the responsibility of the parents/carers to make arrangements for the student to get home. The County Council will not provide transport assistance.

Where a student with special transport needs is placed in a residential care setting, including independent living, transport costs will be shared with either Children's Social Care or Adults Social Care, as appropriate. It is the responsibility of Social Care (Children or Adults) to provide the appropriate expenditure codes prior to travel assistance being commissioned.

3.1.3. Cases where LA travel assistance will not be provided

Travel assistance will not be provided for the following:

- To access breakfast or after-school clubs including out-of-school activities
- To work experience, taster or open days
- To provision off the school/college site organised by the school/college
- To provision off the school/college site as part of a transition programme to a new setting

- For transfers between educational establishments during the school day
- To and from temporary addresses including friends and child minders where these arrangements are made by the family
- To and from medical appointments
- Following detention
- At times to suit the convenience of family arrangements
- At times when other siblings in the family have to be taken to other schools/colleges
- For late arrival or early departure, for example due to illness or medical appointments
- For shorter than normal days e.g. during the exam season
- For students whose level of attendance is a cause of concern, but for whom no eligibility criteria are met
- For students on exchange visits
- If the behaviour of a student is not acceptable to the driver of the vehicle and places other travellers at risk. In these circumstances parents/carers will be required to make alternative arrangements.

3.1.4. Independent Travel Training

All students will be enabled to undertake independent travel training (ITT) unless they are assessed by the County Council and student's school/college as being unlikely to benefit from such training.

Special transport provided by the County Council will not be available for students who are deemed to be suitable for ITT but who choose not to participate in the programme.

Students who have successfully completed the ITT programme will be enabled to make their journey to school/college independently. Special transport will not be provided for these students unless their circumstances have changed significantly.

Details of the County Council's travel training programme can be obtained from

www.nottinghamshire.gov.uk/travelling/travel/itt/

3.1.5. Apprenticeships

For students on traineeships or apprenticeships, the learning provider is responsible for ensuring that reasonable expenses are met in full where they are needed to overcome barriers to learning. These may include the cost of travelling to or from the place of learning or work placement. Please contact your learning provider for more information

3.2. Concessionary tickets for young people 16 – 25 from public transport providers

For many students living in Nottinghamshire travelling to college using the local and public transport network will be the most convenient and cost-effective solution. Many of our local transport providers currently offer Student Season passes and discounts which enable more flexibility for travel which is often required by Post 16

Students. To assist parents/carers and students, information about public transport services is available at:

www.nottinghamshire.gov.uk/transport/public-transport

This includes routes and timetables (including timetable changes), maps and a journey planner, as well as contact details for transport providers, from whom information is available about any season ticket offers for students. Travel information is also available by ringing Traveline on 0871 200 2233 (12 pence per minute from landlines and mobiles).

Students living and travelling within the City and Greater Nottingham area can purchase a Robin Hood Student Season Card, which allows unlimited travel on most bus, tram and train services. For more details please visit www.robinhoodnetwork.co.uk or call 0115 876 2700.

Students living and travelling in areas served by Trent Barton can purchase a Student MANGO Card, which saves 25% on adult single cash fares on most bus and tram services. For more details please visit www.trentbarton.co.uk/mango or call 01773 712265.

Students living and travelling in areas served by Your Bus can purchase a child ticket while they are 18 years or younger. Student fares are available for students over 18 in full time education (subject to provision of appropriate ID). For more details please visit www.catchyourbus.co.uk/

Students living and travelling in areas served by Stagecoach can access 10% off adult fares when travelling to and from school/college. They may also purchase Adult Mega Rider season tickets which offer reductions on the daily fare. For more details please visit www.stagecoachbus.com/promos-and-offers/east-midlands

The 16-25 Railcard offers young people aged 16-25 a third off Standard Anytime, Off-Peak, Standard Advanced and First Class Advanced fares.. For more information, please visit www.16-25railcard.co.uk

In September 2019 the 16-17 Railcard is being launched. This Railcard will offer young people aged 16-17 year a 50% discount on rail travel. For more information please visit www.railcard.co.uk

3.3. Travel support from schools and colleges

Some schools operate their own transport services. The County Council website has a search facility for Nottinghamshire schools. This includes contact details and links to individual school websites, which contain information about any bus services operated by the school:

www.nottinghamshire.gov.uk/search-for-a-school

Sixth Form Colleges and Further Education Colleges can assist students with information on transport. Some colleges (such as Bilborough College) also provide private contracted bus services to areas which are not well served by commercial

bus services. College bus services normally operate at the start and the end of the college day only. You should contact Student Services at the college:

Bilborough Sixth Form College	bilborough.ac.uk/students/student-support/
Chesterfield College	www.chesterfield.ac.uk/knowledge-base
Derby College	www.derby-college.ac.uk/student-support/derby-college-transport
Doncaster Communication College	www.deaf-trust.co.uk
Doncaster College	www.don.ac.uk/student-services
Grantham College	www.grantham.ac.uk/student-life/advice-services
Landmarks	www.landmarks.ac.uk/
Lincoln College (including Newark College campus)	www.lincolncollege.ac.uk/support
Loughborough College	www.loucoll.ac.uk/student-services
Nottingham College	www.nottinghamcollege.ac.uk
North Notts College	www.nnc.ac.uk/
Portland College	www.portland.ac.uk/
Rotherham College	www.rotherham.ac.uk
West Notts College	www.wnc.ac.uk/Facilities-and-services

3.4. Other sources of financial support

3.4.1. The 16-19 Bursary Fund

The 16 to 19 Bursary Fund provides financial support to help young people overcome specific barriers to participation, so they can remain in education.

There are 2 types of 16 to 19 bursaries:

Vulnerable bursary of up to £1,200 a year depending on your circumstances and benefits

Discretionary bursary for young people who do not qualify for a vulnerable student bursary and may require financial assistance. Schools and colleges have their own criteria for discretionary bursaries and will make awards to meet individual needs, for example, help with the cost of transport, meals, books and equipment

Schools and colleges are responsible for managing both types of bursary. Young people who want to apply for support from the bursary fund should contact their chosen school or college to make an application.

Further information can be found at www.gov.uk/ search for post 16 bursaries.

3.4.2. Care to Learn / Young Parents

If you are a young parent under 20, Care to Learn can help pay for your childcare and related travel costs, up to £160 per child per week, while you're learning.

Care to Learn can help with the cost of:

- childcare, including deposit and registration fees
- a childcare 'taster' session (up to 5 days)
- keeping your childcare place over the summer holidays
- taking your child to the childcare provider

For more information please visit https://www.gov.uk/care-to-learn/how-to-claim

3.4.3. Discretionary Learner Support Funds (DLS)

DLS Funds encourage improved participation, retention and attainment among adults aged 19 or over on low incomes. The amount paid depends on individual circumstances and is decided by the learning provider, dependent on their scheme. Further information on the DLS scheme can be found by visiting www.gov.uk/discretionary-learner-support/overview

3.4.4. Personal Independence Payment (PIP)

Post-16 students with a disability may be entitled to the Personal Independence Payment (PIP), to help with some of the extra costs caused by long-term ill-health or a disability. The rate depends on how the condition affects the student, not the condition itself. PIP is replacing Disability Living Allowance (DLA). For more details visit www.gov.uk/pip

4. APPLYING FOR LA SUPPORT

Full conditions of the post-16 travel assistance scheme are available at

www.nottinghamshire.gov.uk/learning/schools/schooltravel/post-16-travel-assistance/

This includes details of how to apply, downloadable application forms and the Post-16 School/College Travel Assistance booklet.

5. REVIEW OF TRAVEL DECISIONS

A parent/carer has the right to a review of a decision if they believe that the County Council has assessed their entitlement to travel assistance incorrectly.

Stage one: Officer review

Parents/carers have 20 working days from receipt of the home to school transport decision to make a written request asking for a review of the decision. The written request should detail why the parent/carer believes the decision should be reviewed and give details of any personal and/or family circumstances they believe should be considered when the decision is reviewed.

Within 20 working days of receipt of the written request a senior officer will review the original decision and send the parent/carer a detailed written notification of the outcome of the review. This will explain the rationale for the decision reached and explain how, if they wish to do so, request their case to be taken to stage two of the appeal process

Stage Two: Review by an independent appeal panel

A parent/carer has 20 working days from receipt of the local authority's stage one written decision notification to make a written request for their case to be taken to stage two of the review process.

Stage two appeals will be considered within 40 working days of receipt. The independent appeal panel will consider both written and verbal representations from both parent/carer and officers involved in the case. A detailed written notification of the outcome will be sent to the parent/carer within five working days of the appeal panel.

The appeal panel members will be independent of the original decision-making process.

If a stage two appeal is unsuccessful, there is no further right of appeal within Nottinghamshire County Council. However, if a parent/carer is dissatisfied with the way the appeal has been conducted they may complain to the Local Government Ombudsman. The Local Government Ombudsman has no statutory power to overturn the decision of the Panel but can draw the County Council's attention to any misadministration leading to injustice.

A parent/carer may also complain to the Secretary of State for Education if they are unsatisfied with the outcome. To complain to the Secretary of State, young people or their families should use the contact form ongov.uk – www.education.gov.uk/help/contactus. Any complaint should outline the case, set out the decision taken by the local authority and include any other relevant documentation, for example any advice or decisions from LGO where appropriate.

Should a review find in the parents/carers favour, free travel will be backdated to when the original application was received by TTS or the start of the academic year in which the application is made, whichever is the later.

Nottinghamshire County Council

Report to Policy Committee

22 May 2019

Agenda Item: 6

REPORT OF THE CHAIRMAN OF THE CHILDREN AND YOUNG PEOPLE'S COMMITTEE

NOTTINGHAMSHIRE'S KNIFE CRIME STRATEGY 2018

Purpose of the Report

1. The report informs the Committee of Nottinghamshire's Knife Crime Strategy 2018 (attached as **Appendix 1**), a pan-agency agreement led by the Nottinghamshire Police and Crime Commissioner, and seeks approval of the approach being taken by officers in response to the Strategy.

2. The report seeks approval for the temporary establishment of posts and additional funds at a total cost of circa £330,000 to increase capacity to respond to this agenda and to report to the Children and Young People's Committee about this activity and the outcomes achieved.

3. The report also seeks approval to engage with partners in developing a consistent media and communications message for Nottinghamshire with regard to knife crime

Information

4. Nationally and locally knife crime has become a visible issue, gaining widespread attention in the media during recent months. Broadcasts featuring casualties and fatalities and reporting the possession and use of knives in the night-time economy, public spaces and schools has resulted in broad concerns nationally regarding knife crime and the serious harm they can cause

5. Nottinghamshire police force has seen an upward trend in violent knife crimes. Of the 894 violent offences recorded by the police in 2018/19, 25% were committed by offenders under 18 years and the Youth Justice Service (YJS) is seeing young people carrying a knife much earlier in their criminal career. Sadly a 14 year old previously from Nottinghamshire was murdered in London earlier this year, and in 2018 a number of Nottinghamshire young people were implicated, and two convicted, in the murder of a 17 year old from Nottingham City.

6. Published in October 2018, Nottinghamshire's Knife Crime Strategy 2018 is a pan-agency agreement, led by the Nottinghamshire Police and Crime Commissioner and backed by Nottingham City Council and the Safer Nottinghamshire Board. The strategy sets out a plan of action to reduce the risks posed of knife crime across both Nottingham City and the County. The strategy encourages partners working together with the voluntary sector to tackle every aspect of knife violence with a strong emphasis on education, early intervention and youth engagement.

7. Violent and Weapon Enabled Crime is a complex and emerging issue requiring a multi-agency approach. The strategy sets out four main strands underpinned by partnership working:

- Identification and management of risk: identifying those at risk of becoming perpetrators or victims of knife crime and managing these risks with diversion and enforcement
- Developing resilient spaces: making it harder for offenders to carry and use knives in public spaces by robust enforcement, particularly in the night-time economy
- Communication and behaviour change: ensuring clear messages are delivered and promoting alternative lifestyle options
- Communities and the third sector: working with the community and wider partners to build resilient neighbourhoods and tackle both the immediate and long-term impact of knife crime.

8. The strategy endorses taking a public health approach to violence and Nottinghamshire County Council activity is aligned to this model. Nationally, there has been a substantial amount of discussion dedicated to the consideration of knife crime as a public health issue. Endorsed by Metropolitan police and Police Scotland, this systematic approach to dealing with such issues comprises defining and monitoring the problem, identifying risk and protective factors, developing and testing prevention strategies and applying successful strategies broadly.

Ongoing activity against the strategy

9. Nottinghamshire County Council officer activity under the strategy has been mainly focussed on developing the early identification, support and risk management of young people who are affected by knife crime. The range of activity is scaled in line with the Nottinghamshire Pathway to Provision with universal, targeted and specialist interventions depending on the level of risks.

10. The Tackling Emerging Threats to Children team has a named Knife Crime Lead who is working with schools to develop appropriate Personal Social Health and Economic Education (PSHE) lesson plans and producing advice and guidance on how to manage situations such as pupils bringing knives into school. The team will be expanding their remit from April 2019 to include support to Alternative Education Providers.

11. Improved information sharing between Police and colleagues in Children's Services following any incident involving a knife has allowed for targeted intervention to alleged perpetrators, victims and witnesses of violent youth crime through a notification and triage process. Detached Youth Workers within the Youth Justice Interventions team are being

deployed to deliver diversionary activities and outreach sessions in hotspot areas, targeted at young people who are on the periphery of violent crime.

12. For young people who are more entrenched in youth violence the Youth Justice Locality teams are providing a programme of one to one crime prevention support tailored to the needs of the young person. Youth Justice Case Managers and Social Workers are being trained in Criminal and County Lines exploitation in order to be able to recognise, assess and manage risk. County Lines Exploitation is the process by which young people are groomed by adults and exploited to traffic class A drugs between counties, often from urban to rural areas.

13. A Multi Agency Youth Violence and Criminal Exploitation Panel, made up of senior colleagues from across the safeguarding partnership, was established in January 2019 and will continue to meet on a monthly basis to consider those young people presenting the greatest level of risk. The Panel will ensure that all relevant information is known by agencies supporting the child, and will consider the existing plans for reducing risk, making recommendations for additional actions where gaps are identified. The Panel will also map emerging themes and risks to inform service development.

14. The Nottinghamshire Safeguarding Children's Partnership (NSCP) has established a steering group to develop the approach to Youth Violence and Child Criminal Exploitation. This group oversee all activity against the children's themes of the Knife Crime Strategy and will report to both the NSCP and the Safer Nottinghamshire Board through the knife crime strategy delivery group.

The role of Public Health and Place

15. The Public Health team at the County Council is taking a life-course approach to the issue of knife crime in Nottinghamshire. Starting during pregnancy, commissioned services such as the Family Nurse Partnership and the Healthy Child Programme are working with at-risk parents to reduce the impact of inequalities on the developing child. This kind of early intervention aims to ensure a healthy start to life, enabling children to experience and establish positive relationships which provide the foundations for good mental health later in life. For school-age children, the team commissions and supports a variety of interventions designed to build resilience and identify at-risk young people through the Schools Health Hub and other partners. Mental ill-health and alcohol misuse are also potential risk factors for knife crime with which the public health team are engaging, as mentioned in the most recent Director of Public Health annual report. At the far end of the prevention spectrum, Public Health is working with Nottingham City, police, health and voluntary and community sector colleagues to implement changes that will reduce knife carrying behaviour and decrease the possibility of injuries or deaths resulting from knife crime.

16. Within the Place department the Communities Team will lead work with Safer Nottinghamshire Board partners to deliver activities that support delivery of the Strategy, with a particular focus on communities, the voluntary sector and developing resilient places. The current Place and Communities plans both highlight this activity.

Future Developments

17. Youth Justice seeks to establish 1 FTE Youth Workers (Youth Worker JNC grade) and 13 three hour sessions from youth support workers (Youth Support Worker JNC grade) who will act as a Mentor to the most hard to reach young people and It is proposed that all young people open to Youth Justice and identified as being at risk of youth violence are allocated a Youth Support Worker who will support them on a one to one basis with a view to focussing on positive activities during their leisure time. Young people will be provided with supported referrals and offered opportunities to access further support and diversionary activity at the end of their statutory involvement with Youth Justice.

18. The Universal Youth Service also seeks to establish 3 FTE Youth Workers (Youth Worker JNC grade) and 18 three hour sessions from youth support workers (Youth Support Worker JNC grade). These posts will be used to bridge the gap for young people known to Youth Justice, as well as with young people who do not have any statutory involvement, but judged to be at risk of youth violence. It is acknowledged that through Youth Work delivery young people can be provided with positive role models, trusted adults and positive activities to divert them away from risk taking behaviour; however not all young people are able to take up the offer of universal provision for a number of reasons, including order conditions and the risk presented. Additional capacity will allow the service to target the most vulnerable and challenging young people with focused Youth Work programmes, which concentrate on their interests, which may include sports, music, and creative arts, taking them into a different environment and providing a bespoke learning experience. Through these activities and group work discussions, emphasis will be placed on addressing risk-taking, criminal behaviour, active citizenship and young people's role within society. The ultimate aim will be to support young people to independently access universal provision, when it safe to do so. Initially the posts will be established until March 2021.

19. It is proposed that a temporary 0.5 fte Youth Violence and Child Exploitation Coordinator (Band A, indicative) post be established within the Safeguarding Quality and Assurance Group of Services. The postholder will coordinate the Youth Violence and Criminal Exploitation Panels and have a role in developing the knowledge and skills of the workforce through advice and guidance, training and in devising written procedures.

20. In order to respond to the area of the strategy which deals with communication and behavioural change, a task and finish group with representation from the Communications teams of all key partners is to be established, chaired by the Office of Police and Crime Commissioner. There are some key principles that should be fed into this work as follows:

    - Provide clarity about the risks but ensure that context and perspective are maintained
    - Not unduly raising public concern and avoiding escalation
    - Being clear about the actions being taken, why they are being taken and what is effective.

Other Options Considered

21. Officers from across relevant departments have met regularly since the publication of the Nottinghamshire Knife Crime Strategy to discuss the delivery of the strategy objectives. Consideration has been given to the extent to which additional resources could be

focussed on areas other than young people, such as Building Resilient Spaces or Adult Offenders. There is a statutory obligation for the Local Authority with its partners to prevent offending and reoffending by children and young people and to deliver an effective local youth justice system, as well as a statutory obligation to work together with partners to safeguard children from harm and so focus must be given to these areas.

Reason/s for Recommendation/s

22. The Nottinghamshire Knife Crime Strategy 2018 aligns with the priorities of the Council. In particular in its application to working with children and young people the Strategy aligns with the Nottinghamshire Youth Justice Plan for 2017-2019 and with commitments in the Council Plan for 2017-21.

23. The establishment of additional capacity within the Safeguarding and Assurance group of services, and within the Youth Justice Interventions Team, will increase capacity to deliver the priorities set out in the strategy. It will enable improved response to the increasing demand for early intervention around knife crime, and increased need to identify and manage those young people who pose the most risk.

24. Members should be informed of the progress of developments against this high profile agenda and the impact of additional spend in this area.

Statutory and Policy Implications

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

Crime and Disorder Implications

26. The Crime and Disorder Act (1998) requires the local authority with its partners to prevent offending and reoffending by children and young people and to deliver an effective local youth justice system.

Data Protection and Information Governance

27. Nottinghamshire County Council has defined procedures in place to assure privacy is embedded into all data processing activity. All new projects and processes that involve large scale data processing are subject to the completion of a Data Protection Impact Assessment (DPIA). This will identify any potential privacy risks as a result and subsequently look to implement measures to mitigate and contain them. DPIAs are overseen by both the Council's Data Protection Officer and Caldicott Guardian.

Financial Implications

28. The temporary establishment of 0.5 FTE Youth Violence and Child Exploitation Co-ordinator at Band A (indicative) plus on-costs, will have a financial implication of £19,114 per annum

29. The temporary establishment of 4 FTE Youth Worker Grade posts (JNC) will have a financial implication of £181,415 including on-costs, per annum.

30. The temporary establishment of 31 x 3 hour Youth Support Worker Grade posts (JNC) will have a financial implication of £68,770 per annum.

31. The additional Youth Worker and Youth Support Worker posts established in Youth Justice and Youth Service will require an activities and programmes budget of £60,000 per annum.

32. This is a total cost of £329,299 of non-recurrent funds in 2019/20 (pro-rata).

33. There is currently no budget for the proposed additional staff, however it is anticipated that sources of funding will be identified. There is an agreement in principle to draw some of the required funds from Public Health Reserves and a contingency allocation of up to £150,000 has been identified if required. These will be subject to appropriate approval.

Human Resources Implications

34. The posts will be recruited to in accordance with the agreed Vacancy Control Process and recruitment and selection policies.

RECOMMENDATION/S

That Committee:

1) approves the approach being taken by officers in response to the Nottinghamshire Knife Crime Strategy

2) approves the establishment of 4 FTE temporary Youth Worker Grade (JNC) Mentor posts and 31 x 3 hour Youth Support Worker Grade (JNC) posts to be based in Youth Justice and Youth Service, with associated activity and programme budget, as detailed in paragraph 31, until March 2021

3) approves the establishment of 0.5 FTE temporary Youth Violence and Child Exploitation Coodinator within the Safeguarding Assurance and Improvement group of services until May 2020

4) approves engagement by officers in the Council's Communications team in a task and finish group with partners to develop a consistent media and communications message for Nottinghamshire with regard to knife crime.

5) agrees to receive an update report in nine months' time on the activity of the newly established posts and the outcomes for Nottinghamshire young people.

Councillor Philip Owen

Chairman of the Children and Young People's Committee

For any enquiries about this report please contact:

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E: rachel.miller@nottscc.gov.uk

Constitutional Comments (SLB 10/05/19)

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

Financial Comments (SAS 13/05/19)

36. There is currently no budget for the proposed additional staff. The staffing costs set out in the report of £330,000 is the maximum required and the actual cost will depend on the timing of filling posts and is expected to be less than this. It is anticipated that sources of funding will be identified, including a contingency allocation of up to £150,000 which will be subject to appropriate approval if required. Expenditure will not be incurred unless funding has been identified.

HR Comments (BC 26/04/19)

37. The post of Youth Violence and Child Exploitation Co-ordinator has been subject to an indicative job evaluation process. Posts will be recruited to in line with the vacancy control and recruitment procedures.

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.

Director of Public Health Annual Report 2018 – report to Health and Wellbeing Board on 9th January 2019

Place and Communities Strategy

Youth Justice Plan 2019

Council Plan 2017 - 2021

Electoral Division(s) and Member(s) Affected

All.

C1243

Nottinghamshire
POLICE & CRIME
COMMISSIONER

Nottinghamshire's
Knife Crime Strategy
2018

Nottingham City Council

Safer Nottinghamshire Board

NOTTINGHAMSHIRE POLICE
PROUD TO SERVE

National Probation Service

Derbyshire Leicestershire Nottinghamshire & Rutland
Community Rehabilitation Company
PROBATION

COMMISSIONER'S FOREWORD

The appalling impact of knife violence on our communities is becoming all too apparent across the country and unfortunately Nottinghamshire is no exception. The publication of a specific strategy to tackle knife crime is not a cause for celebration but it I hope it offers some reassurance of our determination and commitment to confront the problem and unravel the misguided ideas and behaviours which fuel it.

The government's recently published Serious Violence Strategy puts Police and Crime Commissioners in the driving seat of managing risk and prevention. It also stresses the importance of partnership working and makes clear the fact that policing by itself will not solve knife violence in the long-term.

Everyone has a role to play from our schools and youth groups through to our health professionals and criminal justice services. Ultimately, it will be the responsibility of parents, families, individuals and communities to reject lifestyle choices and beliefs which leave young people at the mercy of weapons and street violence.

This strategy has four key strands: understanding and managing people at risk, protecting places, promoting clear messages and working with communities and the third sector.

I share the Home Secretary's view that robust policing must be part of the overall response. In view of this, I've appointed a dedicated senior lead for knife crime for Nottinghamshire Police while the Force has established a specialist Knife Crime Team. Additionally, I've funded the recruitment of dedicated knife crime officers who will be assigned to schools to build stronger relationships with young people at risk of knife crime as either perpetrators or victims and begin to breakdown attitudes that permeate anger and violence.

With clear leadership, coordination of effort and the support of our communities, I am confident that together we can make a positive impact towards tackling knife crime.

Paddy Tipping

Nottinghamshire Police and Crime Commissioner

SPONSORS' FOREWORD

As leaders of statutory agencies, our responsibility to respond together against the criminal use of knives in our city and county is clear. We know that communities defeat crime but we also know that we have a fundamental role in supporting them and importantly hearing their voices.

We are therefore pleased that this strategy recognises the importance of communities and our partners in the third sector and we remain committed to engaging with them as we lead our own services in delivering a credible response to the threat of violence.

As public sector leaders we have no higher duty than to protect the people we serve, especially our young people. The delivery of this strategy will require new thinking, new partnerships, system change and resources, which we are committed to making available.

We will also ensure that our organisations work closely together not only to respond to the immediate threat of knife crime but also build resilient communities and neighbourhoods in which our citizens can continue to thrive.

Ian Curryer
Chief Executive,
Nottingham City Council

Craig Guildford
Chief Constable,
Nottinghamshire Police

Anthony May
Chair,
Safer Nottinghamshire Board

SUMMARY

Knife crime includes offences that are facilitated by the use of a pointed or bladed article. The criminal use of knives can generally be categorised as abusive, instrumental, incidental and dissociated. This strategy concerns itself with the instrumental and incidental.

Knife crime in Nottinghamshire shows an upward trend since 2015, which is broadly comparable to the national picture. Research of national and international best practice methods, analysis of Nottinghamshire's specific issues and a conference wherein experts and practitioners were invited to offer insights have been used to develop this strategy.

Our strategy contains four main strands, which reflect our commitment to multi-faceted partnership work and the public health model that has received so much praise for its positive impact in places like Chicago and Glasgow.

Strand 1
Identification and management of risk

1. We aim to promote early identification of those at risk of committing or becoming a victim of knife crime.
2. A cohort of high-risk nominal offenders will be developed from partnership risk assessments and managed.
3. Tailored diversion and support will be offered to those identified as at risk.
4. We will use zero-tolerance enforcement against those who carry and use knives in the commission of crimes.
5. A tiered approach to intervention will be used, with universal, specific and bespoke provision being offered.

Strand 2
Developing resilient spaces

1. We will target harden our public spaces to make it more difficult for offenders to get away with carrying and using knives.
2. We will utilise our partnership licensing and regulation function to improve the safety of our night time economy.

Strand 3
Communication and behaviour change

1. Coordinated communications will be developed and delivered throughout the partnership.
2. Behavioural change principles will be explored to encourage at risk people to pursue alternative options.

Strand 4
Communities and the third sector

We will engage our communities and ensure our third sector offers a coordinated and evidence-based set of provisions.

1 | INTRODUCTION

The use of knives in the commission of crime can have disastrous consequences. Knife facilitated offences have the potential for high harm and high impact, leading to casualties and fatalities. Such incidents are life changing to individuals, families and their communities.

Nottinghamshire's Community Safety Partnerships are committed to driving down the possession and criminal use of knives to cause harm on our streets and in our homes.

While we work tirelessly to bring an end to these violent crimes, we also rely on our citizens and communities to be vigilant and intolerant of knife crime. The aftermath of the violence is a pain we all feel and keeping Nottinghamshire safe is a responsibility we all share.

Knife crime is a complex, multi-faceted issue with a range of challenging obstacles to overcome. To successfully tackle it will require full engagement from all parties with a part to play.

This strategy concerns itself primarily with tackling knife crime, however the benefits of our comprehensive approach will help to more broadly protect our citizens and promote positive lifestyles.

Analysis and expert input have been used to underpin our approach

Our approach has four strands:

- Identification and management of risk
- Developing resilient spaces
- Communications and behaviour change
- Communities and the third sector

We will ensure our procedures are fit for purpose

The process will be governed by a newly created Partnership Strategic Group

2 | DEFINING THE PROBLEM

- ‘Knife crime’ is used as an umbrella term for various crime types facilitated by bladed and pointed implements.
- There are four primary categories of knife crime offending.

  1. Abusive
  2. Instrumental
  3. Impulsive
  4. Dissociated

- This strategy is focused on reducing instrumental and impulsive knife crime.

Knife crime is an umbrella term for a crime that is facilitated or enabled by the use of a bladed or pointed article. Articles can include hunting, combat and kitchen knives, axes, machetes and screwdrivers.

All of these items can be used to inflict lasting physical and psychological harm to another person; however the articles themselves are only symptoms of other problems that require tackling.

1. Abusive
Knives can be used in the commission of persistent and on-going abuses. Such coercive behaviour may occur in domestic abuse and violence or the exploitation of people for labour.

2. Instrumental
Knives can be used to improve the likelihood of success in another offence, such as during the commission of a robbery, or as a tool to enforce exploitation, such as in County Lines networks. They can also be used instrumentally to assert status, settle conflicts or retaliate in group or gang cultures that glorify violence. A knife will be part of the orchestration of a premeditated crime.

3. Impulsive
Some offences will occur spontaneously, perhaps in response to a slight, being threatened or being attacked, possibly during the course of a fight. The use of the blade is not premeditated but the offence requires that a perpetrator be carrying a knife on their person.

4. Dissociated
Some acts are committed by people who are not in full control of themselves. This includes offences committed as a result of serious mental health issues, episodes, or the consumption of psychoactive substances, illegal drugs or alcohol.

Target Selection

If a bladed article is used in and facilitates the successful commission of a crime (e.g. robbery), the possession and use of a blade for subsequent criminality will be added to the offender’s informal template of target selection and offending method.

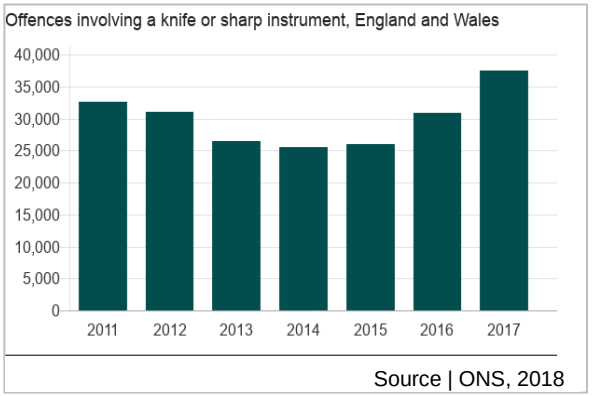
This strategy defines four categories of knife crime offences. Whilst they are all serious and require multi-agency cooperation to solve, *abusive* and *dissociated* knife crime are issues that are managed by parallel structures. The Strategy will therefore focus primarily on addressing *instrumental* and *impulsive* knife crime.

3 | CONTEXT

- A nationwide focus surrounding knife crime has affected levels of fear in our citizens.
- News reports about casualties and fatalities as a result of knives and people being caught carrying knives in highly populated places has refreshed our commitment to reducing this problem.
- Nottinghamshire has seen several high profile incidents that have brought knife crime to the fore of the public mind as a high-harm crime type.

Nationally, knife crime has become a visible issue, gaining widespread attention in the media during recent months. Broadcasts featuring casualties and fatalities and reporting the possession and use of knives in the night time economy, public spaces and even schools has resulted in heightened concerns regarding knife crime and the serious harm they can cause.

National statistics show that offences involving a knife or sharp instrument have risen over the last two years, having now reached its highest level since pre-2011.



Source | ONS, 2018

National leads, including the Metropolitan Police Commissioner, have commented on the need for a refreshed strategic approach to knife crime that adopt a public health approach, citing Glasgow's innovative methods as an example of successful practice.

Public health approach

Nationally, there has been a substantial amount of discussion dedicated to the consideration of knife crime as a public health issue. The systematic approach to dealing with such issues is comprised of four primary components:

1. Define and monitor the problem
2. Identify risk and protective factors
3. Develop and test prevention strategies
4. Apply successful strategies broadly

The Home Secretary has affirmed serious violence as a national priority. Locally, the Police and Crime Commissioner has established work streams that have emphasised his commitment to reducing knife crime as one fatality is one too many.

The protection of our citizens from harm is of paramount importance to us and is the responsibility of us all. This strategy symbolises our commitment to refreshing the approach we take to knife crime and its causes, with the aim of breaking the cycle of violence in Nottinghamshire.

4 | ANALYSIS

- Nottinghamshire's knife crime trends are broadly reflective of the national picture.
- Analysis has better informed our understanding of relevant risk factors to monitor before knife crimes are committed.
- Mapping tools have enabled us to find the places where knife crimes are most likely to occur in Nottinghamshire.
- Most knife crime offenders were under the age of 25 (69% County, 63% City).
- In Nottingham City, 50% of offenders were white, 39% black and 6% Asian.
- Input from experts and practitioners have provided an educated basis on which to build this strategy's approach to tackling knife crime.

Some initial analysis has been performed by Nottinghamshire and Nottingham's partnerships, which has revealed some key facts about knife crime and its perpetrators.

The analysis facilitates (a) the identification of a cohort of knife crime and carrying perpetrators to target our management and enforcement resources and (b) an improved understanding of the risk factors involved in knife crime offending, allowing us to target our preventative, diversionary and support approaches to those who are most at risk of becoming victims and perpetrators of knife crime in Nottinghamshire and Nottingham.

Adverse Childhood Experiences (ACEs)

ACE is a model developed and widely supported to understand the root causes of violence in individuals and provide appropriate support and intervention. The ACE approach has seen successes internationally in places like Iran, Mexico and Brazil. ACEs can include stressful and traumatic events, abuse, neglect, household dysfunction, bearing witness to domestic violence and being raised with family members who have substance misuse issues.

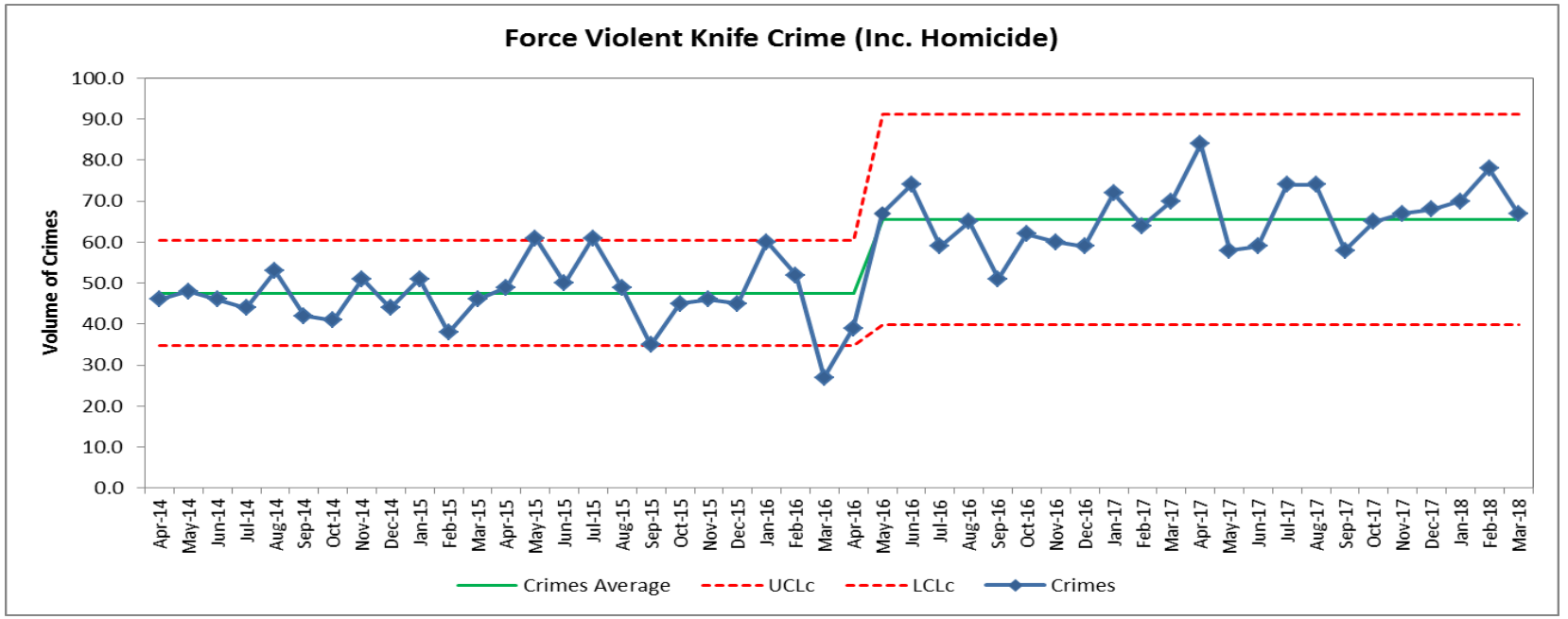
Approaches based on ACEs will vary according to individual experience but broadly advocates the development of trusted relationships with adults, parenting programmes, equipping individuals emotionally with the skills to cope and recover from traumatic experience.

In order to better understand risk factors relevant to the issues involved in knife crime, the case histories of a small sample of juvenile knife crime offenders were analysed, which revealed behaviours exhibited and external factors experienced in the lead up to their knife offending.

Potential Precursor Risk Factors	'A' 16yrs	'B' 17yrs	'C' 17yrs	'D' 16yrs	'E' 15yrs
Links to ASB & Low Level Crime	✓		✓	✓	
Drug Use	✓	✓	✓	✓	
Low Socioeconomic Status / Deprivation	✓			✓	
Volatile / Broken Family / Witness to Dom. Abuse	✓	✓	✓	✓	
Lack of Positive Role Models	✓			✓	
Requirement for Social Services Involvement	✓		✓	✓	
School Exclusion / Truancy		✓		✓	
Learning / Mental / Behavioural Challenges	✓	✓			✓

By recognising commonly occurring risk factors in offending histories, we will improve our ability to target preventative messages and support to focus on children and families experiencing similar factors.

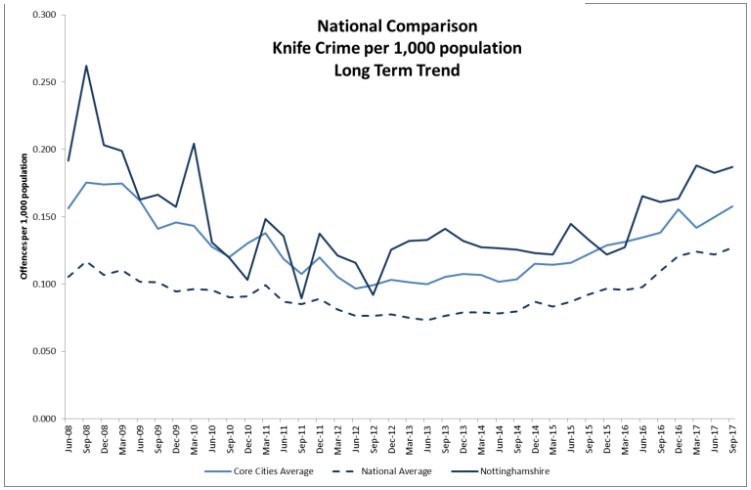
Some detailed analysis of the landscape of knife crime in Nottinghamshire and Nottingham has also been developed by the partnerships.



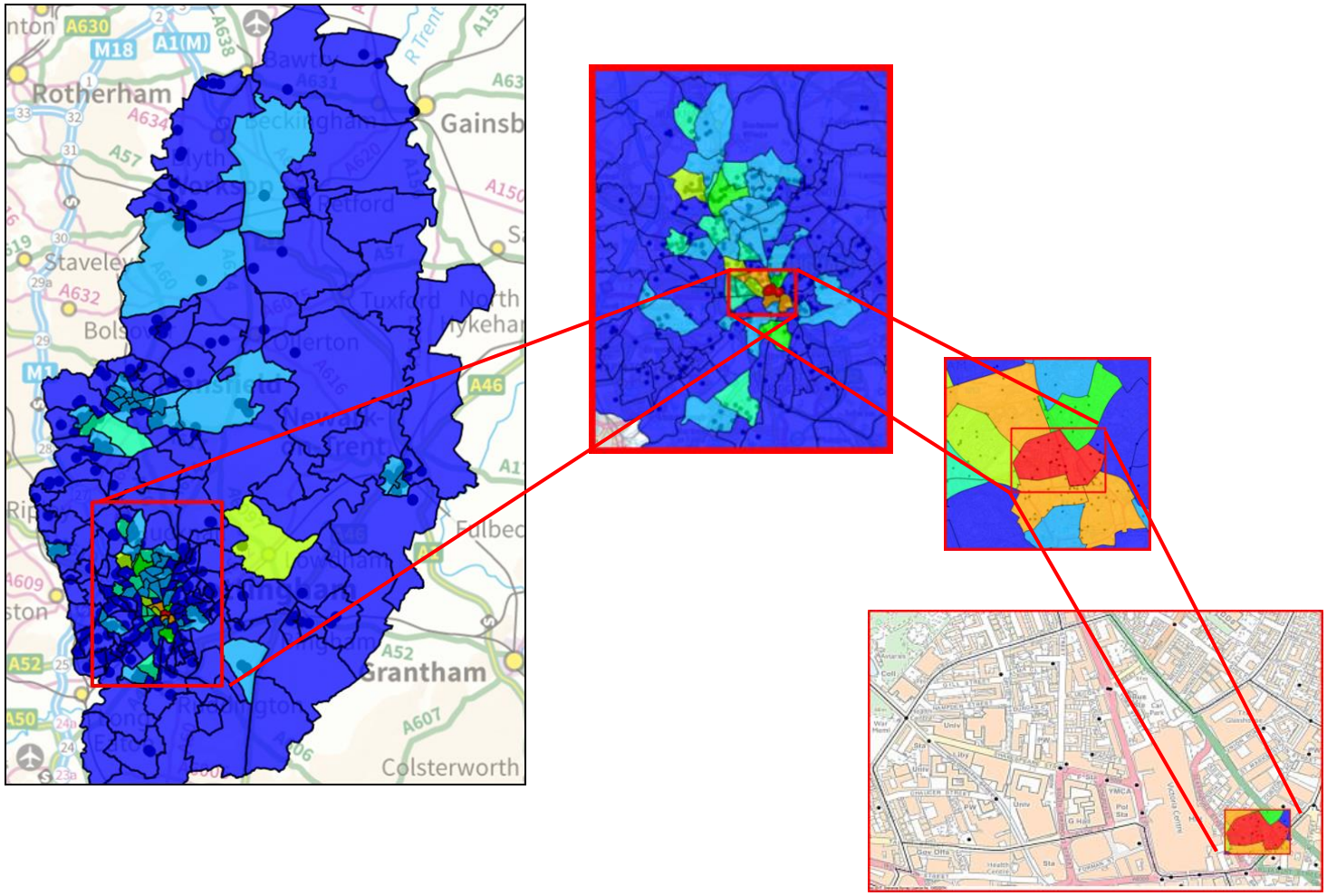
Nottinghamshire has seen an upward trend in violent knife crimes. The latest year has seen an increase in offences of almost 11%, driven chiefly by a 34% increase to robbery and 45% threats to kill.

Knife crime trends seem to mirror those experienced nationally, however Nottinghamshire experiences a higher rate of these offence types than both the national average and the average in the Core Cities.

50% of knife crime offences occur within public spaces, 59% of these being street robberies.



During the period studied, 25% of offenders were found to be 18 years or under and 69% 25 years or under. Choropleth mapping (right) identifies those places where knife crimes have occurred, which identifies the most prevalent hotspot as Nottingham City Centre.



From 2015, Nottingham City – similarly to Nottinghamshire as a whole – has seen an increasing trend in knife crime. The most common crime types facilitated by the use of a knife or blade during this period were:

(1) Violence with Injury,
(2) Robbery of Personal Property, and
(3) Violence without Injury.

Perpetrators of knife crime offences between 1st February 2017 and 31st January 2018 were broken down into demographic categories to help inform the targeted work that will be carried out pursuant to this strategy.

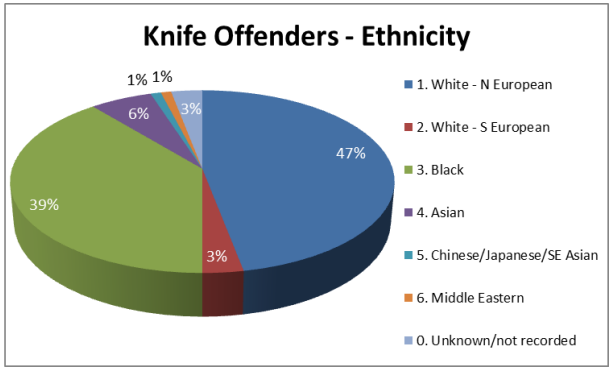
During the period assessed, it was found that 85% were males. It also shows that almost 63% were under 25 years of age.

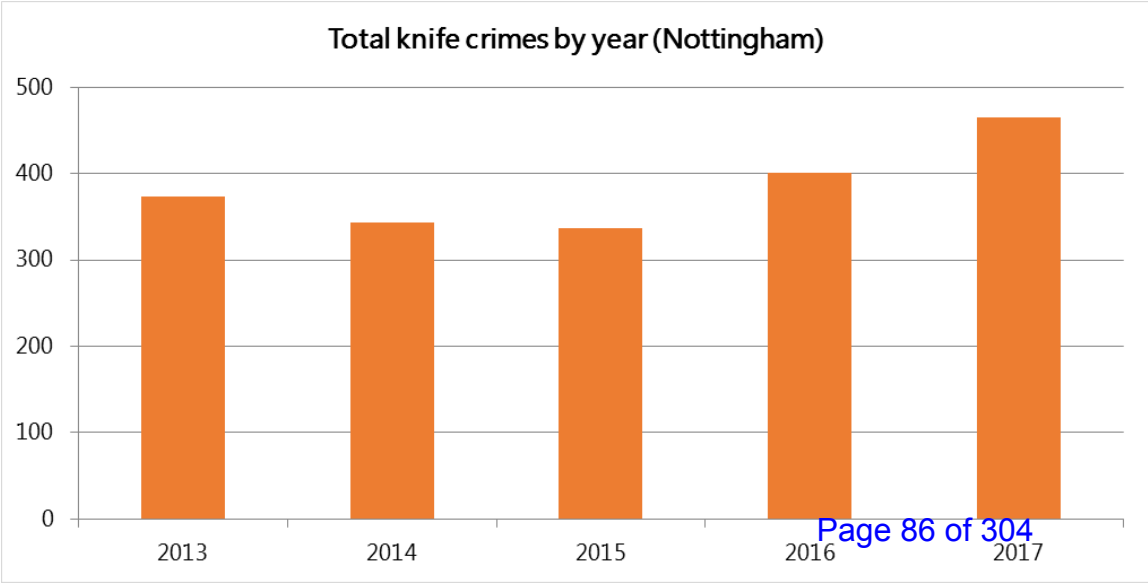
Age	Count	Percentage	Cumulative Freq. %
10-15	30	15.1%	15.1%
16-17	39	19.6%	34.7%
18-24	56	28.1%	62.8%
25-34	36	18.1%	80.9%
35-44	17	8.5%	89.4%
45-54	15	7.5%	97.0%
55+	6	3.0%	100.0%

While a high proportion of knife crime offenders were under 25, almost 35% of them were under the age of 18, and nearly half of those were under 16. The preventative necessity of engagement with children of school age is clearly shown by these figures.

Such necessity is further compounded by the anecdotal knowledge that young people may not divulge being a victim of knife crime offences, leading to a dark figure with a potentially comparable number of unidentified perpetrators under the age of 18.

The breakdown in figures by ethnicity revealed that, where ethnicity was known and recorded, 50% of offenders were white (47% Northern European). The second most prevalent ethnicity for offences was black at 39%, with Asian the third most populous ethnicity at 6%. Other ethnic groups had a relatively small impact on offending.





5 | LIVES NOT KNIVES CONFERENCE

- On 30th April 2018, the Police and Crime Commissioner hosted a conference to discuss knife crime and our approach to it.
- Practitioners and experts in the fields of youth violence and knife crime were invited to participate in the conference.
- Table-top exercises were used to extract valuable knowledge from these experts and provoke key discussion points for progress.
- The priorities raised by participants have been summarised and published by the PCC.
- We have used this to inform the approach adopted by this strategy and to establish important principles to guide the development of delivery plans.

We are determined to ensure the approaches adopted by this strategy are evidence based and reflect what works. Whilst the analysis exhibited above provides some understanding of the knife crime phenomenon in Nottinghamshire, it only provides a partial story. The knowledge and input of officers and experts with personal experiences in relevant fields is integral to the development of a functional and executable strategic framework.

On 30th April 2018, Nottinghamshire's Police and Crime Commissioner hosted and facilitated the Lives Not Knives conference, which convened key knife crime stakeholders, including representatives of statutory, non-statutory and third sector organisations. Also invited were several individuals whose lives have been directly affected by knife crime and its fallout, some of whom recounted moving experiences to the conference.

The event involved presentations by the Knife Crime Lead – who outlined the partnership's strategic position towards knife crime – and a Principal Analyst from Nottinghamshire Police – who presented trends and key figures in knife crime and associated risks. Presentations were also given by the Director of the College of Policing – who discussed some key national best practice principles – and the CEO of the Ben Kinsella Trust – a charity dedicated to the prevention of knife crime.

Following the presentations, attendees engaged in intense and productive round-table discussions addressing key issues associated with knife crime. The results of these discussions were captured, summarised and published by the Commissioner's Office and have helped shape the content of this knife crime strategy.

Some of the critical considerations identified by the experts and practitioners in attendance are captured here and have been incorporated into the Strategy and emergent delivery plans.

Analysis
Pathways
Assessment
Family-context
IOM
Schools
Intelligence
Causes
Management
Identification
Risk-factors
Referral
Shared-objectives
Performance
Complex-cultures
Methodology
Shared-language
Protective-factors
Motivation
Reluctant-victims
Mapping
Punishment
Severe
Certain
Just
Swift
Pair
Dedicated-workers
Teachable-moments
Civil-tools
INFORMATION-SHARING
Social-media-companies
Reduce-fear
Unified
Understanding
Role-models
Influencers
Social-media
Messengers
Positivity
Cohesive
Community-elders
Consistent-CJS
Peer-group
Culture-shift
Local-media
Positive-pressure
Different-attitudes
PARTNERSHIP
UNITED
LISTEN
Report
Intelligence-led
Prevent
Technology
Confront
Regular-analysis
GPS-Tag
Resilience
Schools
Timely-referral
Stop-and-search
Review
Consistent-policies
Non-association
Deter
Curfew
Clear-policies
Known-policies
NTE
Police-in-schools
CONSISTENT
Parents
Expertise
Funding
Relationships
Support
Kinship
Listen
Charities
Community
Information-sharing
Care
Cohesive-provision
Coproduction
Community-boundaries
Network
Feedback
Build-bridge
Joined-up

6 | OUR APPROACH

- We will strengthen our partnership approach to problem solving using multi-agency risk reduction focusing on knife crime offending.
- We will adapt and apply learning from successful approaches to domestic violence and sexual exploitation.
- Our four strand approach aims to protect citizens with a holistic use of the partnership's amalgamated powers and policies.
- We will reinforce the message that the carrying and criminal use of knives has swift, certain and serious consequences.

We are committed to tackling the serious problem of knife crime. With this refreshed approach as a distinct thematic priority for Nottinghamshire's partnerships alongside such serious crimes as domestic violence and child sexual exploitation, we aim to enact an effective, efficient and seamless approach to reducing knife crime and protecting the citizens of Nottinghamshire.

Since the inception of specific, tailored management structures such as Multi Agency Risk Assessment Conferences (MARAC) and the Multi Agency Sexual Exploitation Panel (MASE), we have observed positive results in the safeguarding of domestic violence victims and victims of child sexual exploitation. We are drawing from the principles of these structures in the development of an effective approach to knife crime.

Our approach to problem solving will therefore involve a multi-agency risk reduction hub with the bespoke priority of reducing knife crime in our county and city.

We are committed to working closely together. Our Community Safety Partnerships will work in tandem with the third sector to make the most of all of the powers, policies, skills and networks at our disposal in delivering a streamlined service to our communities.

This strategy outlines our four strand approach to solving the issue of knife crime:

(1) Identification and management of risk
Intervene early, divert individuals away from offending, enforce against perpetrators and offer support to victims and their families.

(2) Developing resilient spaces
Enable communities to retake their spaces, advice and regulation checks on high risk premises, and designing out crime.

(3) Communications and behaviour change
Clear, concise and informative communication, and use of effective campaigns to influence behaviour.

(4) Communities and the third sector
Engage and help mobilise our citizens, coordinating our third sector provision, and utilising our third sector's influence in communities.

With the combined effort of all our partnerships and communities, we will deliver a unified approach to tackle this serious issue.

7 | STRAND 1

IDENTIFICATION AND MANAGEMENT OF RISK

- The entire partnership will work closely to identify, report and address risk factors early.
- We will work with key schools to ensure knife crime issues are addressed appropriately.
- A cohort of high risk knife crime offenders will be developed and case managed by the partnership.
- Diversionary and support mechanisms, with the support of the third sector, will be offered to promote positive behaviour.
- Enforcement will be used to ensure offenders are held to account for the harm that they cause and deter them from carrying weapons.
- Interventions will be three-tiered – universal, specific and bespoke.

7.1 | Early identification

Using our academic and professional knowledge of risk factors indicative of later crime and anti-social behaviour, as well as universally understood procedures and lines of communication throughout our partnerships, we will be able to recognise early warning signs, including ACEs, and engage with those at risk quickly to prevent the escalation of criminality.

Front line staff, including teachers, medical professionals, social services, offender management, uniformed policing and childcare professionals, are best positioned to observe and report these risk factors.

The inter-disciplinary risk reduction approach will support these individuals and their families with emotional care, mental health needs assessments, specialist education and practical skills, employment, drug treatment and other provisions necessary to help build prosperous, pro-social lives and reduce the likelihood of offending.

We will work alongside parents – who know their children best - to recognise risks and protect their children, removing any stigma associated with parenting support and empowering parents to raise and appropriately respond to emergent risks to ensure children are appropriately safeguarded.

7.2 | Cohort management

Analysis conducted as part of the development of this knife crime strategy has revealed the identity of those offenders known to have committed knife crimes. This, alongside officer knowledge and referrals made by field practitioners with concerns about individuals, will be used to develop a cohort of people who will be closely case managed on an individual basis.

Information and input will be sought from all partners to develop an initial assessment to establish and monitor the respective risk of cohort nominals according to offending behaviour, peer groups, parenting and other relevant risk factors. Emergent variables, such as new associations and loss of housing, will be monitored and recorded on their cases.

Case records will contain the work that has been done previously, what impact this work had on the behaviour of each individual, and what steps to take next to reduce the likelihood of reoffending.

Cases and updates from all partners will be shared seamlessly to ensure practitioners can adapt their provisions and deliver effective interventions based on individual needs. We will utilise effective current systems such as ECINS to deliver this activity.

7.3 | Diversion and support

Diversion from offending and support mechanisms that encourage reintegration into society are important to desistance.

Desistance

Desistance theories are varied but are all aimed towards the self-identification as 'reformed', which requires the desire to change to come from within. This can be helped with the support of consistent workers with a genuine commitment to helping the individual, who will support individuals to forge positive social bonds, build stable relationships, obtain housing and find gainful employment, all of which could be compromised by recidivism.

We will establish Early Intervention Case Work Panels and introduce targeted youth support. In service of this, we seek to obtain Home Office funding for (a) dedicated Targeted Youth Support case workers to introduce assertive outreach in key locations and (b) recruit promote Social Media Youth violence influencers/mediators.

We also endorse the use of 'teachable moments' – times in an offender's life when they are most receptive to appreciating the damage criminality can cause and the positives of leading a legitimate life. Redthread have embedded youth workers in hospitals, where they strive to encourage young people who have sustained serious injuries to reflect on their choices and make a positive decision to turn their back on dangerous lifestyles. We will encourage similar operating models in other places where teachable moments may occur, such as custody suites and pupil referral units.

We intend to work closely with the third sector to gain the benefit of their unique expertise in relating to offenders, understanding their needs and delivering effective diversionary programmes. This includes sports and leisure, education and training to give offenders the opportunity to improve their skills, take control of their lives and self-identify as reformed. For young people, particularly children, we will encourage an emphasis on interventions with a strong education component, helping them to develop skills that enable them to take advantage of legitimate opportunities and build successful lives.

Further to personal development, the partnership can offer advice and support with aspects of life that provide a feeling of stability, such as secure housing, steady employment and stable relationships (including the development of conflict resolution skills). We will promote evidence based practice at every opportunity to equip our young people to make positive changes.

7.4 | Enforcement

A necessary component of deterring individuals from offending and reducing the likelihood of recidivism is a clearly understood sense of consequence for one's actions. We must and we will enforce against those in our society who break the law, bring harm to others and have no intention or desire to change their behaviour. We acknowledge that enforcement alone will not singularly reduce the threat of knife crime; however it remains irrefutably vital to deterrence, punishment through the courts and producing opportunities to engage and rehabilitate.

A zero-tolerance, universal policy will be applied wherein knife carriers will be arrested, charged and brought before court. This response will be consistent and clearly communicated to emphasise the certainty of the consequences for carrying a knife or bladed instrument.

Carrying a knife or committing a knife crime will bring criminal proceedings against an individual. In partnership with other agencies, these proceedings will be further underpinned by the innovative use of civil tools and powers.

These civil tools will be used to prevent reoffending by increasing the potential consequences for offenders (including potential loss of home), reducing an

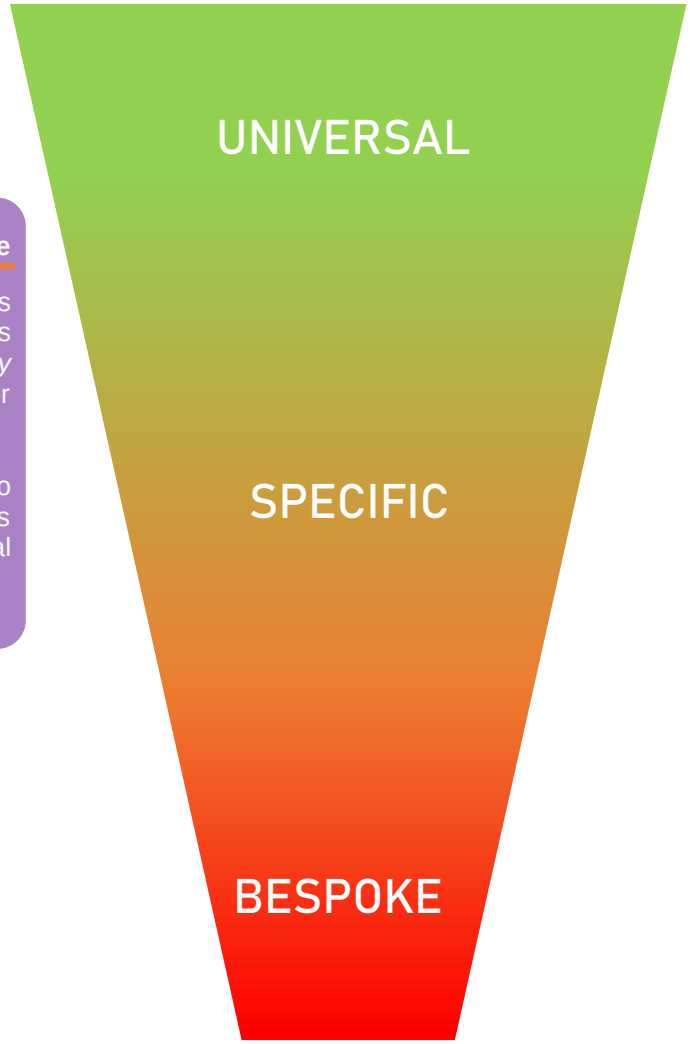
offender's exposure to high risk factors (such as associations with offenders) and enforcing offender engagement with positive activities, including skills development programmes and productive, non-violent conflict resolution training.

Deterrence

Deterrence in punishment requires *certainty* – offenders must be sure they will be punished – *celerity* – offenders must be apprehended and processed quickly – and *severity* – the punishment must be serious enough for the offender not to want to repeat it.

Punishments must be consistently administered so offenders are clear about the consequences of their actions and know that the punishment invoked by the Criminal Justice System is fair and just.

Where appropriate, we will encourage the use of restorative justice mechanisms between offenders and victims of knife crimes both (a) to bring offenders face to face with the reality of the harm and lasting damage caused by knife crime and (b) to provide victims with some measure of closure and control over the administration of justice.



7.5 | Tiered intervention

Similarly to HM Government's Serious Violence Strategy 2018, the enforcement, diversion and support provisions will be three-tiered.

Universal interventions are mechanisms that can be applied to all individuals in the cohort and those who are showing risk factors. These include developing life skills in young people, providing opportunities for employment and supporting parents.

Specific interventions will be used to target thematic issues that can apply to at-risk individuals, including family intervention, providing positive and relatable role models, supporting children exhibiting risk factors like school exclusion.

Bespoke interventions will involve approaches tailored to an individual's unique needs and situations, such as engaging at teachable moments, prevention of criminal exploitation and use of the National Referral Mechanism, supporting frequent missing children, and 'through the prison gate' engagement.

8 | STRAND 2
DEVELOPING RESILIENT SPACES

- We will target environmental improvements and place management to areas where knife crime is most prevalent.
- The partnership will engage and support communities to build community cohesion and encourage citizens to enjoy their neighbourhoods.
- High risk premises – particularly in the night time economy – will be identified for support.
- Premises refusing to engage with efforts to make their venues safer will receive targeted regulation and enforcement.

8.1 | Target hardening

Analysis has revealed several key hotspots for where knife crime has been perpetrated. The mapping performed will allow us to determine where target hardening measures are most needed and will be most effective.

In addition to this, the 2017 Respect for Nottingham Survey suggested that only 50% of respondents felt safe in Nottingham City Centre after dark, the lowest level since 2013. Whilst we are committed to an intelligence-led approach to target hardening, we also feel it is our responsibility to reduce the fear of crime by increasing the perception of security in places people feel most vulnerable.

Target hardening

Steps can be taken in places and premises to reduce the perceived opportunity to offend by increasing the perception of effort and risk involved in offending.

Measures can be both physical changes, including erecting barriers, increasing natural surveillance in an area, and management of spaces, including security workers and surveillance equipment.

We will do all within our power to reduce the opportunities to carry knives in our city, towns, neighbourhoods, public spaces and schools.

We will utilise both physical improvements and environmental management tools to increase the likelihood that knife carriers will be caught. Such steps will include the intelligence-led deployment of our substantial CCTV infrastructure, improving natural surveillance, and traffic barriers and calming measures.

Crime Pattern Theory

In our routine activities, there are three components of the spaces through which we move. *Activity nodes* are centres of activity where people spend most of their time, including home, work and leisure facilities. *Pathways* are the routes we traverse between *activity nodes*, which are often fixed in our routines. *Edges* are barriers that can be both physical, such as walls or rivers, and perceived, such as gang territory boundaries.

We intend to better manage *activity nodes* and commonly used *pathways* in such a way that likely perpetrators and victims don't converge or feel that the risk to them by offending is too high.

Additional methods will be used in order to make public spaces clean and attractive to promote a community ownership and defensible space. We will encourage citizens to own and enjoy such public facilities in their neighbourhoods.

In pursuit of this strand, the third sector can contribute to the sustainability of sporting,

fitness and leisure programmes that take place in our public spaces and venues.

8.2 | Licensing and regulation

Nottingham City Centre, with its successful and vibrant night time economy, presents special challenges that we must face and overcome.

The partnership will conduct analysis using a sophisticated and innovative risk matrix to identify those premises in the city (and also the county) with the highest risk.

The partnership is determined to utilise its respective powers and policies to ensure that the high risk premises identified are managed and protected appropriately. Licences for these premises will be checked and their compliance will be tested.

These premises will also be encouraged to take appropriate steps to mitigate their risk, including enrolment on Pubwatch and Best Bar None schemes. Premises will be inspected to offer advice regarding design and layout that could reduce the risk to customers using the venues.

Targeted regulation and enforcement will be brought against high risk venues that do not engage with recommendations made by the partnership or make any effort to improve the safety of their venues, as the managers of these venues will be knowingly neglecting the safety of their customers; our citizens.

We will periodically update our assessment of high risk venues to maintain an up to date picture of risk, establish the performance of previously high risk venues, and proactively work to reduce displacement of the issues to other premises.

9 | STRAND 3

COMMUNICATIONS AND BEHAVIOUR CHANGE

- We will involve and listen to our communities to ensure the messages we promote have a strong impact and influence behaviour in a positive way.
- Our partnership will coordinate their communications to deliver united messages about knife crime.
- Campaigns will take advantage of various media platforms and physical events to reach a broad audience.
- We will overcome the challenges posed by social media and utilise it to communicate effective messages to our target audience.
- We will adopt best practice behaviour change methods in a long-term approach to encouraging cultural change.

9.1 | Coordinated communications

The partnership will develop and deliver important and pertinent messages in a clear, concise and informative way. These will include the medical and criminal consequences of knife crime, and the support and educational services available for rehabilitation.

Various media will be employed to broaden our platform as far as possible, including social media, print, television, advertising on public transport, in public and private facilities, and presentations at community events.

We will face and adapt to the new challenges posed by social media. We will learn how to engage and better influence our target audience in hard to hear communities using the media forms they will be most exposed to, using social media to communicate our message in an emotive and impactful way to deter knife crime offending.

Educational workshops will be delivered by members of the community who have been through the CJS and have been reformed through their efforts and family members of victims who have been killed as a result of knife crime and associated lifestyles.

We also understand the importance of reassuring communities when a knife crime occurs near them. We are committed to assessing the impact knife crime incidents

have and keeping community leaders informed of what is happening to spread messages of reassurance to citizens, utilising the networks available to the partnership to communicate with communities. We will also listen and have full regard to the feedback of our citizens following such incidents.

9.2 | Behavioural change

Behaviour change is a long term objective we aim to instil in knife crime and knife carrying perpetrators, those who are risk of committing knife crime, and those who are involved in lifestyles associated with knife violence.

We intend to utilise principles set out by the Behavioural Insight Team's 'EAST' and Cabinet Office's 'MINDSPACE' frameworks to construct a comprehensive package of influential communications to discourage people from carrying knives.

One of the key principles in this approach is the use of appropriate messengers. Those delivering messages should be relatable and influential to the target audience. This can include celebrities and people who have been through similar experiences. Peer mentoring wherein mentors have been through similar difficulties to mentees is said to have a positive impact on the thought processes and choices made by young people at risk. We will encourage third sector providers offering peer mentorship to engage further within communities to improve uptake among those individuals experiencing difficulties.

In order to fully understand the messengers we should use and the motivations behind knife carrying and knife crime that we need to address to effect sustainable change, we must listen to those who are involved in these activities. We are committed to speaking and working with those at risk to better understand their needs and drivers. This will not only better equip our targeted support but will help us to tailor our communications to influence these people and those in similar situations.

The proposed package, which aims to produce a long term cultural shift away from knives and knife violence, will be challenging and complicated but will produce some of the most substantial benefits by virtue of the way they approach the problem. It will be our intention, along with our partners and the cooperation of influential and relatable individuals, to make the possession and use of a knife unattractive to those who would be most at risk.

10 | STRAND 4

THE THIRD SECTOR AND COMMUNITIES

- We want to help build resilient and cohesive communities to help socialise children with healthy lifestyles and stigmatise knife carrying.
- The third sector can act as a bridge to help partners understand and meet the needs of hard to hear communities.
- We will review the third sector's provision to ensure there are no gaps or overlaps in our collective partnership services.
- We will support the voluntary and community sector to form a cohesive, collaborative sector of providers.

10.1 | The Third Sector

Third sector diversionary and support provision are a vital component of our overall strategy. The ability of the third sector to make meaningful connections with young people, particularly those who don't wish to engage with statutory agencies like the Police and council, is critical to being able to understand and support some of our most vulnerable and at risk citizens.

We will encourage evidence-based third sector provision, favouring providers who can prove the positive impact they've already had. We will also encourage the proliferation of new and emerging providers whose approach is based on principals like ACEs and teachable moments.

Peer mentoring is effective when mentor and mentee have shared experiences, such as childhood abuse, parental bereavement, growing up without control, and immersion in gangs from young age. Shared experience can be a relatable platform to guide young people on a journey out of crime and delinquency into productive and pro-social activity.

The third sector can also help to mobilise the community and build resilience against knife crime, knife carrying and other activities that puts communities at risk.

The third sector plays a vital role, bridging the gap between official organisations and hard to hear communities so that their voices can be heard and their needs can be met.

We recognise the importance of a good relationship with third sector providers; and we will work towards developing a more coordinated third sector that complements existing provision and fills in gaps in service.

This also means that our commissioning model will be adapted to look both at the impact providers have had on the problems we wish to address and how well they fit in with the offer of other agencies. The joint commissioning group forms an important component of the governance structure of this strategy and will decide where best to allocate the resources we have available. This rigorous commissioning process will support a joined up approach to working with young people based on cooperating to maximise the positive impact of different methods of working.

10.2 | Communities

We want to build resilient and cohesive communities of people who help one another. Communities should be able to take pride in their neighbourhoods. Everyone has a duty to safeguard children and young people and we want our communities to be equipped to provide a moral sense of right and wrong.

We will encourage the mobilisation and empowerment of our communities to take action and come forward both as moral leaders and as guardians of the public realm. We want people to come together in integrated and inclusive communities to make places look and feel safer.

We will utilise the the well established links our partnerships have in the community, including local policing provision, local councillors, cohesion and engagement professionals, housing officers and teachers, to reach and listen to the concerns and needs fo citizens. We will use this to inform partnership decisions about how best to deal with the problems our neighbourhoods face, fostering a relationship of trust with our citizens that their concerns will be heard and responded to when voiced.

We want to work with communities to cultivate relationships with a greater number of respected groups who we can call upon to deliver messages about the dangers of knives in a relatable way and to reduce the harm they cause.

We also want to be able to identify key individuals with wide networks in our communities so that our messages following major incidents can reach as broad an audience as possible, allowing us to promote reassurance and vigilance across a wide base and receive feedback to help inform and target our approaches.

We want to ensure that we can listen to our communities and also that our citizens feel that they have a voice in decisions made locally, allowing the improvements and crime reduction initiatives to be informed by the cultural understanding already heavily embedded in our neighbourhoods.

11 | ENSURING OUR PROCEDURES ARE FIT FOR PURPOSE

- This is a golden thread running throughout our strategy, ensuring our processes are robust and will continue to be fit for purpose in the future
- Methods of best practice will be observed and adapted to reduce knife crime in Nottinghamshire.
- We will undergo frequent self-evaluation of our approach to learn, maintain and build upon what really works.
- Training and information will be delivered to front line partnership staff and citizens.

11.1 | Methods of best practice

We will draw upon methods of best practice, such as Glasgow's widely praised and highly successful Community Intervention to Reduce Violence model, in our approach to reducing knife crime.

Whilst learning from best practice models nationally and internationally, we will embed our own methods of best practice by continual evaluations of our cases to identify which protective factors and influencers are most effective at preventing reoffending and how to embed them in offenders.

Plans, reporting mechanisms and partnership procedures will be subject to consistent self-reflection and assessment to enable the strategy to have maximum impact.

11.2 | Guidance and training

In order to identify and report warning signs and risk factors as early as possible, we will be providing training to front line staff across the partnership in what to look for, such as ACEs, and who to report concerns to.

Communications and information will therefore be widely promoted to our citizens to empower them to act when they think someone is at risk of being a perpetrator or victim of knife crime.

We will actively promote the use of Crimestoppers as a vehicle for collecting and developing intelligence about those who commit knife crime.

The protection of our young people is everyone's responsibility and we all have a part to play.

11.3 | Evaluation and review

We are committed to delivering evidence based practice and reinforcing what works in reducing knife crime. We want to ensure our policies are fit not only for reducing knife crime now but preventing it in the future.

Robust performance measures will be established to measure the effectiveness of interventions and services. We will frequently revisit, review and evaluate our methods and their outcomes to determine what works and improve what doesn't.

We will actively seek feedback from stakeholders both within and without the partnership structure to support the review and evaluation process and help us gain a better understanding of the impact our methods have had in communities.

12 | GOVERNANCE AND DELIVERY

- The Strategy Group will oversee the strategy and receive performance updates.
- The Delivery Group will design and deliver the tactical plan, advise the Joint Commissioning Group and deliver interventions.
- The Joint Commissioning Group will identify specialist and targeted services to fulfil the needs of the programme.
- The Third Sector and Community Group will ensure that available provision is understood across the partnership and provide a channel for citizens voices to be fed back into the partnership.

The Government's Serious Violence Strategy outlines a clear role for PCCs and for CSPs in offering strategic leadership and coordination. This governance model reflects that steer while providing a delivery mechanism that facilitates connectivity and clarity.

12.1 | Partnership Strategic Group

The role of the Partnership Strategic Group is to oversee the delivery of this strategy and support the delivery plan with mainstream resources. It will provide strategic direction regarding exceptional risks or issues and receive strategic performance updates from the Knife Crime Lead in line with the terms of reference. The Strategic Group Chair will provide regular update reports to the Commissioner's Strategic Resources and Performance Meetings, Safer Nottinghamshire Board and Nottingham CDP Board.

12.2 | Delivery and Communications Group

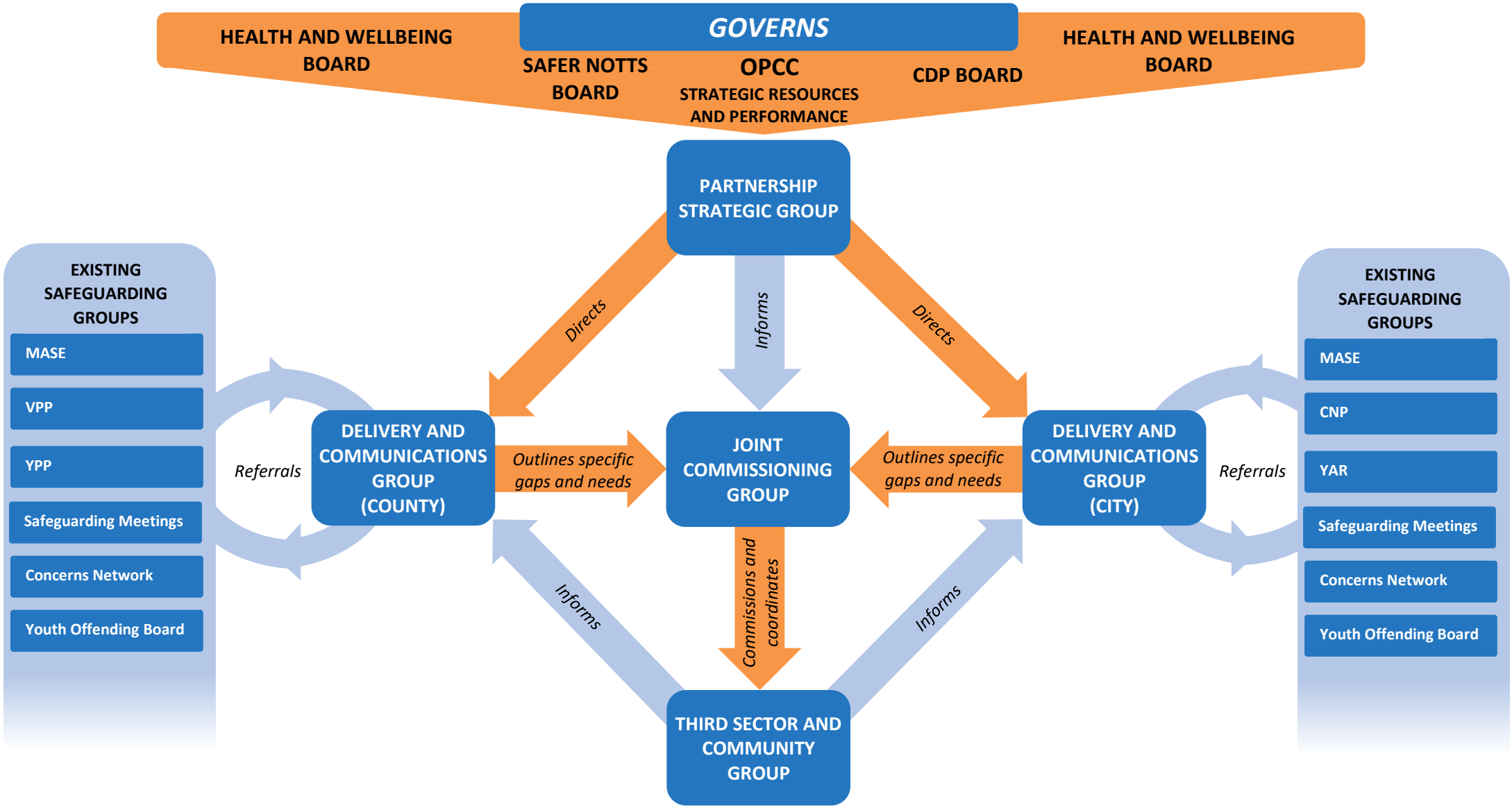
The Delivery and Communications Group will design and implement a detailed tactical delivery plan. The group will maintain an understanding of risks and barriers to delivery and ensure these are overcome or escalated to the Partnership Strategic Group. It will advise the Joint Commissioning Group as to the needs of the programme, tracking emerging issues and ensuring partners' activity is coordinated. The group will design and deliver interventions including communications messages. There will be two Delivery Groups; one to service Nottinghamshire and one for the City of Nottingham.

12.3 | Joint Commissioning Group

The Joint Commissioning Group (JCG) will develop a commissioning model to meet the needs of the Strategy. The JCG will identify the requirements of specialist or targeted services for which third sector provision is required. The JCG will ensure that commissioned services are delivered to target and to budget as well as ensuring feedback and advice from the Third Sector and Community Group is reflected in commissioning arrangements.

12.4 | Third Sector and Community Group

The Third Sector and Community Group will work to ensure that the diverse range of provision available to citizens and especially young people is well understood both by partners and by the sector as a whole. The group will work to bring providers together to better enable them to work collaboratively rather than competitively so that the best use of resources can be made. The group will also ensure that a rolling programme of service user, citizen and community feedback and advice is available to the delivery structure, ensuring that the voices of communities are heard and acknowledged within decision making.


GOVERNS
HEALTH AND WELLBEING BOARD
SAFER NOTTS BOARD
OPCC
STRATEGIC RESOURCES AND PERFORMANCE
CDP BOARD
HEALTH AND WELLBEING BOARD
PARTNERSHIP STRATEGIC GROUP
Directs
Informs
Directs
EXISTING SAFEGUARDING GROUPS
MASE
VPP
YPP
Safeguarding Meetings
Concerns Network
Youth Offending Board
Referrals
DELIVERY AND COMMUNICATIONS GROUP (COUNTY)
Outlines specific gaps and needs
JOINT COMMISSIONING GROUP
Outlines specific gaps and needs
DELIVERY AND COMMUNICATIONS GROUP (CITY)
Referrals
EXISTING SAFEGUARDING GROUPS
MASE
CNP
YAR
Safeguarding Meetings
Concerns Network
Youth Offending Board
Informs
Commissions and coordinates
Informs
THIRD SECTOR AND COMMUNITY GROUP

Nottinghamshire
POLICE & CRIME COMMISSIONER

How to contact us:

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Twitter: @NottsPCC and @PaddyTipping
Facebook: Nottinghamshire-PCC

In an emergency always dial 999
In non-emergency situations dial 101

Nottingham City Council
Safer Nottinghamshire Board
Nottinghamshire Police
National Probation Service
Derbyshire Leicestershire Nottinghamshire & Rutland Community Rehabilitation Company PROBATION

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Nottinghamshire County Council

Report to Policy Committee

22 May 2019

Agenda Item: 7

REPORT OF THE LEADER OF THE COUNCIL

DEPARTMENTAL STRATEGIES & COUNCIL PLAN LEVEL DATA SET

Purpose of the Report

1. This report seeks approval for the refreshed four Departmental Strategies which have been produced to support the delivery of the Council plan outcomes, *Investing in Nottinghamshire*. The report also proposes the core data set against which performance of Council Plan level commitments will be reported.

Background

2. The Council Plan 2017-2021 was agreed by County Council in July 2017 and articulates the ambition to provide the best possible services for local people, improve the place in which we live, and give good value for money. The Plan sets out our 12 commitments for Nottinghamshire and how we will measure our success in delivering them.

3. Policy Committee approved a refresh of the Council's Planning and Performance Management Framework at its meeting in April 2019. The Framework sets out a tiered approach to planning and performance management, with each tier demonstrating clear links with the tier above. In this way, there is a congruent flow of the Council Plan commitments down to the most detailed level of operation with the objectives and targets for each employee.

4. The Departmental Strategies sit just below the Council Plan in the hierarchy and set out the aspirations, priorities and outcomes that each Department will work towards in support of the Council Plan. A template was produced in order to ensure there was consistency in the manner in which these strategies were produced. Therefore all these strategies include:
   - the strategic and partnership context in which each Department operates;
   - its commissioning challenges;
   - the operating model for the relevant department;
   - the key activities to be undertaken that will support the delivery of the commitments in the Council Plan and success measures;
   - the departmental improvement and change portfolio ;
   - a core data set against which the overall department's performance can be measured.

5. The original Departmental Strategies were approved by Policy Committee on 24 January 2018 with a commitment to review these on an annual basis and to update key areas as appropriate. The refreshed Departmental Strategies are attached as appendices.

Performance Highlights and ambitions

6. During 2018/2019, across the County Council, there were many examples of successes where services are delivered to make a positive difference to people's lives, to the economy and the environment. Some key performance highlights from across the council's priorities are framed below.

Children & Families

The successful leadership and establishment of the Regional Adoption Agency across Nottinghamshire, Derbyshire, Derby City and Nottingham City, hosted by NCC.

The continued provision and expansion of a high quality universal youth service including a bespoke package of support for looked after children.

Positive leadership of the Partnership Strategy for looked after children and care leavers (2018 -2021) and the successful political leadership of the local offer for care leavers; Nottinghmashire is the first 2 tier Council area to secure council tax exemption for all its care leavers up to 25 years. Five care leaver apprentices are currently employed by the department paid at the living wage.

Admissions to primary and secondary schools for September 2019 confirm that more parents have secured their first preferences; for primary 94.1% and for secondary 92.2% of parents secured their first preference with 98.9% at primary and 97.7% of parents securing one of their four preferences.

The creation of secondaryand primary school places between 2013 and September 2020. New schools are currently being built to meet the increased demand for school places. This includes the rebuilding and expansion of the Orchard Special School in Newark; the relocation and extension of The Bestwood School in Bestwood (opening September 2019); The building of the Flying High Academy Free School in Hucknall (opening September 2019); the building of a new primary school on the Sharphill Development (opening September 2020); the expansion of Rushcliffe School and Carlton Academy to provide additional school places from September 2020.

Working in partnership with publicly funded schools, and other education providers within the private and public sector to ensure that:

- More Nottinghamshire pupils (45.6%) achieved a 9-5 grade in GCSE English and Mathematics in 2018 compared with the national average (43.2%).
- 85.1% of all Notts schools (primary, secondary and special) are rated good or outstanding (85.1% nationally)
- 88.6% of all Notts secondary schools are rated good or outstanding (75% nationally).

Adults'Social Care & Public Health

Early resolution work to improve first response to people with social care needs - proportion of people whose social care needs are met at first point of contact continues to be around 75%, and the 3 Tier approach is fully implemented at the Customer Service Centre and Adult Access Service.

Social care clinics are operating across all 7 districts for older adults and the majority of younger adults with the aim of providing a response as quickly as possible.

Promoting short term services to help older people recover, recuperate and maximise independence after an illness or crisis:

- the Home First Response Service, a short term rapid response service for people who need social care support to remain at or return to home.
- Additional investment in the reablement service, which provides therapeutic short term support to enable people to achieve their independence goals.

Improved services as a result of better integration with health

- best performing Council nationally for performance on delayed transfers of care.
- Roll-out of integrated care teams across the county.
- Nottinghamshire is one of three sites nationally to pilot health and social care taking a pro-active and joined-up approach with the aim of personalised and joined up care. Health and social care staff in Rushcliffe and two Mansfield integrated care teams are involved in the pilot.

Nottinghamshire County Public Health team has led work across the local system to develop and promote healthy places and communities. This includes work to:

- Reduce the impact of air pollution on health
- Develop a food charter to improve access, availability and affordability to healthy food for residents
- Develop a system-wide approach to reducing alcohol related harm, resulting in the Nottinghamshire Alcohol Harm Reduction Plan and ongoing oversight from the Nottinghamshire Alcohol Pathways Group.

Place

Maintained 2,774 miles of roads and 94,000 street lights delivering year one of the Council's £20m investment in Highways.

Secured £18m investment from the D of T for improving the A614.

The new Sherwood Forest Visitor Centre opened, a partnership with the RSPB.

Successfully secured a grant from Homes England to kick-start development at key sites including Top Wighay and Rolleston Drive.

The 2018 Nottinghamshire Stage of the Tour of Britain cycle race was successfully delivered with over 250,000 people watching the event live. The event provided a £4 million boost to the local economy.

118 local talented athletes supported, including five para athletes, with grants of up to £400, worth a total of £21,000.

The percentage of municipal waste sent to landfill has continued to reduce with latest figures showing this at 5.0%, below the County Council target of 8%.

98% of premises in the County are able to access superfast broadband.

Over £2 million awarded to support 203 local community projects.

Chief Executive's & Cross-Cutting

The Council is reviewing its office accommodation and modelling future portfolio options.

The Council continues to support businesses by ensuring that over 95% of supplier invoices are paid on time.

The Council's Business Intelligence Strategy provides a platform for developing understanding of need to inform future Transformation.

More than 80% of Nottinghamshire residents said they identified with the county and were happy with their local area as a place to live in a comprehensive County Council survey.

Supporting major infrastructure and capital projects costing over £200m to help boost prosperity for its residents and local economy. The new projects include the new Gedling Access Road and A614 improvements, three new schools builds and supporting the garden village and enterprise development around the proposed HS2 station and growth zone at Toton.

New and improved services have been developed in areas such as the home first service, home based care service, day care services and MASH.

The Council has championed the equalities agenda and been particularly successful in gaining recognition for this through the charity Stonewall (ranked 30th).

The Council resolved that determining shale gas exploration applications for Nottinghamshire should remain within the jurisdiction of the Council.

The Council became an accredited Disability Confident employer.

7. We want to build on these successes and drive through further benefits for the people and businesses of Nottinghamshire in the remainder of the current Council Plan period. Our refreshed Departmental Strategies identify and detail a number of wide-ranging ambitions for the authority for the next 2-years. Key areas of focus for each department are highlighted below.

Children & Families

Implement the Future in Mind plan to improve services for children and young people with emotional and mental health difficulties.

Remodelling Children's Care including implementing new services for children on the edge of care and delivering new sub-regional arrangements for procuring residential and foster care.

Investing £20 million in primary and secondary place provision by 2020.

Opening new schools and childcare provision as a result of housing developments.

Children, young people and their families will experience improved physical and mental health outcomes.

Adults'Social Care & Public Health

Develop an employment strategy for disabled people.

Work will be undertaken to commission services to address the needs of people who experience domestic violence.

Establish an integrated wellbeing service which delivers improved healthy lifestyle outcomes for groups with the greatest need.

Promote the use of technology, equipment and adaptations that support people to stay in their own homes and community.

Roll out the three-tier conversation so that more people will be supported to resolve their care needs as early as possible.

Work with health partners to reduce delays to discharge and implement the 'Discharge to Assess' model.

Place

Bring forward plans to deliver a new recycling centre to serve Rushcliffe.

Complete a whole system review of public transport arrangements.

Maximising the economic and social impacts of the Midlands Engine and HS2 with the East Midlands Growth Zone at Toton having at its heart a new innovation campus and a 'garden village' development at the nearby Chetwynd Barracks site.

Delivery of the Visitor Economy Strategy with a particular emphasis on the 2020 Mayflower 400th anniversary.

A new Corporate Environment Strategy will be developed, strenthening our approach to sustainability.

Bringing forward proposals for an iconic development on the County Hall campus and commence the development of Top Wighay Farm including new County Council offices.

Roll out fibre broadband services to the remaining 2% of properties in Nottinghamshire without superfast speeds.

The Council will operate Enterprise Coordinators in schools to inspire and prepare young people for work.

Chief Executive's & Cross-Cutting

The Council will increase the use of the local supply market and support more organisations to feel empowered about tendering for locally available work.

The People strategy and sporting action plan will be used to identify the knowledge and skills required for the future and plan how to achieve this.

Take advantage of emerging technologies to improve customer experiences through a new programme of work and digitial strategy.

Review the customer access strategy including use of social media and digital channels.

Bring together people and place data to provide spatial analysis for services and inform demand management.

Undergo a Local Government Association Peer Review.

Transition a range of applications and databases to off-site solutions.

Review and revise the Communications and Marketing Strategy to ensure messages are communicated clearly and effectively.

Champion fairness and ensure that appropriate equality impact assessments are carried out to

Performance reporting

8. The April report to Policy Committee on the refresh of the Planning & Performance Management Framework introduced the principle of a hierarchy of performance measures to strengthen the reporting of progress against the Council Plan. It was proposed that the high-level measures for the Council Plan commitments would be set out in this report; these are detailed in Appendix E.

9. These measures are proposed with the following aims and principles in mind:

   a) To reduce significantly the number of measures used in reporting progress against the Council Plan to the Improvement & Change Sub-Committee. The large number and diverse nature of measures currently reported have made it challenging to present a digestible picture of how the Council is progressing.

   b) The high-level measures should be focused on providing a primary indicator of our communities' experience of residing and working in the county. The following key principles have been used:

      - It must be possible to measure the outcomes, either with data the Council currently holds or by collecting new sources of data which are available;

      - The frequency with which up-to-date data can be collected should enable meaningful reporting at appropriate intervals within the life of the Council Plan;

      - For most commitments in the Council Plan, it may prove difficult to identify one single measure which effectively encapsulates the essence of the commitment. The measures selected should make the most significant contribution towards measuring the desired outcomes. A composite of measures may be appropriate, comprising two or three key measures for each Council Plan commitment;

      - Both direct and proxy measures may be used.

10. In accordance with the planning and reporting cycle set out in the Framework, progress against the High-level core data set will be reported to the Improvement & Change Sub-Committee on a six-monthly basis. Progress against the Departmental Strategies will also be reported six-monthly, to the relevant service committees.

Communication

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

Other Options Considered

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

Reason/s for Recommendation/s

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

Statutory and Policy Implications

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

Financial Implications

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

RECOMMENDATION/S

It is recommended that Policy Committee:

1) Approve the refreshed Departmental Strategies
2) Agree that refreshed executive summaries are produced for communication with stakeholders and the general public
3) Agree the core set of place-based measures for reporting progress against the Council Plan

Councillor Mrs Kay Cutts MBE
Leader of the Council

For any enquiries about this report please contact:
Nigel Stevenson
Service Director for Finance, Infrastructure & Improvement

Constitutional Comments (SLB 08/05/2019)

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

Financial Comments (GB 09/05/2019)

As part of the 2019/20 Annual Budget Report to Full Council in February 2019, a net revenue budget of £487.4m was approved to enable the delivery of all Council services in 2019/20.

Background Papers and Published Documents

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

- None

Electoral Division(s) and Member(s) Affected

- All

Nottinghamshire County Council

Place Departmental Strategy

2019-2021

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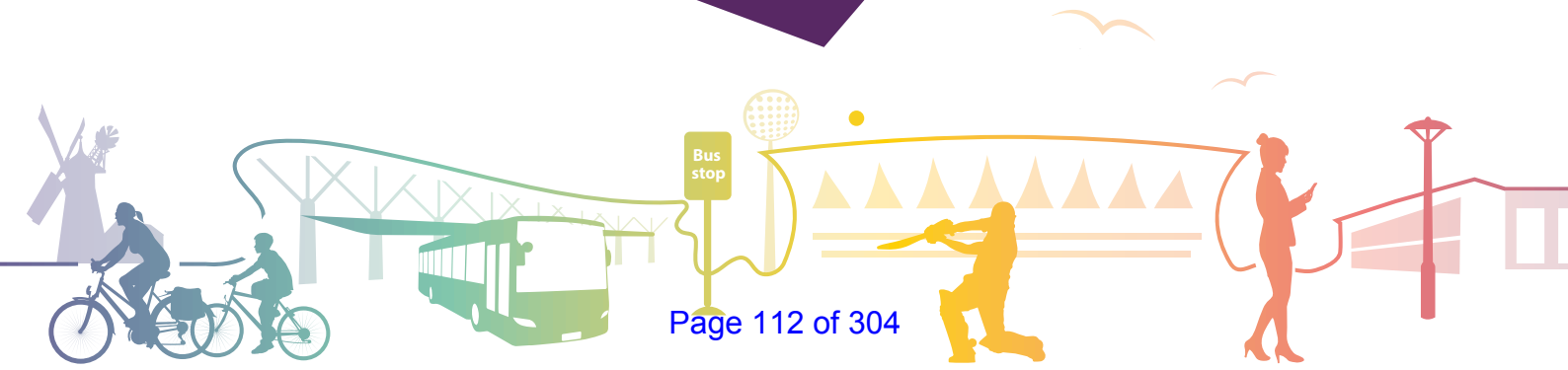


Introduction

Your Nottinghamshire, Your Future

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

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

As a Council our duty is to provide a diverse range of services, to protect and shape the environment in which we live, and to create the right conditions for a strong local economy. Our Council Plan sets out 12 commitments covering all aspects of the Council's role in our County and the outcomes we wish to achieve for the people of Nottinghamshire.

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

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

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

Section One

Strategic Context and Commissioning Challenges

Strategic Context

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

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

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

- an **Investment and Growth Division**, responsible for a range of functions that help drive the growth and prosperity agenda including economic development, regeneration, land and assets, planning and development management.
- a **Communities and Place Division**, responsible for helping to make Nottinghamshire a great place to live every day, with services including waste, highways, transport, voluntary and community support, culture, trading standards, emergency planning, registration and school catering and facilities management.

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

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

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

Nottinghamshire enjoys a rich historic environment and a diverse landscape

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

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

Our Economy

Our local economy has undergone significant change over the last 30 years. The dominance of heavy industries that once supported entire communities has ended. Our economy is now characterised by a diverse range of businesses and service industries, with over 31,000 firms in the County, 83% of which employ fewer than 10 people.

Increasing productivity is a Government priority and there is significant scope to increase productivity in Nottinghamshire. Productivity has grown by 20% in Nottinghamshire over the past 10 years, compared with 25% for England as a whole and 21% for the East Midlands. There is a need to create more value in our economy by broadening our business base, improving productivity and investing in infrastructure and in skills. All of this will help create more and better-paid jobs and drive up local standards of living.

Economic inactivity levels are lower in Nottinghamshire than in the East Midlands or nationally. In 2017/2018 75.9%, of our population aged between 16-64 was in employment - higher than the East Midlands average of 74.5% and the national average of 75.2%. There are, however, marked disparities in economic fortunes across Nottinghamshire. Southern and eastern areas generally perform at or around national averages on a range of economic indicators, whilst central and northern areas (especially Ashfield and Mansfield) sit below the national average (see table across).

Our Connectivity

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

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

Business

Growth in active businesses – 53% in Broxtowe, 26% in Rushcliffe but only 8% in Bassetlaw over the past 10 years

- % of working population in work – 84.2% in Rushcliffe and 69.6% in Ashfield (compared to 75.2% in England)
- Annual earnings (2018) - range from £23,270 in Mansfield to £34,845 in Rushcliffe (average for England £28,902)
- Population with a degree or equivalent or above –17.5% in Mansfield and 46% in Rushcliffe
- Unemployment – the 5 wards with the highest rates of unemployment are all in Mansfield
- The index of multiple deprivation (IMD) ranks Mansfield in the top 20% most deprived Districts in the country and Ashfield in the top 25%. For comparison, Rushcliffe is in the top 3% least deprived.
- Within the IMD, Ashfield is ranked in the top 3% most deprived for education, skills and training, and Mansfield in the top 10% on the same measure.

Our Partnerships

We are committed to working in partnership both at an operational and strategic levels, and we will seek to develop and grow these further in order to improve outcomes for our residents.

Our Challenges

We will focus on delivering services in the most cost effective way, in order to ensure that our extra investment in services such as highways maintenance delivers tangible improvements for our residents and other road users. The same principles will also be applied, for instance, to achieve low cost waste disposal and provide new schools that are good value for money. We recognise that our day to day operational services are essential in making Nottinghamshire the great place it is, and key to helping it become an even better place to live and work.

Our Department includes a wide range of services. The context in which they operate is increasingly complex, not least because the way people live their lives is changing so fast. Our residents expect highly personalised services that are easy to access, and our duty to meet the needs of an increasingly ageing population has significant implications for the future planning and delivery of services. Many new homes are being built across Nottinghamshire, so our services must take into account the needs and ambitions of everyone living in the County, whilst meeting the challenges of climate change and environmental sustainability.

This is happening at a time when the County Council is having to adapt to new ways in which local government will be funded. We are therefore continuing to develop ways that we can work differently, both internally and in collaboration with partners, to make public money go further. We need to keep finding innovative ways of doing business, investing in Nottinghamshire for all residents and

Our key partners

- D2N2 Local Enterprise Partnership
- Midlands Engine
- Midlands Connect
- N2 Economic Prosperity Committee
- HS2
- One Public Estate - North Midlands Partnership
- Homes England (formerly HCA)
- Safer Nottinghamshire Board
- Nottinghamshire Police and Crime Commissioner
- Local Resilience Forum
- District/Borough Councils
- East Midlands Councils
- Environment Agency
- Highways England
- Historic England
- Natural England
- Inspire
- Arts Council England
- The RSPB
- Via East Midlands
- Arc Partnership and Scape
- Futures
- Schools, colleges and universities
- Major sporting clubs
- Government agencies
- The local community and voluntary sector
- The residents and businesses of Nottinghamshire

Vision and Priorities

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

Place Plan Priorities drawn from 'Your Nottinghamshire, Your Future'

A great place to bring up a family
- Families prosper and achieve their potential
- Children and young people go to good schools

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

A great place to enjoy later life
- People live in vibrant and supportive communities

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

A great place to bring up a family

We want Nottinghamshire to be a great place to bring up a family and we especially want to ensure our children have the best start in life. We will be consistent in continuing to help meet the needs of our children and young people by ensuring that we provide quality, nutritious school meals, sustainable school transport and school buildings that are safe and inspiring environments.

We know that families in work are stronger, so we have established strong partnerships with other local organisations to help people into work. We also want families to feel safe, so we work in close partnership with the Police and other agencies to safeguard young people from illegal sales of tobacco or alcohol and prevent the harm caused by solvents or knives. This partnership and intelligence led approach to preventing and tackling crime and antisocial behaviour helps make Nottinghamshire a more desirable place to live.

Through our country parks, green spaces and management of rights of way, we will continue to preserve and enhance Nottinghamshire's environment, making sure there are things to do and places to visit where families can enjoy healthy leisure time and make memories they can cherish.

A great place to fulfil your ambition

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

We want Nottinghamshire to be a place where young people and young families have the opportunity to put down their roots and live healthy and fulfilling lives. In order to achieve this, we know that quality housing in good locations is vital. Our vision for Nottinghamshire includes a mix of homes such as town centre apartments, energy efficient smart homes, and family homes in mixed developments including new 'garden villages'. We will therefore work with developers and the Government to bring forward new housing that meets the needs of our growing population and everyone who wants to build their future here.

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

A great place to enjoy later life

Our ambition is to make Nottinghamshire a place where everyone can thrive as they grow older and be healthy and happy in later life. Whilst we know that attracting and retaining young people is important, we also know that our jobs market and our local communities must cater for all ages, with people working later in life and living longer. We want people in their middle and later years to be a strong part of their community, connected by good transport and digital links and with access to good quality services and facilities, so that they can enjoy life and remain active and independent for as long as possible.

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

To enjoy life, people need to feel safe, which is why we work to protect communities from threats such as crime and rogue traders. We will always protect our most vulnerable residents and work with partners to keep them safe from harm. We also know people value local green spaces, cultural and leisure amenities, so we will continue to protect these and ensure that they are accessible.

A great place to start and grow your business

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

We will maximise the impact of the Midlands Engine and Midlands Connect programmes and we will be an active and influential partner within the D2N2 Local Enterprise Partnership. The Midlands Engine offers us opportunities to make critical investments transport and digital connectivity, skills, housing and business growth, and drive civic renewal. We believe that a strong Midlands economy will grow the national economy, attract more investment and help to redress the North-South divide.

Nottinghamshire is competing on a global stage, not just in terms of our trading relationships but also how we produce and consume goods and services. Through our prominent role in the Midlands Engine, we can look further than the short term, towards the Britain of 2030 and beyond, through our work to support autonomous vehicles, artificial intelligence-based manufacturing, hyper-fast connectivity, and the development of the High-Speed 2 (HS2) line as it passes through our region.

Nottinghamshire has a rich history of powering the economy. Minerals, oil and gas extracted locally have built houses, roads and infrastructure within and well beyond our borders, and our power stations have helped to power the industrial age. This activity, over many generations, has not only generated prosperity and jobs but has also shaped our County as it looks today. As we look to deliver our Minerals Local Plan, we will ensure that extraction is properly planned, with careful regard to the legacy we create for future generations.

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

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

We need our workforce to be skilled, productive and healthy, in jobs that enable people to sustain a good quality of life. In some pockets of Nottinghamshire, communities still feel the social impact caused by unemployment after the decline of traditional industries. This is why we are working to offer support to new and growing businesses to diversify our business base and offer new opportunities to our local workforce.

In this digital era, we want to ensure the maximum possible access to superfast broadband. We are starting from a high base, with over 98% of premises in the county already able to access superfast broadband and a number of premises now able to access the ultra fast network. Our investment in broadband means we are one of the most digitally connected places in the country. But we are now in the early stages of the next technological revolution, the development of a 5G wireless network. This shift to 5G will bring about dramatic transformations in our daily lives, and we will work to ensure that Nottinghamshire remains at the forefront of these developments to safeguard the future prosperity of residents and businesses.

Section Two

The Departmental Operating Model

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

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

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

A different way of thinking about achieving outcomes

To meet the changing needs and ambitions of our residents and businesses, we are thinking differently about how we can achieve the outcomes that matter most.

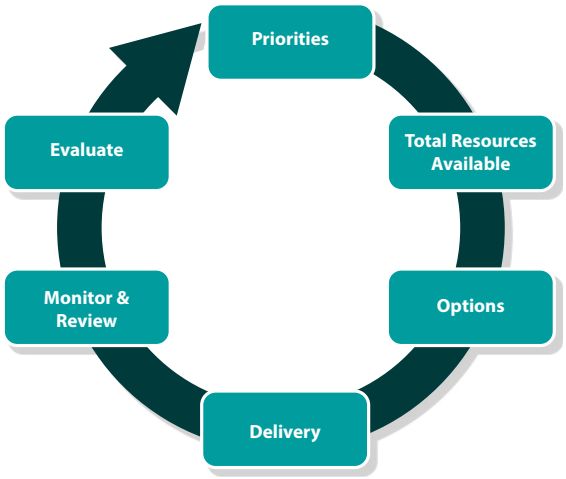
In considering each of the Council Plan commitments, we thoroughly investigate our evidence base and needs assessments. We think deeply about what our residents and businesses tell us.

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

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

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

We are therefore embedding a discipline in our Department to ensure we actively consider all of the possible resources at our disposal in the pursuit of outcomes, not just those of the Council.



If we are to succeed in delivering our priorities, we need to focus on how we work as well as what we do. We are guided by our corporate standards and policies and built upon these to reflect our operating model, shown in the following diagram.

Our approach to how we work

...ensuring Nottinghamshire is the best 'PLACE' for all

Open and accountable

Work honestly and openly, and do what we have agreed

We will:

- be trustworthy and trusting
- operate with integrity
- ensure clarity of purpose
- be fair
- be transparent
- be open to challenge
- admit to and learn from mistakes
- own issues and decisions

Embrace Diversity

Tap and harness the power of difference

We will:

- be honest about diversity
- understand and reflect the diversity of our communities
- value difference
- recognise and value the contribution of all, on an equal basis
- tailor our services to meet the needs and ambitions of different places

Courageous

Confident to innovate and improve without fear of failure

We will:

- be willing to challenge
- rely less on management instruction
- create an environment of empowerment
- realise potential
- enable innovation

Ambitious

To make our services the best they can be.

We will:

- own & create opportunities
- be forward looking
- know what success looks like
- embed a coaching culture
- let go of old ways
- transform services in new and creative ways

Collaborate

Work relentlessly to achieve win/win outcomes

We will:

- engage with our communities
- break down barriers
- seek out and take opportunities
- help people to help themselves
- do it with, not do it for, our communities
- work constructively with partners
- be corporate and work with colleagues across the council to achieve joint outcomes

Commissioning Priorities

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

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

The four commissioning priorities are:

- **Investing in place and community**
- **Investing in growth areas**
- **Investing in economic and social regeneration**
- **Investing in skills and aspiration**

Investing in place and community:

We will invest in protecting and enhancing the quality of life across Nottinghamshire, further strengthening and supporting communities, and enhancing our countryside, heritage and sense of place.

Nottinghamshire people are proud to be from this county. A great many play an active part in their communities, for example by volunteering, joining 'Friends of' groups, coaching various sports, serving as school governors and serving on parish councils. We will use our resources to help and encourage more people to become active citizens, taking responsibility for their own neighbourhoods and communities, supporting each other and helping make Nottinghamshire the welcoming, friendly place it is to live. As well as empowering communities, we will also take enforcement action where required, tackling in particular serious and organised crime groups involved in scams and frauds so that we protect the most vulnerable in our communities.

We will use our services and influence to build civic pride. Our registration and celebratory services are not just a way of registering a birth or getting married, they are a gateway to active citizenship in Nottinghamshire and a means of marking key milestones in people's lives.

Our environment, countryside, culture and heritage are amongst our greatest strengths, and are integral drivers of growth, wellbeing and quality of life for both residents and visitors. Partners such as Inspire, the RSPB and Greenwood Community Forest (to name three) provide opportunities for people to come together to enjoy the best that Nottinghamshire has to offer. Our wide ranging events programme offers many opportunities to celebrate our heritage and attract people from around the world to spend time here.

Our major sporting clubs also help boost our profile and economy. We support our clubs in any way we can, from ensuring high standards of spectator safety, through to marketing and promotion. We also work with community sports clubs and schools to provide opportunities for everyone to get involved in sport and physical activity. Our partnerships with Active Notts and our sporting clubs also help people to be physically active, enjoy sport and connect as teams and communities.

Key activities to Invest in Place and Communities in 2019/21

- We will bring forward, detailed proposals for an iconic development on the County Hall campus.
- We will deliver large scale traffic management and highways maintenance programmes across the County, including Year 2 of the Council's £20m highways investment programme.
- We will continue to managing our highway network effectively by developing a new permit scheme for roadworks and continuing to lead Nottinghamshire's Parking Partnership
- We will implement the recommendations of the Council's Road Safety Outside Schools review.
- We will deliver the newly adopted Rights of Way Management Plan for Nottinghamshire to support enhanced public access to the network
- We will complete a whole system review of Nottinghamshire's public transport arrangements including:
  - Developing proposals for community transport provision;
  - Reviewing our current home to school transport arrangements;
  - Reviewing our current public transport network arrangements and developing new solutions to support public access to sustainable transport;

- We will adopt a strengthened approach to environmental sustainability through a new corporate environment strategy.
- We will support at risk communities to be more resilient to flooding, and we will begin major flood resilience works in Southwell.
- We will deliver new recycling centre to serve Rushcliffe and central Nottinghamshire.
- We will continue our investment in LED street lighting, renewable energy and energy efficiency measures across the corporate estate and schools to reduce energy use, and cut carbon dioxide emissions.
- We will continue to protect and enhance our library and community learning services across the county, including the development of more Community Partnership Libraries.
- We will explore opportunities for further enhancement of our public offer at Rufford and Sherwood Country Parks and Holme Pierrepoint Country Park.
- We will lead work across the Council to respond to emergencies that impact on our communities.
- We will continue to deliver effective registration and celebratory services to support Nottinghamshire families at landmark moments in their lives.
- We will adopt a revised Minerals Plan for Nottinghamshire.
- We will develop and consult on a new Waste Local Plan for Nottinghamshire.
- We will develop and begin to implement a Green Spaces Strategy for Nottinghamshire.
- We will lead work to tackle fraud against those unable to protect themselves.
- We will work with Public Health to tackle the supply of illicit tobacco products, helping to support the reduction of smoking prevalence.
- We will deliver our new Communities Strategy that sets out the Council's support for those members of communities who need our support the most.
- We will continue to co-ordinate the Council's work to support the prevention of slavery and human trafficking.
- We will achieve the DERS (Defence Employer Recognition Scheme) Gold Standard for the Council's support for the armed forces.
- We will deliver the Local Improvement Scheme Capital Fund and Talented Athletes Fund to support the improvement of local community facilities and our talented young people.
- We will continue to provide high quality catering, facilities management, and landscaping services to the Council,Schools and partners.
- We will support the Adult Social Care Strategy by facilitating the delivery of housing with support/ care for vulnerable adults.
- We will work with Children's and Families Services by supporting access to suitable accommodation for early years providers.
- We will explore the potential for income generation and environmental improvement through the development of new incineration/energy through waste initiatives.
- We will support cross Council service transformation programmes by delivering the Investing in Nottinghamshire Smarter Working programme.

Investing in Opportunity Areas

Nottinghamshire is bursting with potential. It is already home to some of the highest growth businesses in the Midlands and top talent in research, innovation and creativity. Nottinghamshire also offers enviable quality of life to our growing population.

With a growing and changing population, we need new and better housing developments to come forward, but we have all of the assets and foundations needed to build our future prosperity, with genuine opportunities for accelerated development, to transition to an economy with better productivity and inclusive growth. To achieve this, we will develop 'Opportunity Areas' to unlock new jobs, better housing, more connectivity and more prosperity for residents and businesses. Aligned with the Opportunity Areas will be partnerships and activities to invest in productivity, providing accommodation for businesses, attracting new inward investment and supporting existing businesses to grow. A key pillar of this work will be through our role contributing to and benefiting from the Midlands Engine and maximising the economic and social impact of HS2.

This approach represents a shift for the County Council, becoming more interventionist and proactive in supporting business. To augment this, and in recognition of evidence showing there is unmet need and demand for high quality office accommodation and employment space, we will develop our own property and assets to develop business locations across the county to respond to that need and bring further new, high quality and productive jobs into Nottinghamshire.

We want Nottinghamshire to be a place where young people and families can put down their roots and build their own prosperous future. In order to achieve this, we know that affordable housing in good locations is crucial. We want to address this by working with Government, developers and local partners to ensure a supply of good quality housing in attractive areas, close to sources of employment.

The Major Route Network (MRN) in Nottinghamshire connects us to our neighbouring towns and cities and counties. The economic impact of connecting places like Worksop, Retford, Mansfield and Newark to other parts of the midlands cannot be underestimated. The MRN in the diagram on page 15 demonstrates that connectivity. Working with Midlands Connect and other partners we will continue to press Government to not only invest in strategic routes, but also in key MRN routes linked to our growth and Opportunity areas.

Our priorities for highway investment

- A1/A46
- A614
- A617
- A6097
- A6095
- A52
- Ollerton Roundabout
- Kelham Bridge

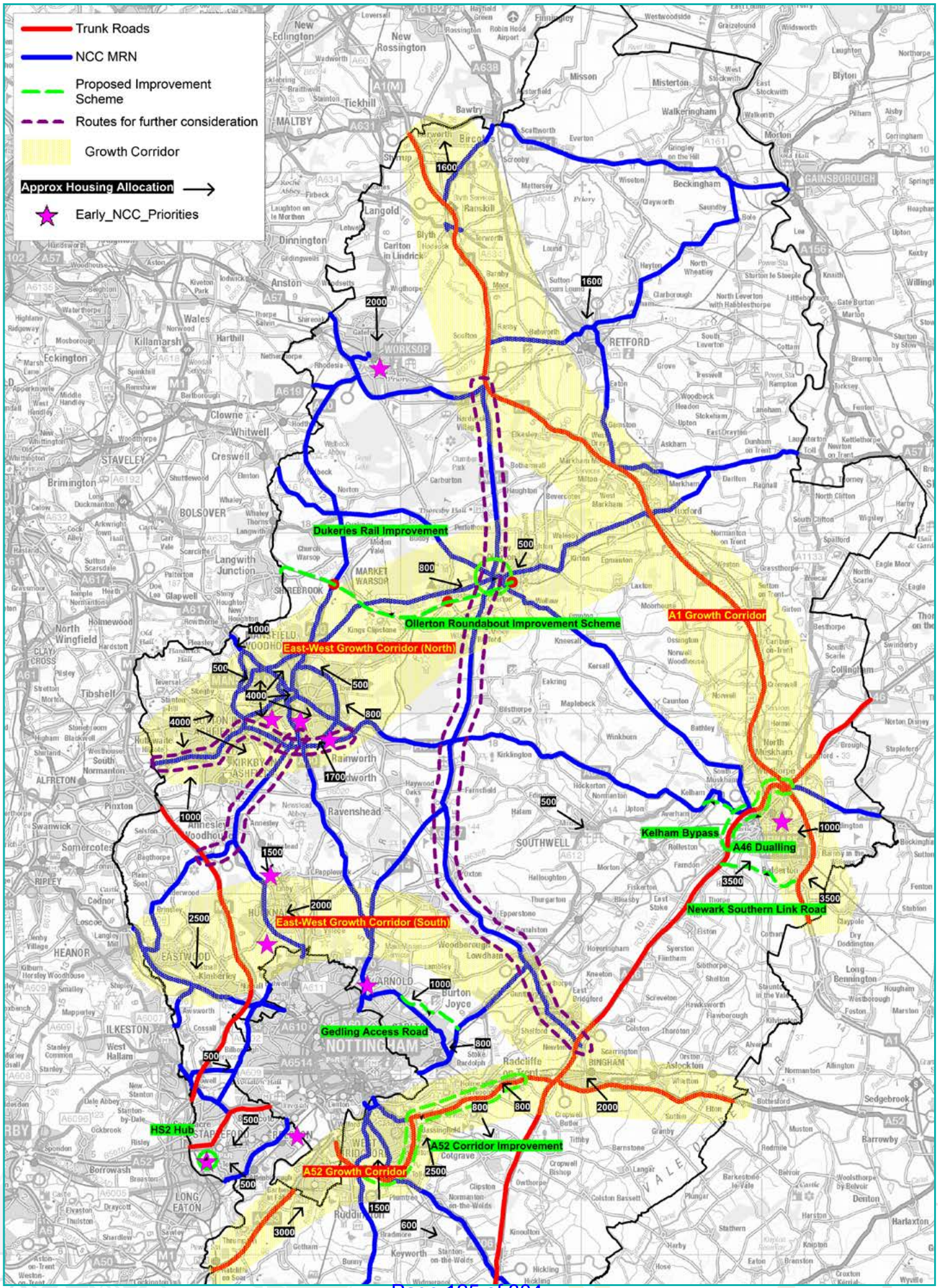
We know that having excellent broadband and mobile connectivity helps attract young people to an area and retain them, enabling access to employment and leisure, and encouraging self-employment and start-up businesses. Access to new technologies means that superfast broadband speeds are a new minimum standard for people's homes and business accommodation. We will work with local planning authorities to encourage all developments over 30 units to have superfast fibre broadband infrastructure installed in each home or office, in order to retain Nottinghamshire's vanguard position as the most digitally connected place in the East Midlands.

By 2050, diesel and petrol cars will only exist as museum pieces. Alongside car makers and technology firms, we are determined to get autonomous and sustainable technology onto our roads. This will contribute to improving air quality and will encourage the use of alternative modes of transport throughout the county. At the moment, driverless car testing is concentrated in small urban areas and city centres but with reported plans to test a fleet of autonomous vehicles on motorways by 2019, we will ensure that Nottinghamshire is at the forefront of this revolution.

The route for HS2 in the East Midlands through Nottinghamshire and Derbyshire will include a station at Toton – set to be the network's best connected point outside London. We propose to open the station by 2030, helping to unlock long term growth in the regional economy, equivalent to an additional 74,000 jobs and almost £4billion of GVA (Gross Value Added) by 2043.

The East Midlands Growth Zone at Toton will have at its heart a new Innovation Campus to accommodate high growth businesses and university research. It is forecast that the Growth Zone has the capacity to create up to 10,000 highly skilled jobs and improved community facilities, integral to this will be a network of 'garden village' developments, including the nearby Chetwynd Barracks site.

In facing up to these opportunities and challenges, we must tackle underinvestment in the county. Evidence from the Treasury demonstrates how the East Midlands has been 'underfunded' in comparison with levels of Government investment in other parts of the country. A key pillar of our work will be a campaign to build Nottinghamshire's profile nationally and internationally. This will involve pushing for Government investment in our Opportunity Areas specifically for road and rail infrastructure, fixed and mobile connectivity, housing, employment and skills.



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Key Activities for Investing in Opportunity Areas in 2019/21

- We will establish a Development Corporation to bring forward the East Midlands HS2 Hub at Toton and developments at Ratcliffe on Soar and East Midlands Airport.
- We will commission and deliver a masterplan for the HS2 Growth Zone at Toton.
- We will complete a connectivity study for the HS2 area around Toton.
- We will submit and progress a Housing Infrastructure Fund (HIF) bid to develop a network of garden villages around the HS2 line in Nottinghamshire and the region.
- We will begin delivery of the Gedling Access Road (GAR) scheme.
- We will develop business cases for improving the A38, A611 and A6097 major roads for submission for Government or LEP funding when it becomes available.
- We will develop and deliver detailed schemes for the improvement of the A614 and A6097 major roads.
- We will continue to lobby for the A46 around Newark to be upgraded to dual carriageway funded by the Department for Transport (DFT).
- We will rollout fibre broadband services to the remaining 2% of properties in Nottinghamshire without superfast speeds.
- We will collaborate with the University of Nottingham to secure funding for 5G testbed activity in Nottinghamshire.
- We will collaborate with the University of Nottingham around connected and autonomous vehicle development projects including at East Midlands Airport and in rural areas.
- We will commence work with both the public and private sectors to better use data and technology to enable people and tourism businesses to flourish in the digital age.
- We will secure funding and progress planning applications for Local Authority Accelerated Construction (LAAC) projects for housing and commercial development.
- We will begin the development of Top Wighay Farm near Hucknall, including new County Council offices as anchor tenant of the employment space alongside new housing and infrastructure.
- We will bring forward developments at Lindhurst at Mansfield, and White Hills Park at Bramcote.

Investing in economic and social regeneration

We know that we have some big challenges, such as tackling the historic disparities and underinvestment that exist across different parts of our county. Many of these issues are complex but the solutions are 'place' based. We want to bring new thinking and interventions to support communities and businesses in these areas, so they become more resilient and prosperous. Key to achieving this will be 're-imagining' our town centres.

Our market towns and town centres need investment to remain relevant as places in which people connect, enjoy leisure and employment. Our town centres need to not only meet the needs of local people, but also service the needs and demands of those who visit our county.

We want to be leading the technology driven changes in transport and highways, not waiting for them to happen to us. Essential to regenerating our town centres will be the creation of 'smart places'. We want to help make the vision of driverless cars a reality and harness new technology in the maintenance of our highway network. Our intention is to emulate other councils who have a reputation as leaders in intelligent mobility. In the short term, we are significantly increasing our investment in maintaining and improving the highway, as we develop longer term innovations in technology to improve connectivity.

Key activities to invest in economic and social regeneration in 2019/21

- We will develop and begin to implement an inward investment strategy for Nottinghamshire
- We will support town centre D2N2 funded regeneration schemes in Arnold, Mansfield, and Beeston
- We will bring forward a framework for further investment in town centre regeneration schemes as smart places.
- We will begin delivery of our Visitor Economy Strategy, with particular emphasis on preparations for the 2020 Mayflower 400th anniversary
- We will develop and deliver heritage led regeneration projects and training programmes to further support visitor economy growth
- We will continue to ensure that Nottinghamshire's economy is supported by a high quality natural and historic environment that highlights Nottinghamshire as an attractive place to live, visit and work
- We will deliver in partnership the £3m "Miner to Major" Heritage Lottery Fund scheme
- We will deliver in partnership the "King and Miller to Kingfisher" Heritage Lottery Fund project at Kings Mill Reservoir near Sutton In Ashfield
- We will develop a 'one stop' streamlined regulatory support & advice offer for businesses
- We will continue to help legitimate businesses to trade by enforcing the law to ensure a level trading playing field exists in Nottinghamshire
- We will help manage animal livestock disease risk by monitoring diseases as they develop, ensuring disease controls are in place, taking appropriate enforcement action, and providing advice and guidance to Nottinghamshire farming businesses
- We will regulate and support safety at sports grounds for the benefit of Nottinghamshire businesses and our visitor economy
- We will work to ensure that businesses have simplified access to business support through developing our Growth Hub and Digital Business Growth Programme
- We will develop a partnership strategy for the engagement of electricity generation companies to address the economic impacts and opportunities for those power stations in Nottinghamshire to be decommissioned by 2025
- We will bring forward plans to deploy new technology in maintaining and improving highways and transport.

Investing in skills and aspiration

People in good quality work enjoy better health and wellbeing and greater prosperity. As the economy continues to restructure, technology is driving change at speed, particularly in the workplace. Preparing our workforce for the labour market of the future is a challenge, but also an opportunity, which starts with excellent education and learning environments at school and leads to learning and training for adults through colleges, university and other learning providers. We work with our schools and Higher and Further Education partners to ensure that there is an excellent education and training offer matched to the skills requirements we know our economy needs now and in the future.

Nottinghamshire is proud to be home to the University of Nottingham and Nottingham Trent University, which we recognise as an anchor institution in the County. Through our collaborative activity with Nottingham Trent University for example, we will see increasing numbers of our young people graduate with degrees that position them well for their careers, with increasing numbers of graduates choosing Nottinghamshire as the place to use their skills to build and grow their future.

We will stimulate the provision of skills to meet business demand, with a focus on higher level and technical skills for growing businesses and on promoting training and innovation in key sectors. We will tackle the skills gaps in our economy and address skills/labour shortages in key fields such as medical sciences, technology, engineering, mathematics, agriculture and food processing.

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

We will also support young people's aspiration and attainment through significant investment into the building of new schools where they're most needed, and the provision of additional school places to meet the demands of a growing children and young people's population.

Key activities to invest in skills and aspiration in 2019/21

- We will work to Futures to maximise funding opportunities develop and deliver programmes to raise skill levels, productivity and apprenticeship numbers across Nottinghamshire.
- We will support the delivery of our Compact with Nottingham Trent University to support employment, skills and graduate retention in Nottinghamshire.
- We will collaborate with both Nottingham universities on priority areas of activity including economic development, research, and culture and heritage.
- We will work alongside Nottinghamshire Children's and Families Services to establish a county-wide compact with employers to support, work experience, employment and apprenticeship opportunities for looked after children and care-leavers.
- We will work with Council owned companies such as Via East Midlands, Arc Partnership and large commissioned providers such as Inspire and Veolia to develop employment opportunities for Nottinghamshire care leavers and those with disabilities.
- We will inspire and prepare young people for work by employing two Enterprise Coordinators operating in schools across Nottinghamshire.
- We will work with Adult Social Care and Health to deliver an integrated employment programme to support adults with disabilities and long term conditions into work.
- We will build a strong "Age Friendly Nottinghamshire" community by expanding our community organising and social action training for the Council's workforce and Nottinghamshire's communities.
- We will deliver a number of significant education capital projects, including:-
  - The replacement Hawthorne Primary School in Bestwood Village in September 2019.
  - The new Hucknall Flying High Academy in September 2019.
  - The replacement Orchard School, Newark (opening April 2020, alongside the replacement Newark Day Centre).
  - Beginning the building of a new primary school for West Bridgford (opening Autumn 2020).
  - Beginning the building of the replacement White Hills Park Academy in Broxtowe.
- We will support the partners in the delivery of the Heritage Lottery Funded 'Mansfield Townscape Heritage Project'.
- We will develop and deliver an innovative health and wellbeing project with Public Health to support businesses and employers to provide access to employment for job-seekers and inactive people across our areas of highest need.
- We will support and influence the impact on Nottinghamshire of Building Better Opportunities Programme to help unemployed or economically inactive people become equipped to enter the labour market.
- We will work with local planning authorities and developers to ensure that monies are provided for appropriate County Council services from new developments.

Section Three

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

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

Council Plan Commitment	Success measures	Activities
A great place to bring up your family		
Commitment 1: Families prosper and achieve their potential	More families will be in work More families will live in good quality housing	We will begin the development of Top Wighay Farm near Hucknall, including new County Council offices as anchor tenant of the employment space alongside new housing and infrastructure. We will bring forward developments at Lindhurst at Mansfield, and White Hills Park at Bramcote. We will support and influence the impact on Nottinghamshire of the Building Better Opportunities Programme to help unemployed or economically inactive people become equipped to enter the labour market. We will inspire and prepare young people for work by employing two Enterprise Coordinators operating in schools across Nottinghamshire. We will secure funding and progress planning applications for Local Authority Accelerated Construction (LAAC) projects for housing and commercial development.
Commitment 2: Children are kept safe from harm	Children at risk are appropriately identified supported and protected	We will implement the recommendations of the Council's Road Safety Outside Schools review. We will work alongside Nottinghamshire Children's and Families Services to establish a county-wide compact with employers to support, work experience, employment and apprenticeship opportunities for looked after children and care-leavers. We will work with Council owned companies such as Via East Midlands and Arc Partnrship to develop employment opportunities for Nottinghamshire care leavers and those with disabilities.
Commitment 3: Childrenand young people go to good schools	Children and young people are provided with sufficient early years provision and school places in their local communities	We will deliver a number of significant education capital projects, including:- • The replacement Hawthorne Primary School in Bestwood Village in September 2019 • The new Hucknall Flying High Academy in September 2019 • The replacement Orchard School, Newark (opening April 2020, alongside the replacement Newark Day Centre) • Beginning the building of a new primary school for West Bridgford (opening Autumn 2020) • Beginning the building of the replacement White Hills Park Academy in Broxtowe

Council Plan Commitment	Success measures	Activities
A great place to fulfil your ambition		
Commitment 4: Nottinghamshire has a thriving jobs market	People leave education with better qualifications and skills More people are in higher paid and skilled jobs More apprenticeships available for people of all ages More graduates choose to stay in Nottinghamshire for further work or study	We will work with Futures to maximise funding opportunities develop and deliver programmes to raise skill levels, productivity and apprenticeship numbers across Nottinghamshire. We will support the delivery of our Compact with Nottingham Trent University to support employment, skills and graduate retention in Nottinghamshire.
Commitment 5: Nottinghamshire is a great place to live, work, visit and relax	People live in communities supported by good housing and infrastructure People can enjoy a wide range of leisure or cultural activities People can travel safely and quickly across urban and rural parts of the county People look after and enjoy the local environment	We will support at risk communities to be more resilient to flooding risk, and we will begin major flood resilience works in Southwell. We will lead work across the Council to respond to emergencies that impact on our communities. We will continue to deliver effective registration and celebratory services to support Nottinghamshire families at landmark moments in their lives. We will bring forward proposals for new recycling centres to serve Rushcliffe and central Nottinghamshire. We will continue our investment in LED street lighting, renewable energy and energy efficiency measures across the corporate estate and schools to reduce energy use, and cut carbon dioxide emissions. We will explore the potential for income generation and environmental improvement through the development of new incineration/energy through waste initiatives. We will continue to protect and enhance our library and community learning services across the county, including the development of more Community Partnership Libraries. We will explore opportunities for further enhancement of our public offer at Rufford and Sherwood Country Parks and Holme Pierrepoint Country Park. We will deliver the Local Improvement Scheme Capital Fund and Talented Athletes Fund to support the improvement of local community facilities and our talented young people. We will complete a whole system review of Nottinghamshire's public transport arrangements including: • Developing proposals for Community Transport provision; • Reviewing our current Home to School transport arrangements; • Reviewing our current public transport network arrangements and developing new solutions to support public access to transport. We will develop and begin to implement a Green Spaces Strategy for Nottinghamshire. We will deliver the newly adopted Rights of Way Management Plan for Nottinghamshire to support enhanced public access to the network. We will continue to ensure that Nottinghamshire's economy is supported by a high quality natural and historic environment that highlights Nottinghamshire as an attractive place to live, visit and work. We will adopt a revised Minerals Plan for Nottinghamshire. We will deliver in partnership the £3m "Miner to Major" Heritage Lottery Fund scheme. We will deliver in partnership the "King and Miller to Kingfisher" Heritage Lottery Fund project at Kings Mill Reservoir near Sutton In Ashfield. We will begin delivery of the Heritage Lottery Funded 'Mansfield Townscape Heritage Project'.

Council Plan Commitment	Success measures	Activities
A great place to fulfil your ambition		
Commitment 6: People are healthier	Healthy life expectancy increases	We will work with Public Health to tackle the supply of illicit tobacco products, helping to support the reduction of smoking prevalence.
A great place to enjoy your later life		
Commitment 7: People live in vibrant and supportive communities	Communities will support each other through volunteering and involvement in local organisations	We will build a strong "Age Friendly Nottinghamshire" community by expanding our community organising and social action training for the Council's workforce and Nottinghamshire's communities. We will lead work to tackle fraud against those unable to protect themselves. We will deliver our new Communities Strategy that sets out the Council's support for those members of communities who need our support the most. We will support the Adult Social Care Strategy by facilitating the delivery of housing with support/care for vulnerable adults. We will achieve the DERS (Defence Employer Recognition Scheme) Gold Standard for the Council's support for the armed forces.
A great place to start and grow your business		
Commitment 10: Nottinghamshire is a great place to invest and do business	An increased amount of inward investment in the county High quality business accommodation is available for business to start and grow Increased economic productivity across the county More visitors spending more money in our county Increased economic vibrancy and improved appearance of market towns	We will bring forward proposals for an iconic development on the County Hall campus. We will establish a development company to bring forward the East Midlands HS2 Hub at Toton. We will commission and deliver a masterplan for the HS2 Hub. We will complete a connectivity study for the HS2 Hub. We will submit and progress a Housing Infrastructure Fund (HIF) bid to develop a network of garden villages around the HS2 line in Nottinghamshire. We will develop and begin to implement an inward investment strategy for Nottinghamshire. We will support town centre D2N2 funded regeneration schemes in Arnold, Mansfield, and Beeston and bring forward additional projects to enhance the programme. We will bring forward a framework a framework for further investment in town centre regeneration schemes. We will begin delivery of our Visitor Economy Strategy, with particular emphasis on preparations for the 2020 Mayflower 400th anniversary. We will develop and deliver heritage led regeneration projects and training programmes to further support visitor economy growth. We will work to ensure that businesses have simplified access to business support through developing our Growth Hub and Digital Business Growth Programme. We will develop a 'one stop' streamlined regulatory support & advice offer for businesses. We will continue to help legitimate businesses to trade by enforcing the law to ensure a level trading playing field exists in Nottinghamshire.

Council Plan Commitment	Success measures	Activities
A great place to start and grow your business		
Commitment 11: Nottinghamshire is a well-connected County	Improved roads and transport infrastructure with better connectivity across the county and region Improved superfast broadband coverage Local people have the right skills to benefit from employment opportunities generated by HS2 and other major infrastructure developments	We will deliver large scale traffic management and highways maintenance programmes across the County, including Year 2 of the Council's £20m highways investment programme. We will continue to managing our highway network effectively by developing a new permit scheme for roadworks and continuing to lead Nottinghamshire's Parking Partnership. We will begin delivery of the Gedling Access Road (GAR) scheme for completion in 2021. We will develop business cases for improving the A38, A611 and A6097 major roads for submission for Government or LEP funding when it becomes available. We will develop detailed schemes for the improvement of the A614 and A6097 major roads. We will continue to lobby for the A46 around Newark to be developed as dual carriageway funded by the Department for Transport (DFT). We will rollout fibre broadband services to the remaining 2% of properties in Nottinghamshire without superfast speeds. We will collaborate with the University of Nottingham to secure funding for 5G testbed activity in Nottinghamshire. We will collaborate with the University of Nottingham around connected and autonomous vehicle development projects in East Midlands Airport.
Commitment 12: Nottinghamshire has a skilled workforce for a global economy	People have a higher level of skills There is a flexible and varied workforce that is able to meet the needs of local businesses in the future.	We will collaborate with both Nottingham universities on priority areas of activity around economic development, research, and culture and heritage. We will develop and deliver an innovative health and wellbeing project with Public Health to support businesses and employers to provide access to employment for job-seekers and inactive people across our areas of highest need.

Section Four

The Place Improvement and Change Portfolio

Senior Responsible Officer: Corporate Director for Place

Lead Member: Chairman of Communities and Place Committee

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

Programmes

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

01 Our internal journey of improvement

The Department is putting in place the foundations to help us move towards excellence, and is continuing work to embed and strengthen our approach to:

- Ensuring an evidence based approach to policy development and decision making.
- Maximising technology by using new service design techniques, incorporating user insight and digital technologies.
- Embedding programme management discipline, and strengthening governance and decision making.
- Establishing a new core data set to hold providers, teams and individuals to account for performance.
- Balancing performance, finance, risk, health and safety, emergency planning and service continuing.
- Business continuity and risk management by continuing to strengthen our management of risk, health and safety and emergency planning.
- Leadership development by completing a programme to build leadership capacity, succession planning and managerial expertise across the Department.

Key milestones for the next year include:

- New core data set established - May 2019
- New Departmental Programme governance arrangements in place – April 2019
- Leadership skills/behaviours programme complete - Summer 2019
- Further development of the Place Risk, Safety and Emergency Management Group – ongoing through quarterly meetings

02 Generating investment and improved commercial returns

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

- Completing the Property Services Transformation Programme to secure a more effective corporate property function, and enabling corporate property assets to be better managed to generate increased revenue return for the County Council.

Key milestones: Transformation Programme completed by Summer 2019; Asset revenue strategy agreed by Autumn 2019.

- Reviewing our Catering and Facilities Management Services to move towards cost neutrality by 2021.

Key milestones: Adopt a revised pricing strategy by April 2019; review corporate overhead apportionment by Autumn 2019; adopt cost reduction and income generation strategies by Summer 2019.

- Remodelling our Highways Development Control function to increase capacity and support through industrial and residential development.

Key Milestone: Revised Team structure operational by Summer 2019

- Reviewing our approach to fees and charges for our services to ensure the right balance between cost of service provision and income generation.

Key Milestones: A consolidated Place fees and charges scheme to be established by December 2019.

- Remodelling the governance, commissioning and management of our highways management functions, in collaboration with Via East Midlands, now that Via is wholly owned by the Council.

Key Milestones: New Via Board in place by July 2019; review of commissioning and management arrangements complete by October 2019; new model implemented by March 2020.

03 Doing things differently with less

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

- Reviewing our commissioning and contractual arrangements for our wholly or partly owned Alternative ServiceDelivery Model organisations (Via East Midlands, Arc Partnership), and key strategic partners (Inspire, Veolia, Parkwood Leisure, Serco, the RSPB) with a view to extracting maximum efficiency and public benefit from our partnership work.

Key Milestones: Individual review for each service area/strategic partner complete by March 2020

- Establishing a cross-Council Smarter Working programme (phase 2) to ensure that we make best use of our corporate office estate, whilst supporting front line service provision and kickstarting investment in key locations across Nottinghamshire.

Key Milestones: Programme established by April 2019; key decisions on corporate estate options in Mansfield, Worksop, Newark, West Bridgford, Ashfield, Gedling and Retford made by April 2020.

- Improving Customer Experience through Digital Development, to ensure that all those accessing Council services do so in a way that best utilises available technologies, driving service improvement and efficiency.

Key Milestones: Establish a programme scope and timeframe by June 2019, Launch a Nottinghamshire App by December 2019 (further milestones to be defined).

- Establish a Corporate Energy Strategy and Action Plan to ensure that the Council uses energy as efficiently as possible, and makes best use of new technologies.

Key Milestones: Strategy and implementation plan approved by Summer 2019.

Section Five

Departmental Core Data Set

To know if our services are effective we need to understand
Our Commitments: Families prosper and achieve their potential
• Total Value of Local Authority Accelerated Construction (LAAC) Funding to deliver new housing on Council owned sites • Number of people supported through the Building Better Opportunities Programme
Our Commitments: Children are kept safe from harm
• Number of children and young people seriously injured/killed in road traffic accidents
Our Commitments: Children and young people go to good schools
• Number of young people not in education, employment and training (NEET) • Number of additional school places required by CFS. • Capital projects completed on time (from Arc) • Capital projects completed to budget (from Arc)
Our Commitments: Nottinghamshire has a thriving jobs market
• Number of new jobs created from D2N2 Local Enterprise Parnership funded Town Centre Programme
Our Commitments: Nottinghamshire is a great place to live, work, visit and relax
• Number of volunteer hours per year contributing to the delivery of those services or activities receiving Local Improvement Scheme support • % of Member and Service Inquiries in respect of property responded to within 5 working days • % of buildings maintained as accessible • % of investment properties occupied • % of asset valuations completed on time • Number of properties with enhanced levels of flood Protection as a result of NCC schemes • % of street lighting faults under the control of the Highway Authority repaired within response time – 7 days • Readiness of Nottinghamshire County Council to respond to emergencies of all kind • % of deaths registered within five days • % of household waste sent to reuse, recycling or composting • % of Household Waste diverted from Landfill • Number of visits to libraries • Customer satisfaction levels at libraries • Increase in average journey time per mile during the morning peak on the urban centre networks in the county.

To know if our services are effective we need to understand
Our Commitments: People are healthier
• Retail value of illicit tobacco seized.
Our Commitments: People live in vibrant and supportive communities
• Growth of Friends Against Scams Schemes • Number of vulnerable Individuals with Nominated Neighbour Schemes • % of victims of doorstep crime, scams or other frauds who feel safer in their own homes following the Trading Standards tailored intervention • Number of doorstep crime,scam, or fraud vulnerable victims protected
Our Commitments: Nottinghamshire is a great place to invest and do business
• Total of external funding leveraged in support of Investment & Growth projects/programmes • Directly engage and support Nottinghamshire businesses in their growth ambitions and where appropriate, support their growth plans via a grant award • Number and value of unsafe items/products removed from or prevented from entering the supply chain
Our Commitments: Nottinghamshire is a well-connected County
• % of A roads in good condition and not requiring maintenance • % of B and C roads in good condition and not requiring maintenance • % of unclassified roads in good condition and not requiring maintenance • Overall satisfaction with the bus journey • Number of premises passed by a super or ultra-fast network
Our Commitments: Nottinghamshire has a skilled workforce for a global economy
• Number of schools engaged by Nottinghamshire Enterprise Coordinators.

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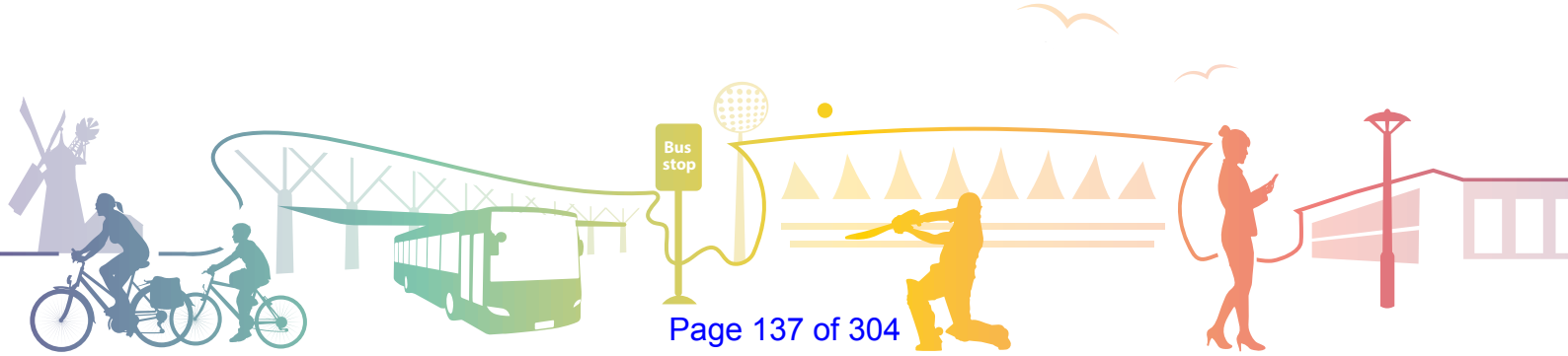

Nottinghamshire County Council

Adult Social Care and Public Health Departmental Strategy

2019-2021

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Your Nottinghamshire Your Future

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

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

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

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

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

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

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

Section One

Strategic Context and Commissioning Challenges

Introduction

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

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

The role of the public health function in the local authority is determined by the Health and Social Care Act 2012, which places on local authorities general duties to improve and protect the health of the local population. Specific statutory duties include:

- commissioning of certain services to residents: local implementation of the National Child Measurement programme, mandatory elements of public health services for children aged 0-5, assessment and conduct of health checks and open access sexual health and contraception services.
- provision of specialist advice to the local NHS.
- health protection advice to organisations across the local system.

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

Adult social care provides support to adults over the age of 18 who have a physical disability, a long term health condition and/or mental health issues; in 2017/18 over 10,000 people received care and support services. The department provides a range of statutory services under the Care Act 2014 including:

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

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

Strategic context

Like all Councils, we face increasing need and demand. One reason for this is that an increasing proportion of the Nottinghamshire population is made up of older people.

For example, by 2030 the number of people aged 65-84 is expected to increase by over 30% and people aged 85+ by over 90%. Whilst increases in life expectancy are to be celebrated, unfortunately the average number of years people spend in good health has not kept pace. This means that people are more likely to experience disability and limiting long-term illnesses as they grow older, and that more of their lives are spent in poor health and reduced independence. These changes are taking place at the same time as financial resources are reducing.

Furthermore, within the County, there are significant differences between communities in the number of years people enjoy good health. For example, in Rushcliffe, women enjoy good health on average until the age of 70, and live until 85 years, whereas in Mansfield, women aged 70 have already spent more than a decade in poor health and can expect to live only until age 81 years. There are very similar differences for men. Most of these differences are due to reasons unrelated to the provision of NHS and social care services.

Alongside an ageing population, by 2030 there is also an expected increase in people with learning disabilities which equates to a total of 17,000 people in Nottinghamshire. The increase is expected to be concentrated in the older age range, with a 48% increase in people with learning disabilities aged over 65.

More than half of ill health is caused by three groups of diseases and conditions: circulatory disease, cancer, and diabetes and other metabolic disorders. We also know that about half of the total disease burden in Nottinghamshire can be linked to diet, smoking and being overweight. Other significant risk factors include alcohol and drug use, low levels of physical activity, occupational health risks and man-made air pollution.

The relationship between risk factors, conditions and diseases is complex. There is no single risk factor which should be tackled above all others. There are also risk factors that increase the likelihood of people needing social care support; these are loneliness, incontinence, falls, dementia and strokes.

The 'Adult Social Care Strategy' and the 'Health and Wellbeing Strategy' provide the strategic context within which the department operates. The Adult Social Care Strategy is focused on promoting independence and wellbeing, promoting choice and control, ensuring value for money for all Nottinghamshire's citizens and what the public can expect from adult social services at the Council.

Evidence shows that good health and wellbeing starts at or even before birth and is strongly shaped by the environment in which we grow, live and work. Furthermore, securing good health involves addressing needs across the whole life course and across the whole population. For these reasons, public health commissions services across the life course, including some specific public health services for children and families.

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

Partnership Context

The factors influencing health and wellbeing and inequalities in their distribution go well beyond the provision of good healthcare and are closely linked to the environments in which we grow, live and work.

Therefore, in pursuing improvements in healthy life expectancy, wellbeing and the promotion of independence, the department not only works with providers of NHS healthcare and Public Health England, but also with district and borough councils, schools, employers, and providers of our local public health and social care services.

The department is a key partner in the Integrated Care Systems (ICS) for Nottingham and Nottinghamshire and South Yorkshire and Bassetlaw. These partnerships are refreshing their plans for improving health and wellbeing, quality of care and financial sustainability to reflect the priorities set out in the recently published NHS Long Term Plan. Nottingham and Nottinghamshire ICS covers the whole of the County except for Bassetlaw. Bassetlaw is part of the South Yorkshire and Bassetlaw Integrated Care System. The Council has representation on both ICS Boards – South Yorkshire and Bassetlaw ICS Collaborative Partnership Board and Nottingham and Nottinghamshire ICS Board.

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

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

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

Outcomes

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

- **People enjoy good health and wellbeing for more of their lives (Healthy life expectancy)** - the national Public Health Outcomes Framework describes a comprehensive set of County-level indicators for the factors which influence the health of the population. For many of these, there are significant variations at local level. The Nottinghamshire Health and Wellbeing Strategy identifies healthy life expectancy, and a reduction in its variation as the overarching indicator of health and wellbeing for Nottinghamshire.
- **Helping people to help themselves** - connecting people with solutions and support available in their local communities, and helping them to make the best use of their existing support networks.
- **Helping people when they need it** – working with people in a timely and proportionate way to meet their care and support needs, and helping to restore, maintain or increase their independence.
- **Support to maximise independence** – working with people in a personalised and meaningful way with a clear plan for achieving their desired outcomes and maximising their independence.
- **Keeping things under review** – working with people to ensure that desired outcomes are achieved, and that care and support is reduced, maintained or increased according to assessed need.

Commissioning challenges

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

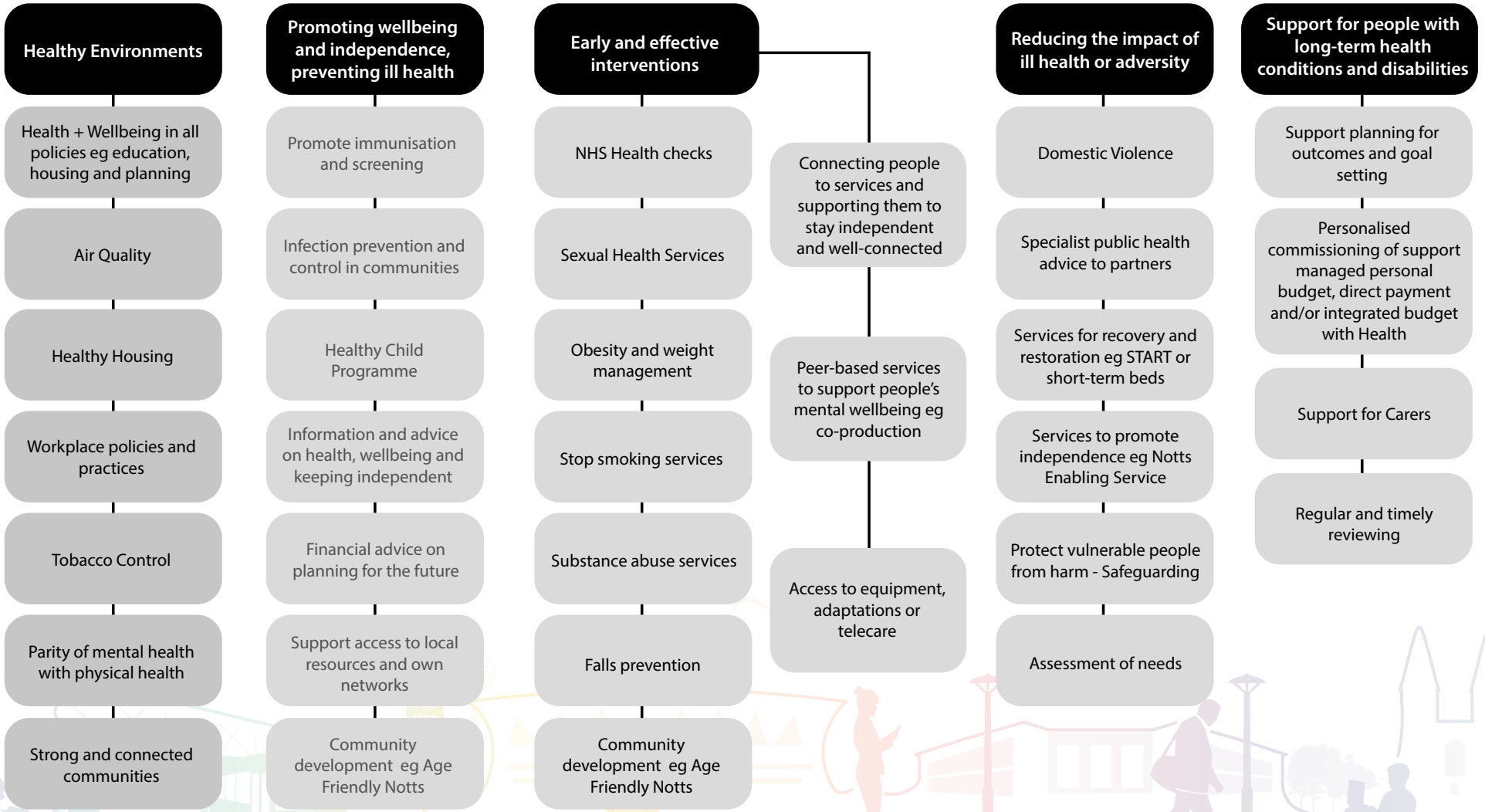
- increases in the average number of years people spend living with ill-health or reduced independence leading to increased demand for social care.
- wide variations in the healthy life expectancy of different communities.
- patterns of ill-health and loss of independence reflect risks which accumulate over our entire lifetimes and which are closely linked to our family, home, school, workplace and communal environments.
- a national system which is challenged in its commitment to give the same priority to promoting long term wellbeing and independence as it does to managing short term demand for health and social care.
- reductions in the amount of funding the Council receives for improving the health of residents through public health arrangements, and the end of the Public Health Grant in 2020.
- managing services which carry significant clinical risk.
- securing best value for money from current Public Health contracts and recommissioning a number of Public Health services for which current contracts are due to come to an end in March 2020.
- expectation that as many health interventions as possible are moved from hospital into the community combined with speeding up discharge processes from hospital requiring social care to rapidly put in place services for people with increasingly complex needs; and ensuring high levels of integration with existing healthcare provision.
- the NHS Long Term Plan, published in January 2019, which describes key areas of improvement for the NHS, including a new service model for the 21st century and more action on prevention, tackling health inequalities, self care and personalisation.
- legislative changes such as potential changes to Deprivation of Liberty Safeguards. A Green Paper for Adult Social Care from the Government has been delayed but is expected in 2019.
- national challenges regarding sustainability of social care providers (home based care, supported living, residential and nursing care) and their capacity to manage the complex needs of older people and people with disabilities and mental health needs.
- recruiting and retaining sufficient staff in frontline homecare and re-ablement services.
- securing sufficient supply and variety of housing options to develop the range of supported living services required to meet people's needs.
- financial gap in social care – there has been additional temporary funding nationally over the last few years, but this has not closed the gap and there are national conditions and targets attached to the funding (including the Better Care Fund), with a continued focus on avoiding delays in hospital discharge.

The Adult Social Care and Public Health commissioning priorities will be:

✓	increasing capacity in services to support and promote independence, for example reablement and enablement
✓	co-ordinated hospital discharge and hospital avoidance services that can respond rapidly
✓	provision of short term accommodation based assessment and reablement
✓	ensuring a sustainable homecare market
✓	provision of options for people with multiple complex conditions, including dementia, who may require residential or nursing care.
✓	provision of housing with care and support that enables people to be as independent as possible and live longer in their own homes
✓	increased use of technology enabled care
✓	jointly commissioned community provision (with Health and Nottingham City Council) for people covered by the Transforming Care agenda
✓	increased specialist services available for adults with behaviour which challenges
✓	increased autism awareness and specialist staff training
✓	increasing the opportunities for people to manage their own needs using digital media
✓	commissioning preventative services that have an evidence base for positive outcomes, for example falls reduction programmes and provision of aids and adaptations
✓	recommissioning public health services with the aim of improving access and outcomes for services which support people to improve their health and wellbeing, and reduce their exposure to risk factors for ill-health, whilst improving value for money
✓	exploring the use of digital technologies to extend the reach of public health services
✓	ensuring that public health services impact the health of all communities, and especially those whose health outcomes are poorest

Section Two

Departmental Operating Model



Section Three

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

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

Commitment	Success measures	Activities
A great place to bring up your family		
Commitment 1: Families prosper and achieve their potential	Young people will have improved physical and mental health	We will lead the commissioning of services to promote healthy lifestyles and address ill-health amongst all children, young people and families.
Commitment 4 Nottinghamshire has a thriving jobs market	More people are in higher paid and skilled jobs More apprenticeships available for people of all ages	We will promote careers and career progression in social care and public health for people of all ages. We will work with partners and the wider community to improve the number of adults with disabilities in meaningful employment and seek to reduce the gap in the employment rate for people with long term health conditions.
A great place to fulfil your ambition		
Commitment 5 Nottinghamshire is a great place to live, work, visit and relax	People live in communities supported by good housing and infrastructure	We will work with partners to develop housing, built environment, and transport which supports healthy lifestyles and reduces exposure to poor air quality. We will work with partners to develop housing that will meet the needs of an ageing population and increasing numbers of people with disabilities.
Commitment 6: People are healthier	Healthy life expectancy increases Life expectancy rises fastest in those areas where outcomes have previously been poor	We will commission services which provide support for residents seeking a healthier life-style including reducing their exposure to substance misuse, tobacco, excess weight and low physical activity, and sexually transmitted infections.

Commitment	Success measures	Activities
A great place to enjoy your later life		
Commitment 7: People live in vibrant and supportive communities	Older people are treated with dignity and their independence is respected	We will work with people to connect them to their community and local networks in order to remain as independent as possible.
	Our most vulnerable residents will be protected and kept safe from harm	We will work with people to ensure they feel safe in their homes and communities. Where people experience abuse and neglect, we will provide support that is responsive to their needs and personalised.
		We will commission services to address the needs of people who experience domestic violence.
Commitment 8: People live independently for as long as possible	Carers receive the support they need	We will provide support for carers, of all ages.
	Better access to financial advice so that older people can make more informed decisions	We will provide information, advice and guidance to support people to live independently.
	People will have the opportunity to live independently in their local community	We will provide effective short term interventions for people with care and support needs and invest in rapid response services to enable people to return home from hospital as quickly as possible.
		We will promote the use of technology, equipment and adaptations that supports people to stay in their own homes and in their community (such as sensors which can alert a monitoring centre if a person leaves their chair, bed or house).
Commitment 9: People can access the right care and support	People's needs are met in a quick and responsive way	We will provide good quality advice, information and support to people with disabilities and long term health conditions to enable them to lead productive and independent lives for as long as possible.
	Services improve as a result of better integration of health and social care	We will provide intensive support at times of crisis and care needs will be reviewed once the immediate crisis has passed.
		We will work with health service colleagues to provide more seamless services (where there is a benefit) with people at the centre of the care and support provided.
		We will provide statutory specialist advice to NHS commissioners and co-ordinate joint strategic needs assessment across health and social care.

Section Four

The Adult and Public Health Improvement and Change Portfolio

Senior responsible officer:

Corporate Director of Adult Social Care and Health and the Director of Public Health as delegated.

Lead Members:

Chairman of the Adult Social Care and Public Health Committee

Description

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

There are 3 programmes of work that will support this portfolio.

Programmes

01 Improve wellbeing through prevention and promoting independence

We will embed prevention into both clinical and social care pathways, maximising opportunities to promote independence, with the ambition to prevent future or long term service need by acting early and identifying change and support opportunities.

We will continue to work with partners across the County Council and wider stakeholders to develop and deliver healthy environments and communities that promote health, wellbeing and independence.

We will work to review our employment offer and scope out work required from a social care and public health perspective to improve access to employment for disabled people / people with long term health conditions, supporting them to be economically active in their local communities.

Key milestones for the next year include:

- By March 2020, we will roll out the three-tier conversation so that more people will be supported to resolve their care needs as early as possible.
- By March 2020, we will increase the number of people who benefit from short term services to help them regain skills and confidence or recuperate after an illness.
- By March 2020, we will provide a therapy lead approach to assessment and support planning to maximise people's independence.
- By March 2020, we will implement a multi-agency strategy that aims to reduce the risk of abuse and/or neglect of adults with care and support needs.
- Review the current offer to disabled people to access employment by summer 2019.
- Develop an employment strategy for disabled people by winter 2019/20.
- Support more people with health and social care needs to access and/or sustain employment by March 2020.
- Work to standards laid out in the Wellbeing at Work toolkit for enhancement of staff wellbeing. For commissioned services, service specification will include requirements to adhere to Wellbeing at Work, adopting a Making Every Contact Count type approach and sign up to the tobacco declaration. Within Adult Social Care and Health, frontline staff will be supported to have healthy conversations with people by March 2021.

02 Develop our integrated health and social care system

We are working with health partners to develop and evaluate new models of care that meet both the social care and health needs of people in the County. This takes into account the priorities in the NHS 10 year plan and the forthcoming Adult Social Care Green Paper.

Whilst Public Health outcomes in Nottinghamshire are mostly the same as or better than England, there are some indicators which are of concern and for which the Council has a high level of influence in changing outcomes. Addressing these population health challenges is being done through development of action plans. Public Health reserves are also being used to test out innovative approaches to emerging population health needs.

The key projects for this work are:

- Agree prevention and early intervention pathways of care following the ambitions within the NHS 10 year plan and ensure Integrated Care System (ICS) workstreams and organisational workplans incorporate effective measures to improve prevention and population health, by March 2020.
- Work with NHS colleagues to ensure that the Joint Strategic Needs Assessment properly supports timely, evidence-based decision-making in the emerging ICS functions.
- Support Health and Wellbeing Board partners to implement place-based plans to contribute to food environment and physical activity objectives by March 2020, which will support residents to reduce their risk of obesity and diet related diseases.
- Implement the ICS Mental Health Strategy to achieve agreed actions working in partnership with health colleagues and providers as well as voluntary and community sector providers, by March 2020.
- Embed alcohol risk identification and brief advice provision in the wider workforce by providing training for 693 professionals, by March 2020, to help motivate at-risk drinkers to reduce their alcohol consumption and so their risk of alcohol-related harm.
- By March 2020 to support delivery of trauma-informed services, by training staff to Implement the Routine Enquiry into Childhood Adversity approach to equip 300 frontline workers to enquire into previous childhood trauma when assessing needs of adults for services. Anticipated benefits of this approach include improved engagement in services and improved health and social outcomes.
- Increase the number of people who receive support to manage their own health and well-being, by March 2020.
- Increase the number of people who benefit from personalised approaches through an increase in personal health budgets and personalised care and support plans, by March 2020.
- Roll out the best conditions needed for integrated health and social care frontline older adults' teams and pilot new approaches including joined up assessments, by March 2020.
- Work together with health colleagues to reduce Nottinghamshire delays to discharge to the national target and implement the 'Discharge to Assess' model, by March 2020.

03 Delivering high quality public health and social care services

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

The Council is working with care providers to understand their pressures and to ensure the fees paid for care services reflect the cost of delivery of good quality care. The key projects that will deliver this work are increasing home care capacity and sustainability of care providers; review of older people's care home structure, and a review of residential care for younger adults in accordance with the savings and efficiencies programme.

The Public Health budget is invested in a range of evidence-based services which fulfil statutory duties and deliver clear public health outcomes and good return on investment for public money.

We are also working to support recruitment and retention of staff and building a sustainable workforce within the independent sector and internally is central to the Council's vision for home-based care.

Key milestones

- Publication of the Market Position Statement by June 2019.
- Develop an ICT/Digital strategy to improve the customer experience and increase the efficiency and effectiveness with which we work by Summer 2019.
- Review the provision of Home First, Short Term Assessment and Reablement and homecare to ensure maximum effectiveness by September 2019.
- Confirm commissioning strategies for Housing with Care and Housing with Support to offer a range of housing options by May 2019 and specifically, increase the number of Shared Lives placements we can offer to customers, helping people with long term care needs live with support in a home environment by March 2020.
- Establish an integrated wellbeing service which delivers improved healthy lifestyle outcomes for groups with the greatest need, by March 2020.
- Establish an all-age substance misuse treatment and recovery service that tackles inter-generational substance misuse through a family-based approach, by March 2020. Recovery outcomes include successful completions from the service, improved mental wellbeing, increased engagement in education, training and employment and improved housing and accommodation where a need has been identified.
- Plan, attract and recruit people with the right qualifications, skills and knowledge and experience to work in frontline social care roles in the Council and home care by March 2020.

Section Five

Departmental Core Data Set

To know if our services are effective we need to understand

Our Commitments - Families prosper and achieve their potential

- Proportion of children in Nottinghamshire who receive mandated review in line with the Healthy Child Programme
- Percentage of children in Nottinghamshire who achieve a good level of development at ages 2-2 ½ (measured via Ages and Stages Questionnaire)
- Proportion of children aged 2-2½ offered Ages and Stages Questionnaire-3 (PHOF 2.05)

- Number of people supported by the Council in apprenticeships and placements related to social care and public health
- Percentage of adults with Learning Disability in paid employment (ASCOF 1E)
- Number of adults with disabilities supported into employment by the Council
- Reduction in the gap in employment rate for people with long term health conditions

To know if our services are effective we need to understand

Our Commitments - Nottinghamshire has a thriving jobs market

- Percentage of adults with Learning Disability in settled accommodation (ASCOF 1G)
- Number of under 65s in settled accommodation
- Number of people who have received support from the Handy Persons Adaptations Service (HPAS)
- Number of new housing with care units in development
- Social care-related quality of life
- Proportion of people who use services who have control over their daily life
- Carer-reported quality of life
- Proportion of people who use services who reported that they had as much social contact as they would like
- Proportion of carers who reported that they had as much social contact as they would like
- Overall satisfaction of people who use services with their care and support
- Overall satisfaction of carers with social services
- Proportion of carers who report that they have been included or consulted in discussion about the person they care for
- Proportion of people who use services who find it easy to find information about services
- Proportion of carers who find it easy to find information about services
- Proportion of people who use services who feel safe
- Proportion of people who use services who say that those services have made them feel safe and secure

To know if our services are effective we need to understand

Our Commitments - People are healthier

- Healthy Life Expectancy (PHOF 0.1, male and female)
- Reduction in the proportion of adults who:
- Smoke (pPHOF 2.14)
- are overweight or obese (PHOF 2.12)
- are physically inactive (PHOF 2.13)
- Cumulative percentage of population offered health check (PHOF 2.22)
- The rate of life-years lost in Notts due to poor air quality (Global Burden of Disease data)
- Proportion of dependent drinkers not in treatment (Public Health Dashboard)
- Chlamydia detection rate in 15-24 year olds (PHOF 3.02)

Our Commitments - People live in vibrant and supportive communities

- Number of adults supported through prevention services to promote their independence, connect with community resources and address social isolation
- Percentage of safeguarding service users who were asked what outcomes they wanted
- Percentage of safeguarding service users (of above) who were satisfied that their outcomes were achieved
- Proportion of adults at risk lacking mental capacity who are supported to give their views during a safeguarding assessment by an IMCA, advocate, family member or friend (Stat return)
- Proportion of adults where the outcome of a safeguarding assessment is that the risk is reduced or removed (Stat return)
- Percentage of new assessments completed within 28 days
- Percentage of reviews of long term service users completed in year

Our Commitments - People live independently for as long as possible

- Admissions of younger adults per 100,000 popn (ASCOF 2A)
- Admissions of older adults per 100,000 popn (ASCOF 2A)
- Number of younger adults supported in residential or nursing placements (Stat return)
- Number of older adults supported in residential or nursing placements (Stat return)
- Delayed transfers of care attributable to adult social care (and joint) (ASCOF 2C)
- Delayed transfers of care (all) (ASCOF 2C)
- Percentage of older adults' admissions direct from hospital
- Percentage of completed Deprivation of Liberty Safeguards (DoLS) assessments
- Number of people who use assistive technology to support them in their own home

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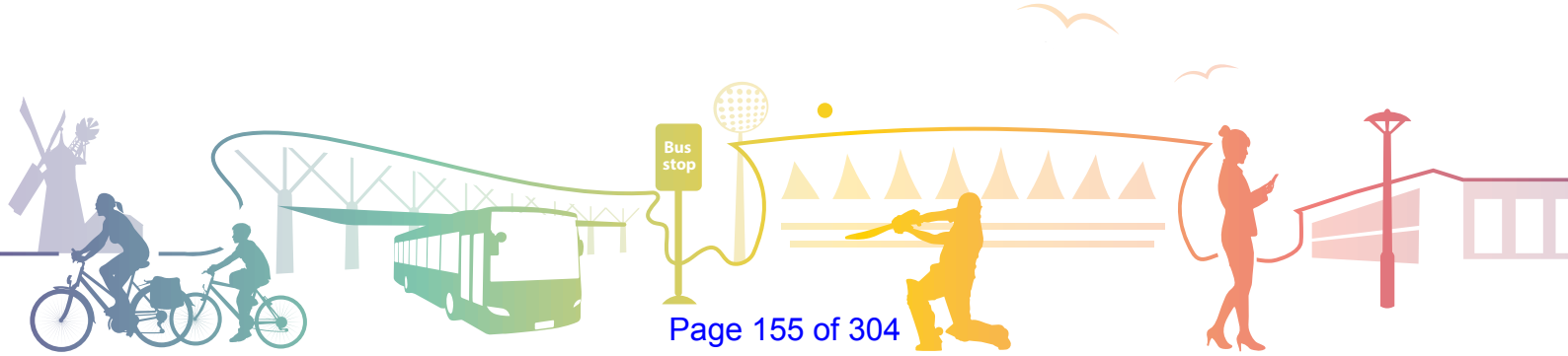

Nottinghamshire County Council

Children and Young People's Departmental Strategy

2019-2021

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Introduction

Your Nottinghamshire, Your Future

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

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

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

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

This Children and Young People's Strategy is one of four strategies setting out how each department will support the delivery of the Council Plan. Each of the strategies outlines the priorities and programmes of activity that will be pursued in the coming year to achieve this.

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

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

Section One

Strategic Context and Commissioning Challenges

Introduction

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

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

Strategic Context

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

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

Government policies designed to radically alter how education is provided in England have directly impacted on the leadership and the delivery role of the local authority in relation to education provision. This includes the expansion of the academy programme and the introduction of 'free schools'. The shift in national educational policy and funding has resulted in increased school autonomy, diversity of school provision, raised Ofsted expectations and increasing development of school led system leadership to promote school improvement.

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

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

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

The Department's service plans and 'business plan on a page' capture the detailed actions that will be undertaken over the coming year, in pursuit of the outcomes that we aspire to achieve for children, young people and families in Nottinghamshire.

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

The Department's key priorities link into relevant partnership plans, such as the Nottinghamshire Safeguarding Children Partners (NSCP) Business Plan and the Children, Young People and Families Plan, which is managed though the Children and Families Alliance.

Partnerships

The Children Act 2004 places a duty on Local Authorities to make arrangements to promote cooperation between agencies and other appropriate bodies, in order to improve children's well-being; this includes services such as the police, health services, youth justice, probation service, schools and voluntary sector providers. This is facilitated through the operation of multi-agency boards, as well as through organisational arrangements within the Department.

Nottinghamshire Children and Families Alliance (CAFA) is a partnership of organisations that provide services to children, young people and families in Nottinghamshire. CAFA focuses on developing thinking on how outcomes for children can be improved through the representation of a number of key stakeholders; this includes Nottinghamshire Police, District and Borough Councils, Clinical Commissioning Groups (CCGs), education trust boards and the National Schools Partnership (NSP). The Children and Families Alliance makes recommendations to the Nottinghamshire Health and Wellbeing Board and monitors progress on their behalf.

The Health & Wellbeing Board, through the Health & Wellbeing Strategy and the Joint Strategic Needs Assessment, identifies the priority areas for children and young people's health and wellbeing. The local Sustainability and Transformation Plan looks at how local organisations work together to improve care, health and wellbeing, including the integration of care services for young people transitioning between Children's and Adults Social Care.

The Nottinghamshire Safeguarding Children Partnership (NSCP) is established in accordance with the Children and Social Work Act 2017 and Working Together to Safeguard Children 2018. The NSCP provides the safeguarding arrangements under which the safeguarding partners and relevant agencies work together to coordinate their safeguarding services, identify and respond to the needs of children in Nottinghamshire, commission and publish local child safeguarding practice reviews and provide scrutiny to ensure the effectiveness of the arrangements.

The Department operates in partnership with over 1,335 schools, academies and Private, Voluntary and Independent (PVI) sector partners in Nottinghamshire, to promote high quality education and ensure that Nottinghamshire children access excellent provision in safe learning environments. Reducing the impact of poverty on educational outcomes continues to be a key objective for all educational partners and providers.

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

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

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

Outcomes

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

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

Commissioning challenges

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

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

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

- Two forecasting models have been developed to predict the future population of looked after children (LAC) and children with disabilities in Nottinghamshire. By accurately assessing demand, we will be better placed to provide care arrangements that deliver effective outcomes for children at the best value price. We have seen an increase in the use of external independent non-maintained schools, residential homes, alternative education provision and independent foster care which is increasing budgetary pressures.
- The Remodelling Children's Care programme seeks to deliver consistent and improved care outcomes for children and young people whilst minimising unit costs.

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

Regionalisation of Services and Regional Cooperation

In 2015, the Department for Education (DfE) set out proposals to move to regional adoption agencies (RAAs). It was recognised that, nationally, the adoption system faces significant challenges in terms of inefficiencies, delays in matching children with adopters, and in providing high-quality support to adoptive families. In response to this announcement, Nottinghamshire has been working with agencies across the D2N2 (Derby, Derbyshire, Nottingham, Nottinghamshire) region, and since April 2019, adoption services across the region have been managed through the D2N2 Regional Adoption Agency.

Additional initiatives are underway based on the D2N2 footprint and include collaborative commissioning of care and education provision and the delivery of a "care deescalation" programme. The local authority is also working with all the top tier councils across the East Midlands as part of a Regional Improvement Alliance to provide mutual challenge and raise standards.

Educational reform

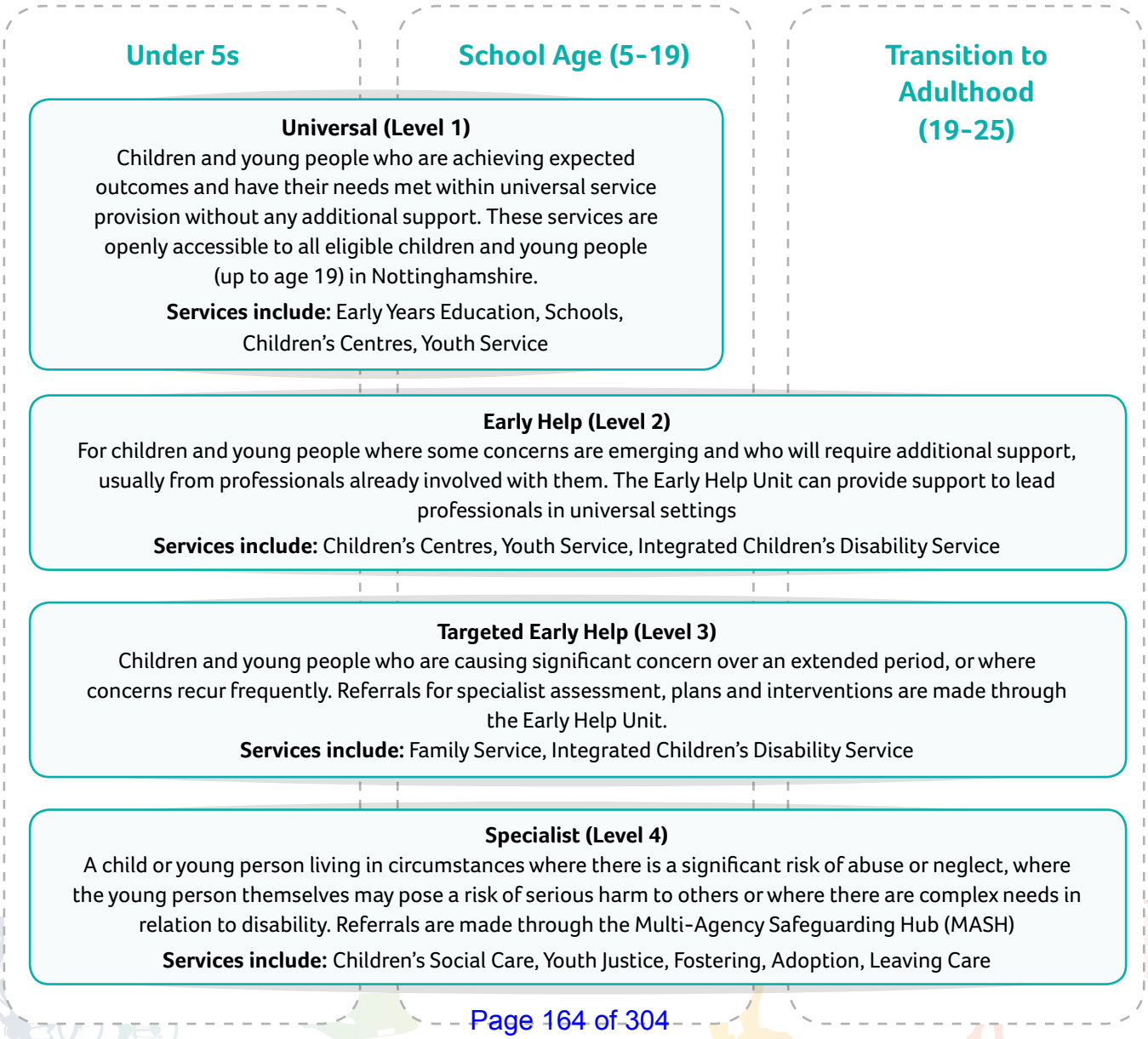
The Support to Schools Service delivers the local authority's statutory duties in relation to admissions and school appeals, strategic place planning for school aged pupils, fair access, special educational needs and disabilities (SEND), educational psychology services and school improvement for maintained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

Section Two

Departmental Operating Model

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

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



Section Three

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

Commitment	Success measures	Activities
A great place to bring up your family		
Commitment 1: Families prosper and achieve their potential	Young people will have improved physical and mental health More children will achieve a good level of development by the end of reception year	• Implement a newly commissioned Healthy Families Programme for 0-19-year olds and their families which integrates with children's centre services • Working with CCGs, continue to transform our specialist community health services for children and young people (CCYPS) • Implement the Future in Mind Plan to improve services for children and young people with emotional and mental health difficulties • Continue to implement the Young People's Health Strategy.
Commitment 2: Children are kept safe from harm	Children at risk are appropriately identified, supported and protected Improved outcomes for children, young people and families accessing our safeguarding and family services as a result of high quality interventions Looked after Children (LAC) and care leavers are well supported through improved placement provision, health services and learning opportunities Continued good quality, targeted youth services	• Continue to refine our social work practice model in Nottinghamshire, including services for Looked After Children and Care Leavers, to ensure that we are delivering high quality social care at the best possible value • Sustain the culture of embedding assessment tools as part of front line practice, and evaluate the impact • Continue to deliver a comprehensive set of recruitment and retention activities to deliver a stable and qualified social care workforce and to minimise the use of agency staff • To review the provision of early help and family support to reflect the best current evidence and learning from the Troubled Families programme • Deliver the next phase of our multi-agency SEND Strategic Action Plan and undertake a review of preparation for and transition to adulthood for young people with additional needs • Work with partner authorities across D2N2 to remodel our commissioning arrangements for vulnerable children and young people's education and care provision • Deliver a programme of case audit, reflective supervision and learning visits to support service and staff development. • Embed new arrangements for the Safeguarding Children Partnership • Implement the plans for a Regional Adoption Agency • Cooperate with other East Midlands authorities to contribute to the improvement of social work training and social work practice across the D2N2 Teaching Partnership • Deliver a new range of services to help young people remain out of care and/or to transition from residential to foster care placements • Further our vision for working with partners around contextual safeguarding issues

Commitment	Success measures	Activities
A great place to bring up your family		
Commitment 3; Children and Young People go to good schools and early years settings	Children and young people are provided with sufficient high quality early years provision and school places in their local communities Vulnerable children are less likely to miss education Educational outcomes for vulnerable children improve More than 90% of Nottinghamshire schools are classified as "good" or "outstanding" by Ofsted More than 90% of early years settings are rated as "good" or "outstanding by Ofsted. Fewer young people are not in education, employment or training (NEET)	• Create additional high quality sustainable childcare places, to ensure adequate sufficiency levels to meet increasing demand for funded childcare. • Increase the take up of childcare funding entitlements in particular for 2-year olds from low income families. • Continue to develop an effective working relationship and shared understanding with all schools and the Regional Schools Commissioner to raise standards of attainment and improve pupils' progress in all Nottinghamshire Schools • Deliver on the outcomes of the High-Level Needs consultation and develop a further phase to ensure that education, health and care provision works consistently and effectively together • Launch the "Improving Educational Opportunities for All" strategy • Work with key partners to successfully implement the Early Years Improvement Plan and remodel services for young families to ensure children get the best start in life. • Implement the recommended actions from the Post-16 Area Based Review to include a focus on improving Level 3 attainment at the end of Key stage 5

Section Four

Children and Young People's Improvement and Change Portfolio

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

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

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

The change programmes report to Children and Young People's Committee and the Improvement and Change sub-committee as appropriate. There are four programmes of work that will support this portfolio.

Programmes

01 Remodelling Social Work Practice

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

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

This programme is divided into three components:

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

Key milestones for the next year include:

- Review of recruitment and retention initiatives by March 2019
- Publication of the Care Levers Offer by March 2019
- Implementation of new audit and learning visit model by April 2019
- Launching a new Framework for Practice by May 2019
- To review how we provide Early Help by October 2019

02 Remodelling Children's Care

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

- Residential care for children with disabilities
- Residential care - Specialist residential homes
- Fostering
- Short Breaks
- Integrated Commissioning
- Social Impact Bonds
- Review of Children's Homes

Key milestones for the next year include:

- Implement new services for children on the edge of care and to deescalate care placement when appropriate through the D2N2 Social Impact Bond project
- Deliver a new sub-regional arrangement for procuring residential and foster care placements by January 2020
- Review the governance arrangement and independent scrutiny of the authority's own residential provision
- To increase the residential provision and foster placements available within the county

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03 Future of Education Support

This involves undertaking a review of our current service provision in relation to education.

This includes the following activity:

- Further strengthening of partnership working to improve outcomes for all pupils (attainment and progress)
- Ensuring that basic need funding is allocated where it is most needed to increase secondary school places from 2019 and beyond. £20 million to be invested in primary and secondary place provision by 2020
- Opening new schools and childcare provision as a result of housing developments
- Reviewing the high needs budget in the context of Alternative Provision free schools, review of inclusion and area behaviour partnerships to ensure that high needs funding is targeted where it is needed most
- Supporting schools to work in closer partnership with parents to raise standards for all
- Refresh the Closing the Gap strategy in the light of the skills agenda, national curriculum changes and the further development of schools working more closely with businesses and parents.
- A review of SEND school provision.
- Vocational education pathways exploring opportunities linked with wider economic development projects.

04 Remodelling Early Help

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

- Carry out an extensive review of our preparation for and transition to adulthood for children and young people with SEND
- Remodel our Children's Centre Service to ensure that we see improved outcomes for children and families, get the best value and most efficiency
- Review how we provide early help in line with any changes to the governments Troubled Families programme
- Review how we respond to contextual safeguarding issues including extremism

Section Five

Departmental Core Data Set

To know if our Services are effective we need to understand that

Our Commitments - Families prosper and achieve their potential

- Numbers of children and young people accessing Outdoor and Environmental Education
- Numbers of individual children and young people engaged in positive activities delivered by the Young People's Service
- School Readiness: all children with free school meal status achieving a good level of development
- Percentage of LAC (for at least 12 months) who have had their annual health assessment
- Average Strengths and Difficulties Question (SDQ) score per LAC (for at least 12 months)
- Percentage of LAC (for at least 12 months) with up to date immunisations
- Percentage of LAC (for at least 12 months) who have had their teeth checked by a dentist
- Percentage of LAC (for at least 12 months) who have had their annual health assessment
- Percentage of LAC (for at least 12 months & under 5) whose development assessments are up to date
- Percentage of LAC who took up the opportunity to be consulted by their Independent Reviewing Officer (IRO) prior to the LAC Review Meeting
- Percentage of looked after children placed 20 miles or more from home
- Looked after children with 3 or more placements in any one year
- Percentage of looked after children remaining in long-term placements
- Average time between a child entering care and moving in with its adoptive family, for those adopted children
- Average time between a LA receiving court authority to place a child and deciding on a match to an adoptive family
- Percentage of care leavers in education, employment or training aged 19-21
- Percentage of care leavers in higher education aged 19-21
- Percentage of children aged 0-4 living in low income areas registered with children's centres (snapshot)
- Percentage of children aged 0-4 living in low income areas seen at children's centres (cumulativ

To know if our Services are effective we need to understand that:

Our Commitments - Children are kept safe from harm

- Child and Family assessments for Children's Social Care carried out within statutory timescales
- Percentage of child protection cases reviewed within timescale
- Children subject to a Child Protection Plan – rate per 10,000
- Children who are subject to a child protection plan for 2 years or more
- Children becoming the subject of a child protection plan on more than one occasion
- The stability of LAC placements
- Percentage of LAC (for at least 12 months) identified as having a substance misuse problem
- Percentage of LAC (for at least 12 months) convicted or subject to a final warning or reprimand
- Percentage of care leavers in suitable accommodation
- Number of young people sentenced to custody
- Vacancy rate for children's social workers
- Percentage of Nottinghamshire LAC missing from placement by individual child
- Percentage of Return Interviews completed within timescale
- Percentage of care leavers in suitable accommodation

To know if our Services are effective we need to understand that:

Our Commitments - Children are kept safe from harm

- Percentage of school-age LAC with an up-to-date Personal Education Plan
- Percentage of LAC permanently excluded
- Percentage of LAC with at least one fixed term exclusion
- Percentage of LAC classed as persistent absentees
- Percentage of LAC achieving expected standard at KS2 in Maths
- Percentage of LAC achieving 9-5 GCSEs in both English & Maths at KS4
- Percentage of LAC achieving expected standard at KS1 in Reading
- Percentage of LAC achieving expected standard at KS1 in Writing
- Percentage of LAC achieving expected standard at KS1 in Maths
- Percentage of LAC achieving expected standard at KS2 in Reading
- Percentage of LAC achieving expected standard at KS2 in Writing
- Number of primary schools in an Ofsted category (Inadequate)
- Number of secondary schools in an Ofsted category (Inadequate)
- Participation in education, employment and training (EET) aged 16-17

To know if our Services are effective we need to understand that:

Our Commitments - Children are kept safe from harm

- Percentage of care leavers in education, employment or training aged 19-21
- Early Years Foundation Stage results.
- Number of PVI and School led childcare Ofsted Judgements
- Childcare take up rates for eligible 2-year olds.
- Rate of permanent exclusions from school (primary, secondary and special schools)
- Percentage of overall absence in primary, secondary and special schools
- Primary schools judged by Ofsted as having good or outstanding standards of behaviour
- Secondary schools judged by Ofsted as having good/outstanding standards of behaviour
- Early years foundation stage attainment (Reaching a 'Good Level of Development' - at least expected in all early learning goals in all prime areas and in the specific areas of literacy and mathematics)
- Pupils achieving at least the expected standard in reading, writing & mathematics at age 11
- Achievement of 9-5 grades in GCSE English & maths
- Percentage of A level entries at A*-E grades
- Percentage of A level entries at A*-B grades
- Percentage of young people who have not attained a Level 2 qualification in English & maths at age 16 who go on to attain Level 2 or higher in both by the end of the academic year in which they turn 19
- Attainment gap for a good level of development in EYFSP between pupils taking free school meals and the rest
- Attainment gap at age 11 between pupils taking free school meals and the rest (FSM during past six years)
- Attainment gap at age 16 between pupils taking free school meals and the rest (FSM during past six years)
- Participation in education, employment and training (EET) aged 16-17
- Percentage not in education, employment or training (NEET) aged 16-17
- Percentage whose destination is not known aged 16-17

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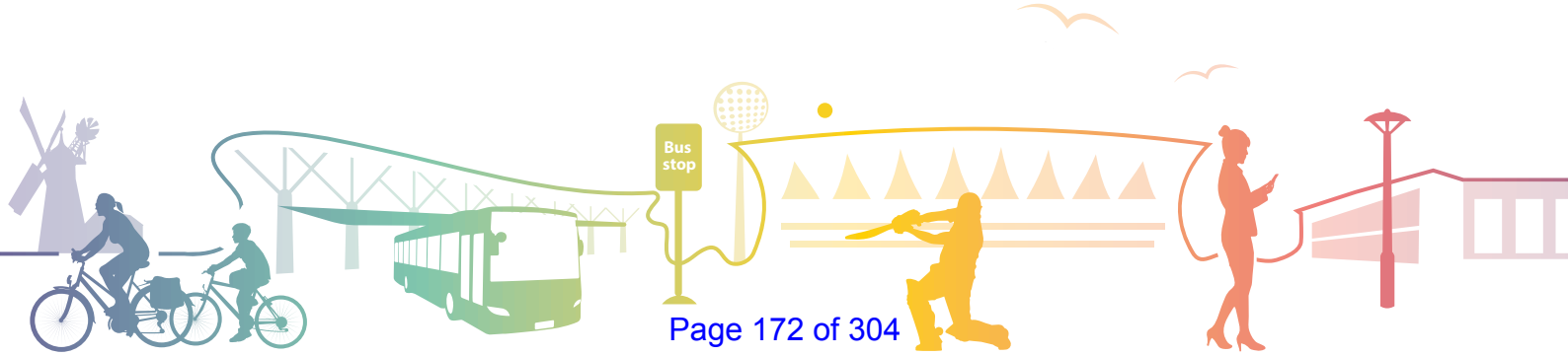

Nottinghamshire County Council

Chief Executive's Departmental Strategy

2019-2021

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Introduction

Your Nottinghamshire, Your Future

Our Council Plan "Your Nottinghamshire Your Future" sets out an ambitious vision for the future of Nottinghamshire in which the county is at the forefront of modern Britain.

We want Nottinghamshire to stand out as:

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

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

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

With effect from 1st July 2018, the Resources Department was renamed the Chief Executive's Department. This Chief Executive's Strategy replaces the existing Resource Department Strategy and is one of four strategies setting out how each department will support the delivery of the Council Plan. Each of the strategies outlines the priorities and programmes of activity that will be pursued in the coming year to achieve this.

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

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

Section One

Strategic Context and Commissioning Challenges

Introduction

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

As well as offering a range of operational activities that keep the Council running smoothly and efficiently, the Chief Executive's Department also has a number of change programmes that drive both performance improvements and savings. These organisation-wide change programmes include:

- supporting the design of improved online services that are delivered at a lower cost
- improving the customer experience and access to services
- the generation of surplus income through a more commercial approach
- reducing the amount of office space by introducing mobile technology solutions and more flexible ways of working
- the introduction of business intelligence and data science to inform improvement choices and planning of Council services.

The Chief Executive's Department ensures that the Council meets statutory, governance and reporting requirements. The Department is led by senior leaders with statutory responsibilities - the Council's Head of Paid Service, Monitoring Officer and Section 151 Officer.

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

Strategic context

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

There is uncertainty in how local government will be funded beyond 2020 with the Government expected to commence a spending review in the summer of 2019. We supported a renewed call for the Fair Funding Review, and the outcome of this will obviously impact how we set our budget beyond 2020.

National Policy draws resources from across the Council to support local implementation and currently includes areas such as the emergence of local industrial strategies and the Midlands Engine, the General Data Protection Regulation for how we look after and use data, the local response to the UK's Departure from the European Union and how we maximise the benefits of a High Speed 2 rail connection at Toton.

There has been much debate over recent years around the structure of local government. In Nottinghamshire we have explored opportunities around devolution in the past and more recently local government reorganisation. This work is currently paused while further research carried out on the opportunities for refining the current two-tier structure.

Outcomes

The Chief Executive's Department seeks to ensure that the Council:

- Has robust governance arrangements to ensure lawful, open, transparent and accountable decision making
- Runs smoothly, ensures value for money and supports front line service delivery
- Has an accessible front door for the public to access advice, information and services
- Is financially robust, delivers a balanced budget and operates sustainably within the Medium Term Financial Strategy
- Is at the leading edge of transformation
- Makes maximum use of technology to obtain value for money and supports a workforce able to work flexibly, where and when it best suits them, their customers and service users
- Effectively identifies and manages risks
- Has an open and transparent decision-making process
- Effectively and ethically manages data, analysis, data driven technology, data science and business intelligence to make improvements to service delivery
- Deals with customer complaints in an efficient and effective way and learns from them to improve services
- Is an employer of choice and employs people with the right knowledge, skills and experience to ensure effective delivery of Council services
- Promotes what it does and protects its reputation with effective communication strategies and marketing campaigns
- Promotes and champions the equalities agenda.

Commissioning challenges

The wide range of expertise found in the Chief Executive's Department not only supports the Place, Children and young people and Adult Social Care and Health departments to deliver on their priorities, but will also drive corporate approaches and different ways of working.

- **Evolving our services to meet the transformation demands of the Council**
  It is the appropriate time to review our approach to transformation. Over the past few years the Council has delivered on a range of improvement and change programmes. These programmes have looked at making our services more efficient and delivered considerable savings. We now need to harness creativity and build on skills in transformation and service design in order to keep pace with society's expectations of public services. It is becoming increasingly difficult to identify savings and so we need to take a fresh look at how we deliver positive outcomes for the residents of Nottinghamshire.
- **Managing the changing demand for new technology and data**
  Successful transformation and organisational changes rely on effective use of technology. Set against the continued financial constraints local government is operating within, the Council's ICT strategic plan was approved in July 2017 and sets out the roadmap for how technology will drive and support organisational change and transformation, up to and including 2020. It is widely acknowledged that expectations of public services are changing. With an ever increasing demand for good quality services to be delivered in a timely and efficient way, it has never been more important that we put value for money at the forefront of our thinking, ensuring that we understand our data and evidence base in order to design services in the best way. Key to this is the development of our use of business intelligence, both in terms of how we collect, integrate, manage, analyse and present information to inform decisions and how we manage and get maximum value from the data that we hold. Linked to this is a need to use intelligence to develop our understanding of service users and their journey through our services to enable transformation.

- **Ensuring our business services provide value for money**
  Demonstrating that the in-house services offer value for money – maintaining quality with reducing resources is increasingly important with constrained Council budgets. Back office and business services are expected to be lean and provide value for money, however they may also have pressures or require new skills as they are transformed to deliver for the future.

Partnerships

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

- EM LawShare - a ground breaking partnership led by Nottinghamshire County Council, across 130 local authorities to access more specialist legal advice
- Seven other Pension Funds to establish an FCA-regulated authorised company and necessary governance arrangements for the management of the pooled pension fund investments of £35bn
- Our district and borough councils over the management of the Nottinghamshire Business Rates Pool
- A number of NHS bodies and other councils on joint procurement projects particularly for Public Health and Adult Social Care services
- Technology partnerships including Microsoft, Specialist Computer Centres, EE, SAP, CGI, support to the Business Management System and Virgin Media Business
- Nottingham Trent University – through our Compact we work closely with the University in terms of training and development opportunities, and increasingly to look at the provision of apprenticeship training
- The Sustainability and Transformation Partnership (STP)/Integrated Care System (ICS)/Integrated Care Partnerships (ICP) to support the integration of health and social care.
- Assurance Lincolnshire – collaboration with a partnership of local authority internal audit teams to explore opportunities to develop best practice and best value in the delivery of internal audit services.

Regional and National Profile

We work at a sub-regional, regional and national level to champion the interests of Nottinghamshire residents and build partnerships with our peers. By working with others we seek to influence decision making at these levels and to identify opportunities to advance the interests of Nottinghamshire.

Our work includes support for the Council's role in the:

- Midlands Engine - delivering a vision for growth across the East and West Midlands
- Midlands Connect – supporting a transformational transport strategy to underpin growth in the regional economy
- National Professional bodies - Influencing the debate on the future of public services and policy and legislation that enables county authorities to have the powers and resources to meet the needs of their residents and aspirations of their local political leaders
- Rest of the World, building Nottinghamshire's profile internationally and strengthening our relationship with China.

Section Two

Departmental Operating Model

Supporting the Council's approach

All we do as a Council should be driven by the outcomes we are trying to achieve, as set out through the 12 commitments in the Council Plan. Our approach to these should be present in all of the work we do and shapes our engagement with our customers and partners. As a Council our approaches are to:

- Put local people at the heart of everything we do
- Spend money wisely
- Be creative and work in new ways
- Stand up for local people
- Empower people and support their independence.

The operating model of the Chief Executive's Department encompasses the approach set out in the Council Plan. The Department prides itself on:

- Ensuring our employees are treated fairly and achieving compliance with our Public Sector Equality Duty.
- Championing the Council's Priorities and Commitments
- Being an ambassador for the Council and Nottinghamshire
- Providing high quality professional advice, expertise and specialist resources
- Visibly demonstrating our contribution to the delivery of front line services
- Providing value for money, benchmarked and responsive services
- Driving change and transformation to support the creation of a modern and efficient Council
- Innovating, identifying and exploiting new ideas and simplifying processes
- Understanding and protecting the value of data and intelligence
- Being open, energising and empowering - learning from what goes well not just what goes wrong.

Our working model

The Chief Executive's Department is at the heart of the organisation, delivering services to both the communities across Nottinghamshire and all internal Council services. It is the engine room for the modern and efficient council, delivering services that enable other Council services to function effectively, whilst also enabling development and transformation. The department also has a wider strategic role, as a partner and an influencer across the Midlands region, nationally and internationally.

Our services are provided across the Council and support different levels of need – from universal services that support the day to day operation of the Council, to specialist and professional services, providing expertise to deliver change and transformation.

Many of our services operate through a business partner model, whereby officers work closely with a particular department or front line service. This helps to build strong working relationships and a thorough understanding of how different areas operate, so that our support can be tailored to best suit each service.

Where specialist knowledge is required by services there is the flexibility to bring in expertise for a time limited period. Where we do employ external expertise, a provision for knowledge transfer is always included, to get the most value out of the contract.

Our services can be grouped together as shown below:

Operational Services
Infrastructure and corporate services that underpin the operation of the whole council. Services include: ICT, Finance, BCS, Governance, Adults, Comms, H&S, Risk & Ins, Legal, CSC, Business Support.

Universal (Level 1)
Service are provided continuously in the background and accessed on a self-serve basis.

Change Services
Specialist Support, professional advice and expertise for council services planning and responding to change. Services include: Business Partnership for Finance, Performance & Intelligence, ICT, HR and Communications & Marketing, Design and Print, Legal & CSC.

Specialist (Level 2)
Specialist support and advice
One-off or repeat use

Delivery Services
Service and resources committed to deliver on a Departmental or Council-wide Priority or initiative Services include: Projects and Programmes, ICT Projects, Performance Intelligence & Policy, CEX Office, Legal & CSC.

Allocated Specialist (Level 3)
Resources committed to deliver on a Departmental or Council-wide priority or initiative

A different way of working

We want to make the most of the opportunity that forming a Chief Executive's Department brings to work differently. As a new Department that was established in its current iteration in July 2018, our offer is to provide joined up services that empower the Council to deliver its commitments to the people of Nottinghamshire.

We will collaborate across our services through the following operating disciplines to break down barriers and develop the corporate architecture of the Council:

Performance and Analysis

Understanding our customers, their journey through our services and the processes that make up that journey is key to providing the services that deliver for them – and to identify opportunities to improve and transform services to be fit for the future. The Chief Executive's Department will:

- Promote a new intelligence led approach to performance management, service planning and continuous improvement
- Bring together our data to deliver business intelligence and analysis that supports services across the Council

People and Organisation

People are the Council's most important and valuable asset. We want to recruit and retain people who are supported to do things differently through creativity and innovation. The Chief Executive's Department will:

- Invest in people and coach and support them to develop
- Engage with employees and support career development
- Ensure people are treated fairly and equitably

Culture

Our culture sets the tone for how we operate and reflects our ambitions for the Department. The Chief Executive's Department is values driven and will:

- Model fairness, trust and honesty and celebrate achievement
- Share knowledge and sign post colleagues to services across the department
- Work with services across the Council to unlock innovation, ideas and creativity
- Challenge inappropriate behaviours and recognise learning from past issues to improve performance

Leadership and Management

As a complex organisation we are reliant on our leaders and managers to ensure improved service delivery and support the achievement of the Council's priorities. The Chief Executive's Department will:

- Engage and empower our team and group managers
- Support prioritisation and co-ordination across the Council
- Provide leadership and support for difficult decisions

Governance

Transparency in decision making is important to the Council and early visibility and assurance of potential decisions enables us to manage the impact of change. The Chief Executive's Department will:

- Embody good governance and transparency in our decision making
- Offer timely professional guidance and assurance
- Provide clear, lean and effective governance processes

Processes

In a large and varied organisation like the County Council, changes to the processes in one service can often have an impact on other services or data across the Council. The Chief Executive's Department will:

- Share our business processes transparently to support us in working together in a joined-up way
- Share our knowledge of changes to business processes across the Council
- Champion consistent standards that reflect customer journeys and promote end to end process re-design

Tools and Technology

Our services are increasingly reliant on technology which also has the potential to transform the way that we work. The Chief Executive's Department will:

- Review our systems and harness existing technology to improve our own efficiency and effectiveness
- Lead the timely and responsive evaluation of new technology so that, where suitable, it can be rolled out in a scalable, reliant and sustainable way
- Provide technology to our end users that enables the right information to be available to the right person, at the right time, in the right place
- Enable information to be shared securely with our partners and suppliers electronically using an integration platform that conforms to agreed standards and best practice
- Deploy and support a range of productivity tools that enable a modern working environment and enhance internal and external collaboration
- Provide a stable, reliable and fit for purpose infrastructure that supports all departments in the delivery of Council services

Procurement

We will deliver a refreshed Procurement Strategy to ensure procurement activities are undertaken efficiently and economically whilst contributing to the realisation of the economic, social and environmental benefits of our citizens and communities. Our procurement service will maximise the value of our procurement spend, support the Council in becoming a more commercially focussed organisation, and harness and drive innovation in our commissioning decisions and through our supply chains.

Contract Management

We will develop a framework to improve contract management processes; support from the Procurement Centre will enable a consistent approach to contract management to be embedded into the Council.

Section Three

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

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

Council Plan Approach	Success means	Activities
Put local people at the heart of everything we do	Services are shaped around the people who use them to reflect the way that they live their lives	We are developing an overarching strategy to set out the Councils overall approach to digital development. This will pull together work and programmes ongoing in a variety of service areas, and will help steer a new cross-council programme of work entitled 'improving customer experience through digital development'. Milestones • Secure Policy Committee approval for the digital strategy and progress the cross-council programme to improve customer experience through digital development.
		We will deliver a new approach to transformation which will have at its core a set of principles, that include ensuring that transformation of services are based on an understanding of service users' needs. Milestones • Develop a Council Transformation Strategy by July 2019.
	Information is shared so that residents can express their views and engage with decisionmaking	We will deliver a programme of high quality marketing campaigns designed to engage residents with the work of the Council and seek their views on future improvements.
Spend money wisely	The Council makes best use of resources to deliver value for your money	We will ensure the Council is financially robust and sustainable through the delivery of our Medium Term Financial Strategy and a balanced budget. We will improve the quality of financial management support to departments and aim to reduce debt levels and long-term debt.
		We will keep well informed about the Government's ongoing business rates, needs and resources and fair funding reviews, and will contribute the view of NCC where we can. Milestones • Regular updates of local government finances provided to committee
		We will continue to support the ongoing pension pooling process and will ensure that the Nottinghamshire Pension Fund assets are protected.
		Through the Planning and Performance Management Framework we will monitor delivery of services and assess and report on value for money. The provision of business intelligence aligned to business process and good quality performance analysis will help departments identify potential areas for improvement.

Council Plan Approach	Success means	Activities
Spend money wisely	The Council makes best use of resources to deliver value for your money	Monthly reporting to the Extended CLT will be co-ordinated in the form of a single update report covering the following three strands that have been reported separately to date: finance update, performance dashboard, programmes & projects progress. This will provide an ongoing indication of value for money.
		We will undertake a programme of audits to seek assurances that services are working with appropriate levels of governance. Annual assurance mapping will include a Key Line of Enquiry (KLOE) on value for money. The annual report on assurance mapping will present the evidence available for this KLOE.
		We will seek to minimise insurance costs by: implementing a pro-active risk management programme; and ensuring an optimum level of insurance cover.
		We will take a countrywide holistic approach to all scan, copy, print and mail activity and enable 'shared services' and continue to explore opportunities to sell selected services to external public sector organisations.
Be creative and work in new ways	The Council takes innovative and commercial approaches to service delivery	We will continue to explore new concepts, best practice and explore new approaches. We will explore opportunities to sell selected services to external organisations and to enable shared services, shared resources and enabling solutions to support flexible/mobile working within the local public sector arena.
		Work will continue to optimise transactional activities and support the channel shift to on-line and self-serve options. Several work streams are underway to look at customer choices (why they are choosing to call when self-service is already available) e.g. birth registrations, potholes, streetlights and school acceptances. Milestones • Detailed development plans will be produced which will include web and process reviews, customer education and communications planning. These are expected to be delivered in Q1 and Q2 of 2019/2021.
	Technology and business intelligence are used to improve service delivery	The ICT strategy 2017-20 sets out the roadmap for how ICT will drive and support organisational change and transformation. We will engage colleagues to identify opportunities to use existing technology to deliver joined up services that are effective, affordable and designed around the needs of the service user. The wider use of dynamic scheduling services has resulted in significant cost savings and capacity increases in the re-ablement service. The introduction of new portal solutions has increased the efficiency of the hospital discharge process improving the service delivered and the capacity in the system. Milestones • Identify requirements for successor Strategy by April 2020
		We will embed the use of Business Intelligence and performance/improvement cycles across the Council, developing the skills and capabilities in Business intelligence, analysis and data science to develop and use this effectively as part of the delivery of our services aligned to our Planning and Performance Management Framework. Milestones • Completion of phase four of the BRMI project by May 2019. • Develop a programme to implement the Business Intelligence (BI) Strategy bringing forward developments in business intelligence for People, Services and Transformation.

Council Plan Approach	Success means	Activities
Be creative and work in new ways	Technology and business intelligence are used to improve service delivery	We will support and encourage employees to use their skills, knowledge and experience to find innovative ways of working to ensure the effective delivery of services, which will be reflected in our workforce strategy. Milestones • Development of measure of employee engagement as part of the people strategy
		We will continue to seek and explore new concepts to enable shared services, shared resources and enabling solutions to support flexible/mobile working within the local public sector arena.
Stand up for local people	Local people feel more in control of the work taking place to improve their communities and engage with councillors	We will ensure that messages are communicated clearly, timely and effectively. We will consult with residents around important decisions, especially those linked to significant financial plans. Milestones • Review and revise the Communications and Marketing Strategy
		We will support Elected Members in the work they do for their local communities. Our open and transparent decision-making process means that members of the public are notified of decisions that the Council is to make, can attend Committee and Council meetings, and can speak to any of their local Councillors about any areas of concern. We are also progressing a cross-council member engagement and communications programme. Milestones • Approval of the Annual Governance Statement and annual review of the Local Code of Corporate Governance
		The Chairman is the first citizen of the County whose duty includes visiting all parts of Nottinghamshire in recognition of the work done by communities and individuals. The Chairman represents Nottinghamshire County Council at other public and civic occasions.
		We will continue to improve our information management to ensure that data is appropriately and securely processed, shared, stored and used to drive decision making. We investigate and respond to any complaints made and fully comply with the Freedom of Information Act and Environmental Information Regulations. Milestones • Ensure local people are aware of these events
Empower people and support their independence	Fulfil our responsibilities and support those who need our services the most.	The Customer Service Centre will continue to develop the service provided to Adult Social Care, so that residents can access and be assessed for services they need quickly and easily.
		We will champion fairness and ensure that appropriate equality impact assessments are carried out to assess the impact of a change to services or policy on people with protected characteristics.
		We will continue to provide people in Nottinghamshire with disabilities employment within a Supported Business environment and review our approach to employment opportunities as a cross-council programme.
	People have the support they need, without unnecessarily intruding on their daily lives	We will explore better use of technology to support people to remain as independent as possible for longer. Milestones • Progress the programme to improve customer experience through digital development.

Commitment	Success measures	Activities
A great place to bring up your family		
Commitment 2: Children are kept safe from harm	Children at risk are appropriately identified, supported and protected	The legal team will continue to review and refine our digital working arrangements with Nottingham Family Courts. We will continue to monitor the percentage of child protection matters completed within 26 weeks of commencement.
	Looked After Children and care leavers are well supported	Targeted apprenticeships and work placements for care leavers.
A great place to fulfil your ambition		
Commitment 4: has a thriving jobs market	More people are in higher paid and skilled jobs More apprenticeships available for people of all ages	As one of the largest employers in Nottinghamshire we aim to be an employer of choice providing good quality employment opportunities and opportunities to develop and gain skills and qualifications. We are committed to increasing the number and range of apprenticeships and work experience placements across the Council for a wider age range
Commitment 6: People are healthier	That we have a healthy workforce	Implement the Health and Wellbeing Action Plan in partnership with Public Health colleagues to help employees make healthy choices for themselves, their families and their communities to enable them to stay safe and live long, healthy and productive lives.
A great place to enjoy your later life		
Commitment 9: People receive the right care and support at the right time	Services improve as a result of better integration of health and social care	One of the four business transformation themes of the ICT strategy is health and social care technology integration, which will support the delivery of the Sustainable Transformation Plan (STP) through a shared approach to developing technology infrastructures, sharing relevant information between health and care professionals where appropriate and automating workflows between health and social care services. Electronic workflows are live in Newark and Sherwood and Bassetlaw hospital groups with services due to go live at Nottinghamshire University Hospitals Trust in mid-2019. The Nottinghamshire Health and Social Care portal is now live and providing health and social care data to clinical and professional staff. Social care data is now available to supplement clinical data in the risk stratification process to identify patients most at risk of requiring urgent intervention.
A great place to start and grow a business		
Commitment 10: Nottinghamshire is a great place to invest and do business	Increased economic productivity across the county	In 2016/17 overall supplier spend was £622.188m. We will work to increase the use of the local supply market by holding pre-market engagement events prior to commencing individual procurement projects, and undertaking wider generic "meet the buyer" events aimed at enabling more organisations to feel empowered about tendering for locally-available work.
Commitment 12: Nottinghamshire has a skilled workforce for a global economy	Having a workforce with the right level of skills that the Council needs now and for the future	We will use the people strategy to identify the knowledge and skills required for the future and plan how to achieve this.

Section Four

Chief Executive's Department Improvement and Change Portfolio

Senior responsible officer: Chief Executive

Description

The Chief Executive's departmental improvement and change portfolio consists of 11 cross-Council programmes of work which are focussed on ensuring a council that is fit for the future. The programmes include developing our approach to designing service and the use of business intelligence, maximising the use of technology, embedding a culture of organisational learning, managing information entrusted to the Council and ensuring that we develop, support and engage our first class work-force.

Programmes

01 Consolidating our new department

Lead Member: Leader/Dep Leader/Chair Finance

This programme of work is about the continuous identification of service transformation and operating efficiencies and the way that we embed them in our new Department.

We will ensure that we learn from ourselves, our partners and others, to provide internal challenge and stimulate creativity. We will also build on engagement with our team and group managers to empower them to take forward our ideas, at a service level and across the Council.

We will work to develop our new operating model and provide transparency of our performance towards the achievement of our commitments.

Key milestones for the next year include:

- Develop employee and management engagement in the new department
- Peer Review to commence – June 2019
- Peer review outcome report responded to - September 2019

02 Tools for Transformation

Lead Members: Chairman of the Finance and Major Contracts Committee

Nottinghamshire County Council has a strong track record of identifying and implementing commercially innovative ways to deliver services as well as capitalising on its traded services to deliver income to support the delivery of services that cannot generate income.

The Council's commercial approach is now framed within our Commercial Strategy. The strategy aims to increase the contribution that commercial activity can make, to help minimise the impact that significant cuts to funding have made and will likely continue to make in the coming years. The commercial strategy takes a broad view of commercial activity and its contribution to the financial position of the authority. It also takes into account the positive contribution that traded services can make to the residents and businesses of Nottinghamshire.

Key milestones for the next year include:

- Embed commercial skills by providing commercially focused training that will form part of the key competencies for Council employees
- Further services supported in their commercial development
- Undertake a review of pricing and charging
- Exploring the potential for some shared resources services with another County Council

03 Intelligence led Performance

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

Information and intelligence are vital assets to support us to provide the best possible services for local people, improve the place in which we live, and give good value for money. This Programme will advance the Council's ethical use of these assets as agreed in the Business Intelligence Strategy and support the implementation of our refreshed Planning and Performance Management Framework.

Intelligent Council

The way we make decisions and manage our services affects our ability to deliver on our commitments for Nottinghamshire. Our ambition is to make the best use of the opportunities offered by the ever-changing world of business intelligence, data science and data driven technology. We will use these to bring together data about our services to ensure that managers have the right information available to them and support them to form cycles of continuous improvement based on the best available intelligence.

Key milestones for the next year include:

- Prioritise deliverables for business intelligence across the Council in 2019/20
- Refresh the operating model and processes for performance and intelligence
- Identify the attributes and behaviours required across all tiers to support an intelligence led performance culture

Intelligent County

A strong understanding of Nottinghamshire and the people who live here is important to be able to plan and deliver our services. The Council want to put local people at the heart of everything we do and so it is important that we have a consistent understanding of those local people that can be used across our services.

Key milestones for the next year include:

- Bring together people and place data to provide spatial analysis for service and inform demand management
- Upgrade our Geographical Information Systems to provide mapping of spatial data
- Develop our approach to predictive analytics, machine learning and AI, including our ethical use of data

04 Information Governance

Lead Member: Chairman of the Governance and Ethics Committee

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

The programme is split into two phases over two years. Phase one was focussed on preparing the Council for compliance with new data protection legislation which came into force in May 2018. The second phase focuses on document management.

Key milestones for the next year include:

- Document Management – Discovery and Initial Design
- Document Management – Discovery and Initial Design deliverables
- Document Management – Research good practice / lessons from elsewhere
- Document Management – Business Case developed (June 2019)

05 Our Workforce

Lead Member: Chairman of the Personnel Committee

People are the Council's greatest asset and we need to ensure that we have a work force that is flexible and has the right knowledge and skills to deliver the Council's key priorities and improve outcomes for local people. We will look at how we encourage and support staff to develop, nurture talent and encourage the right culture of engaging, motivating and empowering people to work together as one organisation to deliver the commitments set out in the Council Plan.

The People Strategy is being reviewed to reflect the refreshed Departmental Strategies and to continue to enable our ambition to be an employer of choice.

Key milestones for the next year include:

- Develop Employee Engagement tools and approaches for use across the Council.
- Refresh People Strategy (July 2019)

06 Health and Social Care Technology Integration

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

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

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

Key milestones for the next year include:

- Improving referral workflows with King's Mill Hospital and other hospitals within Sherwood Forest Hospital Trust
- Developing a secure technology approach for automating workflows amongst a number of health and social care partners
- Implementing a standard for Wi-Fi access for staff and partners across health and local authority sites
- Use of portal technology for sharing agreed information between health and social care practitioners
- Use technology to support improvements to home based care services
- Deliver a proof of concept using predictive analytics to create an early warning system to identify service users at risk of requiring long term care

07 The Cloud (off-site data centres)

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

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

Key milestones for the next year include:

- Migrate to an Office 365 platform
- Upgrade of desktop / laptop Office image from 2013 to 2016
- Transition a range of applications and databases to off-site solution (May 2019)

08 Investing in Nottinghamshire

Lead Member: Leader

Over the past few years, we have seen a major change in the style of working in our office bases. We have already seen work settings updated and the deployment of new technology to support a more flexible style of working.

This programme will see Nottinghamshire County Council deliver an asset management strategy that will maximise the generation of capital receipts and reduce ongoing revenue costs through the delivery of a right-sized and sustainable estate which will also minimise maintenance requirements in the long term. Our new modern estate will provide services local to the communities they support.

The initial proposals, subject to detailed feasibility, are that Mercury House, the Piazza, Bevercotes House, Chancery Lane, Trent Bridge House, Sir John Robinson House and Prospect House are all vacated with leases released or buildings sold, subject to their ownership.

The County Council will make use of its land assets to design and build appropriate new accommodation to enhance local services to local people, specifically at Top Wighay and the West Bridgford County Hall campus.

Key milestones for the next year include:

- Undertake detailed feasibility work to support the disposal of existing office premises and development of new accommodation to better meet the needs of the council.

09 Improving Customer Experience through Digital Development

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

This programme will look to build on examples of good practice by taking advantage of existing and emerging technologies both in Nottinghamshire and in public services elsewhere to improve customer experiences and drive internal efficiencies through digital development.

Key milestones for the next year include:

- To surface wider examples of good practice and identify where these could offer further benefits and drive efficiencies across the Council
- To identify where we are spending time doing things, typically manually, that could be fully automated
- To look at ways we currently engage with our customers and develop solutions to improve on this, e.g., the creation of a MyNotts App
- To improve the way in which we work with our partners, e.g., the development of a secure online platform to share ideas and support collaboration
- To effectively use data to help us make informed decisions and predict how we respond to change in the future

10 Member Communication and Engagement

Lead Member: Chairman of the Governance and Ethics Committee

The purpose of the member communication and engagement programme is to review the whole Council approach to ensure effective communication and engagement with members across all service areas and departments of the Council and with its Arm's Length Organisations such as Arc, Via and Inspire. It will ensure that members are:

- Aware of, kept updated and involved with events, activities and issues raised within and in relation to their constituency from an early stage.
- Consulted on any planned Council communications related to their areas and constituents .
- Effectively briefed, engaged and consulted on matters relating to their individual portfolios or areas of specific responsibility and have access to appropriate, timely, and accurate information which they need to enable them to discharge these responsibilities effectively.

Views of members will be sought as part of the programme to ensure that any potential solutions meet different needs and requirements.

Key milestones for the next year include:

- To develop a consistent approach which is, well communicated, well used, effectively monitored and managed across the whole Council
- To identify areas of good practice, tools and approaches for application Council-wide.
- To determine a set of standards and a framework which clearly identifies key responsibilities and timescales.

11 Local Government Association Peer Challenge

Lead Member: Leader

Nottinghamshire County Council has an ambition to provide the best possible services for local people, improve the place in which we live, and give good value for money. To this end, the Council will undergo a Peer Challenge in 2019 which will consider the critical issues affecting our performance and ability to improve.

We will take on the role of facilitators for the Review and for the Council's response to the learning opportunities it identifies.

Key milestones for the next year include:

- Peer Review Commenced – June 2019
- Peer review outcome report responded to - September 2019

Section Five

Chief Executive's Department Core Data Set

The core data set for the Chief Executive's department sets out the information required by managers and leadership teams to managing services in the Department and the achievement of our outcomes.

The measures included in the data set will support management of the efficiency and effectiveness of services and the identification of potential risk and issues.

The functions within the Chief Executive's Department also support the efficiency and effectiveness of other services across the Council. This data set also includes the Council Organisational Health Measures collated by the department. These include data from across the whole organisation that show the collected performance or corporate risks arising from services across the Council.

Our Commitments	To know if the Council is achieving this we need to understand that:	To know if our Services are effective we need to understand that:	This contributes to the Council Plan Approach
The Council has an accessible front door for the public to access advice, information and services	The Council provides timely response to customer requests for information - % FOI requests carried out within timescale - % of Subject Access requests completed within 40 days or negotiated timescale	Customers making initial contact with Council Services receive a timely and effective response. The customer service centre actively manages - Call abandon rate - Call waiting time - Calls answered within 30 seconds - % of first contact resolution - Average resolution time - Satisfaction of customers	% of people who feel well informed about the services and benefits the Council provides Customer satisfaction ratings (Put local people at the heart of everything we do)

Our Commitments	To know if the Council is achieving this we need to understand that:	To know if our Services are effective we need to understand that:	This contributes to the Council Plan Approach
Is financially robust, delivers a balanced budget and operates sustainably within the Medium Term Financial Strategy	The Council actively manages its budget to ensure it is used to best effect and makes use of alternative funding streams - Set a balanced budget - Engagement with budget forecasting - Drawing unexpectedly on reserves - Annual Governance Statement - The Section 151 officer statement	Services are regularly and effectively audited to identify and mitigate potential risk - % Audit recommendations adopted	% of people who agree that the Council provides value for money (Spend money wisely)
Effectively identifies and manages risks	Evidence that the Council knows, measures and mitigates its risks.		% of people who agree that the Council provides value for money (Spend money wisely)
Makes maximum use of technology to obtain value for money and supports a workforce able to work flexibly, where and when it best suits them, their customers and service users	The Council supports customer to use technology to access services - % of successful transactions completed online.	Technology and systems are reliable and secure - Average availability of NCC business critical services ICT during business hours - Data incident metric	% of people who agree that the Council provides value for money (Spend money wisely)
Operates within its legal framework and powers	The Council actively manages the use financial exceptions to improve - Value of waivers of financial regulations		
Has appropriate governance arrangements in place which are consistently applied	- Produce an annual governance statement - Obtain annual assurance statements from Corporate Directors		

Our Commitments	To know if the Council is achieving this we need to understand that:	To know if our Services are effective we need to understand that:	This contributes to the Council Plan Approach
Has an open and transparent decision-making process			% of people who agree that they can influence decisions affecting the local area (Stand up for local people)
Effectively and ethically manages data, analysis, data driven technology, data science and business intelligence to make improvements to service delivery	Service use BI and data to make improvements to service delivery - % services with BI Dashboards - Data quality measure	Business Intelligence provision is reliable and secure - Average availability of BI Hub during business hours - Product and Analysis assured	
Deals with customer complaints in an efficient and effective way and learns from them to improve services	- No. AND/OR % of complaints escalated due to complainant not being satisfied with initial response - Number of complaints upheld by the Local Governance Ombudsman		% of people who are satisfied with the way the Council runs things
Is an employer of choice and employs people with the right knowledge, skills and experience to ensure effective delivery of Council services	**Training** - % of employees who have completed mandatory training courses - % of existing employees who have completed GDPR training within timescale - % of new starters who have completed GDPR training within timescale - No. of Non-PC Users who have completed GDPR Training - Turnover rate - Sickness absence levels		

Our Commitments	To know if the Council is achieving this we need to understand that:	To know if our Services are effective we need to understand that:	This contributes to the Council Plan Approach
Promotes what it does and protects its reputation with effective communication strategies and marketing campaigns		Engagement levels with social media - Average engagement per social media post broken down by: Clicks, Likes, Shares, Comments, Mentions, Profile Visits, and Active Followers (someone who has logged in and interacted with social media NCC content within the past 30 days)	% of people who are satisfied with the way the Council runs things
Promotes and champions the equalities agenda.	**Pay Policy Statement** - Median Pay of Workforce: FTE Median Pay - Pay Multiple: Ratio between Chief Execs pay and Councils median earner **Gender Pay Gap** - Mean of gender pay gap - Median of gender pay gap - Proportion of men and women according to quartile pay bands - Workforce profile data		

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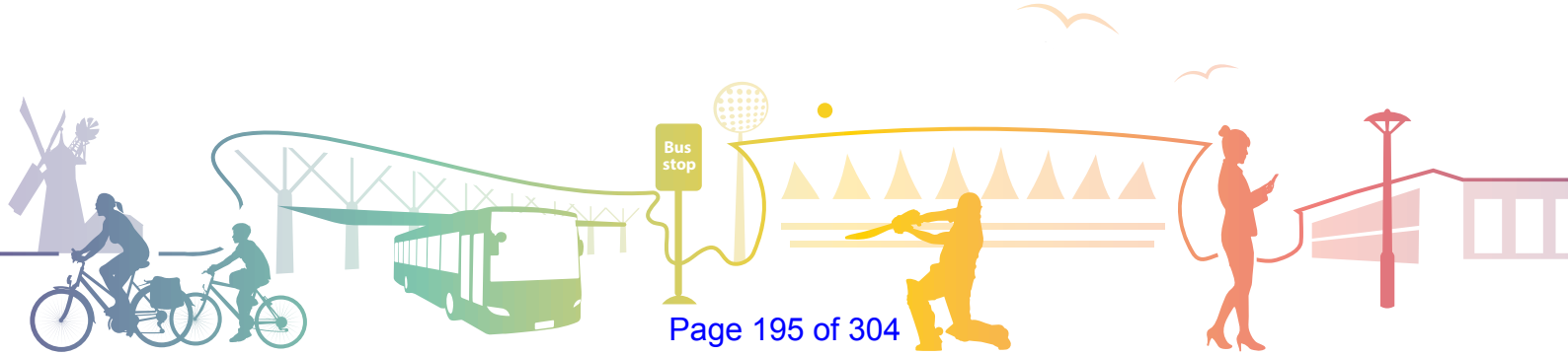

Appendix E

PROPOSED CORE DATA SET FOR COUNCIL PLAN LEVEL COMMITMENTS

	Council Plan commitment	Possible primary measure
1	Families prosper and achieve their potential	% children in non-working households
2	Children are kept safe from harm	Reduction in the number of children becoming subject of a child protection plan for a second or subsequent time within 2 years Reduction in the number of children subject to a custodial remand sentence or kept in secure accommodation Reduction in the number of children and young people seriously injured or killed in road traffic accidents
3	Children and young people go to good schools	% Nottinghamshire schools classified as good or outstanding by Ofsted
4	Nottinghamshire has a thriving jobs market	Median earnings Employment Rates (inc. for those with long-term health conditions) Profiled number of apprentices in county
5	Nottinghamshire is a great place to live, work, visit and relax	Annual satisfaction survey – and break down into some of the key elements in the survey Customer satisfaction levels at libraries Overall satisfaction with the bus journey
6	People are healthier	Healthy life expectancy (males and females) Inequality gap for life expectancy in Nottinghamshire (males and females)
7	People live in vibrant and supportive communities	Number of adults supported through prevention services to promote their independence, connect with community resources and address social isolation Percentage of safeguarding service users who were satisfied that their outcomes had been achieved Growth of Friends Against Scams schemes
8	People live independently for as long as possible	Reduction in number of younger and older adults supported in residential and

Appendix E

PROPOSED CORE DATA SET FOR COUNCIL PLAN LEVEL COMMITMENTS

		Nursing placements Number of carers given advice, information and support
9	People can access the right care and support at the right time	Proportion of service users receiving a direct payment (ASCOF 1C part 2a) Number of people who receive short term services to recover, recuperate and maximise independence
10	Nottinghamshire is a great place to invest and do business	Business survival rate Growth in business rates (or GVA for Notts)
11	Nottinghamshire is a well-connected County	Number of premises able to access a super or ultrafast digital network Journey times on key routes
12	Nottinghamshire has a skilled workforce for a global economy	% of businesses who think they can recruit suitable people Average qualification levels

Nottinghamshire County Council

Report to Policy Committee

22 May 2019

Agenda Item: 8

REPORT OF THE CHAIRMAN OF THE GOVERNANCE AND ETHICS COMMITTEE

STATEMENT OF ACCOUNTS 2018/19 – ACCOUNTING POLICIES

Purpose of the Report

1. The report seeks approval for the proposed 2018/19 accounting policies.

Information

2. The Statement of Accounts includes a section explaining the accounting policies used in producing the main statements for the benefit of the reader. Both the Code of Practice on Local Authority Accounting (The Code) and our External Auditors indicate that these policies should be reviewed and approved by the County Council prior to inclusion in the final Statement of Accounts.

3. At the Governance and Ethics Committee on 1 May 2019, Members recommended the updated 2018/19 accounting policies to Policy Committee for approval. The proposed accounting policies can be seen in Appendix A.

4. As well as updating the various dates in the accounting policies the following changes have been made to the 2018/19 accounting policies:

    - Accounting Policy 2 has been amended to reflect the adoption of the new IFRS15 – Revenue from Contracts with Customers.
    - Accounting Policy 12 – Heritage Assets has been rationalised to reflect the immaterial nature of these assets in the Councils Statement of Accounts.
    - Accounting Policy 17 has been amended to reflect the adoption of the new IFRS 9 – Financial Instruments.

Other Options Considered

5. This report is for the approval of statutory required accounting policies.

Reason/s for Recommendations

6. It is considered good practice to have the Authority's accounting policies approved each year. In addition, the Code of Practice on Local Authority Accounting in the United Kingdom requires changes to the Authority's accounting policies to be approved.

Statutory and Policy Implications

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

RECOMMENDATION/S

1) That Committee approves the proposed 2018/19 accounting policies.

Councillor Bruce Laughton
Chairman of the Governance and Ethics Committee

For any enquiries about this report please contact:

Glen Bicknell, Senior Accountant, Financial Strategy and Accounting

Constitutional Comments (KK 09/05/2019)

8. Pursuant to the Nottinghamshire County Councils constitution the Policy Committee has the delegated authority for matters set out within this report. The recommendation contained within the report falls within that scheme of delegation to this Committee.

Financial Comments (GB 26/04/2019)

9. There are no financial implications arising from this report.

Background Papers and Published Documents

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

- Code of Practice on Local Accounting in the United Kingdom 2018/19

Electoral Division(s) and Member(s) Affected

- Not applicable

STATEMENT OF ACCOUNTING POLICIES

1. General Policies

The Statement of Accounts summarises the Authority's transactions for the 2018/19 financial year and its position at the year-end of 31 March 2019. The Authority is required to prepare an annual Statement of Accounts by the Accounts and Audit (England) Regulations 2015, which require them to be prepared in accordance with proper accounting practices. These practices primarily comprise the Code of Practice on Local Authority Accounting in the United Kingdom 2018/19 and the Service Reporting Code of Practice 2018/19, supported by International Financial Reporting Standards (IFRS).

The accounting convention adopted in the Statement of Accounts is principally historical cost, modified by the revaluation of certain categories of non-current assets and financial instruments.

2. Accruals of Income and Expenditure

Activity is accounted for in the year that it takes place, not simply when cash payments are made or received. In particular:

- Revenue from contracts with service recipients, whether for services or the provision of goods, is recognised when (or as) the goods or services are transferred to the service recipient in accordance with the performance obligations in the contract.
- Supplies are recorded as expenditure when they are consumed – where there is a gap between the date supplies are received and their consumption, they are carried as inventories on the Balance Sheet
- Expenses in relation to services received (including services provided by employees) are recorded as expenditure when the services are received rather than when payments are made
- Interest receivable on investments and payable on borrowings is accounted for respectively as income and expenditure on the basis of the effective interest rate for the relevant financial instrument rather than the cash flows fixed or determined by the contract
- Where revenue and expenditure have been recognised but cash has not been received or paid, a debtor or creditor for the relevant amount is recorded in the Balance Sheet. Where debts may not be settled, the balance of debtors is written down and a charge made to revenue for the income that might not be collected.

3. Prior Period Adjustments, Changes in Accounting Policies, Estimates and Errors

Prior period adjustments may arise as a result of a change in accounting policies or to correct a material error. Changes in accounting estimates are accounted for prospectively, i.e. in the current and future years affected by the change and do not give rise to a prior period adjustment.

Changes in accounting policies are only made when required by proper accounting practices or the change provides more reliable or relevant information about the effect of transactions, other events and conditions on the Authority's financial position or financial performance. Where a change is made, it is applied retrospectively (unless stated otherwise) by adjusting opening balances and comparative amounts for the prior period as if the new policy had always been applied.

Material errors discovered in prior period figures are corrected retrospectively by amending opening balances and comparative amounts for the prior period.

4. Events after the Balance Sheet Date

Events after the Balance Sheet date are those events, both favourable and unfavourable, that occur between the end of the reporting period and the date when the Statement of Accounts is authorised for issue. Two types of events can be identified:

- those that provide evidence of conditions that existed at the end of the reporting period – the Statement of Accounts is adjusted to reflect such events
- those that are indicative of conditions that arose after the reporting period – the Statement of Accounts is not adjusted to reflect such events, but where a category of events would have a material effect, disclosure is made in the notes of the nature of the events and their estimated financial effect.

Events taking place after the date of authorisation for issue are not reflected in the Statement of Accounts.

5. Costs of Support Services

The costs of overheads and support services are charged to services in accordance with the Authority's arrangements for reporting accountability and financial performance.

6. Government Grants and Contributions

Whether paid on account, by instalments or in arrears, government grants and third party contributions and donations are recognised as due to the Authority when there is reasonable assurance that:

- the Authority will comply with the conditions attached to the payments, and
- the grants or contributions will be received.

Amounts recognised as due to the Authority are not credited to the Comprehensive Income and Expenditure Statement until conditions attached to the grant or contribution have been satisfied. Conditions are stipulations that specify that the future economic benefits or service potential embodied in the asset acquired using the grant or contribution are required to be consumed by the recipient as specified, or future economic benefits or service potential must be returned to the transferor.

Monies advanced as grants and contributions for which conditions have not been satisfied are carried in the Balance Sheet as receipts in advance. When conditions are satisfied, the grant or contribution is credited to the relevant service line (attributable revenue grants and contributions) or Taxation and Non-Specific Grant Income (non-ringfenced revenue grants and all capital grants) in the Comprehensive Income and Expenditure Statement.

Where capital grants are credited to the Comprehensive Income and Expenditure Statement, they are reversed out of the General Fund Balance in the Movement in Reserves Statement.

Where the grant has yet to be used to finance capital expenditure, it is posted to the Capital Grants Unapplied reserve. Where it has been applied, it is posted to the Capital Adjustment Account. Amounts in the Capital Grants Unapplied reserve are transferred to the Capital Adjustment Account once they have been applied to fund capital expenditure.

7. Charges to Revenue for Non-Current Assets

Services, support services and trading accounts are debited with the following amounts to record the cost of holding non-current assets during the year:

- depreciation attributable to the assets used by the relevant service
- revaluation and impairment losses on assets used by the service where there are no accumulated gains in the Revaluation Reserve against which the losses can be written off
- amortisation of intangible non-current assets attributable to the service.

The Authority is not required to raise Council Tax to fund depreciation, revaluation and impairment losses or amortisation. However, it is required to make an annual contribution from revenue towards the reduction in its overall borrowing requirement equal to an amount calculated on a prudent basis determined by the Authority in accordance with statutory guidance.

Depreciation, revaluation and impairment losses and amortisation are therefore replaced by the contribution in the General Fund Balance (Minimum Revenue Provision), by way of an adjusting transaction with the Capital Adjustment Account in the Movement in Reserves Statement for the difference between the two.

8. Property, Plant and Equipment (PPE)

Assets that have physical substance and are held for use in the production or supply of goods or services, for rental to others, or for administrative purposes and that are expected to be used during more than one financial year are classified as Property, Plant and Equipment.

Recognition

Expenditure on the acquisition, creation or enhancement of Property, Plant and Equipment is capitalised on an accruals basis, provided that it is probable that the future economic benefits or service potential associated with the item will flow to the Authority and the cost of the item can be measured reliably. Expenditure that maintains but does not add to an asset's potential to deliver future economic benefits or service potential (i.e. repairs and maintenance) is charged as an expense when it is incurred.

Assets are, however, only recognised when they exceed the de-minimus levels for 2018/19 set out below:

Asset Type	De minimus
Land and Buildings	£0
Community Assets	£10,000
Infrastructure Assets	£0
Assets under Construction	£0
Heritage Assets	£10,000
Vehicles, Plant, Furniture and Equipment	£6,000
Other assets	£6,000

Measurement

Assets are initially measured at cost, comprising:

- the purchase price
- any costs attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management

- an initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located.

The Authority does not capitalise borrowing costs.

The cost of assets acquired other than by purchase is deemed to be its fair value, unless the acquisition does not have commercial substance (i.e. it will not lead to a variation in the cash flows of the Authority). In the latter case, where an asset is acquired via an exchange, the cost of the acquisition is the carrying amount of the asset given up by the Authority.

Donated assets are measured initially at fair value. The difference between fair value and any consideration paid is credited to the Taxation and Non-Specific Grant Income line of the Comprehensive Income and Expenditure Statement, unless the donation has been made conditionally. Until conditions are satisfied, the gain is held in the Donated Assets Account. Where gains are credited to the Comprehensive Income and Expenditure Statement, they are reversed out of the General Fund Balance to the Capital Adjustment Account in the Movement in Reserves Statement.

Assets are then carried in the Balance Sheet using the following measurement bases:

- Infrastructure, Community Assets and Assets under Construction – depreciated historical cost
- Heritage Assets - held at valuation or, under certain conditions, historical cost (depreciated where appropriate)
- Operational assets – current value, determined as the amount that would be paid for the asset in its existing use (existing use value – EUV).
- Non-Operational Assets (i.e. not providing service potential to the Authority) – fair value as per the requirements of IFRS13 using the principle of “highest and best use” from a market participants perspective.

Where there is no market-based evidence of current value because of the specialist nature of an asset (e.g. school buildings), depreciated replacement cost (DRC) is used as an estimate of current value.

Where non-property assets have short useful lives or low values (or both), depreciated historical cost basis is used as a proxy for current value.

The current land and building values used in the Statement of Accounts are based upon a certificate as at 31 March 2019 issued by Ms M Walsh MRICS, Team Manager – Property and Estates from the Authority’s Place Department on 29th May 2018. A rolling 5 year revaluation programme is in place to maintain the accuracy of the valuations. When significant changes occur in any year they are included in the revaluation schedule undertaken during that year.

Assets included in the Balance Sheet at current value are revalued sufficiently regularly to ensure that their carrying amount is not materially different from their current value at the year-end, but as a minimum every five years. Increases in valuations are matched by credits to the Revaluation Reserve to recognise unrealised gains. Exceptionally, gains might be credited to the Comprehensive Income and Expenditure Statement where they arise from the reversal of a loss previously charged to a service.

Where decreases in value are identified, they are accounted for by:

- where there is a balance of revaluation gains for the asset in the Revaluation Reserve, the carrying amount of the asset is written down against that balance (up to the amount of the accumulated gains)
- where there is no balance in the Revaluation Reserve or an insufficient balance, the carrying amount of the asset is written down against the relevant service line(s) in the Comprehensive Income and Expenditure Statement.

The Revaluation Reserve contains revaluation gains recognised since 1 April 2007 only, the date of its formal implementation. Gains arising before that date have been consolidated into the Capital Adjustment Account.

Impairment

Assets are assessed at each year-end as to whether there is any indication that they may be impaired. Where indications exist and any possible differences are estimated to be material, the recoverable amount of the asset is estimated and, where this is less than the carrying amount of the asset, an impairment loss is recognised for the shortfall.

Where impairment losses are identified, they are accounted for by:

- where there is a balance of revaluation gains for the asset in the Revaluation Reserve, the carrying amount of the asset is written down against that balance (up to the amount of the accumulated gains)
- where there is no balance in the Revaluation Reserve or an insufficient balance, the carrying amount of the asset is written down against the relevant service line(s) in the Comprehensive Income and Expenditure Statement.

Where an impairment loss is reversed subsequently, the reversal is credited to the relevant service line(s) in the Comprehensive Income and Expenditure Statement, up to the amount of the original loss, adjusted for depreciation that would have been charged if the loss had not been recognised.

Depreciation

Depreciation is provided for on all PPE assets by the systematic allocation of their depreciable amounts over their useful lives. An exception is made for assets without a determinable finite useful life (i.e. freehold land and certain Community Assets) and assets that are not yet available for use (i.e. assets under construction).

Depreciation is charged in the year after acquisition or construction. Where depreciation is provided for, assets are depreciated using the straight line method. The lives of the assets vary and fall within the following ranges:

Asset Type	**Useful Life (In Years)**
Buildings	1 – 50
Vehicles and plant	1 – 20
Infrastructure	40
IT and other equipment	3 – 5
Intangibles	3 – 5
Furniture and Fittings	5 - 15

Where an item of PPE has major components whose costs are at least 20% of the total cost of the item, the components are depreciated separately. A review was carried out for all items over a de-minimus of £0.5 million. For the 2018/19 Statement of Accounts, the Authority has not identified any components to be depreciated separately.

Revaluation gains are also depreciated, with an amount equal to the difference between current value depreciation charged on assets and the depreciation that would have been chargeable based on their historical cost being transferred each year from the Revaluation Reserve to the Capital Adjustment Account.

Accounting for Schools Property, Plant and Equipment

The Authority has made detailed judgements regarding the control exercised over schools run in a wide variety of ways to determine whether non-current assets should be held on the Balance Sheet. The treatment of all schools has been considered by analysis predicated on the application of tests inherent within the following IFRS adopted by the CIPFA Code (Module 4 – Non Current Assets) – IAS16 – Property, Plant and Equipment, IAS17 – Leases and IFRIC12 – Service Concession Arrangements. This has resulted in the following treatment:

- Academy schools - off-Balance Sheet
- Foundation schools - on-Balance Sheet
- Voluntary Aided schools – off-Balance Sheet
- Voluntary Controlled schools – off-Balance Sheet
- Community schools – on-Balance Sheet

The assets of those Schools that convert to Academy status are derecognised from the Authority's Balance Sheet at nil proceeds. No impairment is recognised by the Authority prior to disposal.

Disposals and Non-current Assets Held for Sale

When it becomes probable that the carrying amount of an asset will be recovered principally through a sale transaction, rather than through its continuing use, it is reclassified as an Asset Held for Sale. The asset is revalued immediately before reclassification and then carried at the lower of this amount and fair value less costs to sell. Where there is a subsequent decrease to fair value less costs to sell, the loss is posted to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement. Gains in fair value are recognised only up to the amount of any losses previously recognised in the Surplus or Deficit on Provision of Services. Depreciation is not charged on Assets Held for Sale.

If assets no longer meet the criteria to be classified as Assets Held for Sale, they are reclassified back to non-current assets and valued at the lower of their carrying amount before they were classified as Held for Sale; adjusted for depreciation, amortisation or revaluations that would have been recognised had they not been classified as Held for Sale, and their recoverable amount at the date of the decision not to sell.

Assets that are to be abandoned or scrapped are not reclassified as Assets Held for Sale.

When an asset is disposed of or decommissioned, the carrying amount of the asset in the Balance Sheet (whether PPE or Assets Held for Sale) is written off to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement as part of the gain or loss on disposal. Receipts from disposals (if any) are credited to the same line in the Comprehensive Income and Expenditure Statement also as part of the gain or loss on disposal (i.e. netted off against the carrying value of the asset at the time of disposal). Any revaluation gains accumulated for the asset in the Revaluation Reserve are transferred to the Capital Adjustment Account.

Amounts received for a disposal in excess of £10,000 are categorised as capital receipts and are required to be credited to the Capital Receipts Reserve and can then be used for new capital investment or set aside to reduce the Authority's underlying need to borrow (the capital financing requirement).

The written-off value of disposals is not a charge against Council Tax, as the cost of non-current assets is fully provided for under separate arrangements for capital financing. Amounts are appropriated to the Capital Adjustment Account from the General Fund Balance in the Movement in Reserves Statement.

9. Revenue Expenditure Funded from Capital under Statute (REFfCUS)

Expenditure incurred during the year that may be capitalised under statutory provisions but that does not result in the creation of a non-current asset has been charged as expenditure to the relevant service in the Comprehensive Income and Expenditure Statement in the year. Where the Authority has determined to meet the cost of this expenditure from existing capital resources or by borrowing, a transfer in the Movement in Reserves Statement from the General Fund Balance to the Capital Adjustment Account then reverses out the amounts charged so that there is no impact on the level of Council Tax.

10. Leases

Leases are classified as finance leases where the terms of the lease transfer substantially all the risks and rewards incidental to ownership of the property, plant or equipment from the lessor to the lessee. All other leases are classified as operating leases.

Where a lease covers both land and buildings, the land and buildings elements are considered separately for classification.

Arrangements that do not have the legal status of a lease but convey a right to use an asset in return for payment are accounted for under this policy where fulfilment of the arrangement is dependent on the use of specific assets.

The Authority as Lessee

Finance Leases

Property, Plant and Equipment held under finance leases is recognised on the Balance Sheet at the commencement of the lease at its fair value measured at the lease's inception (or the present value of the minimum lease payments, if lower), where the fair value exceeds the de-minimus limit. The asset recognised is matched by a liability for the obligation to pay the lessor. Initial direct costs of the Authority are added to the carrying amount of the asset. Premiums paid on entry into a lease are applied to write down the lease liability. Where material, contingent rents are charged as expenses in the periods in which they are incurred.

Lease payments are apportioned between:

- a charge for the acquisition of the interest in the property, plant or equipment – applied to write down the lease liability, and
- a finance charge (debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement).

Property, Plant and Equipment recognised under finance leases is accounted for using the policies applied generally to such assets, subject to depreciation being charged over the lease term if this is shorter than the asset's estimated useful life (where ownership of the asset does not transfer to the Authority at the end of the lease period).

The Authority is not required to raise Council Tax to cover depreciation or revaluation and impairment losses arising on leased assets. Instead, a prudent annual contribution is made from revenue funds towards the deemed capital investment in accordance with statutory requirements. Depreciation and revaluation and impairment losses are therefore substituted by a revenue contribution in the General Fund Balance, by way of an adjusting transaction with the Capital Adjustment Account in the Movement in Reserves Statement for the difference between the two.

Operating Leases

Rentals paid under operating leases are charged to the Comprehensive Income and Expenditure Statement as an expense of the services benefiting from use of the leased Property, Plant or Equipment. Charges are made on a straight-line basis over the life of the lease, even if this does not match the pattern of payments (e.g. there is a rent-free period at the commencement of the lease).

The Authority as Lessor

Finance Leases

Where the Authority grants a finance lease over a property or an item of plant or equipment, the relevant asset is written out of the Balance Sheet as a disposal. At the commencement of the lease, the carrying amount of the asset in the Balance Sheet (whether Property, Plant and Equipment or Assets Held for Sale) is written off to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement as part of the gain or loss on disposal. A gain, representing the Authority's net investment in the lease, is credited to the same line in the Comprehensive Income and Expenditure Statement also as part of the gain or loss on disposal (i.e. netted off against the carrying value of the asset at the time of disposal), matched by a lease (long-term debtor) asset in the Balance Sheet.

Lease rentals receivable are apportioned between:

- a charge for the acquisition of the interest in the property – applied to write down the lease debtor (together with any premiums received), and
- finance income (credited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement).

The gain credited to the Comprehensive Income and Expenditure Statement on disposal is not permitted by statute to increase the General Fund Balance and is required to be treated as a capital receipt. Where a premium has been received, this is posted out of the General Fund Balance to the Capital Receipts Reserve in the Movement in Reserves Statement. Where the amount due in relation to the lease asset is to be settled by the payment of rentals in future financial years, this is posted out of the General Fund Balance to the Deferred Capital Receipts Reserve in the Movement in Reserves Statement. When the future rentals are received, the element for the capital receipt for the disposal of the asset is used to write down the lease debtor. At this point, the deferred capital receipts are transferred to the Capital Receipts Reserve.

The written-off value of disposals is not a charge against Council Tax, as the cost of non-current assets is fully provided for under separate arrangements for capital financing. Amounts are therefore appropriated to the Capital Adjustment Account from the General Fund Balance in the Movement in Reserves Statement.

Operating Leases

Where the Authority grants an operating lease over a property or an item of plant or equipment, the asset is retained in the Balance Sheet. Rental income is credited to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement. Credits are made on a straight-line basis over the life of the lease, even if this does not match the pattern of payments (e.g. there is a premium paid at the commencement of the lease). Initial direct costs incurred in negotiating and arranging the lease are added to the carrying amount of the relevant asset and charged as an expense over the lease term on the same basis as rental income.

11. Private Finance Initiative (PFI) and Similar Contracts

The Authority has entered into a number of Private Finance Initiative contracts. PFI and similar contracts are agreements to receive services, where the responsibility for making available the property, plant and equipment needed to provide the services passes to the PFI contractor. As the Authority is deemed to control the services that are provided under its PFI schemes, and as ownership of the property, plant and equipment will pass to the Authority at the end of the contracts for no additional charge, the Authority carries the assets used under the contracts on its Balance Sheet as part of Property, Plant and Equipment.

The original recognition of these assets at fair value (based on the cost to purchase the property, plant and equipment) was balanced by the recognition of a liability for amounts due

to the scheme operator to pay for the capital investment. For the Bassetlaw Schools PFI scheme and East Leake Schools PFI scheme, the liability was written down by initial capital contributions of £9.0 million and £2.9 million respectively.

Non-current assets recognised on the Balance Sheet are revalued and depreciated in the same way as Property, Plant and Equipment owned by the Authority.

The amounts payable to the PFI operators each year are analysed into five elements:

- fair value of the services received during the year – debited to the relevant service in the Comprehensive Income and Expenditure Statement
- finance cost – an interest charge on the outstanding Balance Sheet liability, debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement
- contingent rent – increases in the amount to be paid for the property arising during the contract, debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement
- payment towards liability – applied to write down the Balance Sheet liability towards the PFI operator (the profile of write-downs is calculated using the same principles as for a finance lease)
- lifecycle replacement costs – charges for ongoing capital maintenance of the Property, Plant and Equipment debited to the relevant scheme.

12. Heritage Assets

Tangible and Intangible Heritage Assets

The Authority's Heritage Assets are held at County Hall or at the Nottinghamshire Archives. Nottinghamshire Archives has a number of architectural drawings and records relating to Rufford Abbey and the Savile of Rufford Estate. These collections are held in support of the primary objective of the Authority's Archives. In addition, the Authority retains a number of important ceremonial regalia and paintings that are also retained for increasing the knowledge, understanding and appreciation of the Authority's history and local area.

Heritage Assets are recognised and measured (including the treatment of revaluation gains and losses) in accordance with the Authority's accounting policies on Property, Plant and Equipment.

The carrying amounts of Heritage Assets are reviewed where there is evidence of impairment for Heritage Assets, e.g. where an item has suffered physical deterioration or breakage or where doubts arise as to its authenticity. Any impairment is recognised and measured in accordance with the Authority's general policies on impairment. Where assets are disposed of, the proceeds of such items are accounted for in accordance with the Authority's general provisions relating to the disposal of Property, Plant and Equipment. Disposal proceeds are disclosed separately in the notes to the financial statements and are accounted for in accordance with statutory accounting requirements relating to capital expenditure and capital receipts.

13. Intangible Assets

Expenditure on non-monetary assets that do not have physical substance but are controlled by the Authority as a result of past events (e.g. software licences) is capitalised when it is expected that future economic benefits or service potential will flow from the intangible asset to the Authority.

Intangible assets are measured initially at cost. Amounts are only revalued where the fair value of the assets held by the Authority can be determined by reference to an active market. In practice, no intangible asset held by the Authority meets this criterion, and they are therefore carried at amortised cost. The depreciable amount of an intangible asset is

amortised over its useful life to the relevant service line(s) in the Comprehensive Income and Expenditure Statement. An asset is tested for impairment whenever there is an indication that the asset might be impaired – any losses recognised are posted to the relevant service line(s) in the Comprehensive Income and Expenditure Statement. Any gain or loss arising on the disposal or abandonment of an intangible asset is posted to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement.

Where expenditure on intangible assets qualifies as capital expenditure for statutory purposes, amortisation, impairment losses and disposal gains and losses are not permitted to have an impact on the General Fund Balance. The gains and losses are therefore reversed out of the General Fund Balance in the Movement in Reserves Statement and posted to the Capital Adjustment Account and the Capital Receipts Reserve.

14. Investment Property

Investment Properties are those that are used solely to earn rentals and/or for capital appreciation. The definition is not met if the property is used in any way to facilitate the delivery of services or production of goods or is held for sale.

Investment Properties are measured initially at cost and subsequently at fair value as per the requirements of IFRS13. Fair value is based on the amount at which the asset could be sold in an orderly transaction between knowledgeable market participants at the measurement date. As a non-financial asset, an investment property will be measured at its highest and best use. Properties are not depreciated but are revalued annually according to market conditions at the year-end. Gains and losses on revaluation are posted to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement. The same treatment is applied to gains and losses on disposal.

Rentals received in relation to investment properties are credited to the Financing and Investment Income line and result in a gain for the General Fund Balance. However, revaluation and disposal gains and losses are not permitted by statutory arrangements to have an impact on the General Fund Balance. The gains and losses are therefore reversed out of the General Fund Balance in the Movement in Reserves Statement and posted to the Capital Adjustment Account and the Capital Receipts Reserve

15. Employee Benefits and Pensions

Benefits Payable During Employment

Short-term employee benefits are those due to be settled within 12 months of the year-end. They include such benefits as wages and salaries, paid annual leave and paid sick leave, bonuses and non-monetary benefits (e.g. cars) for current employees and are recognised as an expense for services in the year in which employees render service to the Authority. An accrual is made for the cost of holiday entitlements (or any form of leave, e.g. time off in lieu) earned by employees but not taken before the year-end which employees can carry forward into the next financial year. The accrual is made at the wage and salary rates applicable in the following accounting year, being the period in which the employee takes the benefit. The accrual is charged to Surplus or Deficit on the Provision of Services, but then reversed out through the Movement in Reserves Statement so that holiday benefits are charged to revenue in the financial year in which the holiday absence occurs.

Termination Benefits

Termination benefits are amounts payable as a result of a decision by the Authority to terminate an officer's employment before the normal retirement date or an officer's decision to accept voluntary redundancy in exchange for those benefits and are charged on an accruals basis to the appropriate service segment or, where applicable, to a corporate service segment at the earlier of when the Authority can no longer withdraw the offer of those benefits or when the Authority recognises costs for a restructuring.

Where termination benefits involve the enhancement of pensions, statutory provisions require the General Fund balance to be charged with the amount payable by the Authority to the pension fund or pensioner in the year, not the amount calculated according to the relevant accounting standards. In the Movement in Reserves Statement, appropriations are required to and from the Pensions Reserve to remove the notional debits and credits for pension enhancement termination benefits and replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year-end.

Post-Employment Benefits

Employees of the Authority are members of two separate pension schemes:

- The Teachers' Pension Scheme, administered by Capita Teachers' Pensions on behalf of the Department for Education (DfE)
- The Local Government Pension Scheme, administered by Nottinghamshire County Council.

Both schemes provide defined benefits to members (retirement lump sums and pensions), earned as employees work for the Authority. However, the arrangements for the teachers' scheme mean that liabilities for these benefits cannot ordinarily be identified specifically to the Authority. The scheme is therefore accounted for as if it were a defined contribution scheme and no liability for future payments of benefits is recognised in the Balance Sheet. The Children and Young People and Schools line in the Comprehensive Income and Expenditure Statement is charged with the employer's contributions payable to Teachers' Pensions in the year.

The Local Government Pension Scheme (LGPS)

The Scheme is accounted for as a defined benefits scheme:

- The liabilities of the pension fund attributable to the Authority are included in the Balance Sheet on an actuarial basis using the projected unit method – i.e. an assessment of the future payments that will be made in relation to retirement benefits earned to date by employees, based on assumptions about mortality rates, employee turnover rates etc. and projections of projected earnings for current employees. In assessing these liabilities at 31 March 2018 for the 2018/19 Statement of Accounts, the actuary made a number of changes in the assumptions underlying the present value of the scheme liabilities. These include a change in the assumed pensions increases and inflation.
- The assets of the pension fund attributable to the Authority are included in the Balance Sheet at their fair value:
  - quoted securities – current bid price
  - unquoted securities – professional estimate
  - unitised securities – current bid price
  - property – market value.

  The change in the net pensions liability is analysed into several components:

- Service Cost comprising:

  - current service cost / gain – the change in liabilities as a result of years of service earned this year – allocated in the Comprehensive Income and Expenditure Statement to the services for which the employees worked
  - past service cost – the increase in liabilities arising from current year decisions whose effect relates to years of service earned in earlier years – debited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement as part Other Operating Income and Expenditure.
  - net interest on the net defined benefit liability (asset), i.e. net interest expense for the Authority – the change during the period in the net defined benefit liability (asset) that arises from the passage of time charged to the Financing and Investment Income and

Expenditure line of the Comprehensive Income and Expenditure Statement – this is calculated by applying the discount rate used to measure the defined benefit obligation at the beginning of the period to the net defined benefit liability (asset) at the beginning of the period – taking into account any changes in the net defined benefit liability (asset) during the period as a result of contribution and benefit payments.

- Remeasurements comprising:

  - the return on plan assets – excluding amounts included in net interest on the net defined benefit liability (asset) – charged to the Pensions Reserve as Other Comprehensive Income and Expenditure
  - actuarial gains and losses – changes in the net pensions liability that arise because events have not coincided with assumptions made at the last actuarial valuation or because the actuaries have updated their assumptions – credited/debited to the Pensions Reserve

- Contributions paid to the pension fund – cash paid as employer's contributions to the pension fund in settlement of liabilities; not accounted for as an expense.

In relation to retirement benefits, statutory provisions require the General Fund balance to be charged with the amount payable by the Authority to the pension fund or directly to pensioners in the year, not the amount calculated according to the relevant accounting standards. In the Movement in Reserves Statement, this means that there are appropriations to and from the Pensions Reserve to remove the notional debits and credits for retirement benefits and replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year-end. The negative balance that arises on the Pensions Reserve thereby measures the beneficial impact to the General Fund of being required to account for retirement benefits on the basis of cash flows rather than as benefits are earned by employees.

Discretionary Benefits

The Authority also has restricted powers to make discretionary awards of retirement benefits in the event of early retirements. Any liabilities estimated to arise as a result of an award to any member of staff (including teachers) are accrued in the year of the decision to make the award and accounted for using the same policies as are applied to the Local Government Pension Scheme.

16. Cash and Cash Equivalents

Amounts held in call accounts or money market funds are highly liquid and readily convertible. These can be held for relatively long periods as call account rates are currently attractive. However, these accounts are used to cover short-term cash flow needs and so will be classed as cash equivalents.

Fixed term investments, of whatever duration, and amounts held in notice accounts are not readily convertible to known amounts of cash. Fixed deals and notice periods can be broken but only through negotiation with the borrower and at a penalty depending on the fair value of the loan at the time of break. All such investments will not therefore be classed as cash equivalents.

In the Cash Flow Statement, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the Authority's cash management.

17. Financial Instruments

Financial Liabilities

Financial liabilities are recognised on the Balance Sheet when the Authority becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value and are carried at their amortised cost. Annual charges to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement for interest payable are based on the carrying amount of the liability, multiplied by the effective rate of interest for the instrument. The effective interest rate is the rate that exactly discounts estimated future cash payments over the life of the instrument to the amount at which it was originally recognised.

For most of the borrowings that the Authority has, this means that the amount presented in the Balance Sheet is the outstanding principal repayable (plus accrued interest); and interest charged to the Comprehensive Income and Expenditure Statement is the amount payable for the year according to the loan agreement.

Gains and losses on the repurchase or early settlement of borrowing are credited and debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement in the year of repurchase/settlement. However, where repurchase has taken place as part of a restructuring of the loan portfolio that involves the modification or exchange of existing instruments, the premium or discount is respectively deducted from or added to the amortised cost of the new or modified loan and the write-down to the Comprehensive Income and Expenditure Statement is spread over the life of the loan by an adjustment to the effective interest rate.

Where premiums and discounts have been charged to the Comprehensive Income and Expenditure Statement, regulations allow the impact on the General Fund Balance to be spread over future years. The Authority has a policy of spreading the gain or loss over the term that was remaining on the loan against which the premium was payable or discount receivable when it was repaid. The reconciliation of amounts charged to the Comprehensive Income and Expenditure Statement to the net charge required against the General Fund Balance is managed by a transfer to or from the Financial Instruments Adjustment Account in the Movement in Reserves Statement

Financial Assets

Financial assets are classified based on a classification and measurement approach that reflects the business model for holding the financial assets and their cashflow characteristics. There are three main classes of financial assets measured at:

- amortised cost
- fair value through profit or loss (FVPL), and
- fair value through other comprehensive income (FVOCI) [separate accounting policy is required where an authority holds financial instruments at fair value through other comprehensive income].

The authority's business model is to hold investments to collect contractual cash flows. Financial assets are therefore classified as amortised cost, except for those whose contractual payments are not solely payment of principal and interest (ie where the cash flows do not take the form of a basic debt instrument).

Financial Assets Measured at Amortised Cost

Financial assets measured at amortised cost are recognised on the Balance Sheet when the authority becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value. They are subsequently measured at their amortised cost. Annual credits to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement (CIES) for interest receivable are based on the carrying amount of the asset multiplied by the effective rate of interest for the

instrument. For most of the financial assets held by the authority, this means that the amount presented in the Balance Sheet is the outstanding principal receivable (plus accrued interest) and interest credited to the CIES is the amount receivable for the year in the loan agreement.

However, the authority has made a number of loans to voluntary organisations at less than market rates (soft loans). When soft loans are made, a loss is recorded in the CIES (debited to the appropriate service) for the present value of the interest that will be foregone over the life of the instrument, resulting in a lower amortised cost than the outstanding principal.

Interest is credited to the Financing and Investment Income and Expenditure line in the CIES at a marginally higher effective rate of interest than the rate receivable from the voluntary organisations, with the difference serving to increase the amortised cost of the loan in the Balance Sheet. Statutory provisions require that the impact of soft loans on the General Fund Balance is the interest receivable for the financial year – the reconciliation of amounts debited and credited to the CIES to the net gain required against the General Fund Balance is managed by a transfer to or from the Financial Instruments Adjustment Account in the Movement in Reserves Statement.

Any gains and losses that arise on the derecognition of an asset are credited or debited to the Financing and Investment Income and Expenditure line in the CIES.

Expected Credit Loss Model

The authority recognises expected credit losses on all of its financial assets held at amortised cost [or where relevant FVOCI], either on a 12-month or lifetime basis. The expected credit loss model also applies to lease receivables and contract assets. Only lifetime losses are recognised for trade receivables (debtors) held by the authority.

Impairment losses are calculated to reflect the expectation that the future cash flows might not take place because the borrower could default on their obligations. Credit risk plays a crucial part in assessing losses. Where risk has increased significantly since an instrument was initially recognised, losses are assessed on a lifetime basis. Where risk has not increased significantly or remains low, losses are assessed on the basis of 12-month expected losses.

18. Fair Value Measurement

The Authority measures some of its non-financial assets such as surplus assets and investment properties and some of its financial instruments at each reporting date. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement assumes that the transaction to sell the asset or transfer the liability takes place either:

a) in the principal market for the asset or liability, or

b) in the absence of a principal market, in the most advantageous market for the asset or liability

The Authority measures the fair value of an asset or liability using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

When measuring the fair value of a non-financial asset, the Authority takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Authority uses valuation techniques that are appropriate in the circumstances and for which sufficient data is available, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

Inputs to the valuation techniques in respect of assets and liabilities for which fair value is measured or disclosed in the Authority's financial statements are categorised within the fair value hierarchy, as follows:

Level 1 – quoted prices (unadjusted) in active markets for identical assets or liabilities

Level 2 – inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly

Level 3 – unobservable inputs for the asset or liability

19. Inventories

Inventories are included in the Balance Sheet at the lower of cost and net realisable value.

20. Joint Operations

An assessment of the Authority's interests has been carried out during the year in accordance with the Code of Practice to determine the group relationships that exist. Inclusion in the group is dependent upon the extent of the Authority's control over the entity demonstrated through ownership, such as a shareholding in an entity or representation on an entity's board of directors.

Joint operations are arrangements where the parties that have joint control have the rights to the assets and obligations for the liabilities relating to the arrangement. The activities undertaken by the Authority in conjunction with other operators involve the use of the assets and resources of those joint operators. In relation to its interest in a joint operation, the Authority as a joint operator recognises, where material:

- its assets, including share of assets held jointly;
- its liabilities, including share of any liabilities incurred jointly;
- its revenue from the sale of its share of the output;
- its share of the revenue from the sale of the output by the joint operation;
- its expenses, including its share of any expenses incurred jointly.

21. Provisions

Provisions are made where an event has taken place that gives the Authority a legal or constructive obligation that probably requires settlement by a transfer of economic benefits or service potential, and a reliable estimate can be made of the amount of the obligation. For instance, the Authority may be involved in a court case that could eventually result in the making of a settlement or the payment of compensation.

Provisions are charged as an expense to the appropriate service line in the Comprehensive Income and Expenditure Statement in the year that the Authority becomes aware of the obligation, and are measured at the best estimate at the Balance Sheet date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the Balance Sheet. Estimated settlements are reviewed at the end of each financial year – where it becomes less than probable that a transfer of economic benefits will now be required (or a lower settlement than anticipated is made), the provision is reversed and credited back to the relevant service.

Where some or all of the payment required to settle a provision is expected to be recovered from another party (e.g. from an insurance claim), this is only recognised as income for the relevant service if it is virtually certain that reimbursement will be received if the Authority settles the obligation.

22. The Carbon Reduction Scheme

The authority is required to participate in the Carbon Reduction Commitment Energy Efficiency Scheme. This scheme is currently in the third year of its second phase, which ended on 31 March 2019. The authority is required to purchase allowances, either prospectively or retrospectively, and surrender them on the basis of emissions, i.e. carbon dioxide produced as energy is used. As carbon dioxide is emitted (i.e. as energy is used), a liability and an expense are recognised. The liability will be discharged by surrendering allowances. The liability is measured at the best estimate of the expenditure required to meet the obligation, normally at the current market price of the number of allowances required to meet the liability at the reporting date. The cost to the authority is recognised and reported in the costs of the authority's services and is apportioned to services on the basis of energy consumption.

23. Contingent Liabilities

A contingent liability arises where an event has taken place that gives the Authority a possible obligation whose existence will only be confirmed by the occurrence, or otherwise, of uncertain future events not wholly within the control of the Authority. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required or the amount of the obligation cannot be measured reliably.

Contingent liabilities are not recognised in the Balance Sheet but are disclosed in a note to the accounts.

24 Contingent Assets

A contingent asset arises where an event has taken place that gives the Authority a possible asset whose existence will only be confirmed by the occurrence, or otherwise, of uncertain future events not wholly within the control of the Authority.

Contingent assets are not recognised in the Balance Sheet but are disclosed in a note to the accounts where it is probable that there will be an inflow of economic benefits or service potential.

No contingent assets have been identified for the Authority at 31 March 2019.

25. Reserves

The Authority sets aside specific amounts as reserves for future policy purposes or to cover contingencies. Reserves are created by appropriating amounts out of the General Fund Balance in the Movement in Reserves Statement. When expenditure to be financed from a reserve is incurred, it is charged to the appropriate service in that year to score against the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement. The reserve is then appropriated back into the General Fund Balance in the Movement in Reserves Statement so that there is no net charge against Council Tax for the expenditure.

Certain reserves are kept to manage the accounting processes for non-current assets, financial instruments, retirement and employee benefits and do not represent usable resources for the Authority.

26. Schools

The Code of Practice on Local Authority Accounting in the United Kingdom confirms that the balance of control for Local Authority maintained schools (i.e. those categories of school identified in the School Standards and Framework Act 1998, as amended) lies with the Local Authority. The Code also stipulates that those schools' assets, liabilities, reserves and cash flows are recognised in the Local Authority financial statements (and not the Group Accounts). Therefore schools' transactions, cash flows and balances are recognised in each of the

financial statements of the Authority as if they were the transactions, cash flows and balances of the Authority.

27. VAT

VAT payable is included as an expense only to the extent that it is not recoverable from Her Majesty's Revenue and Customs. VAT receivable is excluded from income.

28. Accounting for Council Tax and NNDR

The Council Tax and NNDR income included in the Comprehensive Income and Expenditure Statement is the Authority's share of accrued income for the year. However, regulations determine the amount of Council Tax and NNDR that must be included in the Authority's General Fund. Therefore, the difference between the income included in the Comprehensive Income and Expenditure Statement and the amount required by regulation to be credited to the General Fund is taken to the Collection Fund Adjustment Account and included as a reconciling item in the Movement in Reserves Statement.

The Balance Sheet includes the Authority's share of the end of year balances in respect of Council Tax and NNDR relating to arrears, impairment allowances for doubtful debts, overpayments and prepayments and appeals.

29. Accounting Policies not relevant or material

All accounting policies are reviewed annually to ensure on-going relevance. The following policies have been omitted on the basis of having a non-material impact on the financial statements:

- Valuation of available for sale assets
- Intangible assets – recognition of internally generated assets
- Exceptional Items

Nottinghamshire County Council

Report to Policy Committee

22 May 2019

Agenda Item: 9

REPORT OF THE LEADER OF THE COUNCIL

BASIC NEED ALLOCATION FOR THE CARLTON ACADEMY (THE REDHILL ACADEMY TRUST)

Purpose of the Report

1. To seek Member approval for the investment up to £2,900,000 towards the planned expansion of The Carlton Academy to ensure a sufficiency of secondary school places for September 2019 and the coming 5 years.

2. To update Members on the emerging proposal to secure a medium to long term plan to ensure a sufficiency of secondary school places in the planning area in partnership with the Redhill Academies Trust.

Information

3. The quality of schools and education provision is a key priority in our Council Plan and in investing in Nottinghamshire. Nottinghamshire County Council has continued to invest significantly in the provision of schools across the County. Between 2013 and 2019, approximately 5,500 primary school places have been created at a cost of £65m. The Council continues to invest in school places provision and replacement/new schools are currently being built in Bestwood (Hawthorne Primary School) and Hucknall (the Flying High Academy), with a further new primary school planned for Sharphill, West Bridgford. The County Council is also currently rebuilding Orchard Special School in Newark, and has committed to the rebuilding of the Whitehills Park secondary academy in Bramcote.

4. Across the County, 85.1% of schools are rated Good or Outstanding by Ofsted, which means children and young people are well served by education providers. This is particularly the case in Gedling. On 1 March 2019, which was national secondary offer day, there were 1,305 applications processed from residents within the Gedling area. 1,195 (91.6%) received their first preference with 1,275 (97.7%) receiving one of their 4 preferences**.** In this district only 30 alternative offers had to be made where NCC Admissions could not meet a parental preference. Of these 30, 16 made only one preference. This was delivered through a strong partnership with six secondary schools in the Gedling district which have remained committed to working positively with the County Council to secure a long term plan for this planning area.

5. The Carlton Academy sits in the Carlton area of Gedling alongside Carlton le Willows which is a standalone secondary trust. These are high performing popular secondary academies in a densely populated area. There are two large housing developments in progress in the

area at: Teal Close in Netherfield and Chase Farm in Carlton. At completion it is expected that these developments will contribute an additional 2 forms of entry (300 secondary students) over the next five academic years (by 2025) in the planning area.

6. A report was taken to Children and Young People's Committee in February 2019 and permission was given to pursue plans that would result in the expansion of The Carlton Academy to meet the need for school places. Negotiations have successfully concluded the following agreement:

   - The Carlton Academy (Redhill Trust) has agreed, in principle, to expand by an additional 2 forms of entry and to work with the Council to deliver this programme.

7. In the short term The Carlton Academy agreed to admit significantly over its Published Admission Number (PAN) of 170 in the 2018/19 academic year to admit 235 Year 7 pupils for September 2019. This has ensured that in September 2019, linked and catchment children who expressed a preference for The Carlton Academy have secured a school place. As a result, immediate work on the site is essential to provide the necessary classroom and specialist areas during the 2019/20 academic year and up to 2027. This would require revision should the pace of house building increase, or the base population figure also increases higher than currently projected.

8. Officers have been working with the Trust to identify the immediate short-term costs to accommodate the additional intake in September 2019. The Trust has well developed plans and is in the process of seeking planning permission to commence the first phases of the expansion. The Trust has established that the plan should essentially be undertaken as one project which will not only provide the essential additional capacity for 2019/20 academic year, but will also provide additional capacity to provide projected need up to 2027. This expansion of The Carlton Academy will demonstrate to families that Gedling children will continue to have access to school places in good and excellent schools across the district.

9. To deliver the required property activities to secure an additional 300 places, it is recommended that Members approve a budget of up to £2,900,000 funding to the Redhill Trust to undertake the immediate building required at The Carlton Academy to accommodate the September 2019 intake and projected growth in future years.

10. This expansion is part of a plan that needs to be funded by a combination of basic need and developer contributions which Gedling District, to date, has not secured from developers. In the first instance, it is proposed to fund this project at The Carlton Academy from the Council's basic need budget. Developer contributions will be required to be collected by Gedling Borough Council to provide approximately a further 300 further secondary school places across the Carlton secondary planning area by 2027.

Other Options Considered

11. There are no other options at this time that would provide the additional places for September 2019.

Reason/s for Recommendation/s

12. The County Council has a statutory duty to ensure a sufficiency of school places across the County. Gedling planning area is an area that will require additional school places.

Statutory and Policy Implications

13. 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

14. The £2,900,000 capital investment required to fund the next phase of The Carlton Academy expansion will be funded from within the School Places Programme which is already approved in the Council's capital programme to provide up to 300 additional secondary places by 2027. Therefore, this funding will be drawn down from Nottinghamshire County Council's Basic Need funding pending Gedling Borough Council securing the agreed developer contributions (Planning reference 2015/1376).

RECOMMENDATION/S

That the Committee:

1) approves the investment of £2,900,000 to the Redhill Trust to fund the next phase of the planned expansion of The Carlton Academy to ensure a sufficiency of secondary school places for September 2019 and beyond to 2027.

2) receives further updates on the medium to long term plan to ensure a sufficiency of secondary school places in the Carlton area of Gedling District.

Councillor Mrs Kay Cutts MBE
Leader of the Council

For any enquiries about this report please contact:

David Hughes
Service Director - Investment & Growth
T: 0115 9773825
E: david.hughes@nottscc.gov.uk

Constitutional Comments (LW 08/05/19)

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

Financial Comments (GB 03/05/19)

16. As the section 106 contributions are unlikely to have been triggered prior to commencement of these works it is proposed that the project will initially be funded from the School Places programme capital budget. This is until such time that the section 106 contributions are received from Gedling Borough Council. This represents a risk to the Authority should the Section 106 funds not be received. The £2.9m capital investment in Carlton Academy will initially be funded from the School Places Capital Programme which is already approved in the Children and Young People's Committee capital programme and totals £30.8m for the period 2019/20 to 2020/21.

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.

Proposed Basic Need Programme of School Expansions 2019/20 – report to Children and Young People's Committee on 11th February 2019

Electoral Division(s) and Member(s) Affected

All

Nottinghamshire County Council

Report to Policy Committee

22 May 2019

Agenda Item: 10

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

Purpose of the Report

1. For Committee to consider and approve the content of the Council's Modern Slavery Statement. The statement is an updated version of that originally considered and agreed by Members on 24 January 2018.

Information

2. In 2015 the Modern Slavery Act received royal assent. The Act is the first of its kind internationally to specifically address issues of modern slavery and human trafficking. The new legislation is intended to enhance support and protection for victims, to provide law enforcement tools to target slave drivers, to ensure perpetrators can be severely punished, and includes provision to encourage business to take action to ensure their end-to-end supply chains are slavery free. The Act also established the UK‟s first ever Independent Anti-slavery Commissioner to drive forward the law enforcement response.

3. Section 54 of the Modern Slavery Act requires organisations including councils to produce an annual modern slavery statement, which should include the following information:

    - Details of the organisation structure, business and supply chains;
    - The policy in relation to slavery and human trafficking;
    - Due diligence processes in relation to slavery and human trafficking in business and supply chains;
    - Identification of the level of risk of slavery and human trafficking and how the identified risk will be managed;
    - How performance in ensuring that slavery and human trafficking are not taking place in our business or supply chains is measured;
    - Details of training on slavery and human trafficking that is available to employees.

4. Nottinghamshire County Council is committed to understanding the risks presented by slavery and to ensuring that there is no slavery or victims of human trafficking working within the Council; within the organisations we commission services from or our supply chain.

5. Work has been undertaken with the University of Nottingham on a pilot study to evaluate any potential modern slavery risk in two specific Adult Social Care supply chains - the

commissioning of Residential Care and Nursing Homes and the use of Direct Payment Support Service Providers. A workshop was held for front line staff in October 2018 to examine where risks might still be evident to areas of work associated with Direct Payments services, in particular for personal assistants providing a care service. As a result of this work, a further section has been included in the Adult Social Care and Health Direct Payments Policy to help safeguard against Modern Day Slavery in this field.

6. A Modern Day Slavery & Human Trafficking workshop for elected members was recently held at County Hall. Paul Elms, the Head of Prevention for the Gangmaster and Labour Abuse Authority highlighted the work currently being undertaken to tackle modern day slavery and human trafficking, particularly in areas of work which can go unnoticed, such as pop up hand car washes and nail bars.

7. The Council is also requiring staff working in supply chain management, procurement and HR to complete training on modern slavery awareness. Procurement officers are also reviewing the systems for supply chain verification currently in place.

8. A Modern-Day Slavery online training module is now also available to all staff within the authority through the 'My Learning, My Career' link.

9. The Government's guidance on producing a slavery and human trafficking statement is that it must be approved at the highest level of the organisation and be published on the Council's website with a prominent link to the statement on the homepage. The Council's statement is attached as **Appendix A.**

10. In addition to the Council's own statement, it is required to retain copies of the statements of suppliers who are required to publish their own statement i.e. commercial organisations with a total turnover of £36 million per annum. Tender documentation has been amended in order to ask potential suppliers particular questions in future tender exercises to ensure that suppliers are meeting this duty before awarding contracts.

11. In order to further increase awareness of modern slavery, and provide clarity for councils on their role in tackling it the Local Government Association, in December 2017, published
"Modern Slavery – A council guide". This document can be viewed at
https://www.local.gov.uk/sites/default/files/documents/22.12_Modern_slavery_WEB%202.pdf

Further information and resources are available in the 2018 UK Annual Report of Modern Day Slavery which was produced by Central Government in October 2018.

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/749346/2018_UK_Annual_Report_on_Modern_Slavery.pdf

Other Options Considered

12. The Council is required to publish a Modern Slavery and Human Trafficking Statement and would wish to do so as part of its commitment to being a good employer and as an exemplar to other employers.

Reasons for Recommendations

13. To inform members of the need to produce a statement on modern slavery and human

trafficking and to seek agreement to and approval to publish the updated statement on the public website.

Statutory and Policy Implications

14. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the 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.

Human Resources Implications

15. Current Council's employment policies and procedures give consideration to how we can further develop our prevention strategies to ensure modern slavery and human trafficking form no part of our workforce.

Human Rights Implications

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

Public Sector Equality Duty implications

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

Safeguarding of Children and Adults at Risk Implications

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

Implications for Service Users

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

RECOMMENDATIONS

It is recommended that Policy Committee:

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

2) Approve the publication of the updated statement on the Council website.

Councillor Mrs Kay Cutts
MBE Leader of the Council

For any enquiries about this report please contact: Cathy Harvey, Team Manager, Communities Team at cathy.harvey@nottscc.gov.uk or Jessica Knight, Programme Officer, Communities Team on 0115 9773415

Constitutional Comments (SLB 23/04/19)

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

Financial Comments (RWK 25/04/19)

21. There are no specific financial implications arising directly from the report

Background Papers and Published Documents

Equality Impact Assessment for NCCs Modern Slavery Statement
Local Government Association - Tackling Modern Slavery, A Council Guide - published

Electoral Division(s) and Member(s) Affected

All

Nottinghamshire County Council's Modern Slavery and Human Trafficking statement

Introduction

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

This statement sets out Nottinghamshire County Council's actions to understand all potential modern slavery risks related to our services and businesses and to put in place steps that are aimed at ensuring that there is no slavery or human trafficking in our own services and businesses and our supply chains. This includes an update of action and activity that has taken place since the statement was reported to Policy Committee in January 2018.

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

Organisational structure and supply chains

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

The Council has worked with the University of Nottingham to carry out a risk profile assessment into the Council's supply chains in care home service provision. This aims to ensure that these are robust and slavery-free in regard to the recruitment and retention of care workers who provide nursing and residential care staff. A training course was also made available to front line staff within the Direct Payments Service of the risks of Modern Day Slavery. As result of this further measures have been put in place to further reduce the risk in that regard.

Countries of operation and supply

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

High-risk activities

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

Responsibility

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

- **Policies:** Service Director, Customers, Governance and Employees will be responsible for ensuring appropriate recruitment and employment policies are in place and reviewed on an annual basis to ensure they remain current and relevant.
- **Risk assessments:** To be undertaken by the relevant service area where there is deemed to be a risk of modern slavery or human trafficking, with the support of

colleagues within HR and Procurement. The risk assessment will be signed off by the appropriate service director and held centrally and demonstrate the corporate responsibility for human rights and modern slavery risk analysis.

- **Investigations / due diligence:** Any concerns regarding modern slavery or human trafficking should be raised with the Service Director, Customers, Governance and Employees in the first instance.

- **Training:** Awareness of the issue of human trafficking and modern slavery have been raised in the Chief Executive's blog. E-learning material is available to all staff within the authority.

- A Modern Day Slavery Seminar was held on 23rd January 2019 presented by Paul Elms, Head of Prevention of the Gangmasters & Labour Association for senior officers and elected members highlighting the work that has and still is being carried out in order to reduce modern day slavery throughout the Country

- **Partnership:** The Council is a partner at the Safer Nottinghamshire Board Modern Slavery Steering Group. The Council is also represented at the East Midlands Strategic Migration Partnership Anti Human Trafficking Partnership.

Relevant policies

Nottinghamshire County Council reviews its policies and procedures on an ongoing basis to ensure they remain compliant and fit for purpose. The following policies and procedures are considered to be key in meeting the requirements of the Modern Day Slavery Act.

- **Whistleblowing policy** - The organisation encourages all its workers, customers and other business partners to report any concerns related to the direct activities, or the supply chains of, the organisation. This includes any circumstances that may give rise to an enhanced risk of slavery or human trafficking. The organisation's whistleblowing procedure is designed to make it easy for workers to make disclosures, without fear of retaliation.

- **Employee code of conduct** Nottinghamshire County Council's code makes it clear to employees the actions and behaviour expected of them when representing the organisation. The organisation strives to maintain the highest standards of employee conduct and ethical behaviour in all its operations and when managing our supply chain.

- **Expectations of Suppliers** Nottinghamshire County Council is committed to ensuring that its suppliers adhere to the highest standards of ethics. Suppliers are required to demonstrate that they provide safe working conditions where necessary, treat workers with dignity and respect, and act ethically and within the law in their use of labour. We work with suppliers to ensure that they meet the required standards. However, serious violations of the Council's supplier expectations will lead to the termination of the business relationship.

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

an appendix to the Council's statement when published in January 2018.

Practical Guidance

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

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

Key indicators of trafficking include:

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

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

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

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

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

If the potential victim indicates that they are unwilling to engage with the Police then staff should contact the **Red Cross** on 0771 073 3051.

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

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

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

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

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

Due diligence

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

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

  “We are committed to ensuring that there is no modern slavery or human trafficking in our supply chains. NCC will not support or deal with any business knowingly involved in slavery or human trafficking*. We use the Crown Commercial Services Standard Selection*

Questionnaire which includes a self- certification element to our tendering processors these are used to assess suppliers' policies and practices on slavery and human trafficking."

Performance indicators

Nottinghamshire County Council has reviewed its key performance indicators (KPIs) in light of the introduction of the Modern Slavery Act 2015. As a result, we have:

- required all new staff working in supply chain management, Procurement and HR professionals to have completed training on modern slavery as part of their induction;
- reviewed the system for supply chain verification currently in place, whereby we evaluate potential suppliers before they enter the supply chain; and
- continue to review our existing supply chains by contract managers, whereby we evaluate all existing suppliers.

Training

The organisation requires all staff responsible for supply chain managers or working in HR or Procurement within the Council to complete training on modern slavery.

The modern slavery training will cover:

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

Awareness-raising Programme

- As well as training staff, we have raised awareness of modern slavery issues by entries in the Chief Executive's blog including a link to the Gangmaster and Labour Abuse Authority website.

Modern Slavery in Adult Social care

The County Council has worked with the Modern Slavery International Rights Lab at Nottingham University which looked at a pilot study to evaluate the modern slavery risk in the Council's adult social care supply chains. Two supply chains were selected for investigation: the commissioning of Residential Care and Nursing Homes and the use of Direct Payment Support Service Providers.

As a result of this work further safeguarding has been proposed in an updated Data and Barring Service Policy in relation to Direct Payments to Personal Assistants.

Local Government Association (LGA)

The Local Government Association published guidelines in December 2017 for Councils tackling modern day slavery. The link can be found below:

https:///www.local.gov.uk/modern-slavery-council-guide

April 2019

Nottinghamshire County Council

Report to Policy Committee

22 May 2019

Agenda Item: 11

REPORT OF LEADER OF THE COUNTY COUNCIL

A614/A6097 MAJOR ROUTE NETWORK – SCHEME UPDATE AND FUNDING AGREEMENTS

Purpose of the Report

1. To provide an update on recent progress on the A614 / A6097 Major Road Network (MRN) Corridor Improvement and to set out the next steps in project delivery;
2. To seek approval of Committee to submit the Outline Business Case to the Department for Transport for the A614 / A6097 Corridor Improvement;
3. To highlight to Committee the requirement for NCC to underwrite costs identified in the OBC submission and to meet any project overspend;
4. To seek approval of Committee to prepare scheme display material and undertake a public exhibition of proposals for the A614 / A6097 Corridor Improvement.

Information

5. The Secretary of State for Transport announced in October 2018 that Nottinghamshire County Council (NCC) had been provisionally allocated £18m from the Department for Transport (DfT) to fund a package of measures to upgrade the A614 / A6097 Corridor (Scheme) by improving six junctions along the route increasing capacity to accommodate future residential and employment development. Following a submission to the DfT as part of a Central Government initiative to create a Major Road Network (MRN), a report to NCC Policy Committee on 17 October 2018 highlighted the Government's intention to award this funding.

6. The six junctions are within the District of Newark and Sherwood but the whole A614 and A6097 route extends into the Bassetlaw District and Boroughs of Gedling and Rushcliffe where there are a number of committed and allocated development sites located in close proximity to the Scheme.

7. The funding is subject to a gateway process through the DfT and the initial stage is approval of the Outline Business Case (OBC) by the DfT which will be submitted in May 2019, subject to Committee approval. The OBC has been prepared in accordance with national guidance and demonstrates to the DfT the Scheme's affordability and Value for Money, it includes financial profiles of the preferred options at each junction and examines the need for intervention, constraints and opportunities at each location in terms of engineering feasibility (including costs) and environmental impact. The Full Business Case (FBC) for the Scheme is anticipated to be submitted early in 2021 following completion of statutory procedures required to deliver the Scheme.

8. NCC has the overall responsibility for land acquisition, design, procurement, construction and delivery of the Scheme, and Via East Midlands Limited (Via EM) has been instructed to undertake these tasks on behalf of NCC. It is anticipated that a

Compulsory Purchase Order (CPO) and Side Roads Order (SRO) (together the "Orders"), will be required to deliver the Scheme and these too are made by NCC as these powers are not delegated to Via EM. In order to ensure proper process specialist advice will be sought throughout the life of the project.

9. A planning application will be submitted for the Scheme once approval of the OBC has been received and construction of the Scheme is estimated to commence in 2021. The planning application will be determined by NCC as the Local Planning Authority as it is an infrastructure improvement project.

Scheme Details and Objectives

10. The purpose of this section is to provide members with details of the Scheme and progress to date. Key objectives that will be achieved by the Scheme include:

    - Unlocking major development sites;
    - Reduction in peak period traffic congestion which will bring significant journey time benefits to commuters and local businesses; and
    - Improve road safety for all users

11. The Scheme, as shown on drawing **HW20949-01 Rev A**, involves the improvement of six junctions as outlined below, each junction is at outline design stage and there are risks incumbent with each junction relating to buildability and land required. As the detailed design and construction planning progresses, greater certainty on the Scheme costs and final proposals will be known. Where available, general arrangements showing outline proposals are included for each junction.

12. The Scheme will improve traffic flow and increase capacity at the six junctions, unlocking a number of key developments along the route. One of these is the Thoresby Colliery site which is earmarked for 850 new houses and 2.3 hectares of employment land. Other key development sites nearby include land to the north of Petersmith Drive, Ollerton which has been allocated 305 new houses and land to the north of Bingham for 1,000 houses and 15.5 hectares of employment development.

Ollerton Roundabout

13. A vital intersection on NCC's Strategic Road Network, Ollerton Roundabout will be a conventional roundabout enlargement scheme with the central island, entry lane approaches and exit lanes all widened to reduce congestion.

14. The enlarged roundabout will accommodate two-lane circulatory movements, with two lanes on approach and two on exit. Non-motorised User (NMUs) provision will be incorporated on all arms; signalised crossing points will be provided at the A614 Old Rufford Road and A6075 arms improving pedestrian and cycling connectivity across the junction. **Plan 1** shows a general arrangement of the proposals at this junction.

Deerdale Lane, Bilsthorpe

15. Deerdale Lane at its junction with the A614 is currently a four-arm crossroads. It is proposed to signalise the junction to provide safe opportunities for vehicles joining and leaving the A614. **Plan 2** shows a general arrangement of the proposals at this junction.

Mickledale Lane, Bilsthorpe

16. The Mickledale Lane junction with the A614 is currently a four-arm crossroads. Junction improvements at this location will include signalisation to allow vehicles to safely join the A614. **Plan 3** shows a general arrangement of the proposals at this junction.

A614 White Post Roundabout near Farnsfield

17. The proposals for the White Post Roundabout include localised widening on the A614 approaches required to improve the efficiency of this junction, and small-scale safety improvements including application of high-friction surfacing. Due to the scale of the proposals at this junction, no general arrangement plan is currently available.

A614 / A6097 Warren Hill Junction

18. Warren Hill junction is the intersection of the A614 Old Rufford Road with the A6097 Ollerton Road (between Oxton and Farnsfield). To simplify its operation, the proposals for this junction include conversion into a conventional roundabout layout to provide junction capacity and safety benefits. **Plan 4** shows a general arrangement of the proposals at this junction.

Lowdham Roundabout

19. Lowdham Roundabout joins the A6097 (a key artery linking the A46 in the south to the A614/A617 (Mansfield) in the north) with the A612 providing a key route into and out of Nottingham.

20. The proposed junction upgrade will take the form of an enlarged conventional roundabout with two approach lanes on the A612 in both directions, as well as providing two-lane circulatory movements. **Plan 5** shows a general arrangement of the proposals at this junction.

21. It should be noted that the Environment Agency (EA) is proposing a major flood alleviation scheme at this location and Via EM are working closely with the EA to ensure that information is shared and exploring whether there are opportunities for some elements of the flooding scheme to be brought into the roundabout improvement construction contract reducing costs and time in the long term.

Construction Delivery

22. It is proposed that the construction will be undertaken using a mixture of procurement routes through both Via EM and the Medium Schemes Framework 3 (MSF3) provided through the Midlands Highway Alliance (MHA), which Nottinghamshire County Council is part of. To this end discussions will commence with the MHA regarding Scheme delivery. Following approval of the OBC a contractor will be selected to take forward the proposals and to work with the delivery team to develop, programme and finalise target costs within the Scheme constraints.

23. Using MSF3 will reduce any procurement delays and also enable a significant period of Early Contract Involvement (ECI) to fix a target price, carry out value engineering and assist in the management of risk.

Progress to Date

24. Progress to date has focussed on the work required to inform and develop the OBC and this has included assessment of junction options, updating land requirements and traffic

modelling. Via EM have provided specialist input to the OBC for various elements of the Scheme to support AECOM (consultants) who have been appointed by NCC to produce an Options Assessment Report (OAR) and a Traffic and Economic Assessment Report (TEAR). Part of the OAR uses the DfT's decision support tool, Early Assessment Sifting Tool (EAST) which summarises and presents evidence on options in a consistent format and this assessment is now complete.

25. Ecological and Environmental surveys have been commissioned and programmed to support the development of the planning application and FBC submission, this will be supplied as part of the FBC.

26. A Hydrologist has been appointed to produce a flood risk assessment for the forthcoming planning application.

27. Contact has been made with land owners affected by the Scheme via initial written consultation, and meetings with various interested parties have been arranged for May 2019.

28. A previous Scheme update report was provided to the Communities and Place Committee meeting on 4 April 2019. This report included approval in principle to acquire land and rights to deliver the Scheme and to progress with negotiations with affected landowners, prepare the Orders and to carry out appropriate publicity.

29. Relevant local Members have been contacted to discuss the chosen options for each junction and this dialogue with Members will continue as the Scheme progresses. Members will also be given notice of the forthcoming consultation events.

30. Public consultation is planned for Summer 2019 in advance of the planning application submission and public exhibitions will be the main element of the consultation strategy in showcasing the proposals. Events will be held at Ollerton, Bilsthorpe and Lowdham as a minimum. Leaflets will be distributed throughout each village near the A614 corridor informing them of the consultation dates and a webpage will also be set up allowing easy access to view the latest scheme plans and enable the public to contact Via EM.

Funding

31. An initial working budget of up to £150,000 was approved at the Policy Committee meeting in September 2018 to advance the design work relating to major infrastructure schemes.

32. The latest cost estimate for the package of measures is currently £22 million. The latest cost assessments were reviewed in March 2019 based on the preferred options included in the OAR and the TUBA (transport modelling) assessments. Subject to the OBC approval, the DfT has provisionally allocated a maximum contribution £18 million. The remaining £4 million will comprise S106 contributions / CIL contributions / County Council capital contributions. Harworth Group Plc, promoters of the Thoresby Colliery redevelopment at Edwinstowe has identified a potential S106 contribution of £1.198 million. As the DfT allocation is only provisional until Approval of the Full Business Case, all costs incurred prior to DfT approval are done so at risk.

33. Latest scheme cost estimates included in the OBC is shown in Table 1.

Table 1: A614 Current Scheme Cost Estimate Summary

Junction	Civils (£m)	Land (£m)	Fees (£m)
Ollerton Roundabout	5.768	1.312	1.713
Lowdham Roundabout	4.025		
Warren Hill	3.519		
Mickeldale Lane	2.325		
Deerdale Lane	3.255		
White Post Roundabout	0.080		
Sub Total	18.972	1.312	1.713
Scheme Total	**21.997**		

34. Under the terms of the Outline Business Case, the DfT will require the County Council Section 151 Officer to confirm that NCC accept responsibility for sourcing and meeting any costs over and above the current DfT contribution of £18m.

35. Utilising the MSF3 procurement methods provides an opportunity for the project team to engage and work collaboratively with a preferred contractor to carry out value engineering and fix a target price (Early Contractor Involvement (ECI)). If the target price is less than current estimates, then it reduces the risk of costs being incurred above the current contributions. In the case of the target cost being above current scheme estimates then through robust project governance arrangements this information would be taken to partners to seek additional contributions and a subsequent report brought to the appropriate committee to advise on the next steps required to deliver the project.

36. Table 2 presents the Transport Economic Efficiency (TEE) Table and road safety benefits over the 60-year assessment period. All costs are discounted to a 2010 present value year, in 2010 market prices and the data shows that:

- Large positive benefits at Ollerton and Lowdham enlarged roundabouts;
- Modest positive benefits at Warren Hill;
- Modest dis-benefits at Deerdale Lane and Mickledale Lane – this is for A614 through traffic as signalising the junctions affects the free flow traffic, however, it is considered that this offset by the facility and safe opportunity it provides to traffic joining the A614;
- Road safety dis-benefits at Ollerton and Lowdham - This is due to default rates for roundabout junction being much higher than the observed collision rates at the current junctions (it is expected that the modified junctions will be safer than predicted);
- Modest road safety dis-benefit at Deerdale Lane;
- Large road safety benefit at Mickledale Lane;
- As stand-alone schemes, Ollerton and Lowdham show very high value for money. Warren Hill has a Benefit Cost Ratio (BCR) approaching 1. The costs of White Post, Deerdale Lane and Mickledale Lane exceed the expected benefits, but are considered necessary from an amenity and safety perspective.

37. As a package, the scheme represents High Value for Money with an overall Benefit Cost Ratio of 2.65.

Table 2: TEE and Road Safety Benefits as highlighted in the TEAR

Junction	TEE Benefits (£m)	Accident benefits (£)	Present Value Benefit (PVB) (£m)	Present Value of Cost (PVC) (£m)	Net Present Value (£m)	BCR
Ollerton	24.469	-1.644	22.825	5.178	17.647	4.41
Deerdale Lane	-4.476	-0.401	-4.877	2.352	-7.229	-2.07
Mickledale Lane	-5.344	2.809	-2.535	1.800	-4.335	-1.41
White Post				0.069	-0.068	
Warren Hill	2.399	0.036	2.435	2.499	-0.639	0.97
Lowdham	23.096	-2.034	21.062	2.799	18.263	7.52
Total	**40.144**	**-1.234**	**39.910**	**14.696**	**24.214**	**2.65**

Timescales

38. The indicative timetable for the next key steps is set out in Table 3. The next key milestone is for the DfT to approve the Options Assessment Report and OBC which will be submitted in May 2019.

Table 3: Key Steps and Scheme Timetable

Activity	Start Date	End Date	Comments
Submission of Options Assessment Report and Outline Business Case to the DfT	Nov 2018	May 2019	Dependant on approval
Preliminary Design work	Jan 2019	Dec 2019	Ongoing
Land negotiations	April 2019	Until end of project life	Ongoing
Detailed Design and ECI	Summer 2019	April 2021	
Consultation Events	Summer 2019	April 2021	
Submission of Planning Application to LPA	August 2019	December 2019	Ecology and Design work - ongoing
CPO & SRO / Public Inquiry	Nov 2019	Jan 2021	
Full Approval Submission to the DfT	Dec 2019	March 2020	
Start of Construction Works	April 2021		

Compulsory Purchase Order and Side Roads Orders

39. Details around the Orders that are considered necessary to deliver the Scheme were provided in the Communities and Place Committee meeting on 4 April 2019. However, to confirm, the making and confirmation of the CPO will enable NCC to acquire the land and rights necessary for the construction and maintenance of the Scheme and ensure the necessary improvements are made to the local highway network. The delivery of the Scheme cannot be achieved within a realistic timescale without the use of statutory powers to compulsorily acquire the requisite land.

40. The land acquired will be for highway purposes to construct, operate and maintain each junction (where necessary).

41. There is potential that a Public Inquiry may be generated in respect of compulsory land acquisition if objections are received and not withdrawn. If this is the case the Secretary of State will either arrange for a public local inquiry or – where all the remaining objectors agree to it – arrange for the objections to be considered through the written representation procedure. In the case of a public inquiry, or, during the written representation procedure the County Council will seek to negotiate with objectors. The current timetable allows for a Public Inquiry, although the exact timetable will depend upon the availability of an Inspector and the number and type of objections.

42. The making and confirmation of the SRO will enable NCC to make the changes to side roads affected by the Scheme and private means of access to premises needed to facilitate the Scheme. The provisions of the SRO will ensure that adequate, convenient and safe access and egress is available to and from the public highway and private premises, providing means of access for both pedestrians and vehicular traffic using the highway network. Where necessary, alternative means of access will be provided.

43. A future report will be taken to Communities & Place Committee with drawings showing the land and rights to be acquired and a corresponding schedule that will be updated regularly following the receipt of responses to statutory requisitions for Information circulated to affected landowners pursuant to the powers contained in section 16 of the Local Government (Miscellaneous Provisions) Act 1976. This will also include the SRO schedule, plans, statement of reasons (incorporated with the CPO) and notices will be produced later this year in advance of making the Order.

Planning

44. Planning permission will be required to construct the A614 scheme and will be sought towards the end of 2019. An environmental screening assessment will be submitted to the LPA later this year seeking confirmation as to whether an Environment Statement needs to be produced for the package of works.

45. NCC will construct the Scheme pursuant to the planning permission granted and will be responsible for the discharge of planning obligations.

Other Options Considered

46. There have been numerous options considered for each junction and extensive traffic modelling has been undertaken to assist in the decision-making process. An Outline Business Case will be submitted to the DfT in May 2019 which outlines the process of option development throughout the preliminary design stage, as well as the schemes affordability and Value for Money.

Reason/s for Recommendation/s

47. The Scheme will unlock major developments sites in this part of Nottinghamshire and will deliver significant journey time savings. As a package the Scheme represents High Value for Money with an overall Benefit Cost Ratio of 2.65.

Statutory and Policy Implications

48. 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.

Finance Implications

49. A working budget of up to £150,000 was approved at the Policy Committee meeting on 12 September 2018 to advance the design work relating to major infrastructure schemes. This funding is currently being used to develop the design, undertake the economic assessments, commence land valuations and progress with the Orders related to the Scheme.

50. The latest cost estimate for the package of measures is currently £22 million. The DfT has provisionally allocated a maximum contribution £18 million with the remainder being funded by S106 contributions / CIL contributions / County Council capital contributions. The promoter of the Thoresby Colliery redevelopment site at Edwinstowe (Harworth Group Plc) has identified a S106 contribution of £1.198 million. The DfT allocation is only provisional at this stage and all costs incurred prior to OBC approval are done so at risk.

51. Under the terms of the OBC, the DfT require Nottinghamshire County Council's Section 151 Officer to confirm that NCC accept responsibility for meeting any costs over and above the current DfT contribution this amount currently stands at £3.997 million, however S106 contributions already committed reduce the local authority contribution to £2.8m. It should be possible to further reduce this through discussions with District Council colleagues by allocating further S106 and CIL funds to this core project.

RECOMMENDATION/S

It is **RECOMMENDED** that Committee:

1) Consider the update on recent progress on the A614 / A6097 Corridor Improvement and next steps in project delivery;
2) Approve the submission of the Outline Business Case to the Department for Transport for the A614 / A6097 Corridor Improvement;
3) Endorse the requirement for NCC to underwrite the OBC submission and to meet costs incurred and any subsequent project overspend.
4) Approve the production of display material for the forthcoming public exhibitions for the Scheme

Councillor Mrs Kay Cutts
Leader of the County Council

For any enquiries about this report please contact:
Mike Barnett, Team Manager Major Projects and Improvements (Via East Midlands)
T – 0115 977 3118
Kevin Sharman, Team Manager Transport Planning and Programme Development
T – 0115 977 2970

Constitutional Comments (SLB 13/05/2019)

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

Financial Comments (GB 10/05/2019)

53. The main risk to the Council with regard to this project is that the DfT require Nottinghamshire County Council's Section 151 officer to confirm that the Council accepts responsibility for meeting any costs over and above the current DfT contribution. The latest cost estimate for the package of measures is currently £21.997m. The DfT has provisionally allocated a maximum contribution £18 million. As a result, the cost over and above the current DfT contribution currently stands at £3.997m, however, Section 106 contributions already committed reduce the Council's contribution to £2.8m. The DfT allocation is only provisional at this stage and all costs incurred prior to OBC approval are done so at risk.

54. In September 2018, Policy Committee approved an allocation of £0.15m to advance the necessary design work to ensure major infrastructure improvement schemes are ready for funding opportunities. This funding is currently being used to develop the design, undertake the economic assessments, commence land valuations and progress with the Orders related to the Scheme. There will be a requirement for a variation to the capital programme through the usual approval processes once the DfT funding is confirmed. At that stage, total projects costs and funding streams will need to be identified and a Latest Estimated Cost report submitted for approval.

Background Papers and Published Documents

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

- Report to Policy Committee 12 September 2018 - Major Infrastructure Improvement Scheme
  Purpose of the report to establish a working budget to advance the necessary work to

have major infrastructure improvement scheme available, ready for funding opportunities.

- Report to Policy Committee 17 October 2018 – A614 / A6097 Major Infrastructure Improvement Scheme
  Purpose of the report to highlight the Government's intention to award funding to support the major infrastructure improvement schemes on the A614 / A6097 from Lowdham Roundabout up to Ollerton Roundabout.
- Report to Communities and Place Committee 04 April 2019 – A614 Major Route Network – Scheme Update, Compulsory Purchase Order and Side Roads Orders
  Purpose of the report to provide an update and to seek approval in principle to acquire land and rights required to deliver the Scheme, progress land negotiations and progress with preparation of documentation for the Orders.
- Outline Business Case Submission for A614 – A6017 Corridor Improvements, comprising Options Assessment Report and Traffic and Economic Assessment Report.

Electoral Division(s) and Member(s) Affected

Muskham and Farnsfield	Councillor Bruce Laughton
Ollerton	Councillor Mike Pringle
Sherwood Forest	Councillor John Peck
Southwell	Councillor Roger Jackson

NORTH

Ollerton Roundabout

Deerdale Lane Junction

Mickledale Lane Junction

White Post Roundabout

Warren Hill Junction

Lowdham Roundabout

A614

A614

A6097

MARKET WARSOP
SHIREBROOK
MANSFIELD WOODHOUSE
Forest Town
MANSFIELD
KIRKBY-IN-ASHFIELD
Ravenshead
SOUTHWELL
NEWARK-ON-TRENT
HUCKNALL
ARNOLD
NOTTINGHAM

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NOTES

1. This drawing is to be read in conjunction with all other relevant drawings, details and specifications.
2. Do not scale from this drawing.
3. All measurements are given in metres unless otherwise stated.
4. This drawing shows the 6 junctions along the A614/A6097 corridor promoted for improvements.

Rev.	Description	Drawn	Ch'kd	Auth	Date

Project

A614/A6097 CORRIDOR IMPROVEMENTS

Status	Project No.
FOR INFO	HW20949

Drawing Title

LOCATION PLAN
6 JUNCTIONS

Scale	Drawn	Date	Ch'kd	Date	Auth	Traced
NTS	AP	JAN 19	JJP	JAN 19	AP	AP

Drawing No. HW20949/01

Rev. A

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A1

NORTH

Proposed 60m ICD
5 arm roundabout

Relocated
bus link road

Toucan Crossings

BUSES
ONLY

The
Alders
(PH)

The
Coombs

Service
Area

Service
Area

Tank

NEWARK ROAD

NOTES

1. This drawing shows the updated revised layout of the enlarged 60m ICD roundabout improvements.
2. The lane arrangements are configured to suit the current and future traffic forecast (2033) requirements.
3. The proposed lane destination markings are provided to suit the current and future peak flow and are suggested to compliment the road signage to reduce the potential conflict associated with vehicles crossing over lanes.
4. The layouts are subject to further road safety audits which will be commissioned following the detailed design stage.
5. The revised layout has been produced using updated topographical survey information obtained June 2018.
6. The precise extents of private land are subject to change which may be required as a result of the the detailed design process. The extents of embankments/ earth slopes are shown for indicative purposes and are based on the assumption that adjoining land does not significantly fluctuate in level. Where private land interfaces are restricted in respect of widths available retaining features may be required at these locations. Further verification for the embankment interface will be determined once updated private land topographical survey information and detailed design information is available.
7. A preliminary analysis has been undertaken to verify vertical design requirements, this has determined that the proposals could meet this design criteria if the speed limits on the approaches were altered to 30mph. Further verification in to the affect of the vertical design on to adjoining land is to be determined during the detailed design process.
8. Refer to feasibility report produced August 2018 by Via EM Ltd. for further information on the proposals and the departures from standards required.

KEY

- Proposed carriageway areas
- Proposed footway areas, areas of red and buff contained within footways are tactile paving at crossing location
- Proposed traffic islands and hardstanding area on roundabout island
- Proposed embankment/verge areas
- Proposed landscaped areas

Rev.	Description	Drawn	Ch'kd	Auth	Date

Project

A614/A6097
CORRIDOR IMPROVEMENTS

Status	Project No.
FOR INFO	HW20949

Drawing Title

OUTLINE CORRIDOR DESIGN
OLLERTON ROUNDABOUT
COMMITTEE PLAN

Scale	Drawn	Date
1:500 @A1	AP	20.02.2019
	Ch'kd AP	Date 20.02.2019
	Auth JJP	Traced AP

Drawing No. PLAN 1 (HW 20949 001/03) Rev. 0

NOT FOR CONSTRUCTION

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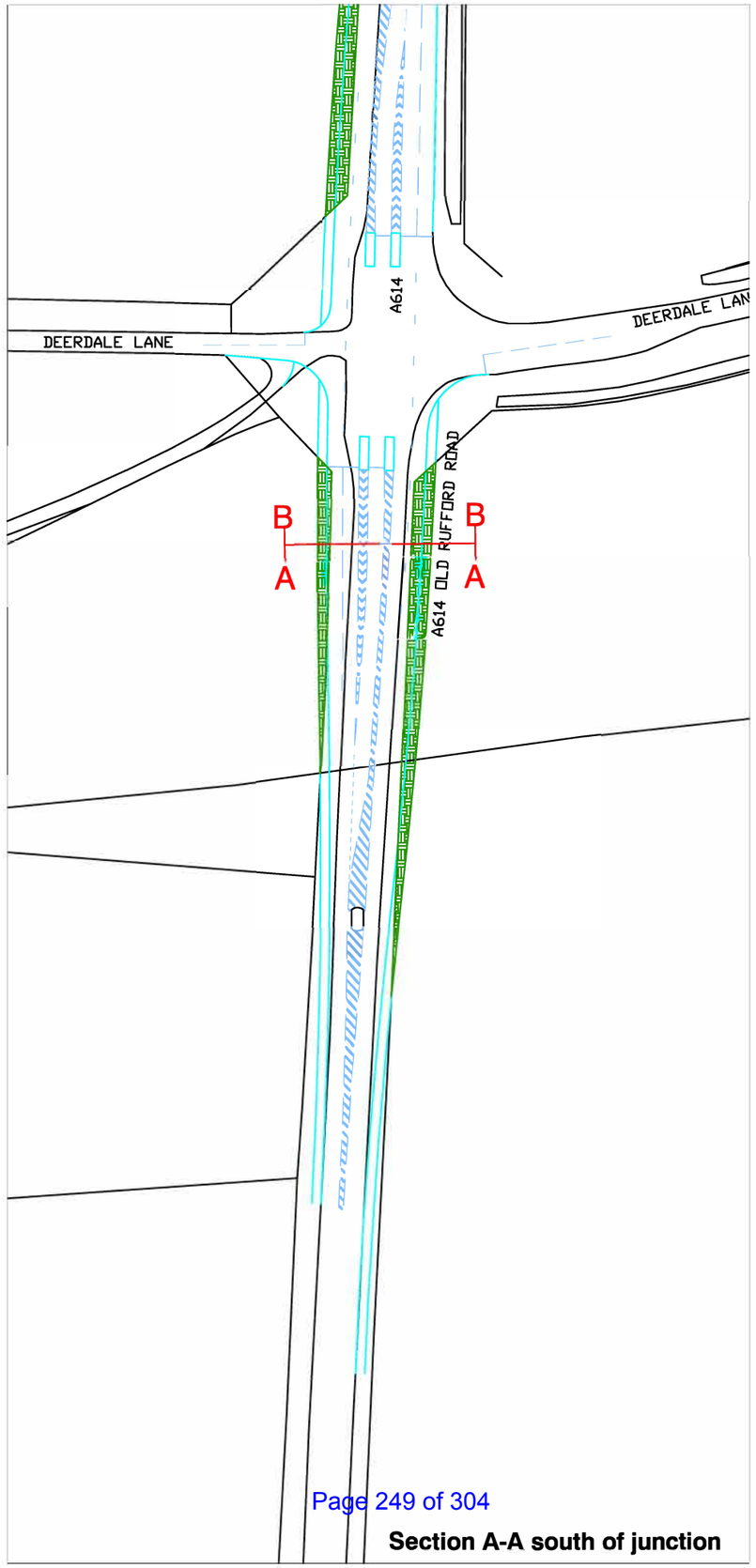
A1

Section B-B north of junction



Section A-A south of junction

NORTH

KEY:

- Existing kerblines
- Proposed kerblines
- Proposed lining
- Land required beyond Highway Boundary (approx. 823 sq.m)

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Rev Status	Description	Drawn	Chkd	Auth	Date

Project

A614/ A617 Bilsthorpe Junction Improvements

Property No. | Project No. HW20949/CN1800922

Title

A614/ Deerdale Lane proposed traffic signals 2+2 OS ref: 463812/361984

Scale	Drawn	Date
1/1250 @A3	rr	Dec 2017
	Chkd	Date Jan 2018
	Auth	Traced

Drawing No. Rev

PLAN 2 (HW20949/2/TS102)

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A3

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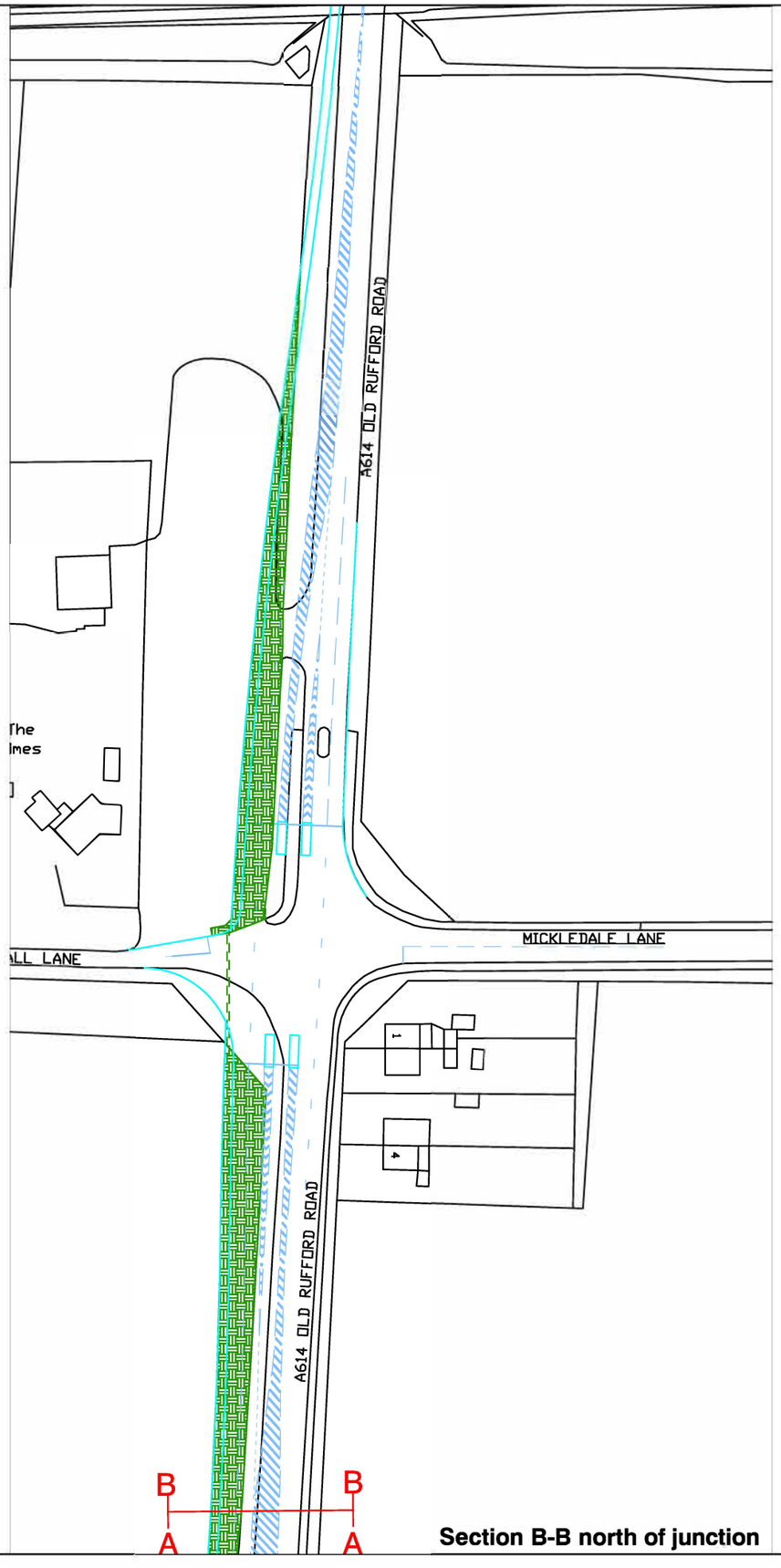
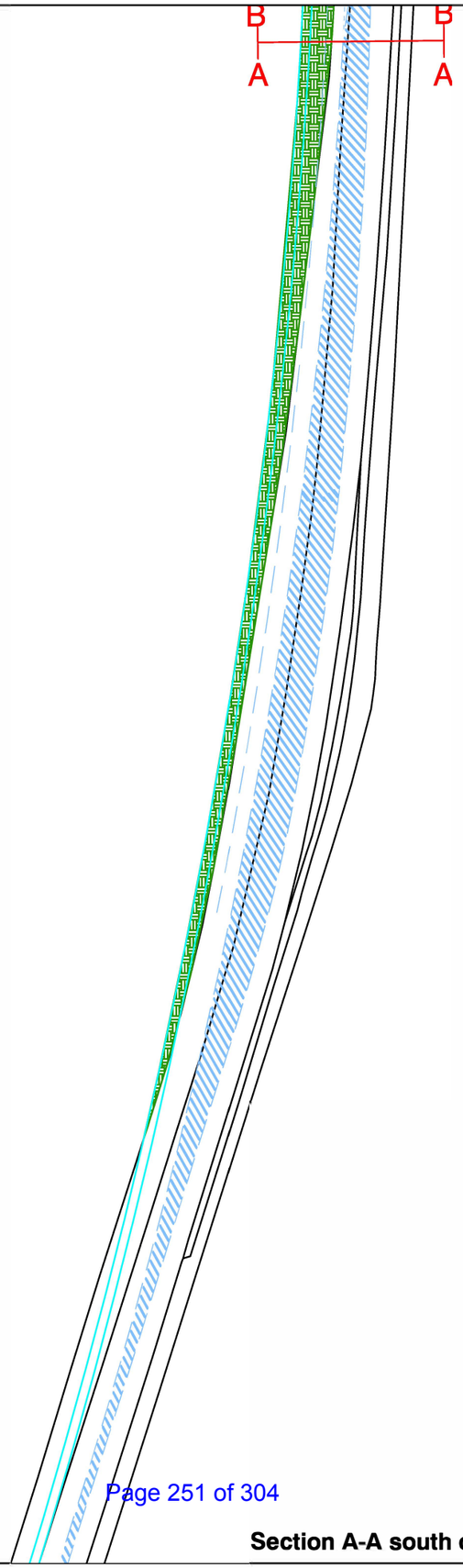


Section B-B north of junction



Section A-A south of junction

KEY:

- Existing kerblines
- Proposed kerblines
- Proposed lining
- Land required beyond Highway Boundary (approx. 2445 sq.m)

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Rev Status	Description	Drawn	Ch'kd	Auth	Date

Project
A614/ A617 Bilsthorpe Junction Improvements

Property No.
Project No. HW20949/CN1800924

Title
A614/ Mickledale Lane proposed traffic signals 2+2 OS ref: 463755/360943

Scale	Drawn	Date
1/1250 @A3	rr	Dec 2017
	Ch'kd: cfa	Date: Jan 2018
	Auth	Traced

Drawing No.
Rev
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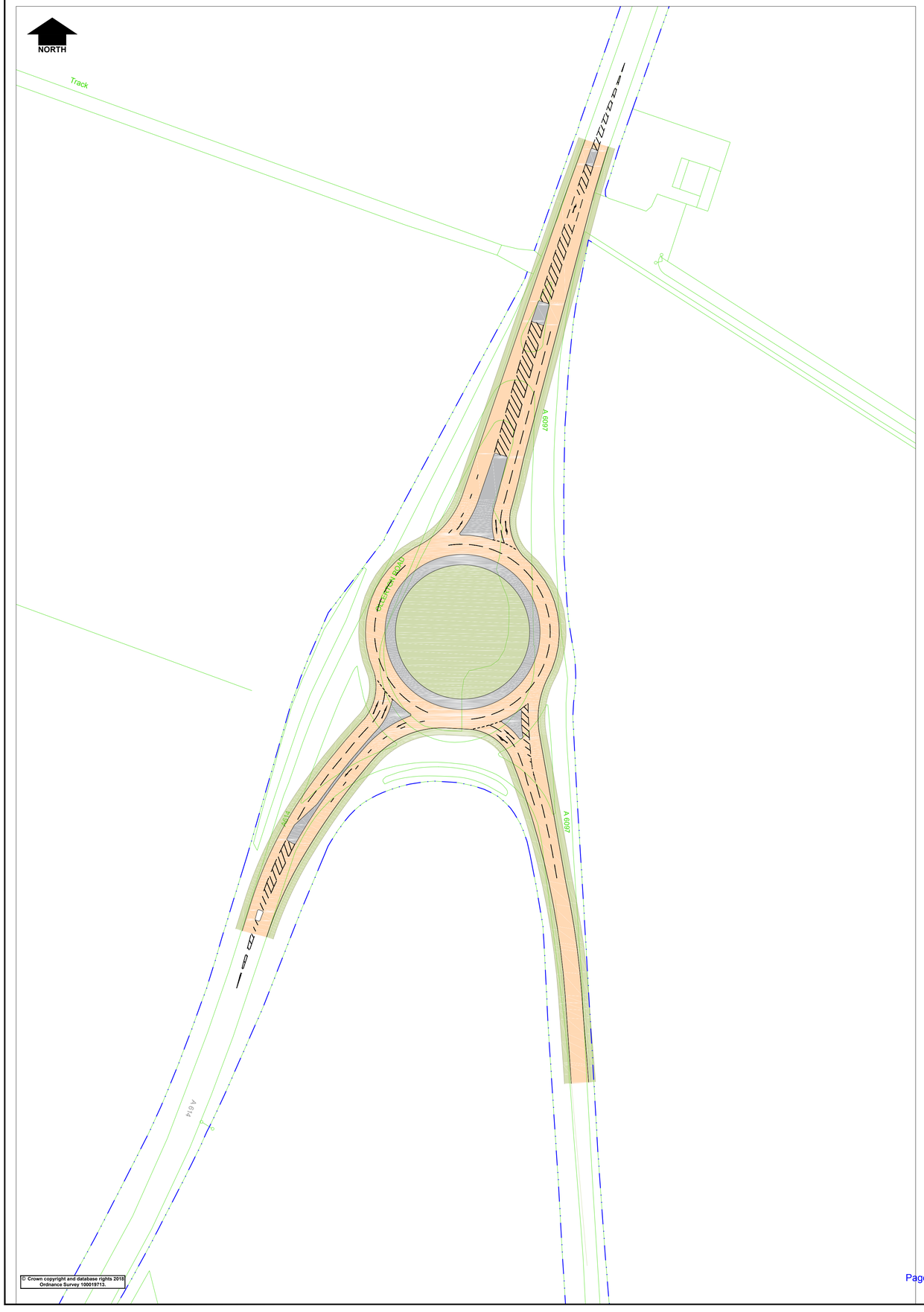
A3



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NOTES

1. This drawing shows the replacement of the existing junction form with a new 85m ICD roundabout.
2. The lane arrangements are configured to suit the current and future traffic forecast (2033) requirements.
3. The proposed lane destination markings are provided to suit the current and future peak flow and are suggested to compliment the road signage to reduce the potential conflict associated with vehicles crossing over lanes.
4. The layouts are subject to road safety audits which will be commissioned following the detailed design stage.
5. The layout has been produced using OS and old topographical survey information, the layout is to be updated following new topographical survey information.
6. The precise extents of private land are subject to change which may be required as a result of the the detailed design process. The extents of embankments/ earth slopes are shown for indicative purposes and are based on the assumption that adjoining land does not significantly fluctuate in level. Where private land interfaces are restricted in respect of widths available retaining features may be required at these locations. Further verification for the embankment interface will be determined once updated private land topographical survey information and detailed design information is available.
7. The vertical visibility design criteria is to be determined against the new topographical survey information.

KEY

- Proposed carriageway areas
- Proposed traffic island and proposed roundabout (hardstanding) visibility area
- Proposed embankment/verge areas
- Proposed landscaped areas
- Highway boundary

Rev.	Description	Drawn	Ch'kd	Auth	Date

Project

A614/A6097 CORRIDOR IMPROVEMENTS
005 WARREN HILL

Status	Project No.
FOR INFO.	HW20949

Drawing Title

GENERAL ARRANGEMENT

Scale	Drawn	Date
1:1000@A1	AP	12.03.2019
	Ch'kd: AP	Date: 12.03.2019
	Auth: JJP	Traced: AP

Drawing No.: PLAN 4 (HW 20949.005/04) — Rev.: A

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A1

NORTH

A6097 dual carriageway

STATION ROAD

VICTORIA AVENUE

VICTORIA AVE

A6097 dual carriageway

8.32
9.13
8.20
8.14
8.59
8.84
7.76

revised service road access/egress precise configuration to be determined

revised service road access/egress precise configuration to be determined

NOTES

1. This drawing shows the updated revised layout of the enlarged 65m ICD roundabout improvements.
2. The lane arrangements are configured to suit the current and future traffic forecast (2033) requirements.
3. The proposed lane destination markings are provided to suit the current and future peak flow and are suggested to compliment the road signage to reduce the potential conflict associated with vehicles crossing over lanes.
4. The revised layout has been produced using OS information, the layout is to be updated against topographical survey information. The topographical survey (part survey) is shown on the layout for reference.
5. The precise extents of private land are subject to change which may be required as a result of the the detailed design process.

KEY

- Carriageway
- Service road carriageway
- Footway
- Traffic islands
- Verge/embankment
- Landscaped areas. No planting in visibility splays

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Rev.	Description	Drawn	Ch'kd	Auth	Date

Project

A614/A6097
CORRIDOR IMPROVEMENTS

Status	Project No.
INFO	HW20949

Drawing Title

OUTLINE CORRIDOR DESIGN
LOWDHAM ROUNDABOUT
COMMITTEE PLAN

Scale	Drawn	Date
1:500 @A1	AP	20.03.19
	Ch'kd: JJP	Date: 20.03.19
	Auth: JJP	Traced: AP

Drawing No.: PLAN 5 (HW20949.006/04) — Rev.: 0

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A1

Nottinghamshire County Council

Report to Policy Committee

22 May 2019

Agenda Item: 12

REPORT OF THE LEADER OF THE COUNTY COUNCIL
CORPORATE PROPERTY TRANSFORMATION PROGRAMME

Purpose of the Report

1. To seek approval of the new staffing structures for Property Services.
2. To seek approval to transfer the compliance function and associated posts to Arc Partnership (Arc) as part of a revised operating model for the service with the Council retaining client commissioning functions to ensure the delivery of its responsibilities under relevant legislation and related regulations

Information

3. In order to bring forward our plans for Investing in Nottinghamshire and the delivery of the Council Plan, having an effective set of property, land and asset management services is critical. Through reports to Policy Committee in 2018, the County Council embarked on a Property Transformation Programme to drive both improvements in the day to day operation of our property services that support Council services, and to realign the service to ensure maximum impact in investment and growth of the Nottinghamshire economy.

4. The Place Department engaged Turner & Townsend (T&T) as a strategic partner in January 2018 to undertake a diagnosis of the property function. It highlighted a need to re-instate a property strategy and develop management plans, improve systems, policies and measurements; to differentiate and clarify responsibilities; cleanse and better maintain information; improve co-operative working and improve relationships with other parts of the Council. Importantly, the programme highlighted a need to drive better value from the Council's estate and to deliver Members' ambitions both strategically and in local Divisional matters.

5. In June 2018 Policy Committee agreed to examine the split of property functions between the Council and Arc (the Council's joint venture property services company) and assist in the establishment of an intelligent client function to manage the relationship with Arc.

6. A new Corporate Property Strategy was approved by Policy Committee in October 2018. In November 2018, the committee approved the recruitment of a Group Manager Property Asset Management and in December 2018 this Committee approved the high-level operating model which showed the distribution of functions across retained Council property services and Arc.

7. A draft staff structure was shared with staff in December 2018 and this was refined through engagement with Officers during January and February 2019. Formal consultation on the structure commenced on 11 March ending on 5 April.

Staffing structure proposal

8. The proposed staffing structure, shown at **Appendix 1**, divides responsibilities between three teams:
   a. Strategy and Information
   b. Estates Practice
   c. Property Commissioning

9. The Strategy and Information Team will manage the early development of initiatives, own property policies and will be the custodians of property-related data. Within this team the changed post of Compliance, Maintenance & Risk Manager will define the standards which ensure the Council complies with statutory obligations in respect of its properties and sites and discharges its duty of care to users and visitors. There will be three Strategic Business Partners (Band D), managing Schools and Children's Services schemes, non-schools schemes and corporate estate schemes respectively. The Development Surveyor (Band D), has been brought into this Team from the Estates Practice team, and will be responsible for undertaking complex development appraisals for land and property, negotiating terms of acquisition and sale and providing general property advice to support key objectives.

10. The Estates Practice Team will provide professional support to the Council across a full range of transactional activity, broadly categorised as acquisition, modification and disposal of land and buildings, including gathering income from the commercial and farms estate and capital receipts. New Principal Surveyor (Band D) and Estates Surveyor and Corporate Performance Manager (Band C) posts have been added to provide additional surveying capacity. The latter will also co-ordinate and report performance information across the property function in liaison with the Corporate Performance, Intelligence and Policy Team.

11. The Property Commissioning Team will contract manage the delivery of capital infrastructure and real estate projects and compliance, maintenance and risk activities so that projects meet agreed cost, quality and timescale and that swift action is taken where any variations arise.

12. The Strategy and Information and Property Commissioning teams will work closely together, and with Arc Partnership, to drive transformational change across the Council's estate and ensure the delivery of Nottinghamshire's regeneration and economic growth agenda. They will do this through a new operating model shown at **Appendix 2**, which defines how property-related capital projects are managed from inception to completion; through options appraisal, feasibility, scheme development and the Council's system of approvals and financial regulations. The process includes Arc as primary contractor and clarifies 'who does what and when'.

13. The proposed Property Services staff structure, which has undergone a job evaluation exercise, excludes the posts proposed to transfer to Arc and includes six new posts:

    - Group Manager Property Asset Management
    - Principal Surveyor
    - Estates Surveyor and Corporate Performance Manager
    - Senior Estates Technician
    - Special Projects Manager
    - Business Support Admin

The estimated cost of the new Property Structure is £1.68 million. The existing budget available is £1.52 million resulting in a shortfall of £160,000 . This shortfall will be funded from within the Place Department's existing revenue budget allocation.

The estimated staffing costs of the Compliance Team staff transferring to Arc Partnership is £520,000.. This sum will be retained by the County Council to commission a compliance service from Arc Partnership.

Transfer of compliance function to Arc Partnership

14. Ensuring statutory compliance with relevant legislation is a fundamental obligation placed on the County Council across all the functions it provides. In many service areas, these obligations are now fulfilled by commissioned suppliers, and managed through robust and proactive contract management processes.

15. The Arc provides an established, cost effective way of delivering the operational elements of the statutory compliance function, across the Council's estate. Integrating the inspection regime and delivery of compliance projects with the maintenance and improvement works already undertaken by Arc will be an extension of this approach.

16. Following the transfer of operational elements of property compliance work to Arc the Council will continue to discharge its responsibilities under relevant legislation and related regulations. Retaining the client and commissioning functions within the Council will ensure that accountability remains with the Council and that strategic assessment and prioritisation of work forms an integral part of the Council's wider corporate property asset management planning process.

17. Integrating the inspection regime, the updating of records, the delivery of compliance projects and the maintenance and improvement works already undertaken by Arc will reduce duplication. Following transfer and further analysis of existing processes, a business plan will be prepared showing when efficiency savings will be realised. These efficiency savings will be reinvested in reducing the remedial works backlog.

18. Sixteen Compliance Team posts are proposed to TUPE transfer to Arc Partnership.

Other Options Considered

19. Do Nothing - The issues identified in the Transformation Programme diagnostic report in 2018 would not be addressed and the service performance levels unchanged. This an untenable option.

20. An alternative to taking this action would be to wait until the appointment of the Group Manager. This option was discounted as the Council needs to secure ongoing improvements to performance in these critical service areas. Professional property advice has been embedded in the design of the new structure, operating model and Transformation Programme through T&T and existing professionally qualified officers of the County Council.

Reason/s for Recommendation/s

21. Reviewing the Property Services staff structure is an integral part of the transformation programme authorised by Policy Committee, which aims to reboot the service.

22. The transfer of compliance activities to Arc is in line with the utilisation of the partnership to deliver operational elements in a cost-effective way.

Statutory and Policy Implications

23. 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.

Data Protection and Information Governance

24. A summary Data Protection Impact Assessment has been completed and evaluated by the Information Governance Team for the transfer of the compliance team to Arc. General Data Protection Regulations will continue to be adhered to.

Financial Implications

Staffing structure

25. These are detailed in paragraph 13 above.

Compliance transfer

26. The existing staffing budget and associated day-to-day costs will transfer to Arc. Other costs will be picked up through the remedial works budget. Efficiency savings will also be re-invested in line with a business plan to be produced by Arc and approved by the Council.

Human Resources Implications

Staffing structure

27. The staff restructure is being conducted according to Council guidelines with full involvement by HR.

Compliance transfer

28. The proposed transfer of staff to Arc is being undertaken in line with Council guidelines and TUPE regulations. Arc have Admitted Body status into the Local Government Pension Scheme. (LGPS). The Compliance Team staff who TUPE transfer to Arc will be admitted into the LGPS that is administered by the Nottinghamshire Pension Fund.

RECOMMENDATION/S

1) To approve the new staffing structures for Property Services.

2) To approve the transfer of the compliance function and associated posts to Arc and:

a) To provide delegated approval to the Corporate Director for Place, in consultation with the s151 Officer to approve the details of the terms negotiated; and

b) to enter into any legal documentation that is necessary to give effect to these proposals, such terms to be in a form approved by the Group Manager for Legal, Democratic and Complaints (or her nominee).

Councillor Mrs Kay Cutts
Leader of the Council

For any enquiries about this report please contact: David Hughes, Service Director, Investment & Growth, Tel 0115 9773825

Constitutional Comments (KK 26/4/19)

29. The recommendations set out in this report fall within the scope of the decisions which may be approved by Policy Committee

Financial Comments (RWK 09/05/2019)

30. The estimated cost of the new Property Structure is £1.68 million. The existing budget available is £1.52 million resulting in a shortfall of £160,000 . This shortfall will be funded from within the Place Department's existing revenue budget allocation.

The estimated staffing costs of the Compliance Team staff transferring to Arc Partnership is £520,000. This sum will be retained by the County Council to commission a compliance service from Arc Partnership.

HR Comments (JB 07/05/19) The proposal have been subject to formal consultation with staff and the recognised trade unions. The implementation of the recommendations will be undertaken in accordance with the County Councils agreed employment policies and procedures, including enabling, redundancy and redeployment. Tupe legislation will apply to the ARC Partnership proposal.

Background Papers and Published Documents

32. 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.

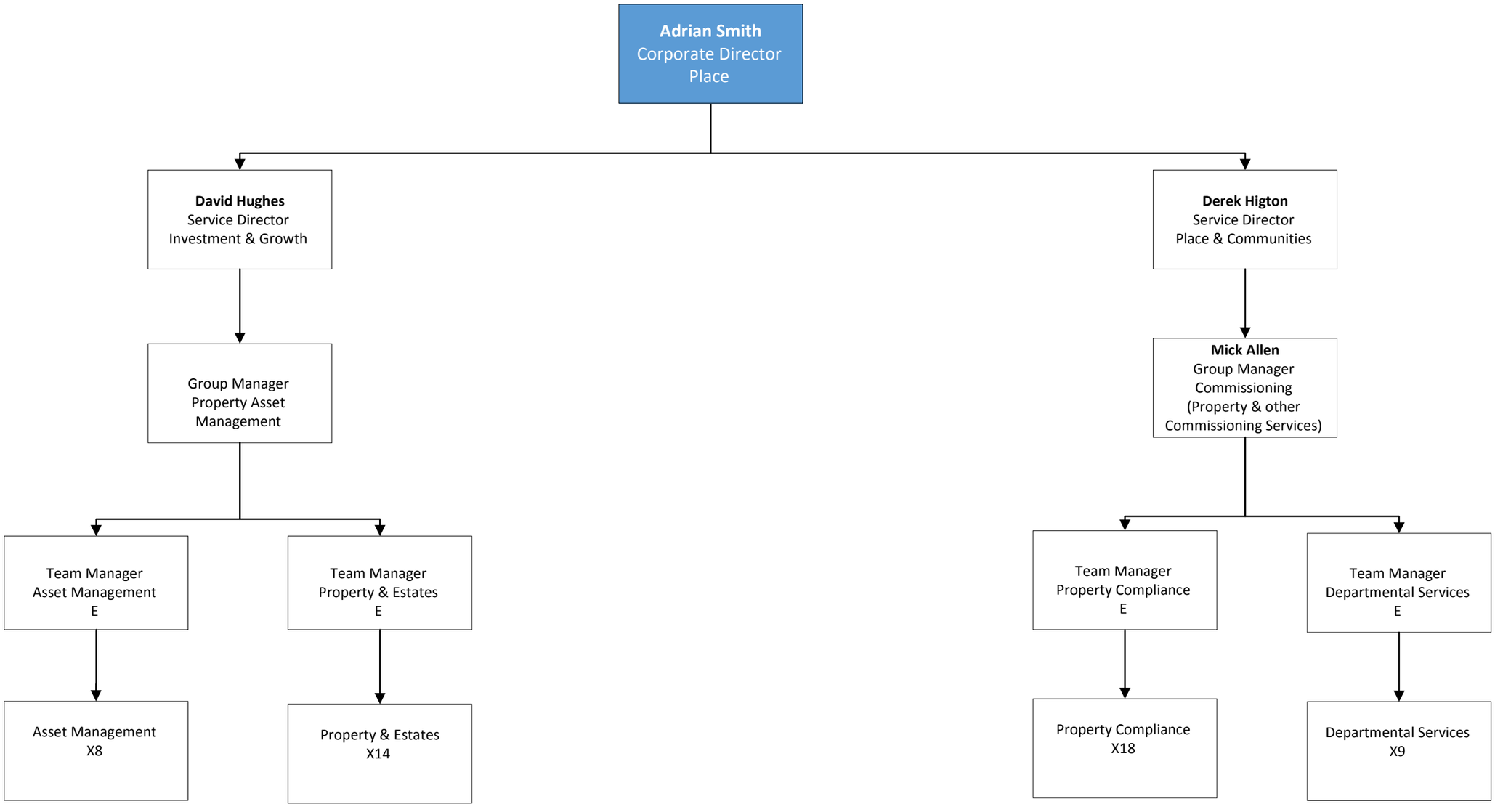
- Turner & Townsend diagnostic report
- June 2018 Policy Committee paper
- October 2018 Policy Committee report
- November 2018 Policy Committee report

- December 2018 Policy Committee report

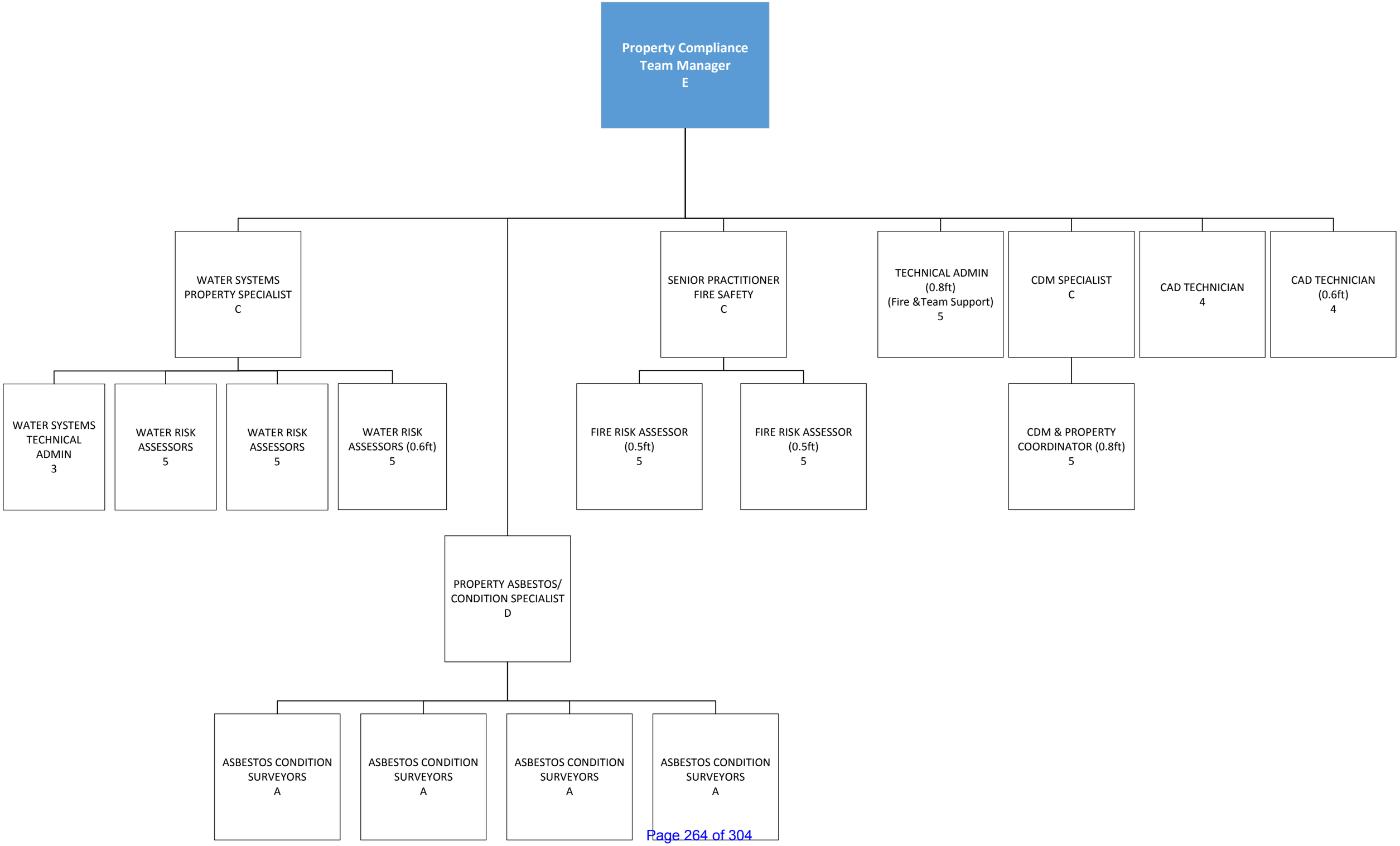
Electoral Division(s) and Member(s) Affected

- ’All’ or start list here

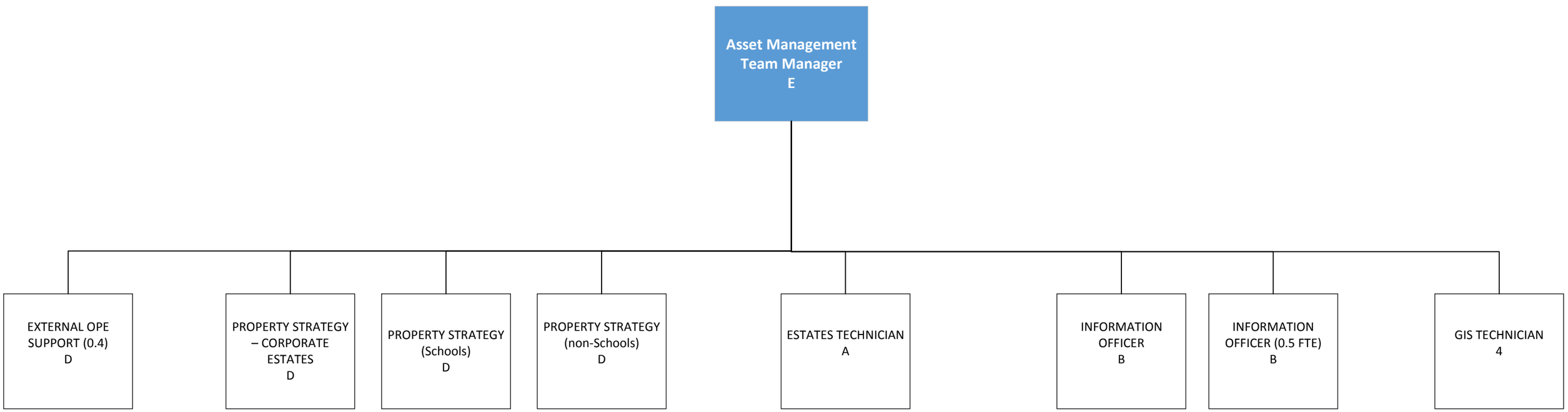
Existing Property Structure Overview



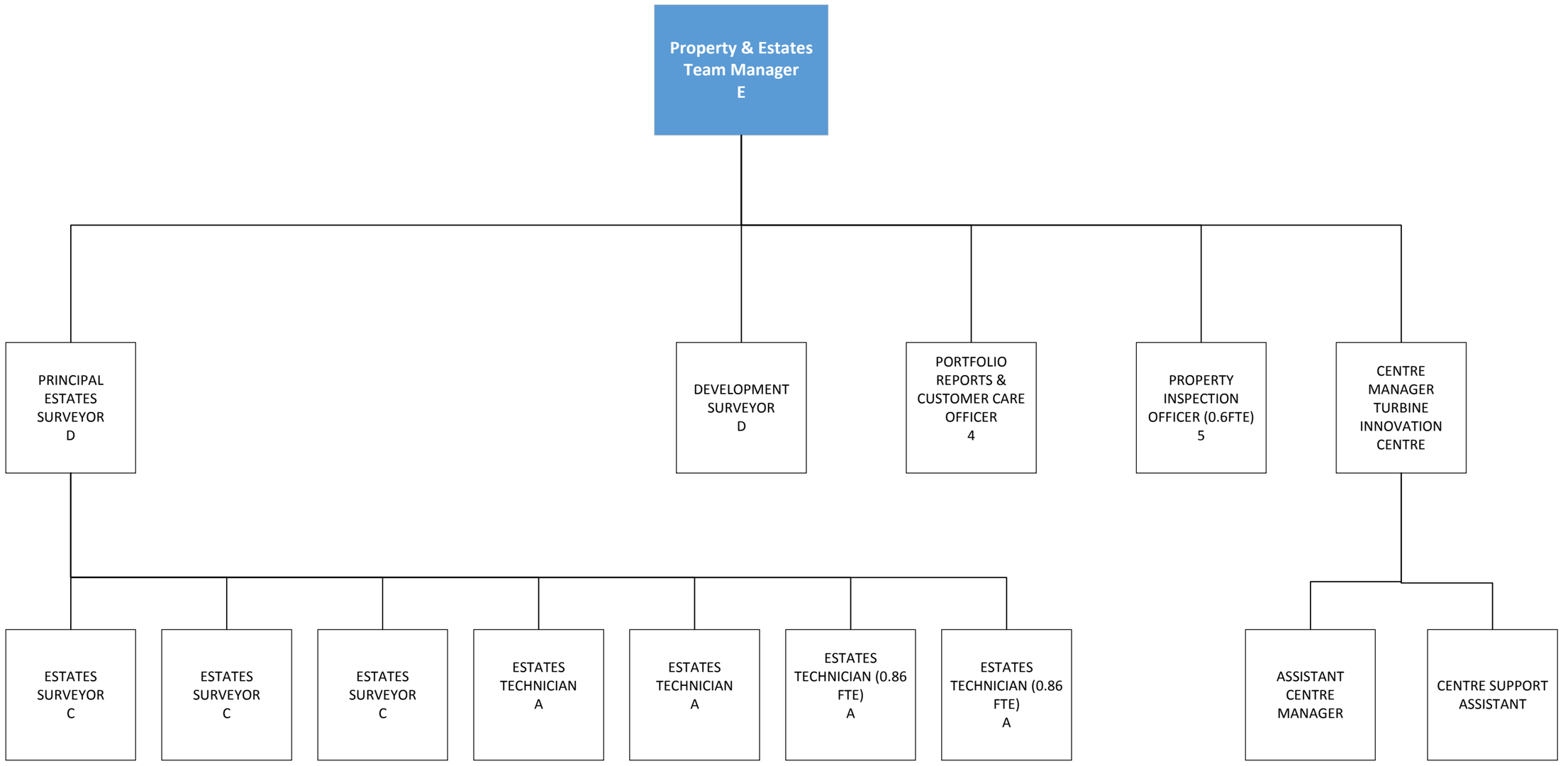
Existing Property Compliance Team



Existing Asset Management Team

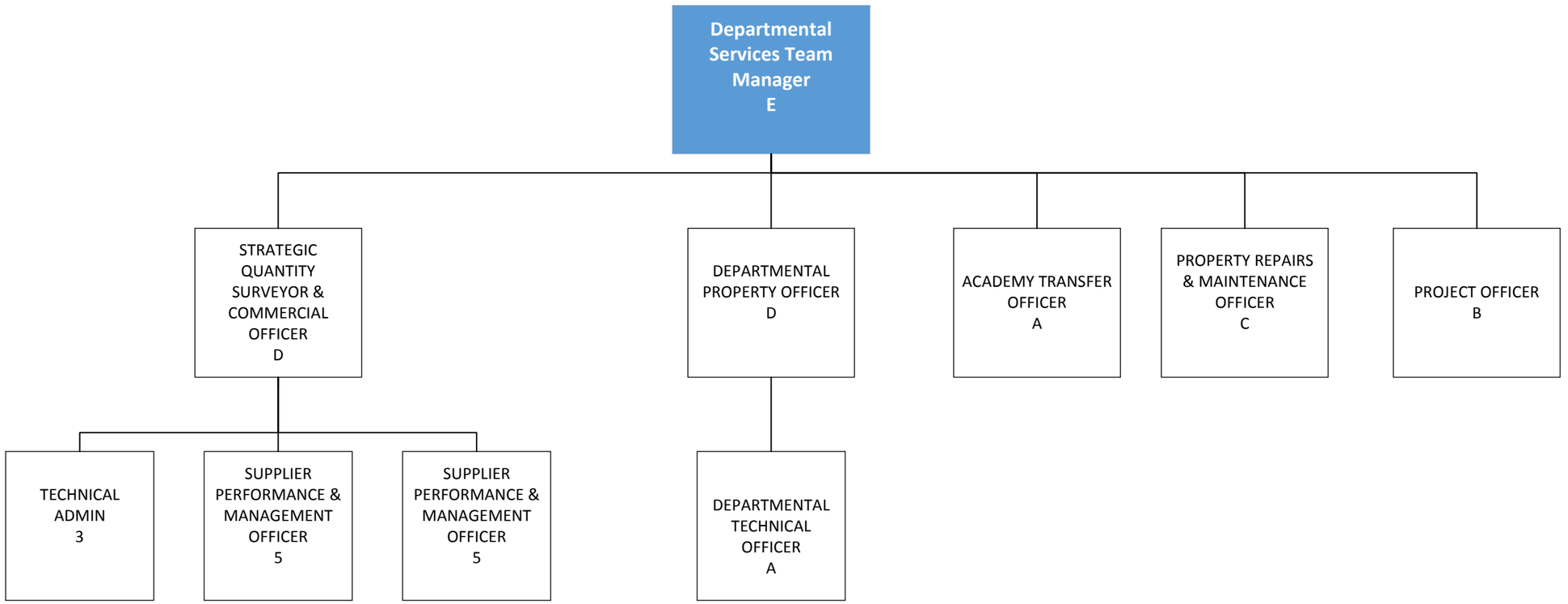


Existing Property & Estates Team



Turbine roles are self funding and unaffected

Existing Departmental Services Team



Proposed Property Structure Overview

KEY

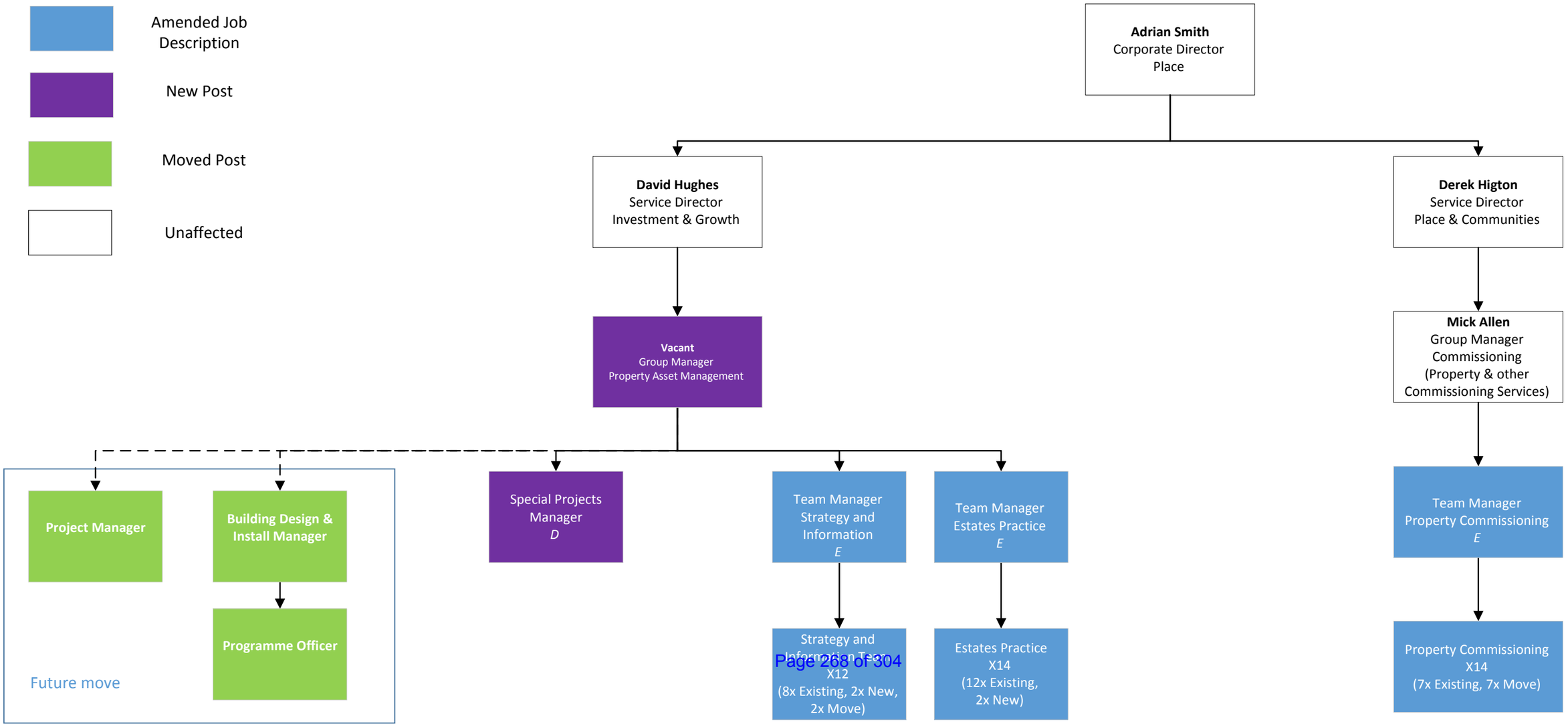
Posts are full time unless indicated otherwise

Amended Job Description

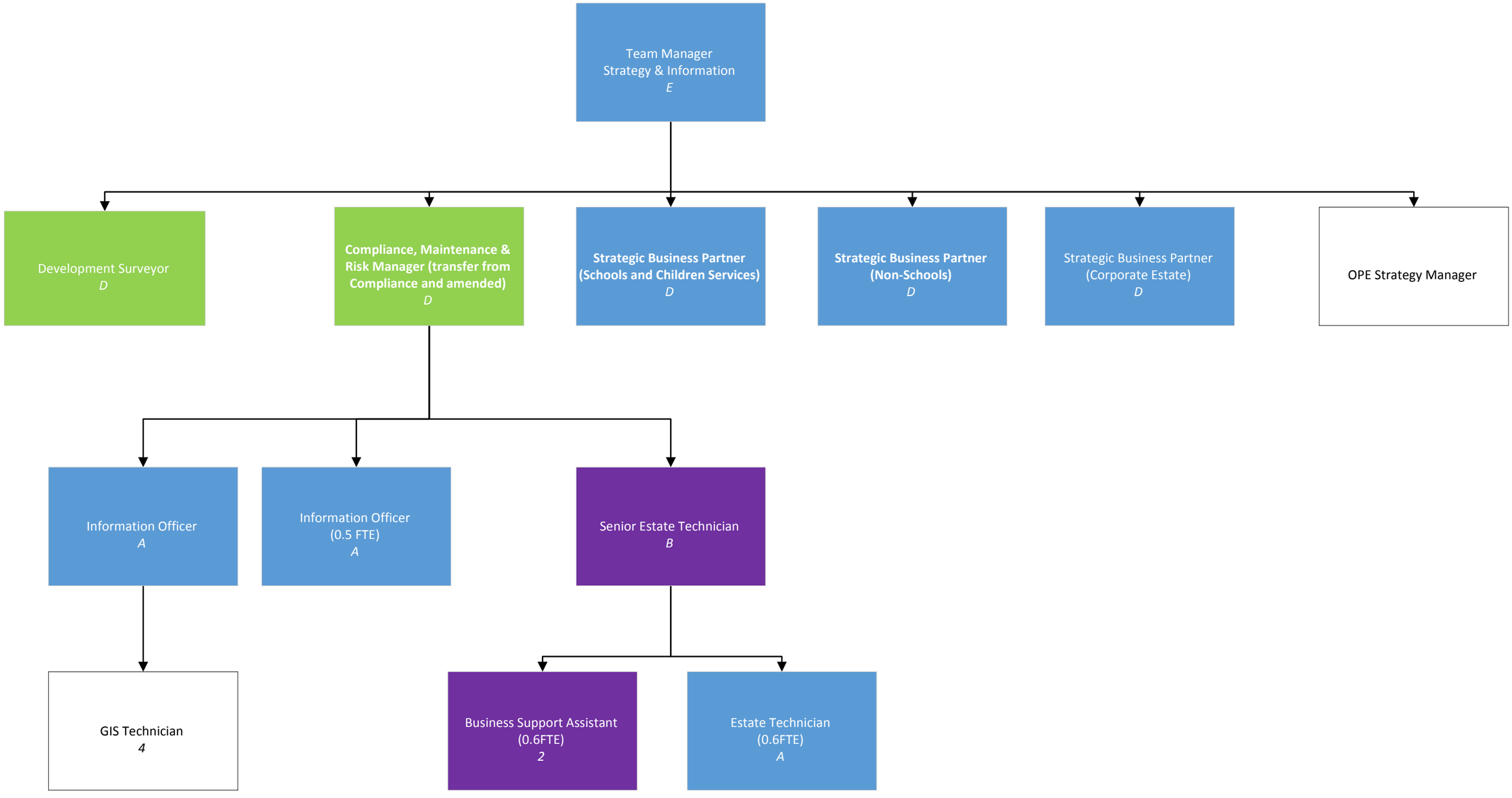
New Post

Moved Post

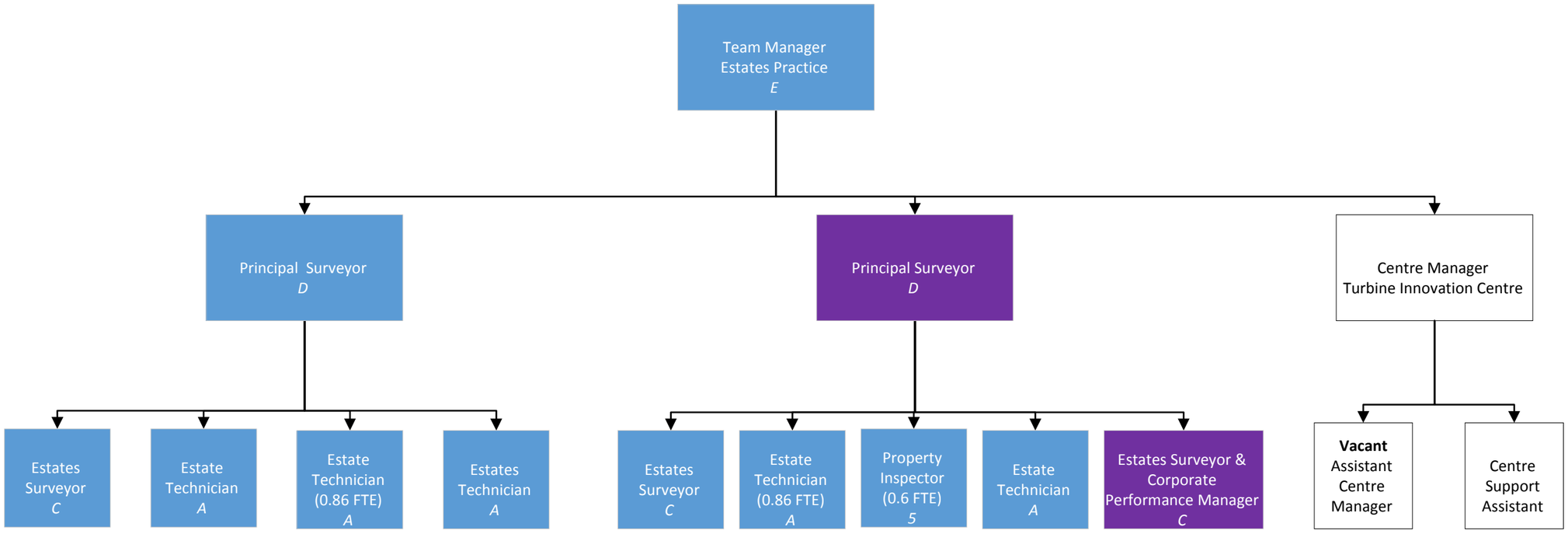
Unaffected



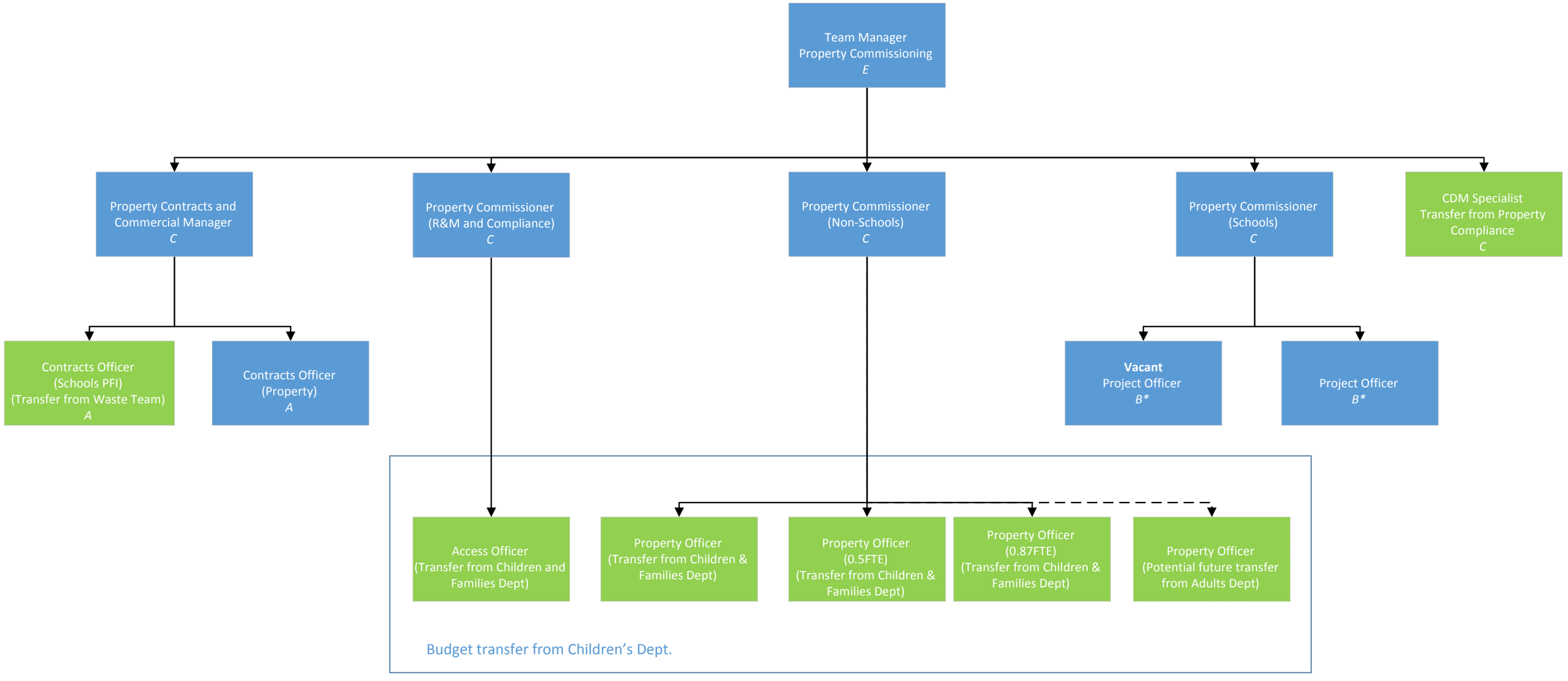
Proposed Strategy and Information Team



Proposed Estates Practice Team



Proposed Property Commissioning

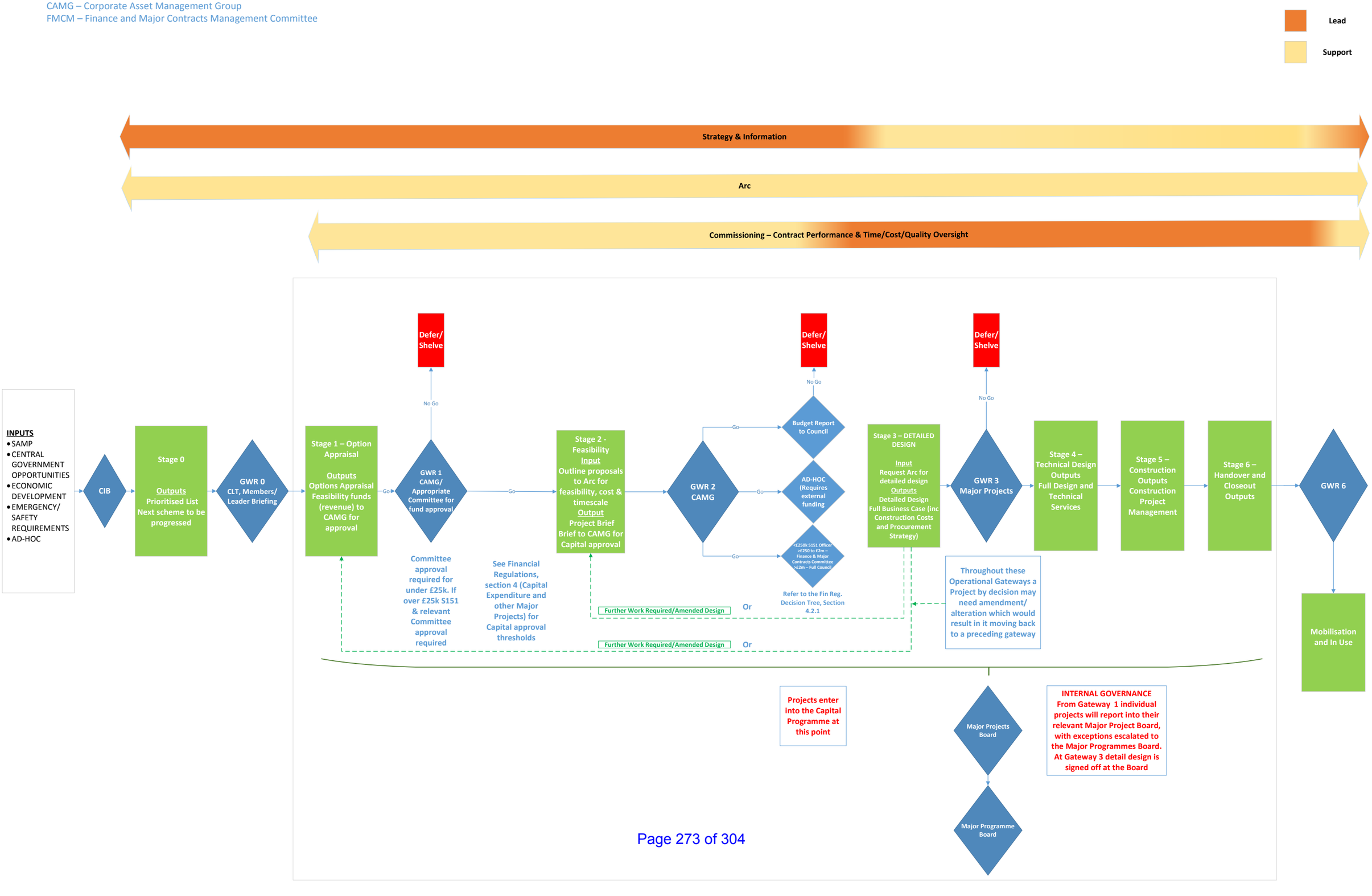


*Subject to Job Evaluation

KEY

GWR – Gateway Review
CIB – Capital Investment Board
CAMG – Corporate Asset Management Group
FMCM – Finance and Major Contracts Management Committee

Operating Model for largescale Capital Projects



Nottinghamshire County Council

Report to Policy Committee

22 May 2019

Agenda Item: 13

REPORT OF THE CHAIR OF GOVERNANCE AND ETHICS COMMITTEE

REVIEW OF OUTSIDE BODIES

Purpose of the Report

1. To consider the outcomes of the review of outside bodies undertaken by the Governance and Ethics Committee cross party working group.

Information

Background

2. At its meeting of 13 June 2018, Governance and Ethics Committee established a cross party working group to undertake a review of the Council's register of outside bodies. The review had originally been requested by Policy Committee, specifically with regard to consideration of the ongoing need for, and relevance of, the Council's involvement with the various bodies and also to monitor the attendance of the Council's representatives (primarily Councillors) at meetings of those bodies. In establishing the working group, Governance & Ethics Committee agreed that the scope of the review should also include the process for making appointments to outside bodies. The working group was made up of Councillors Andy Sissons (Chair), Keith Walker, Nicki Brooks and Rachel Madden. The group met on three occasions in order to undertake the review which was supported by Democratic Services.

3. Evidence was collected from the majority of outside bodies on the register and all those Councillors who have been appointed as Council representatives

4. Governance and Ethics Committee at its meeting on 1 May 2019 welcomed and endorsed the working group's recommendations for submission to Policy Committee for approval.

5. In broad terms the working group's recommendations focus on categorising the overall register into three sub-categories and removing those bodies that are either defunct or do not meet the definition of an outside body for the purposes of the register. The route for feeding back relevant information from outside bodies to the Council via committees has been clarified. The recommendations also propose processes for raising any concerns about a Council representative's attendance at meetings of outside bodies, adding or removing outside bodies from the register and making appointments to those bodies on the register.

6. Where the review highlighted any discrepancies in terms of bodies which should be included these were also addressed as part of this process. Similarly, where Councillor appointments had been subsequently updated these were also reflected within the updated lists.

7. The Working Group's Recommendations, endorsed by Governance & Ethics Committee are as follows:-

   a) That the approach to divide the various types of organisations within the Outside Bodies register to the following three categories be agreed:-
      i) Organisations which have been established or are owned or partly owned by Nottinghamshire County Council (see **Appendix A**)
      ii) Local or national organisations that are linked to the strategic focus of the Council (see **Appendix B**)
      iii) Local community groups, charities and partnerships whose primary focus is on local community issues (see **Appendix C**)

      It is also recommended that the Council should continue to engage with those bodies included in a further category of planning liaison committees but that these should not be included in the register (see **Appendix D**);

b) That those bodies highlighted in bold font in Appendix B & C be removed from the register;

c) That the Safer Nottinghamshire Board and the Clayworth Educational Foundation be added to the register of outside bodies and the relevant formal appointments be made by the Ruling Group's Group Business Manager.

d) That the proposed approach for sharing information about outside bodies with relevant committees be agreed and each committee be informed of the relevant outside bodies and their representatives that come within their remit, to enable information to be requested from the Council's representatives on specific bodies as and when required.

e) That any concerns raised about a lack of attendance by Councillor representatives at meetings of any outside body in the register be raised with the Ruling Group's Group Business Manager and the Group Business Manager of the relevant Councillor as appropriate.

f) That where appropriate, further clarification be sought as to whether the number of Councillor appointments can be reduced on any outside bodies (specifically Lambs Charity and SACRE).

g) That the proposed process for adding or removing outside bodies to the register via six monthly update reports to Policy Committee be agreed and authority be delegated to the Team Manager, Democratic Services, in consultation with the Monitoring Officer, to categorise any new outside bodies and to add Category B bodies to the register.

h) That appointments to any outside bodies included in the register continue to be made by the Ruling Group's Group Business Manager, in consultation with the Group Business Manager of the relevant opposition group/s where appropriate.

8. Further details about the review and the reasons for the recommendations are available through the report to Governance and Ethics Committee of 1 May 2019 (see link in list of Background Papers).

Other Options Considered

9. In drawing its conclusions, the working group considered different options.

Reason/s for Recommendation/s

10. Policy Committee requested that the Governance and Ethics Committee review the Outside Bodies process.

Statutory and Policy Implications

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

Financial Implications

12. There are no direct financial implications arising from this report.

RECOMMENDATION/S

That Policy Committee approves the recommendations of the working group as outlined in paragraph 7 above and as further detailed in the working group's report to Governance and Ethics Committee.

Councillor Bruce Laughton
Chair of Governance & Ethics Committee

For any enquiries about this report please contact:
Keith Ford, Team Manager, Democratic Services
Tel: 0115 9772590 E-mail: keith.ford@nottscc.gov.uk

Constitutional Comments (SLB – 29/04/2019)

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

Financial Comments (RWK – 29/04/2019)

14. There are no specific financial implications arising directly from 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.

- Responses to Questionnaires from Outside Bodies and Council representatives;
- Report of working group - Review of Outside Bodies - Governance and Ethics Committee - 1 May 2019

Electoral Division(s) and Member(s) Affected

- All

Appendix A

Category A Outside Bodies

These organisations were established or are owned /partly owned by Nottinghamshire County Council.

Organisation	Current Appointees	Relevant Committee	Actions
Arc Partnership	Cllr Reg Adair Derek Higton	Communities and Place Review and Development	Retain in the outside bodies register.
Futures Advice, Skills and Employment Ltd	Cllr Boyd Elliott Cllr Kevin Rostance David Hughes	Children & Young People's	Retain in the outside bodies register.
Greater Nottingham Light Rapid Transit Ltd	Previously Corporate Director of Place	Finance and Major Contracts Management	Retain in the outside bodies register and clarify need for any refresh of appointments.
Holme Pierrepont Leisure Trust	Cllr John Cottee (replaces Cllr Mrs Kay Cutts)	Communities and Place	Retain in the outside bodies register.
Inspire	Cllr John Cottee Cllr Glynn Gilfoyle	Communities and Place	Retain in the outside bodies register.
Marketing Nottingham & Nottinghamshire Ltd	Cllr Mrs Kay Cutts MBE	Communities and Place	Retain in the outside bodies register.
Scape Group Ltd	Cllr Reg Adair (Cllr Richard Butler has been appointed as an alternate Director to deputise for Cllr Adair if required).	Finance and Major Contracts Management	Retain in the outside bodies register.
Via EM	Anthony May Nigel Stevenson	Communities and Place Review and Development	Retain in the outside bodies register.

Category B Outside Bodies

These organisations are a mixture of both local and national organisations that are linked to the strategic focus of the Council.

Organisation	Current Appointees	Relevant Committee	Actions
Campaign to Protect Rural England (CPRE)	**Cllr Bruce Laughton**	**Planning and Licensing**	**Remove from the outside bodies register, although relevant officers will continue to be involved as appropriate.**
Cotgrave Strategic Board	**Cllr Richard Butler**		**Remove from the outside bodies register as the Board no longer meets.**
County Councils Network (CCN)	Cllr Mrs Kay Cutts MBE Cllr Reg Adair Cllr Richard Butler Cllr Alan Rhodes	Policy	Retain in the outside bodies register.
Creswell Heritage Trust	Cllr John Cottee	Communities and Place	Retain in the outside bodies register – Council representation is specified within the body's Constitution.
CSP: Bassetlaw, Newark & Sherwood Community Safety Partnership	**Cllr Keith Walker**	**Communities and Place**	**Remove from the outside bodies register, although relevant officers will continue to be involved as appropriate.**
CSP: Mansfield & Ashfield Community Safety Partnership	**Cllr Phil Rostance Cllr Martin Wright Cllr Andy Sisson**	**Communities and Place**	**Remove from the outside bodies register, although relevant officers will continue to be involved as appropriate.**
CSP: South Nottinghamshire Community Safety Partnership	**Cllr John Handley Vicky Cropley**	**Communities and Place**	**Remove from the outside bodies register, although relevant officers will continue to be involved as appropriate.**
D2N2 Commission	Cllr Reg Adair	Policy	Retain in the outside bodies register – Council elected Member representation is specified within the Terms of Reference.
D2N2 European Structural Investment Fund (ESIF) Sub Committee	Cllr Reg Adair	Policy	Retain in the outside bodies register – Council elected Member representation is specified within the Terms of Reference.
D2N2 Infrastructure & Investment Board (IIB)	Cllr Mrs Kay Cutts MBE Cllr Richard	Policy	Retain in the outside bodies register – Council elected Member representation is specified within the Terms of Reference.

	Jackson		
D2N2 Local Area Partnership	Cllr Mrs Kay Cutts MBE	Policy	Retain in the outside bodies register – Council elected Member representation is specified within the Terms of Reference.
East Midlands Council & East Midlands Council Executive Board	Cllr Mrs Kay Cutts MBE	Policy	Retain in the outside bodies register – the Leader of the County Council is automatically given a place on East Midlands Council and the Executive Board as the Leader of an 'Upper Tier' authority. N.B. The County Council are not automatically entitled to any other places but the political groups at the Council are approached to make expressions of interests for the remaining places on the Council and various sub-groups in order to achieve political balance across the Region. The following 'additional places' were given to County Councillors on a political balance basis:- • East Midlands Council – Cllrs Reg Adair, Kate Foale, Philip Owen and Alan Rhodes • Regional Employers Board – Cllr Kate Foale • Regional Migration Board –Cllr Philip Owen
East Midlands Lead Member Network: Adult Social Care and Health & Wellbeing	Cllr John Doddy	Adult Social Care & Public Health	Retain in the outside bodies register - this body was set up between the East Midlands Councils and East Midlands Regional Association of Directors of Adult Social Services. It has not been active recently but officers understand that the body does plan to meet again
East Midlands High Speed 2 (HS2) Skills and Supply Chain Board	Cllr Philip Owen	Communities and Place	Retain in the outside bodies register – this body was added subsequent to the review, as agreed by Policy Committee on 20 March 2019.
Family Care	**Cllr Tracey Taylor**		**Remove from the outside bodies register as this body is now defunct.**
Greater Nottingham Joint Planning Advisory Board	Cllr Phil Rostance Cllr Gordon Wheeler	Communities and Place Review and Development	Retain in the outside bodies register – Council elected Member representation is specified within the Terms of Reference.
High Sheriff Community Safety Forum	Cllr John Handley	Communities and Place	Retain in the outside bodies register –representation could be via an officer but it is proposed to continue the existing elected Member representative.
HS2 East Midlands Strategic Growth Board	Cllr Mrs Kay Cutts MBE Cllr Reg Adair	Policy	Retain in the outside bodies register – Council elected Member representation is specified within the Terms of Reference.
Local Authorities Energy Partnership (LAEP)	Cllr Phil Rostance	Finance and Major Contract Management	Retain in the outside bodies register – Council elected Member representation is specified within the Terms of Reference.

Local Authority Pension Fund Forum (LAPFF)	Cllr Eric Kerry Mr Nigel Stevenson	Pension Fund Committee	Retain in the outside bodies register – Council elected Member representation is specified within the Terms of Reference.
Local Government Association (LGA) General Assembly	Cllr Mrs Kay Cutts MBE Cllr Reg Adair Cllr Alan Rhodes Mr Anthony May	Full Council	Retain in the outside bodies register – Council elected Member representation is specified within the Terms of Reference.
Local Government Flood Forum	Cllr Bruce Laughton Clive Wood	Finance and Major Contracts Management	Retain in the outside bodies register (although no legal requirement)
Local Government Information Unit (LGIU)	**Cllr Bruce Laughton Cllr Reg Adair**	**Policy**	**Remove from the outside bodies register – although the Council will continue to be a member of the organisation.**
Lowland Derbyshire and Nottinghamshire Local Nature Partnership	Cllr Reg Adair	Communities and Place	Retain in the outside bodies register – Council elected Member representation is specified within the Terms of Reference of this D2N2 Sub-Group.
Mansfield & Ashfield Economic Development Partnership	Cllr Martin Wright	Community and Place	Retain in the outside bodies register (although no legal requirement) – representation could be via an officer but it is proposed to continue the existing elected Member representative.
Mid Nottinghamshire Alliance Leadership Board **Mid Nottinghamshire Alliance Operational Oversight Group**	**Cllr Stuart Wallace Director of Adult Social Care and Public Health** **Cllr Dr John Doddy**	**Adult Social Care & Public Health** **Adult Social Care & Public Health**	**Remove from the outside bodies register - as part of the evidence-gathering for this review, it has been clarified that Policy Committee agreed on 13 July 2016 that the Councillor appointments to this Board and the Operational Oversight Group be replaced with officer appointments (the Corporate Director for ASCHPP and the Service Director for Mid-Nottinghamshire respectively).** **The Council will continue to play an active part in both groups (although it is understood that the Operational Oversight Group has not been active of late) with officers continuing to attend and briefing elected Members as appropriate. In light of this it is proposed that both bodies be removed from the outside bodies register.**
NET Partnership Board	**Cllr Gordon Wheeler Chris Charnley**	**Communities and Place Review and Development**	**Remove from the outside bodies register as not currently active (the County Council will be requested to make fresh appointments in the future if the body is re-established).**

Nottinghamshire and City of Nottingham Fire and Rescue Authority	**Cllr Andrew Brown Cllr John Clarke Cllr Sybil Fielding Cllr Vaughan Hopewell Cllr John Longdon Cllr Michael Payne Cllr Francis Purdue-Horan Cllr Mike Quigley MBE Cllr Kevin Rostance Cllr Parry Tsimbiridis Cllr Jonathan Wheeler Cllr Jason Zadrozny**	**Full Council**	**Remove from the outside bodies register – this is a Combined Fire Authority and should be dealt with as a joint committee rather than as an outside body.**
Nottinghamshire Healthcare NHS Foundation Trust	Cllr Stuart Wallace	Health and Wellbeing Board	Retain in the outside bodies register – Council elected Member representation is specified within the body's Terms of Reference.
Nottinghamshire Local Access Forum	Cllr Chris Barnfather Cllr Jim Creamer Cllr Rachel Madden	Communities and Place	Retain in the outside bodies register – Council elected Member representation is a statutory requirement.
Nottinghamshire Roosevelt Travelling Scholarship	Cllr Mrs Sue Saddington	Children and Young People's	Retain in the outside bodies register – Council elected Member representation is specified within the organisation's Constitution, with the Chairman of the County Council being an ex-officio Trustee.
Nottinghamshire Skills & Employment Board	Cllr Neil Clarke MBE	Personnel	Retain in the outside bodies register (although no legal requirement)

PATROLAJC – Parking & Traffic Regulations Outside London Adjudication Joint Committee & BLASJC - Bus Lane Adjudication Service Joint Committee	**Cllr John Handley**	**Communities and Place**	**Remove from the outside bodies register – these committees should be dealt with as joint committee rather than as an outside body.**
Rural Services Network	Cllr Bruce Laughton	Communities and Place	Retain in the outside bodies register – Council elected Member representation is specified within the body's Terms of Reference.
Rushcliffe Borough Council - Bingham Local Growth Board	Cllr Francis Purdue-Horan	Communities and Place Review and Development	Retain in the outside bodies register – Council elected Member representation is specified within the body's Terms of Reference.
Rushcliffe Borough Council - Cotgrave Local Growth Board	**Cllr Richard Butler**		**Remove from outside bodies register – this Board is now defunct.**
Rushcliffe Borough Council - East Leake Local Growth Board	Cllr Andrew Brown	Communities and Place Review and Development	Retain in the outside bodies register – Council elected Member representation is specified within the body's Terms of Reference.
Rushcliffe Borough Council - Radcliffe on Trent Local Growth Board	Cllr Neil Clarke MBE	Communities and Place Review and Development	Retain in the outside bodies register – Council elected Member representation is specified within the body's Terms of Reference.
Rushcliffe Borough Council - Strategic Growth Board	Cllr Reg Adair	Communities and Place Review and Development	Retain in the outside bodies register – Council elected Member representation is specified within the body's Terms of Reference.
Rushcliffe Borough Council - West Bridgford Local Growth Board	Cllr Jonathan Wheeler	Communities and Place Review and Development	Retain in the outside bodies register – Council elected Member representation is specified within the body's Terms of Reference.

SACRE (Standing Advisory Council for Religious Education)	Cllr Boyd Elliott Cllr Phil Rostance Cllr Vaughan Hopewell	Children and Young People's	Retain in the outside bodies register – Council elected Member representation is specified within the body's Terms of Reference and is a statutory requirement.
Safer Nottinghamshire Board	*Chief Executive Member with lead responsibility for Community Safety (Cllr John Handley)*	*Communities and Place*	*New – add to the outside bodies register, in place of the Community Safety Partnerships.*
Sherwood Forest Hospitals NHS Foundation Trust	Cllr Dr John Doddy	Health and Wellbeing Board	Retain in the outside bodies register – Council elected Member representation is specified within the body's Terms of Reference and is a statutory requirement.
Sustainable Urban Development Strategic Advisory Committee.	Cllr Reg Adair	Communities and Place	Retain in the outside bodies register – Council elected Member representation is specified within the body's Terms of Reference. Further clarification to be sought about meeting dates etc.
Transport for the North (TfN) Board	Cllr John Ogle	Finance and Major Contracts Management	Retain in the outside bodies register – Council elected Member representation is specified within the body's Terms of Reference.
Trent Regional Flood and Coastal Committee	Cllr Roger Jackson	Finance and Major Contracts Management	Retain in the outside bodies register – Council elected Member representation is specified within the body's Terms of Reference.
Waste Partnering Agreement Board (Joint Waste Management Committee)	Cllr Phil Rostance	Communities and Place	Retain in the outside bodies register – Council elected Member representation is specified within the body's Terms of Reference.

Category C Outside Bodies

These organisations are local community groups, charities and partnerships whose primary focus is on local community issues.

Organisation	Current Appointees	Relevant Committee for reporting purposes	Proposed Action
Age Concern Chilwell	**Cllr Eric Kerry**	**Adult Social Care & Health**	**Remove from the outside bodies register, although officers from the Council's Communities Team will continue to be involved and the local County Councillor is free to continue to attend meetings, in their role as the local elected Member, should this be helpful.**
Age Concern Eastwood & District	**Cllr Tony Harper**	**Adult Social Care & Health**	**Remove from the outside bodies register, although officers from the Council's Communities Team will continue to be involved and the local County Councillor is free to continue to attend meetings, in their role as the local elected Member, should this be helpful.**
Arnold Old People's Welfare Committee	Cllr Pauline Allan	Adult Social Care & Health	Retain in the outside bodies register whilst the need for Council representation is still included in the organisation's terms of reference and constitution (the organisation is looking to review the objectives and activities of the Committee over the next year).
Bassetlaw Public and Third Sector Partnership	**Cathy Harvey, Communities Team Manager**	**Communities and Place**	**Remove from the outside bodies register, although officers from the Council's Communities Team will continue to be involved.**
Brunts Charity	Cllr Stephen Garner	Children and Young People's	Retain in the outside bodies register – Council elected Member representation is specified within the charity's Scheme.
Chesterfield Canal Partnership	Cllr Sybil Fielding Heather Stokes	Communities and Place Review and Development	Retain in the outside bodies register – Council representation is specified within the body's Terms of Reference (representation could be via an officer but it is proposed to continue the existing elected Member representative).
Clayworth Education Foundation	*Cllr Tracey Taylor*	*Children and Young People's*	*New, add to outside bodies register - During the review we were notified that a Council elected Member representation is specified within their constitution*
Constable's Field Foundation	Cllr Chris Barnfather	Planning and Licensing	Retain in the outside bodies register – Council elected Member representation is specified within the charity's Scheme.

Diana Eyre's Educational Foundation	Cllr John Ogle	Children and Young People's	Retain in the outside bodies register – Council representation is specified within the Foundation's constitution (representation could be via an officer but it is proposed to continue the existing elected Member representative).
Doncaster Sheffield Airport Consultative Committee	Cllr Mike Quigley	Communities and Place Review and Development	Retain in the outside bodies register – Council elected Member representation is specified within the Committee's Terms of Reference.
East Midlands Airport Independent Consultative Committee	Cllr Andrew Brown Cllr Reg Adair	Communities and Place Review and Development	Retain in the outside bodies register – Council representation is specified within the Committee's Terms of Reference. Representation could be via an officer but it is proposed to continue one of the two existing elected Member representatives, subject to confirmation that a single appointment will satisfy the requirements of the Terms of Reference.
Faith Clerkson Trust	Cllr Stephen Garner	Children and Young People's	Retain in the outside bodies register – Council representation is specified within the Foundation's constitution (representation could be via an officer but it is proposed to continue the existing elected Member representative).
Focus on Young People in Bassetlaw	Cllr Tracey Taylor	Children and Young People's	Retain in the outside bodies register – Council elected Member representation is specified within the group's Terms of Reference.
Grantham Canal Partnership	Cllr Jonathan Wheeler	Communities and Place Review and Development	Retain in the outside bodies register – Council representation is specified within the body's Terms of Reference (representation could possibly be via an officer but it is proposed to continue the existing elected Member representative).
Greenwood Community Forest Partnership	Cllr Phil Rostance	Communities and Place	Retain in the outside bodies register – Council elected Member representation is specified within the group's Terms of Reference.
Groundwork Cresswell, Ashfield & Mansfield	Cllr Jim Creamer	Communities and Place	Retain in the outside bodies register – Council elected Member representation is specified within the group's Terms of Reference.
Groundwork Greater Nottingham	Cllr Jim Creamer	Communities and Place	Retain in the outside bodies register – Council elected Member representation is specified within the group's Terms of Reference (representation could be via an officer but it is proposed to continue the existing elected Member representative).
Hucknall Partnership Group	**Cllr Phil Rostance**	**Communities and Place**	**Remove from the outside bodies register, although the local County Councillor is free to continue to attend meetings, in their role as the local elected Member, should this be helpful.**

Lamb's Charity	Cllr Mrs Sue Saddington Cllr Tracey Taylor Cllr Boyd Elliott Cllr Phil Rostance Cllr Vaughan Hopewell	Children and Young People's	Retain in the outside bodies register but further clarification to be sought about the number of appointees required – Council representation is specified within the Charity's Scheme but only a single nomination appears to be required (representation could also possibly be via an officer). Only one of the 5 Councillors currently appointed has been contacted recently.
Lilley & Stone Charity Trust	Cllr Stuart Wallace Cllr Tony Roberts MBE	Children and Young People's	Retain in the outside bodies register – Council elected Member representation is specified within the charity's Scheme.
Magnus Educational Foundation	Cllr Stuart Wallace	Children and Young People's	Retain in the outside bodies register – Council representation is specified within the Foundation's constitution (representation could be via an officer but it is proposed to continue the existing elected Member representative).
Manor Park Residents Association Limited	Cllr Reg Adair	Planning and Licensing	Retain in the outside bodies register – representation could be via an officer but it is proposed to continue the existing elected Member representative.
Mansfield BID	Cllr Andy Sissons	Finance and Major Contract Management	Retain in the outside bodies register – Council representation is specified within the body's Terms of Reference (representation could possibly be via an officer but at this stage it is proposed to continue the existing elected Member representative).
Mansfield Educational Foundation	Cllr Andy Sissons Cllr Martin Wright	Children and Young People's	Retain in the outside bodies register – Council representation is specified within the Foundation's Terms of Reference (representation could possibly be via an officer but at this stage it is proposed to continue the existing elected Member representative).
Mansfield Woodhouse Community Development Group	Cllr Joyce Bosnjak	Communities and Place	Retain in the outside bodies register (although no legal equirement).
Municipal General Charity	Cllr Stuart Wallace	Adult Social Care and Health	Retain in the outside bodies register – Council representation is specified within the charity's scheme (representation could be via an officer but it is proposed to continue the existing elected Member representative).
Norwell Educational Foundation	Cllr Bruce Laughton	Children and Young People's	Retain in the outside bodies register – Council elected Member representation is specified within the Foundation's constitution.

Nottinghamshire Building Preservation Trust	Cllr Roger Jackson	Finance and Major Contract Management	Retain in the outside bodies register – Council representation is specified within the Trust's constitution (representation could be via an officer but it is proposed to continue the existing elected Member representative).
Nottinghamshire Clubs for Young People	Cllr Boyd Elliott	Children and Young People's	Retain in the outside bodies register – Council representation is specified within the Trust's constitution (representation could be via an officer but it is proposed to continue the existing elected Member representative).
Nottinghamshire Young Farmers Clubs	Cllr Roger Jackson	Children and Young People's	Retain in the outside bodies register (although no legal requirement) – representation could be via an officer but it is proposed to continue the existing elected Member representative.
Platt Lane Management Committee	Cllr John Cottee	Planning and Licensing	Retain in the outside bodies register – Council elected Member representation is specified within the Committee's Terms of Reference.
Portland College	Cllr John Handley	Children and Young People's	Retain in the outside bodies register (although no legal requirement) – representation could be via an officer but it is proposed to continue the existing elected Member representative.
Queen Elizabeth's Endowed School Trust	Cllr Stephen Garner Cllr Phil Rostance Cllr Andy Sissons Hon Alderman John Carter Hon Alderman Terry Butler	Children and Young People's	Retain in the outside bodies register – Council representation is specified within the charity's scheme (representation could be via an officer but it is proposed to continue the existing elected Member representative). Further clarification to be sought about the number of appointees required.
Reads Exhibition Foundation (educational charity)	Cllr John Ogle	Children and Young People's	Retain in the outside bodies register – Council elected Member representation is specified within the charity's Scheme (although this has been reduced from four to one appointees over time).
Rural Community Action Nottinghamshire (RCAN)	Cllr Jim Creamer	Community and Place	Retain in the outside bodies register (although no legal requirement) – representation could be via an officer but it is proposed to continue the existing elected Member representative.
Samworth Church Academy	**Cllr Stephen Garner Until May 2019**	**Children and Young People's**	**The Academy did not respond to the consultation. It is proposed that the Academy be removed from the outside bodies register but that the local elected Member continue to attend (this is in line with the practice of County Councillors' involvement as Governors of other Academies).**

The Crossing SEC Ltd	Cllr Kevin Greaves Sub: Vacant	Community and Place	Retain in the outside bodies register – Council elected Member representation is specified within the Committee's Terms of Reference.

Planning Liaison Committees

It is proposed that these groups should not be classed as outside bodies and should therefore be removed from the outside bodies register whilst continuing to be supported and attended by the Council's Planning team and local elected Members as appropriate.

Organisation	Current Appointees
Liaison Committee Besthorpe & Girton Quarries	Cllr Maureen Dobson Mike Hankin
Liaison Committee Bestwood 2 Quarry	Cllr Chris Barnfather Mike Hankin
Liaison Committee Dorket Head	Cllr Michael Payne Cllr Boyd Elliott Mike Hankin
Liaison Committee East Leake Quarry	Cllr Reg Adair Cllr Andrew Brown Debbie Wragg
Liaison Committee Hoveringham Quarry	Cllr Roger Jackson Mike Hankin
Liaison Committee John Brooke Sawmill, Winderpool	Cllr John Cottee Joel Marshall
Liaison Committee Kirton Brickworks	Cllr Mike Pringle Mike Hankin
Liaison Committee Langford Lowfields	Cllr Maureen Dobson Mike Hankin
Liaison Committee On-Farm Green Composting Facility at Stragglethorpe	Cllr Richard Butler Cllr Mrs Kay Cutts MBE Debbie Wragg Tim Turner
Liaison Committee Oxton Composting	Cllr Roger Jackson Mike Hankin
Liaison Committee Spring Road, Mission shale gas exploration site	Councillor Tracey Taylor Jonathan Smith Oliver Meek Tim Turner

Liaison Committee Staple Landfill	Cllr Keith Walker Mike Hankin
Liaison Committee Staythorpe Power Station	Cllr Mrs Sue Saddington
Liaison Committee Tinker Lane shale gas exploration site	Councillor Tracey Taylor Jonathan Smith Oliver Meek Tim Turner
Liaison Committee Two Oaks Farm Quarry	Councillor Samantha Deakin Jonathan Smith John Cranham
Liaison Committee Vale Road Quarry	Cllr Joyce Bosnjak Cllr Parry Tsimbiridis Oliver Meek
Liaison Committee Welshcroft Waste Transfer Station	Cllr John Knight Cllr Rachel Madden Cllr Jason Zadrozny Tim Turner

Nottinghamshire County Council

Report to Policy Committee

22 May 2019

Agenda Item: 14

REPORT OF THE LEADER

COUNTY COUNCIL CIVIC SERVICE

Purpose of the Report

1. To seek approval for hospitality at the County Council Civic Service at Southwell Minster on Sunday, 23 June 2019 at 3.00 pm.

Information

2. Each year the County Council holds a Civic Service in order to formally mark the start of the Chairman's year in office and to help raise awareness of the Chairman's chosen charity.

3. Representatives from the Lord Lieutenant, High Sheriff, Civic Heads, Clergy, Members of Nottinghamshire County Council, District/Borough Councillors and Chief Executives, Parish/Town Councils, Magistrates and representative from the County Coroner will be invited to attend. Other attendees will include representatives from the Chairman's chosen charity, the parents/guardians of the young performers involved in the Service and members of the public.

4. Hospitality is provided at the discretion of the Chairman, with refreshments served at the Minster after the service.

Other Options Considered

5. Different options for holding the Civic Service are available. The specific contents and the format of the day, with reference to the estimated costs, will be finalised in conjunction with the new Chairman following their appointment at Annual Council on16 May 2019.

Reason/s for Recommendation/s

6. To seek approval for expenditure on hospitality so that the necessary initial planning and arrangements can be made at the earliest opportunity.

Statutory and Policy Implications

7. 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

8. The estimated cost of holding the Civic Service will be £1,900 based on the costs of last year's event.

RECOMMENDATION/S

1) That approval be given to the estimated costs of £1,900 in connection with the Civic Service on 23 June 2019 at Southwell Minster being met from the County Hospitality budget.

COUNCILLOR MRS KAY CUTTS MBE
Leader of the County Council

For any enquiries about this report please contact:

Sarah Ashton, Democratic Services Officer, Democratic Services, sarah.ashton@nottscc.gov.uk

Constitutional Comments (SLB – 24/04/19)

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

Financial Comments (RWK 25/04/2019)

10. The financial implications are set out in paragraph 8 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.

- None

Electoral Division(s) and Member(s) Affected

- All

Nottinghamshire County Council

Report to Policy Committee

22 May 2019

Agenda Item: 15

REPORT OF THE SERVICE DIRECTOR, CUSTOMER, GOVERNANCE AND EMPLOYEES

USE OF URGENCY PROCEDURES

Purpose of the Report

1. To update Policy Committee on the use of the Council's Urgency Procedures in the last monitoring period (August 2018– March 2019).

Information

2. The Constitution sets out procedures to deal with events which require a decision outside of a committee's normal cycle of meetings. The use of these procedures should periodically be reported to Policy Committee. The procedures enable urgent decisions by committee, calling an additional meeting of a committee or an urgent decision by the Chief Executive (the latter decisions are reported to the next meeting of the relevant committee).

3. The following decision was taken using the urgency procedures in the period August 2018 to March 2019:-

URGENT DECISION BY CHIEF EXECUTIVE

Date	Relevant Committee	Decision taken	Reason for Urgency
19/11/18	Children and Young People's Committee	To review the school admission arrangements for 2019-2020 following a determination by the Schools Adjudicator	The admission application process for first admission in September 2019 opened on 5 November 2018 and the existing admission arrangements required revision following the determination of the Schools Adjudicator on 26 September 2018. The arrangements needed to be revised within 2 months of the date of this determination.

4. There were no urgent decisions taken by any committee and no additional meetings were called to deal with urgent matters in this period.
5. Use of the Urgency Procedures has been limited and appropriate and these procedures have only been utilised when it was in the public interest to do so.

Other Options Considered

6. None – reporting on the use of the Urgency Procedures to Policy Committee is a Constitutional requirement.

Reason/s for Recommendation/s

7. To enable the Committee to be updated on the use of the urgency procedures, in line with the Council's Constitution.

Statutory and Policy Implications

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

RECOMMENDATION

That Members consider whether any further information or actions are required in relation to the use of the Council's urgency procedures in the last monitoring period of August 2018 – March 2019.

Marjorie Toward
Service Director, Customers, Governance and Employees

For any enquiries about this report please contact: Keith Ford, Team Manager, Democratic Services Tel: (0115) 9772590 E-mail: keith.ford@nottscc.gov.uk

Constitutional Comments (SLB)
Policy Committee is the appropriate body to consider the content of this report. If Committee resolves that any actions are required it must be satisfied that such actions are within the Committee's terms of reference.

Financial Comments (SES)
There are no specific financial implications arising directly from this report.

Background Papers

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

- Urgent Decision Form regarding School Admission Arrangements and related papers.

Electoral Division(s) and Member(s) Affected

All

Nottinghamshire County Council

Report to Policy Committee

22 May 2019

Agenda Item: 16

REPORT OF THE SERVICE DIRECTOR, CUSTOMERS, GOVERNANCE AND EMPLOYEES

WORK PROGRAMME

Purpose of the Report

1. To review the Committee's work programme for 2019-20.

Information

2. The County Council requires each committee to maintain a work programme. The work programme will assist the management of the committee's agenda, the scheduling of the committee's business and forward planning. The work programme will be updated and reviewed at each pre-agenda meeting and committee meeting. Any member of the committee is able to suggest items for possible inclusion.

3. The attached work programme includes items which can be anticipated at the present time. Other items will be added to the programme as they are identified.

4. The Policy Committee will be asked to determine policies, strategies and statutory plans developed or reviewed by other Committees of the Council. Committee Chairmen are invited to advise the Policy Committee of any additional policy reviews that are being considered.

5. The following changes have been made since the work programme was published in the agenda for the last meeting:-

   a. The following items were added to the agenda for May 2019:-
      - Statement of Accounts 2018-19 Accounting Policies 2018/19
      - Review of Outside Bodies
      - Property Transformation
      - Use of Urgency Procedures
      - County Council Civic Service
      - A614 and A6097 Major Route Network – Scheme Update and Funding Agreements
      - Modern Slavery and Human Trafficking
      - Basic Need Allocation for the Carlton Academy (The Redhill Academy Trust)

   b. The following items were deferred from May 2019 to July 2019:
      - Improvement and Change Sub-Committee Update on Monitoring Performance

c. The following item was deferred from May to September 2019
    - Younger Adults (18-64 years) Housing with Support Strategy

d. The following items were added to the agenda for future meetings:
    - June 2019 - Younger Adults (18-64 years) Housing with Support Strategy
    - June 2019 – Disposal of Abbey School site, Mansfield
    - June 2019 – Linby Heritage Centre
    - June 2019 - Sale of Land at Denewood Crescent, Bilborough – revision to highest bid
    - June 2019 - Special Provision Fund Capital Plan
    - June 2019 - Platt Lane Playing Field, Keyworth – Lease to Keyworth Sports Association
    - June 2019 - New School Sharphill Update and Latest Estimated Cost Report
    - June 2019 - Disposal of land at Westdale Road, Jacksdale

e. The following items were withdrawn from the work programme:
    - Disposal of land at Westdale Road, Jacksdale
    - Rural Acquisition
    - Green Spaces Review
    - Ending the Use of Fax

Other Options Considered

6) None.

Reason for Recommendation

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

Statutory and Policy Implications

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

RECOMMENDATION

That the Committee considers whether any amendments are required to the Work Programme.

Marjorie Toward
Service Director, Customers, Governance and Employees

For any enquiries about this report please contact: Keith Ford, Team Manager, Democratic Services, Tel: 0115 9772590

Constitutional Comments (SLB)

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

Financial Comments (NS)

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

Background Papers

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

None

Electoral Division(s) and Member(s) Affected

All

POLICY COMMITTEE - WORK PROGRAMME (AS AT 13 MAY 2019)

Report Title	Brief summary of agenda item	Lead Officer	Report Author
19 June 2019			
Platt Lane Playing Field, Keyworth – Lease to Keyworth Sports Association	To seek approval to lease the site.	David Hughes	Val Inwood
Nottinghamshire Early Years Improvement Plan	To seek approval of a proposed Best Start Strategy for 2020-2025 which will focus on young children and families to ensure that their education, health and wellbeing outcomes are improved.	Melanie Brooks	Irene Kakoullis
Special Provision Fund Capital Plan	To seek approval of investment to fund SEND adaptations in academies and to pilot three enhanced provisions in mainstream settings and two special school hubs.	Colin Pettigrew	Marion Clay
Sale of Land at Denewood Crescent, Bilborough – revision to highest bid	To approve a revision to the highest bid.	David Hughes	Steve Keating
Disposal of Abbey School site, Mansfield	To approve the disposal of this site.	David Hughes	Steve Keating
Linby Heritage Centre	To consider a transfer of this asset to Linby Parish Council.	David Hughes	Marie Glaister
Younger Adults (18-64 years) Housing with Support Strategy	To seek approval for this strategy.	Melanie Brooks	Jenni French
Accessibility Strategy	To seek approval for the Accessibility Strategy which assists pupils with Special Educational Needs and Disabilities to access the National Curriculum.	Colin Pettigrew	Chris Jones
Nottinghamshire Highway Design Guide	Adoption of Guide as policy.	Adrian Smith	Sally Gill
Operational Decisions Quarterly Report	To consider the Operational Decisions quarterly report for January-March 2019	David Hughes	
New School Sharphill Update and Latest Estimated Cost Report		Derek Higton	Phil Berrill
Disposal of land at Westdale Road,		David Hughes	Steve Keating

Jacksdale			
17 July 2019			
Safer Nottinghamshire Board Update	To provide an update on the work of the Board.	Anthony May	Vicky Cropley
Improvement and Change Sub-Committee Update on monitoring of Performance	Performance update	Rob Disney	Matt Garrard
18 September 2019			
Safer Nottinghamshire Board Update	To provide an update on the work of the Board.	Anthony May	Vicky Cropley
Update on Futures, Advice, Skills and Employment, including Enterprise Adviser Network		Adrian Smith	David Hughes/Marion Clay