

**SUMMONS TO COUNCIL**

date Thursday, 25 February 2016 venue County Hall, West Bridgford,  
**commencing at 10:30** Nottingham

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



Chief Executive

- |           |  |          |
|-----------|--|----------|
| <b>1</b>  | Minutes of the last meeting held on 14 January 2016  | 5 - 16   |
| <br>      |  |          |
| <b>2</b>  | Apologies for Absence  |          |
| <br>      |  |          |
| <b>3</b>  | Declarations of Interests by Members and Officers:- (see note below)<br>(a) Disclosable Pecuniary Interests<br>(b) Private Interests (pecuniary and non-pecuniary) |          |
| <b>4</b>  | Chairman's Business<br>a) Presentation of Awards/Certificates (if any)   |          |
| <br>      |  |          |
| <b>5a</b> | Presentation of Petitions (if any) (see note 5 below)  |          |
| <br>      |  |          |
| <b>5b</b> | Responses to Petitions Presented to the Chairman of the County Council   | 17 - 24  |
| <br>      |  |          |
| <b>6</b>  | Clarification of Committee Meeting Minutes published since the last meeting  | 25 - 26  |
| <br>      |  |          |
| <b>7</b>  | Annual Budget 2016-17  | 27 - 244 |

## NOTES:-

### (A) For Councillors

- (1) Members will be informed of the date and time of their Group meeting for Council by their Group Researcher.
- (2) The Chairman has agreed that the Council will adjourn for lunch at their discretion.
- (3)
  - (a) Persons making a declaration of interest should have regard to the Code of Conduct and the Procedure Rules for Meetings of the Full Council. Those declaring must indicate whether their interest is a disclosable pecuniary interest or a private interest and the reasons for the declaration.
  - (b) Any member or officer who declares a disclosable pecuniary interest in an item must withdraw from the meeting during discussion and voting upon it, unless a dispensation has been granted. Members or officers requiring clarification on whether to make a declaration of interest are invited to contact the Monitoring Officer or Democratic Services prior to the meeting.
  - (c) Declarations of interest will be recorded and included in the minutes of this meeting and it is therefore important that clear details are given by members and others in turn, to enable Democratic Services to record accurate information.
- (4) Members are reminded that petitions can be presented from their seat with a 1 minute time limit set on introducing the petition.
- (5) Members are reminded that these papers may be recycled. Appropriate containers are located in the respective secretariats.
- (6) Commonly used points of order

89b – The Member has spoken for more than 20 minutes (on budget debate)

50 – The Member has spoken for more than 10 minutes (on items other than the budget debate)

52 – The Member is not speaking to the subject under discussion

55 – The Member has already spoken on the motion

60 – Points of Order and Personal Explanations

79 – Disorderly conduct

(7) Time limit of speeches

Budget Debate

89b – no longer than 20 minutes (except for mover of the budget proposals when both moving and summing up and the mover of any amendment when moving the amendment)

Motions

50 – no longer than 10 minutes (except for budget debate)

Petitions

27 – up to one minute allowed

**(B) For Members of the Public**

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

Customer Services Centre 0300 500 80 80.

- (2) The papers enclosed with this agenda are available in large print if required. Copies can be requested by contacting the Customer Services Centre on 0300 500 80 80. Certain documents (for example appendices and plans to reports) may not be available electronically. Hard copies can be requested from the above contact.
- (3) This agenda and its associated reports are available to view online via an online calendar –  
<http://www.nottinghamshire.gov.uk/dms/Meetings.aspx>





Meeting COUNTY COUNCIL

Date Thursday, 14<sup>th</sup> January 2016 (10.30 am – 5.33 pm)

**Membership**

Persons absent are marked with 'A'

**COUNCILLORS**

Sybil Fielding (Chairman)  
Yvonne Woodhead (Vice-Chairman)

Reg Adair  
Pauline Allan  
Roy Allan  
John Allin  
Chris Barnfather  
Alan Bell  
Joyce Bosnjak  
Nicki Brooks  
Andrew Brown  
Richard Butler  
Steve Calvert  
Ian Campbell  
Steve Carr  
Steve Carroll  
John Clarke  
John Cottee  
Jim Creamer  
Mrs Kay Cutts MBE  
Maureen Dobson  
Dr John Doddy  
Boyd Elliott  
Kate Foale  
Stephen Garner  
Glynn Gilfoyle  
Kevin Greaves  
Alice Grice  
John Handley  
Colleen Harwood  
Stan Heptinstall MBE  
Tom Hollis  
Richard Jackson  
Roger Jackson  
David Kirkham

John Knight  
Darren Langton  
Bruce Laughton  
Keith Longdon  
Rachel Madden  
Diana Meale  
John Ogle  
Philip Owen  
Michael Payne  
John Peck JP  
Sheila Place  
Liz Plant  
Mike Pringle  
Darrell Pulk  
Alan Rhodes  
Ken Rigby  
Tony Roberts MBE  
Mrs Sue Saddington  
Andy Sissons  
Pam Skelding  
Martin Suthers OBE  
Parry Tsimbiridis  
Gail Turner  
Keith Walker  
Stuart Wallace  
Muriel Weisz  
Gordon Wheeler  
John Wilkinson  
Jacky Williams  
John Wilmott  
Liz Yates  
Jason Zadrozny

A

## **HONORARY ALDERMEN**

Martin Brandon-Bravo OBE  
Terence H Butler  
John Carter

## **OFFICERS IN ATTENDANCE**

Anthony May	(Chief Executive)
Jayne Francis–Ward	(Resources)
Paul McKay	(Adult Social Care, Health & Public Protection)
David Pearson	(Adult Social Care, Health & Public Protection)
Marion Clay	(Children, Families and Cultural Services)
Colin Pettigrew	(Children, Families and Cultural Services)
Tim Gregory	(Place)
Sally Gill	(Place)
Sara Allmond	(Resources)
Carl Bilbey	(Resources)
Martin Done	(Resources)
Catherine Munro	(Resources)
Anna O'Daly-Kardasinska	(Resources)
Neil Stevenson	(Resources)
Michelle Welsh	(Resources)

## **OPENING PRAYER**

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

### **1. MINUTES**

#### **RESOLVED: 2016/001**

That the Minutes of the last meeting of the County Council held on 26<sup>th</sup> November 2015 be agreed as a true record and signed by the Chairman.

### **2. APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor Keith Walker (other reasons).

An apology for absence was also received from Councillor Suthers OBE who would be arriving late as he was on other County Council business.

### **3. DECLARATIONS OF INTEREST**

Councillor Darrell Pulk declared a disclosable pecuniary interest in item 10 – Minerals Local Plan Submission Draft Consultation as he owned a property adjacent to the Botany Bay site. He left the meeting during consideration of the item.

#### **4. CHAIRMAN'S BUSINESS**

##### **(a) SELSON BY-ELECTION RESULT**

**RESOLVED: 2016/002**

That the report be noted.

##### **(b) PRESENTATION OF AWARDS**

###### **ICS UK Customer Service Index Accreditation**

Councillor Alan Rhodes announced the results of the Institute of Customer Services independent customer service survey of customer satisfaction. The service provided by the Customer Service Centre was higher than the average of all other local councils surveyed, scored higher than every other organisation in the UK in a number of key areas and was in the highest quartile in 9 of the 11 categories measured across the whole UK. The Chairman received the certificate from Councillor Rhodes and presented it to Marie Rowney, Helen Spiers, Charlotte Copley and Louise Fretwell from the Customer Services Team.

###### **The Legal 500 United Kingdom Awards 2015**

Councillor Alan Rhodes introduced the award won by the Legal Services Team. The Legal 500 United Kingdom Awards 2015 was a concept that recognised and rewarded the best in-house and private practice teams and individuals over the previous 12 months, with winners chosen from within respective industries, based on the most comprehensive research into the UK legal market. Nottinghamshire County Council's Legal Services were recognised as Team of the Year appearing alongside other winners such as Royal Mail, Siemens, Shell and the Co-Operative.

The Chairman received the award from Councillor Rhodes and presented it to Sorriya Richeux – Team Manager and Geoff Russell – Team Manager from Legal Services.

#### **5. CONSTITUENCY ISSUES**

The following Members spoke for up to three minutes on issues which specifically related to their division and were relevant to the services provided by the County Council.

Councillor John Ogle – Request for a footpath in Dunham-on-Trent

Councillor Tom Hollis – superfast broadband for Mill Lane and Mercier Court, Sutton-in-Ashfield

Councillor John Wilmott – Knoll Avenue residents' request for grassed area to be resurfaced.

## **6. PRESENTATION OF PETITIONS**

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

- (1) Councillor Roger Jackson requesting traffic lights at the entrance to Gunthorpe Village
- (2) Councillor John Ogle request to reduce Mill Lane, Rockley from a national speed limit to a 30 mph limit.
- (3) Councillor John Ogle request for broadband for Top Street, Askham
- (4) Councillor Bruce Laughton regarding lorry parking in Cromwell
- (5) Councillor David Martin regarding the plans to close libraries in Jacksdale and Selston
- (6) Councillor Jason Zadrozny regarding "Don't Shrink Our Bins"
- (7) Councillor Tom Hollis regarding Highways resurfacing
- (8) Councillor Tom Hollis regarding Highways resurfacing
- (9) Councillor Tom Hollis regarding Highways resurfacing
- (10) Councillor Tom Hollis regarding Highways resurfacing
- (11) Councillor Diana Meale requesting a barrier at the end of the footpath on Sadler Street, Mansfield
- (12) Councillor Alice Grice requesting a replacement of the safety bollards at the end of Belvoir Street, Hucknall
- (13) Councillor Nicki Brooks requesting a residents parking scheme for Ranmoor Road, Gedling

### **RESOLVED: 2016/003**

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

## **7. CLARIFICATION OF MINUTES**

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



Councillor Chris Barnfather raised an issue on the availability of minutes, particularly in relation to the Environment and Sustainability Committee. The Monitoring Officer explained the process and assured Councillor Barnfather that the minutes from the last Environment and Sustainability Committee would be available at the next County Council meeting.

## **8. RECOGNITION OF MEMBERS AND OFFICERS OF GROUPS**

Councillor Steve Carroll introduced the report and addendum and moved a motion in terms of resolution 2016/004 below.

The motion was seconded by Councillor Nicki Brooks.

### **RESOLVED: 2016/004**

- 1) That the membership of the political groups be noted.
- 2) That, in accordance with Procedure Rules, the Officers of the Groups be noted.

## **9. MEMBERSHIP OF COMMITTEES**

Councillor Steve Carroll introduced the report and moved a motion in terms of resolution 2016/005 below.

The motion was seconded by Councillor Nicki Brooks.

### **RESOLVED: 2016/005**

That the allocation of committee seats, as set out in the appendix of the report be noted, in order to fulfil the statutory requirement for political balance on committees.

## **10. MINERALS LOCAL PLAN SUBMISSION DRAFT CONSULTATION**

Councillor Darrell Pulk having earlier declared an interest in this item, left the meeting during discussion and voting on the item.

Councillor Jim Creamer introduced the report and moved the following motion:-

- 1) That County Council note the Consultation Statement set out in Appendix C
- 2) That the County Council approve the publication of the Submission Draft document for the Minerals Local Plan for a six week public consultation period.
- 3) That the Corporate Director, Place be authorised, in consultation with the Chairman of Environment and Sustainability Committee, to agree any minor editing changes prior to publication.

The motion was seconded by Councillor Pam Skelding.

An amendment to the motion as set out below was moved by Councillor Steve Carr and seconded by Councillor Ken Rigby:-

- 1) That County Council note the Consultation Statement set out in Appendix C
- 2) That the County Council approve the publication of the Submission Draft document for the Minerals Local Plan for a six week public consultation period.
- 3) That the Corporate Director, Place be authorised, in consultation with the Chairman of Environment and Sustainability Committee, to agree any minor editing changes prior to publication.
- 4) **That an information document updating the public and councillors on onshore oil and gas development (including unconventional hydrocarbons) in Nottinghamshire will be published in order to keep the public and councillors up-to-date on this significant issue.**

The amendment was accepted by the mover of the motion.

An amendment to the motion as set out below was moved by Councillor Bruce Laughton and seconded by Councillor Roger Jackson:-

Amend paragraph 2 of the motion as follows:-

- 2) That the County Council approve the publication of the Submission Draft document for the Minerals Local Plan for a six week public consultation period **and during this period Officers will verify the legitimacy of the methodology used to determine the need and apportionment figures for sand and gravel within Nottinghamshire.**

The meeting adjourned from 12.04pm to 12.20pm to consider the amendment.

The amendment was accepted by the mover of the motion.

An amendment to the motion as set out below was moved by Councillor Maureen Dobson and seconded by Councillor John Wilmott:-

Amend paragraph 2 of the motion as follows:-

- 2) That the County Council approve the publication of the Submission Draft document for the Minerals Local Plan for a six week public consultation period and during this period Officers will verify the legitimacy of the methodology used to determine the need and apportionment figures for sand and gravel within Nottinghamshire **and review the strategic transport assessment.**

The amendment was accepted by the mover of the motion.

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

**RESOLVED: 2016/006**

- 1) That County Council note the Consultation Statement set out in Appendix C.
- 2) That the County Council approve the publication of the Submission Draft document for the Minerals Local Plan for a 6 week public consultation period and that during this period Officers will verify the legitimacy of the methodology used to determine the need and apportionment figures for sand and gravel within Nottinghamshire and review the strategic transport assessment.
- 3) That the Corporate Director, Place, be authorised, in consultation with the Chairman of Environment and Sustainability Committee, to agree any minor editing changes prior to publication.
- 4) That an information document updating the public and councillors on onshore oil and gas development (including unconventional hydrocarbons) in Nottinghamshire will be published in order to keep the public and councillors up-to-date on this significant issue.

Councillor Suthers OBE arrived at 11.36am during consideration of this item having been on other County Council Business

Council adjourned for lunch from 12.22pm to 1.07pm during consideration of this item.

Following consideration of the item, Councillor Darrell Pulk returned to the meeting.

**11. NEW JOINT HEALTH SCRUTINY ARRANGEMENTS**

Councillor Colleen Harwood introduced the report and moved a motion in terms of resolution 2016/007 below.

The motion was seconded by Councillor Kate Foale.

**RESOLVED: 2016/007**

- 1) That the formation of a joint health scrutiny committee comprising Nottinghamshire, Barnsley, Derbyshire, Doncaster, Rotherham, Sheffield and Wakefield to examine substantial changes of service by the Commissioners Working Together Programme be agreed in principle.
- 2) That a further report be brought to Council when the details of the Committee, including size, host authority and terms of reference are known.

During consideration of this item Councillor Tony Roberts MBE left the meeting and did not return.

## **12. QUESTIONS**

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

No questions were received

### **(b) QUESTIONS TO COMMITTEE CHAIRMEN**

Two questions had been received as follows:-

- 1) from Councillor John Wilmott about road works in Hucknall (Councillor Kevin Greaves replied)
- 2) from Councillor David Martin regarding the closure of a doctors surgery in Underwood (Councillor Colleen Harwood replied)

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

Councillors Ken Rigby and Stuart Wallace left the meeting at during consideration of this item.

## **13. NOTICE OF MOTIONS**

### **Motion One**

The motion was withdrawn.

### **Motion Two**

A motion as set out below was moved by Councillor Mrs Kay Cutts MBE and seconded by Councillor Martin Suthers OBE:-

“This Council:-

- a) Notes the recent amendments made to the Cities & Local Government Devolution Bill;
- b) Recognises the potential implications for Nottinghamshire County Council and the “East Midlands Deal” bid for devolved powers;
- c) Agrees that bidding for a unitary solution for the County of Nottinghamshire would now serve the best interests of our council tax payers;
- d) Agrees that forming a unitary County would release millions of pounds to meet pressures on critical services, achieving savings and economies of scale through such measures as:-

- i) a single headquarters for the new council, in place of district councils and the County Council each having a separate administrative centre;
  - ii) concentrating services into fewer buildings and delivering capital receipts by disposing of surplus properties;
  - iii) bringing together the collection and disposal of domestic waste;
  - iv) rationalising the collection of council tax;
  - v) simplifying the planning system, especially in securing the Section 106/Community Infrastructure Levy funds required to pay for local services and facilities;
  - vi) removing duplication across all service areas and reducing the total wage bill.
- e) Instructs officers to begin work on preparing the case for a Nottinghamshire County unitary authority, in order to present this to Government at the earliest opportunity.”

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

Councillors Ken Rigby and Stuart Wallace returned to the meeting during consideration of this item.

Councillors Tom Hollis and Keith Longdon left the meeting during consideration of this item and did not return.

#### **14. ADJOURNMENT DEBATE**

None

The Chairman declared the meeting closed at 5.33 pm.

**CHAIRMAN**



## **APPENDIX A**

### **COUNTY COUNCIL MEETING HELD ON 14<sup>TH</sup> JANUARY 2016 QUESTIONS TO COMMITTEE CHAIRMAN**

#### **Question to the Chairman of Transport and Highways Committee, from Councillor John Wilmott**

Would the Chairman of Highways and Transport agree with me, although it is good to see the work on the Hucknall bypass, now being officially started from last Monday 11th January 2016? Why is there so much work being done all at the same time by all the utilities? There are traffic lights and diversion notices up everywhere in Hucknall. Has there been a Business Plan set up by the County Council for all these works to be commenced at the same time?

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

I do agree that it is good news that works on the long awaited Hucknall Town Centre Improvement Scheme finally started on Monday 11<sup>th</sup> January. The investment will mean that Hucknall can now look forward to a revitalised town centre, with sections of the High Street pedestrianised, and new roads and junctions to reduce congestion in the town. This project will create an attractive shopping centre, attract new retailers and promote the regeneration of Hucknall. The scheme will also incorporate flood relief measures. These are designed to deal with some of the problems that have been experienced in the town center in recent years.

As part of the scheme a new road from Station Road/Ashgate Road to Baker Street/Annesley Road will be built, taking thousands of vehicles a day away from the high street. This will allow a pedestrian zone to be created along the high street between Baker Street and Watnall Road.

This is great news for Hucknall and I am pleased that we have been able to play a key role in securing this project, and that we will continue to play our role as the project progresses.

Utility diversion works are required for the new road and to minimise disruption and delays as much as possible. The project team has tried to ensure that where possible the majority of utility diversion works were completed in advance of the main contractor arriving on site. Where there is an overlap, this will be managed by the site team and the contractor has also appointed a full time public liaison officer whose role will be to work with local residents and businesses.

The public liaison officer has a drop in office on Annesley Road (entrance directly opposite Carlingford Road) and local residents are urged to call in if they have any questions on the scheme. The opening hours are Monday to Friday 9am to 4.30pm. Along with that, over 14,000 leaflets were sent out to every resident and business within the town last summer, informing everybody of the impending works and there is also a communications plan in place. Traffic management notifications will continue to be sent out via email every week forewarning of road works in the local

area and local residents are urged to sign up to the distribution list at [hucknall@tarmac.com](mailto:hucknall@tarmac.com). The public liaison officer has posted out letters to residents, businesses and affected stakeholders in Hucknall informing everybody about this email distribution list and updates will continue to be provided on the scheme's County Council webpage.

As the scheme is within a town centre, it will undoubtedly cause some disruption to motorists and residents during the construction phase. I can, however, assure everyone that officers and the contractors will do all that is possible to minimise disruption and congestion.

**Question to the Chairman of Health Scrutiny Committee, from Councillor David Martin**

Could the Health Scrutiny Committee prolong the short notice given in closing the doctor's surgery in Underwood, which will affect 1,285 patients. Could the closure be deferred in order to investigate business partnerships? This closure was given at short notice and we ask for more time.

**Response from Councillor Colleen Harwood, Chairman of Health Scrutiny Committee**

The Health Scrutiny Committee will be considering the closure of Underwood Surgery at its meeting on the 18<sup>th</sup> January.

The Health Scrutiny Committee does not have the power to compel a health service provider to defer its decision making.

The Health Scrutiny Committee has the power to make comment on proposals for substantial variations or developments of a service from health service providers, and it is sensible for the committee to receive details about the outcome of the public consultation before we make our response, so that the response can be informed by patient and public opinion.

Where the Health Scrutiny Committee's comments contains a recommendation and the consulting organisation disagrees with the recommendation, the Health Scrutiny Committee must be informed and the consulting organisation and the committee must take such steps as are reasonable to reach an agreement.

I understand that Councillor Martin is a new a member of the Health Scrutiny Committee and he will have the opportunity to give his views on the Underwood Surgery closure to the committee on Monday. I would also like to say that I am more than happy to meet with Councillor Martin should he wish to discuss the process in more detail.



**REPORT OF THE CHAIRMEN OF CULTURE, ENVIRONMENT &  
SUSTAINABILITY AND TRANSPORT & HIGHWAYS COMMITTEES****RESPONSES TO PETITIONS PRESENTED TO THE CHAIRMAN OF THE  
COUNTY COUNCIL****Purpose of the Report**

1. The purpose of this report is to inform Council of decisions made by the Culture, Environment & Sustainability and Transport & Highways Committees concerning issues raised in petitions presented to the County Council on 26<sup>th</sup> November 2015.

**Information and Advice****CULTURE COMMITTEE****A. Petition requesting a public toilet in Hucknall Library (Ref 2015/0142)**

2. At the County Council meeting on 26th November 2015 a petition was presented by County Councillor John Wilmott. The petition of 1,416 signatures stated that 'we the undersigned would like to lodge, through our County Councillor, Hucknall First Community Forum's John Wilmott and the Hucknall Tourism and Regeneration Group, the Hucknall visitors and town's residents would like a public toilet in Hucknall library.'
3. The Committee were advised that the County Council had a statutory duty to provide a comprehensive and efficient library service which is discharged through a network of 60 static libraries and three mobile libraries. The Library Service estate, where affordable and feasible, provides toilets designed for customers to use. The provision of customer toilets is discretionary service provided for library users. Where customer toilets are not provided due to space or cost, access to staff facilities will be provided at the discretion of staff to help those customers who require use of toilet facilities, especially those with disabilities and the more elderly. Staff toilets are often not suitable for general open access public use. Access to staff toilets often requires staff to escort customers through non-public areas which can place staffing levels under pressure and have a negative impact on the delivery of the core library service.
4. Hucknall Library is a listed building and on a site that is limited in space. The building has limited capacity and would require significant re-modelling and investment to provide customer toilets without detriment to service delivery. The staff toilets are within a secure staff area and were not designed for open public use. Staff often allow library customers to use facilities, but this does require escorting customers and can distract from the core service delivery. Public toilets have never been provided in Hucknall by the County Council,

either at the library or in any other facility. Public toilets historically have been provided by district and/or parish/town councils. Facilities in Hucknall in the past have been provided by Ashfield District Council.

5. Culture Committee confirmed that the Authority will not provide a public toilet in Hucknall Library for the reasons contained in the report and that the lead petitioner be informed accordingly.

## **ENVIRONMENT & SUSTAINABILITY COMMITTEE**

### **B. Petition objecting to the inclusion of the proposed Flash Farm quarry in the Minerals Local Plan (Ref 2015/0135)**

6. At the County Council meeting on 26th November 2015 a petition was presented by County Councillor Roger Jackson. The petition of 269 signatures stated:-

*'We, as residents of Kirklington, object to the inclusion of Flash Farm, Averham in the Minerals Local plan (NCC). The village has many blind junctions entering onto the A617, including a main road from Southwell, a school, and properties as well as narrow pavements. HGV's negotiating the very steep hill approaching the village also gives great cause for concern as does noise and pollution. As there are other sites being considered, we ask that Flash Farm is removed from the list.'*

7. At Environment and Sustainability Committee it was agreed to send the following response to the petition organiser:-

*'As the Minerals Planning Authority, Nottinghamshire County Council has a statutory duty to produce a Minerals Local Plan that sets out expected demand over the plan period, site specific allocations to meet identified need and policies against which future minerals development will be assessed. The Flash Farm proposal was assessed and included in the Preferred Approach consultation document as it was considered suitable in principle for future minerals extraction.*

*The petition has been received outside a period of public consultation and therefore cannot be formally logged as a representation to a consultation. However the issues highlighted by the petition have been raised as part of earlier consultation stages and have been considered as part of the plan preparation process.*

*Members of the public will have further opportunity to comment on the minerals plan at the Submission Draft consultation stage expected in February 2016 and the lead petitioner will be invited to take part in that process.'*

## **TRANSPORT & HIGHWAYS COMMITTEE**

### **C. Petition regarding speed limit at Norwell Woodhouse (Ref 2015/0132)**

8. At the County Council meeting on 26th November 2015 a petition was presented by County Councillor Bruce Laughton. The petition of 102 signatures from residents and road users from Norwell and Norwell Woodhouse requested that a speed limit of 40mph be imposed on the road through Norwell Woodhouse Village.
9. The rural road is currently de-restricted and fronted by numerous properties including several farms. It is regularly and increasingly used for leisure activities such as cycling and horse riding, both of which would be encouraged by a lower limit.

10. To consider this request it was agreed that an assessment would be carried out including a visual survey, an actual speed evaluation, which had already been completed and an investigation of the speed related injury accident data. Once this was available the request would be considered in line with guidelines for setting speed limits.
11. If appropriate the scheme would be considered for inclusion in a future programme.

**D. Petition requesting change of use of grassed area, Derwent Way (Ref 2015/0133)**

12. At the County Council meeting on 26<sup>th</sup> November 2015 a petition of 47 signatures was presented by County Councillor Maureen Dobson. The petition, predominantly signed by residents, requested that Nottinghamshire County Council “change the use of the grass raised area on Derwent Way leading to Maun Green and in its place create off road parking”
13. Most of the properties in this area have off-street parking and it was not considered that the area suffered from intrusive parking by non-residents. Soft landscaping areas can enhance the local environment and it is accepted that on occasion residents are not able to park directly outside their properties but can park within a reasonable distance. The Committee agreed that the creation of parking areas was not warranted.

**E. Petition requesting installation of speed cameras on Mansfield Road, Skegby (Ref 2015/0134)**

14. A 274 signature petition was presented to Nottinghamshire County Council by County Councillor Jason Zadrozny on the 26<sup>th</sup> November 2015. The petition expressed concern about the speed of traffic on Mansfield Road Skegby, in excess of the speed limit of 30mph and requests the installation of speed cameras in this location.
15. The Committee were advised Mansfield Road is set to become a core casualty reduction mobile camera site before the end of March 2016. The scheme is in the process of being designed and once the signs are in place the police will take routine enforcement action in this area.

**F. Petition requesting pedestrian crossing outside Tuxford Primary Academy (Ref 2015/0136)**

16. A 483 signature petition was presented to the Chairman at the 26<sup>th</sup> November 2015 County Council meeting by Councillor John Ogle. The petition, organised by the school principal, requested provision of a pedestrian crossing outside Tuxford Primary academy.
17. A school crossing patrol (SCP) operated at this location until 12th April 2013 when the SCP left. Whenever a SCP site becomes vacant a survey of children crossing the road and vehicles passing through the site is undertaken to determine if the site still meets the criteria for a SCP. Surveys showed that this site no longer met the criteria for the provision of a SCP. During the spring of 2013 surveys were carried out on 22 separate occasions and it remained the case that the criteria were not met. The school principal has subsequently requested on a number of occasions (including the submission of a petition) that a SCP be recruited at this location. A kerb build out has been introduced at the location to assist pedestrians crossing the road. The traffic and pedestrian flows have continued to be monitored, but to date the situation has not altered significantly, the latest count being carried out during October 2015.
18. The County Council receives far more requests for such crossings than it is able to fund. Requests for crossings are therefore prioritised based on the numbers of people crossing

and other relevant factors such as accident history and traffic volumes so that the available funding helps the greatest number of people. The Committee agreed that surveys would be undertaken to determine whether a crossing at this location should be prioritised for future funding.

19. The letter accompanying the petition also highlights that the school has submitted a planning application for extra classrooms. Highways impacts of the proposed development will be considered as part of the planning process.

**G. Petition requesting a new footpath in Dunham on Trent (Ref 2015/0137)**

20. A petition requesting a footpath on Cocketts Lane, Dunham on Trent was submitted by Councillor John Ogle to the meeting of the County Council on 26<sup>th</sup> November 2015. The petitioners requested that the scheme be considered for Supporting Local Communities funding in 2016/17. The application was made by Dunham on Trent with Ragnall, Darlton and Fledborough Parish Council.
21. The Supporting Local Communities Fund is a £500,000 capital fund which is used to help various groups, organisations and volunteers deliver community-based improvement schemes.
22. Applications for up to £50,000 funding towards the costs of a scheme are invited annually and the closing date for 2016/17 applications was 18<sup>th</sup> December 2015. Once the deadline for scheme suggestions has passed the County Council will evaluate each one against assessment criteria (which include local support for the proposed scheme which the petition demonstrates). Each scheme suggestion will then be ranked and the highest scoring schemes (within the available funding) will be awarded funding for delivery during 2016/17.
23. The County Council aims to inform applicants of the outcome of their bid by the end of April 2016 following approval of the Supporting Local Communities programme at the Environment & Sustainability Committee.

**H. Petition requesting a residents' parking scheme on Devonshire Street, Worksop (Ref 2015/0139)**

24. A 25-signature petition was presented to the 26<sup>th</sup> November 2015 meeting of the County Council by Councillor Kevin Greaves on behalf of residents of Devonshire Street, Worksop. The petition requested that a residents' parking scheme be introduced on the road.
25. Devonshire Street is a residential road situated to the west of the town centre. At the northern (town centre) end the road consists of terraced properties with no off-street parking. Further south, near a school, the properties are detached with ample off-street parking. Traffic is generated both by the school and by those who work in the town and park in this area.
26. Petitioners complain that workers and shoppers regularly use the road to park for sustained periods of time making it difficult for residents to park within a reasonable distance of their properties.
27. Requests for residents' parking are considered against the current policy for new schemes which states that there should be :-

- a. significant levels of current requests from residents

b. non-resident parking which is detrimental to the vitality of the local centre or other Local Transport Plan objectives, and

c. a trip-attractor which causes non-resident intrusive parking.

28. It is considered that the northern end of the road meets at least one of these criteria and hence the county council will carry out an investigation to determine whether a residents' parking scheme could be considered for inclusion in a future year's programme.

**I. Petition requesting a residents' parking scheme on Eastgate and Godley Villas, Worksop (Ref 2015/0140)**

29. A 14-signature petition was presented to the 26<sup>th</sup> November 2015 meeting of the County Council by Councillor Kevin Greaves from residents of Eastgate and Godley Villas, Worksop. The petition requests that a residents' parking scheme is introduced on the road.
30. Eastgate is a main route between the town centre and eastern side of Worksop to the north of the canal. The properties in the section that the petition refers to do not have off-street parking and the street has parking restrictions on the north side and limited waiting on the south side. There are industrial properties, a shop and a public house nearby, it is suggested that these are generating significant levels of parking by non-residents.
31. Requests for residents' parking are considered against the current policy for new schemes which states that there should be:
- a. significant levels of current requests from residents
  - b. non-resident parking which is detrimental to the vitality of the local centre or other Local Transport Plan objectives, and
  - c. a trip-attractor which causes non-resident intrusive parking.
32. It is considered that this section of Eastgate meets at least one of these criteria hence the county council will carry out an investigation to determine whether a residents' parking scheme could be considered for inclusion in a future year's programme.

**J. Petition regarding school crossing patrol on Moorgate, Retford (Ref 2015/0141)**

33. A petition of 586 signatures was presented to the meeting of the County Council on 26<sup>th</sup> November 2015 by Councillor Ian Campbell and Councillor Pam Skelding regarding the School Crossing Patrol on Moorgate, Retford.
34. This site became vacant following the resignation of the previous Patrol at the end of January 2015. However the site remained operational, with the Patrol who works on Tiln Lane, moving to the busier site on a temporary basis. Following extensive efforts, which included working with the local school and newspaper, a new permanent Patrol was recruited and started on site on the 23<sup>rd</sup> September 2015. Both sites are now fully operational.

**K. Petition requesting an hourly bus service at Cropwell Butler (Ref 2015/0143)**

35. A petition with over 320 signatures was presented to the meeting of the County Council on 26<sup>th</sup> November 2015 by Councillor Richard Butler requesting that the County Council reverse its decision to remove the Rushcliffe Villager bus route from Cropwell Butler.
36. The decision to revise the Rushcliffe Villager service in September 2015 followed a lengthy period of consultation with local communities and the service operator. The revised route missing out Cropwell Butler was a commercial decision by Trentbarton which was made following the consultation process. The County Council has introduced a revised route (850/852) for Cropwell Butler which provides both peak and off peak services connecting passengers at Radcliffe on Trent with the high frequency commercial Rushcliffe Mainline service.
37. The Committee were advised that the local services in the Cropwell Butler area would be reviewed with all local stakeholders early in 2016.

**J. Petition regarding traffic speeds on Beacon Hill Road (Ref 2015/0144)**

38. At the County Council meeting on 26<sup>th</sup> November 2015 a petition of 187 signatures was presented by County Councillor Stuart Wallace. The petitioners were concerned about speeding traffic on Beacon Hill Road, especially in the vicinity of the shop, children's nursery and Business Centre. The speed limit on this length of road is currently 40mph. The petitioners were requesting that the Council provide larger and more visible signs and a speed indication device.
39. The existing speed limit is currently 40mph until it changes to 30mph at the junction of Beacon Hill Road and Northern Road. The Committee were advised that a speed survey had already been commissioned and once the results were analysed, if appropriate, an Interactive Speed Sign would be considered for Beacon Hill Road to be included in the programme for delivery during 2016/17.

**K. Petition requesting relocation of bus shelter, Fox Covert Lane, Misterton (Ref 2015/0145)**

40. At the County Council meeting on 26<sup>th</sup> November a petition of 31 signatures was presented by Councillor Liz Yates, requesting the relocation of a bus shelter on Fox Covert Lane.
41. A number of bus users had requested that a bus shelter on Fox Covert Lane be moved to reflect changing demand caused by the re-routing of local bus services.
42. The Committee was advised that the bus shelter had now been moved as requested.

## **Statutory and Policy Implications**

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



## **RECOMMENDATION**

It is recommended that the contents of the report, and the actions approved, be noted.

### **Report of:-**

**Councillor John Knight**  
**Chairman of the Culture Committee**

**Councillor Jim Creamer**  
**Chairman of the Environment and Sustainability Committee**

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

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

#### Culture Committee:-

Peter Gaw, Group Manager, Libraries, Archives and Information  
T: 0115 9774201

#### Environment and Sustainability Committee

Sally Gill, Group Manager, Planning  
Tel 0115 9932608  
Lisa Bell, Planning Policy Team Manager  
Tel 0115 9774547

#### Transport & Highways Committee

Jas Hundal, Service Director – Transport, Property and Environment  
Tel 0115 977 4257  
Neil Hodgson, Service Director – Highways  
Tel 0115 977 4681

## **Background Papers and Published Documents**

- Minutes of the County Council meeting on 26<sup>th</sup> November 2015.
- Response to petition – Give us back our loos campaign – report to Culture Committee on 26 January 2016
- Environment and Sustainability Committee Report: 4<sup>th</sup> January 2016
- Transport and Highways Committee Report 7<sup>th</sup> January 2016

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

Hucknall, Farnsfield and Lowdham, Southwell and Caunton, Collingham, Sutton in Ashfield North, Tuxford, Worksop West, Retford East and West, Cotgrave, Newark East, Misterton.





## **REPORT OF THE CHIEF EXECUTIVE**

### **Clarification of Minutes of Committee Meetings published since the last meeting on 14<sup>th</sup> January 2016**

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

1. To provide Members the opportunity to raise any matters of clarification on the minutes of Committee meetings published since the last meeting of Full Council on 14<sup>th</sup> January 2016.

#### **Information and Advice**

2. The following minutes of Committees have been published since the last meeting of Full Council on 14<sup>th</sup> January 2016 and are accessible via the Council website:-  
<http://www.nottinghamshire.gov.uk/dms/Meetings.aspx>

<b>Committee meeting</b>	<b>Minutes of meeting</b>
Adult Social Care and Health Committee	11 <sup>th</sup> January
Appeals Sub-Committee	None
Audit Committee	None
Children & Young People's Committee	14 <sup>th</sup> December 2015, 18 <sup>th</sup> January
Community Safety Committee	5 <sup>th</sup> January*
Corporate Parenting Sub-Committee	None
Culture Committee	8 <sup>th</sup> December 2015
Economic Development Committee	1 <sup>st</sup> December 2015, 19 <sup>th</sup> January
Environment and Sustainability Committee	4 <sup>th</sup> January*
Finance and Property Committee	7 <sup>th</sup> December 2015, 25 <sup>th</sup> January
Grant Aid Sub-Committee	13 <sup>th</sup> October 2015
Health Scrutiny Committee	23 <sup>rd</sup> November 2015
Health & Well Being Board	6 <sup>th</sup> January, 3 <sup>rd</sup> February*
Joint City/County Health Scrutiny Committee	12 <sup>th</sup> January
Joint Committee on Strategic Planning and Transport	None
Local Pensions Board	None
Nottinghamshire Pensions Fund Committee	None
Pensions Investment Sub-Committee	3 <sup>rd</sup> December 2015*
Pensions Sub-Committee	5 <sup>th</sup> November 2015
Personnel Committee	18 <sup>th</sup> November 2015
Planning & Licensing Committee	8 <sup>th</sup> December 2015, 19 <sup>th</sup> January
Police & Crime Panel	7 <sup>th</sup> December 2015
Policy Committee	6 <sup>th</sup> January

<b>Committee meeting</b>	<b>Minutes of meeting</b>
Public Health Committee	12 <sup>th</sup> November 2015
The City of Nottingham and Nottinghamshire Economic Prosperity Committee	18 <sup>th</sup> December 2015
Transport and Highways Committee	7 <sup>th</sup> January

\* Minutes expected to be published before 25<sup>th</sup> February 2016, but not yet approved by the relevant Committee.

**Anthony May**  
**Chief Executive**

**JOINT REPORT OF THE CHAIRMAN OF THE FINANCE & PROPERTY  
COMMITTEE AND THE LEADER OF THE COUNCIL****ANNUAL BUDGET 2016/17****CAPITAL PROGRAMME 2016/17 to 2019/20****MEDIUM TERM FINANCIAL STRATEGY 2016/17 to 2019/20****SOCIAL CARE PRECEPT 2016/17****COUNCIL TAX 2016/17****Purpose of the Report**

1. This report is seeking approval for the following:
  - Annual budget for 2016/17
  - Medium Term Financial Strategy for 2016/17 to 2019/20
  - Implementation of Category B and C savings proposals
  - Amount of Social Care Precept to be levied for 2016/17 to part-fund increasing adult social care costs
  - Amount of Council Tax to be levied for County Council purposes for 2016/17 and the arrangements for collecting this from district and borough councils
  - Capital Programme for 2016/17 to 2019/20
  - Borrowing limits that the Council is required to make by Statute
  - Treasury Management Strategy and Policy for 2016/17

**Information and advice**

2. In February 2015, the financial difficulties faced by the Council were outlined in the Medium Term Financial Strategy (MTFS). The position has deteriorated since that date due to a variety of factors, including legal rulings, changes to legislation and the Local Government Settlement.
3. In an historic step, Councillors decided to respond to the financial environment by forming a cross-party budget group to work together to construct a 2016/17 budget proposal. This was the first time in the Council's history that Councillors outside of the largest political group had been involved in the entire budget setting process.
4. This process proved to be extremely productive and produced nearly all the 28 budget proposals in this report as well as those approved for implementation by Policy Committee on 9 December 2015. While this joint

working arrangement did not quite reach the end of the process, it is important to acknowledge that the joint working was extremely effective.

5. The financial challenge was reported to Policy Committee on 9 December 2015. At that time, a budget shortfall of £62m was anticipated over the three years to 2018/19. The gap in the budget has been caused by significant reductions in government funding at the same time as increasing demand in adult and children's social care.
6. The Council's MTFS has since been reviewed to take account of changes to the tax base, levels of grant funding and the proposed use of reserves. In addition, all areas of service expenditure have been reviewed to identify cost pressures and any savings which can be made, through efficiencies and by reducing the level of service provided.
7. This report also seeks approval for the statutory borrowing limits that the Council is required to set in addition to its Treasury Management Strategy and Policy for 2016/17.

### **Budget Consultation**

8. Each year, the Council consults with its residents and stakeholder groups to inform them of the annual proposed budget changes and to elicit information that would help guide and inform decisions on the budget for the forthcoming year/s.
9. The Council's budget proposals were published in full on 1 December 2015 and approved for public consultation by Policy Committee on 9 December 2015. The consultation closed on 5 February 2016.
10. A total of 28 proposals (Category B and C) were subject to the consultation process, with 30 proposals (Category A) having been approved for implementation at the 9 December 2015 Policy Committee meeting. A definition of the consultation categories is set out at paragraph 18.
11. In total there were more than 1,200 responses including an online survey, 51 letters and emails, and a number of departmental meetings with service users and members of the public.
12. The consultation took place through a variety of methods including: an online survey; social media; face to face meetings with service users, staff and local businesses and information provided in Council libraries and community resource centres.
13. A detailed methodology is set out at Appendix I. A consultation dashboard that presents the response in a graphical format is available as a background paper.

## Listening and responding

14. Consultation was carried out on 28 proposals but in all of the cases the percentage who disagreed was less than 50%. Nineteen of the proposals were supported by more than half of the people who responded.
15. The proposal which received the highest percentage of disagreement was proposal B15 to impose limits and/or charges for the disposal of non-household waste at the Recycling Centre network. This proposal was intended to raise £100,000 but 49% of respondents disagreed with the idea, with 39% agreeing and 12% neither agreeing nor disagreeing.
16. As a result of this feedback it is proposed that this proposal is not progressed at this stage.
17. The consultation dashboard has been sent to all political group leaders. All of the consultation responses – emails, letters and petitions – have also been recorded and are available for Councillors to view on request.

## Savings Proposals

18. As part of the consultation process, the savings proposals were classified into three categories:
  - **Category A:** savings proposals that could be moved forward into implementation subject to normal internal consultation processes – these have progressed accordingly and are available as a background paper. They were approved at the 9 December 2015 Policy Committee.
  - **Category B:** could be approved in principle, subject to discretionary consultation with stakeholders and partners. Appropriate consultation has been completed and, subject to the amendments to schemes referred to above, and any further consultation requirements, approval is now sought to proceed. Appendix A sets out the Category B proposals.
  - **Category C:** required formal statutory consultation before being implemented. Appropriate consultation has been undertaken and, subject to the amendments to schemes referred to above and any further consultation requirements, approval is now sought to proceed. Appendix B sets out the Category C proposals.
19. It is now proposed that County Council approves the Category B and C proposals as set out in the appendices.

## Annual Budget 2016/17

20. The report to Policy Committee on 9 December 2015 summarised the financial landscape in which the Council is operating and the main pressures. The report also provided detail of savings proposals totalling more than £20m that would help mitigate the shortfall in funding.

### Revised Pressures and Inflation

21. When the 2015/16 budget was approved, specific pressures totalling £9.6m were identified mainly with regard to Adult Social Care and Health. In addition, a further £10.4m was identified to allow for running cost inflation.
22. Throughout the budget setting process all service areas have undertaken a full review of future cost pressures. Table 1 sets out the net movement in cost pressures, identified by departments. The current total requirement column reflects forecast pressures over the next four financial years.

**Table 1 – Pressures Analysis**

<b>Committee</b>	<b>Original Pressures 2016/17 - 2018/19 £m</b>	<b>Original non-pay Inflation 2016/17 - 2018/19 £m</b>	<b>Net Movement £m</b>	<b>Current Total Requirement 2016/17 - 2019/20 £m</b>
Children & Young People	-	-	6.0	6.0
Adult Social Care & Health	9.5	3.0	46.9	59.4
Transport & Highways	0.1	4.2	-0.7	3.6
Environment & Sustainability	-	2.7	1.7	4.4
Finance & Property	-	0.5	-	0.5
Cross Committee	-	-	0.1	0.1
	<b>9.6</b>	<b>10.4</b>	<b>54.0</b>	<b>74.0</b>

23. The pressures and inflation total of £74.0m over the four years to 2019/20 relates mainly to the Council's responsibility to meet costs associated with the National Living Wage (£33.0m). Most of this relates to external contractors as the Council already pays the Living Wage Foundation rate to its employees. The other main area of cost pressure relates to the increased costs of providing Adult Social Care and Health services (£28.9m) as a result of variations to the demographic as well as changes to legislation and case law, with respect to Deprivation of Liberty Safeguards (DoLS) and Sleep-In Allowances. In addition, pressures have been identified in the Children, Families and Cultural Services Department with regard to Special Guardianship Placements and Looked After Children.

24. This report brings together the Council's confirmed funding position. The total revenue budget for 2016/17 is £478.9m. A summary is shown in Table 2 with a more detailed breakdown shown in Appendix C.

**Table 2 - Proposed County Council Budget 2016/17**

<b>Committee Analysis</b>	<b>Net Budget 2015/16</b>	<b>Pressures</b>	<b>Savings</b>	<b>Pay, NI &amp; Pensions increase</b>	<b>Budget Changes</b>	<b>Net Budget 2016/17</b>
	£'m	£'m	£'m	£'m	£'m	£'m
Children & Young People	139.053	3.427	(8.330)	1.467	(1.251)	134.366
Adult Social Care & Health	206.117	26.327	(13.348)	1.284	(0.587)	219.793
Transport & Highways	58.127	0.523	(2.594)	0.118	1.367	57.541
Environment & Sustainability	29.970	1.019	(0.389)	0.041	0.474	31.115
Community Safety	2.904	-	(0.076)	0.098	0.002	2.928
Culture	12.785	-	(0.894)	0.084	0.782	12.757
Economic Development	1.050	-	(0.085)	0.018	0.004	0.987
Policy	24.395	-	(1.360)	0.458	(0.011)	23.482
Finance & Property	32.280	0.115	(2.240)	0.445	0.320	30.920
Personnel	2.518	-	(0.244)	0.104	0.234	2.612
Public Health	-	-	-	-	-	-
<b>Net Committee Requirements</b>	<b>509.199</b>	<b>31.411</b>	<b>(29.560)</b>	<b>4.117</b>	<b>1.334</b>	<b>516.501</b>
Corporate Budgets	(5.719)	-	-	-	(13.011)	(18.730)
Use of Reserves	(16.253)	-	-	-	(2.622)	(18.875)
<b>Budget Requirement</b>	<b>487.227</b>	<b>31.411</b>	<b>(29.560)</b>	<b>4.117</b>	<b>(14.299)</b>	<b>478.896</b>

25. Table 2 shows the changes between the original net budget for 2015/16 and the proposed budget for 2016/17, including budget pressures, savings, pay inflation and other budget changes which include permanent contingency transfers approved in 2015/16 and transfers between committees.

### **Corporate Budgets & Reserves**

26. There are a number of centrally-held budgets that do not report into a specific committee. They are shown below with the budget analysis shown in Table 3:

- **Flood Defence Levy:** The Environment Agency issues an annual local levy based on the Band D equivalent houses within each Flood and Coastal Committee area. This helps to fund local flood defence priority works.

- **Pension Enhancements:** The cost of additional years' service awards, approved in previous years. This practice is no longer permitted following changes to the pension rules.
- **Contingency:** This is provided to cover redundancy costs, delays in efficiency savings, changes in legislation and other eventualities. Finance and Property Committee or the Section 151 Officer are required to approve the release of contingency funds.
- **Capital Charges (depreciation):** This represents the notional costs of using the Council's fixed assets. As such, budget provision is made within the service accounts, and adjustments here relate to corresponding movements in the service accounts. However, statute requires that this amount is not a cost to the Council Tax payer, hence this is reversed out within corporate budgets and replaced with the actual cost that impacts on the Council's revenue budget, being the costs of borrowing, i.e. interest, and the Minimum Revenue Provision (MRP).
- **Interest and borrowing:** The level of borrowing undertaken by the Council is heavily influenced by the capital programme. Slippage can result in reduced borrowing in the year although this will be incurred at a later date. Interest payment budgets are based on an estimated interest rate which can fluctuate depending on the market rates that exist at the time. The level of borrowing will also increase as the Council's level of reserves declines because the ability to borrow internally reduces.
- **Minimum Revenue Provision:** Local Authorities are required by law to make provision through their revenue account for the repayment of long term external borrowing and credit arrangements. This provision is made in the form of the Minimum Revenue Provision. A full review of methodologies used to calculate the MRP has been undertaken. The results of this were reported to the Finance and Property Committee meeting on 22 February 2016.

A by-product of the MRP Review is a permanent £12m budget reduction in 2016/17. It has also been identified that applying the current policy has led to MRP charges that exceed what prudence required during the period 1 April 2007 to 31 March 2016 to the value of £42m. There will be a re-alignment of MRP charges over future years to recognise this excess sum.

The revised MRP policy can be seen in Appendix E.

- **Revenue Grants:** Grants that are not ring-fenced, namely New Homes Bonus, Education Services Grant and Transition Grant.
- **Use of Reserves:** This represents the Council's use of balance sheet reserves. This budget report is proposing to utilise £42m of reserves over the medium term with £17.0m being used to deliver a balanced budget in 2016/17. Further detail is provided in Appendix D.



**Table 3 - Proposed Budget 2016/17**  
**Corporate Budgets and Reserves**

	<b>Net Budget 2015/16 £'m</b>	<b>Budget Changes £'m</b>	<b>Net Budget 2016/17 £'m</b>
Flood Defence Levies	0.271	0.007	0.278
Pension enhancements (Centralised)	2.205	-	2.205
Contingency	5.105	0.715	5.820
Capital Charges (Depreciation)	(40.359)	(0.793)	(41.152)
Interest and Borrowing	18.000	0.622	18.622
Minimum Revenue Provision (MRP)	19.800	(12.300)	7.500
New Homes Bonus Grant	(3.786)	0.242	(3.544)
Education Services Grant	(6.955)	0.475	(6.480)
Transition Grant	-	(1.979)	(1.979)
<b>Subtotal Corporate Budgets</b>	<b>(5.719)</b>	<b>(13.011)</b>	<b>(18.730)</b>
Net Transfer (From)/To Other Earmarked Reserves	(10.215)	(4.919)	(15.134)
Transfer (From)/To General Fund Balances	(6.038)	2.297	(3.741)
<b>Subtotal Use of Reserves</b>	<b>(16.253)</b>	<b>(2.622)</b>	<b>(18.875)</b>

## Sources of Funding

### Social Care Precept

27. As part of the last spending review, the Chancellor announced that Local Authorities responsible for delivering adult social care will be allowed to raise a Social Care Precept of 2% for each year of the spending review period to partially fund costs associated with adult social care. This will be in addition to the current Council Tax referendum threshold and is to be used entirely for adult social care.

### Council Tax Levels 2016/17

28. The district and borough councils calculate a Council Tax base by assessing the number of Band D equivalent properties in their area, and then building in an allowance for possible non-collection. The notifications received forecast a total tax base of 240,537.74 as set out in Table 8, this represents growth of 1.90%. The increase in tax base has been taken into account in the calculation of the budget.

### Council Tax Surplus/Deficit

29. Each year an adjustment is made by the district and borough councils to reflect the actual collection rate of Council Tax in the previous year. Sometimes this gives rise to a surplus, payable to the County Council, or a deficit which is offset against future years' tax receipts. Figures confirmed from the district and borough councils equate to a surplus of £4,247,791 for 2016/17, which has been factored into the MTFS as a one-off additional resource.

## Requirement to Raise Local Tax

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

**Table 4 – Local Tax Requirement Calculation**

<b>2016/17</b>	<b>Amount £'m</b>	<b>% Funding</b>
Initial Budget Requirement	478.896	<b>100.0</b>
Less Formula Grant	(164.196)	<b>34.3</b>
<b>Net Budget Requirement</b>	<b>314.700</b>	
Less Estimated Collection Fund Surplus	(4.248)	<b>0.9</b>
<b>Local Tax Requirement</b>	<b>310.452</b>	<b>64.8</b>

## Social Care Precept Recommendation

31. It is recommended that County Council approves the implementation of a 2.00% Social Care Precept for 2016/17 to part fund increasing costs associated with adult social care. The impact of this is shown in Table 5.

**Table 5 – Impact of 2.00% Social Care Precept on Local Tax Levels  
(County Council Element) 2016/17**

<b>Band</b>	<b>Value as at 1.4.91</b>	<b>No. of Properties</b>	<b>% no. of properties</b>	<b>Ratio</b>	<b>County Council 2016/17 £</b>
A	Up to £40,000	141,580	39.8	<b>6/9</b>	16.54
B	£40,001- £52,000	73,370	20.6	<b>7/9</b>	19.31
C	£52,001- £68,000	60,860	17.1	<b>8/9</b>	22.06
D	£68,001- £88,000	40,440	11.4	<b>1</b>	24.82
E	£88,001- £120,000	22,340	6.3	<b>11/9</b>	30.33
F	£120,001- £160,000	10,730	3.0	<b>13/9</b>	35.85
G	£160,001 - £320,000	5,960	1.7	<b>15/9</b>	41.36
H	Over £320,000	460	0.1	<b>18/9</b>	49.64

## Local Tax Recommendation

32. It is recommended that Members agree an increase of 1.99% to local tax levels to ensure that the Council meets the local tax requirement. The impact of this is shown in Table 6 below.

**Table 6 – Impact of 1.99% Increase on Local Tax Levels**  
**(County Council Element) 2016/17**

Band	Value as at 1.4.91	No. of Properties	% no. of properties	Ratio	County Council 2015/16 £	County Council 2016/17 £	Change £
A	Up to £40,000	141,580	39.8	<b>6/9</b>	827.43	843.89	<b>16.47</b>
B	£40,001- £52,000	73,370	20.6	<b>7/9</b>	965.33	984.54	<b>19.21</b>
C	£52,001- £68,000	60,860	17.1	<b>8/9</b>	1,103.24	1,125.19	<b>21.95</b>
D	£68,001- £88,000	40,440	11.4	<b>1</b>	1,241.14	1,265.84	<b>24.70</b>
E	£88,001- £120,000	22,340	6.3	<b>11/9</b>	1,516.95	1,547.14	<b>30.19</b>
F	£120,001- £160,000	10,730	3.0	<b>13/9</b>	1,792.76	1,828.44	<b>35.68</b>
G	£160,001 - £320,000	5,960	1.7	<b>15/9</b>	2,068.57	2,109.73	<b>41.17</b>
H	Over £320,000	460	0.1	<b>18/9</b>	2,482.28	2,531.68	<b>49.40</b>

33. The total impact of implementing a 2.00% Social Care Precept and a 1.99% increase in local tax levels is shown in Table 7.

**Table 7 - Recommended levels of Council Tax and Social Care Precept**  
**2016/17**

Band	Value as at 1.4.91	No. of Properties	% no. of properties	Ratio	County Council 2015/16 £	County Council 2016/17 £	Change £
A	Up to £40,000	141,580	39.8	<b>6/9</b>	827.43	860.44	<b>33.01</b>
B	£40,001- £52,000	73,370	20.6	<b>7/9</b>	965.33	1,003.85	<b>38.52</b>
C	£52,001- £68,000	60,860	17.1	<b>8/9</b>	1,103.24	1,147.25	<b>44.01</b>
D	£68,001- £88,000	40,440	11.4	<b>1</b>	1,241.14	1,290.66	<b>49.52</b>
E	£88,001- £120,000	22,340	6.3	<b>11/9</b>	1,516.95	1,577.47	<b>60.52</b>
F	£120,001- £160,000	10,730	3.0	<b>13/9</b>	1,792.76	1,864.29	<b>71.53</b>
G	£160,001 - £320,000	5,960	1.7	<b>15/9</b>	2,068.57	2,151.10	<b>82.53</b>
H	Over £320,000	460	0.1	<b>18/9</b>	2,482.28	2,581.32	<b>99.04</b>

34. The actual amounts payable by householders will also depend on:
- The district or borough council's own Council Tax decisions
  - The Police and Crime Commissioner and the Combined Fire Authority Council Tax
  - Any Parish precepts or special levies
  - The eligibility for discounts and rebates

## County Precept

35. District and borough councils collect the Council Tax for the County Council. This is then recovered from the districts by setting a County Precept. The total Precept is split according to the Council Tax base for each District as set out in Table 8.

**Table 8 – Amount of County Precept by District - 2016/17**

District Council	Council Tax base	County Precept £
Ashfield	31,936.30	£41,218,905
Bassetlaw	33,079.77	£42,694,736
Broxtowe	32,806.55	£42,342,102
Gedling	36,104.62	£46,598,789
Mansfield	28,272.00	£36,489,540
Newark & Sherwood	37,378.90	£48,243,451
Rushcliffe	40,959.60	£52,864,917
<b>Total</b>	<b>240,537.74</b>	<b>£310,452,440</b>

36. Discussions have been held with district and borough councils and the dates shown in Table 9 have been agreed for the collection of the precept:

**Table 9 – Proposed County Precept Dates - 2016/17**

2016	2017
20 April	3 January
26 May	2 February
1 July	9 March
5 August	
12 September	
17 October	
21 November	

37. The dates shown are those by which the County Council's bank account must receive the credit, otherwise interest is charged. Adjustments for net variations in amounts being collected in 2015/16 will be paid or refunded on the same dates.

### **Post Consultation Medium Term Financial Strategy (MTFS)**

38. The Budget report to the February Council in 2015 forecast a budget shortfall of £25.7m for the three years to 2018/19. The model has now been rolled forward a year and a review of the underlying assumptions contained in the Council's MTFS has taken place.
39. The MTFS on which this budget report is based assumes a Council Tax increase of 1.99% in each financial year up to 2018/19 and a Social Care Precept increase of 2.00% in 2016/17 only.
40. Table 10 summarises the cumulative changes made to the MTFS since the report to February Council in 2015.

41. In summary, from 2017/18 onwards, the Council is currently projecting a budget shortfall of a further £50.2m across the duration of the MTFS. The Council will explore further opportunities to bridge the gap between the funding levels and levels of expenditure over the next twelve months.

**Table 10 – Analysis of Changes to the Medium Term Financial Strategy  
2016/17 – 2019/20**

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	TOTAL £m
<b>Year-on-year savings requirement (February 2015 report)</b>	<b>11.9</b>	<b>4.8</b>	<b>9.0</b>	<b>-</b>	<b>25.7</b>
New savings proposals	(5.3)	(5.7)	(6.6)	-	(17.6)
Post consultation adjustments	0.1	-	-	-	0.1
Changes to previous savings proposals	4.1	2.7	(2.6)	(0.2)	4.0
Revised pressures and running cost inflation	15.1	0.6	(1.3)	6.6	21.0
Impact of the National Living Wage	9.7	7.6	7.8	8.0	33.1
Change in Council tax base	(3.4)	(1.8)	(2.2)	(4.5)	(11.9)
Social Care Precept	(6.0)	-	-	-	(6.0)
Collection fund surplus / deficit	(3.3)	3.3	-	-	-
Reduction of Revenue Support Grant (RSG)	7.9	9.2	3.2	15.6	35.9
Better Care Fund grant	-	(0.8)	(10.8)	(9.9)	(21.5)
Changes in other government grants	(2.6)	1.5	2.6	(2.6)	(1.1)
Interest and borrowing	-	-	-	-	-
Minimum Revenue Provision	(13.0)	-	-	-	(13.0)
Changes in use of reserves	(17.5)	(5.2)	20.4	2.3	-
Other corporate adjustments	2.3	(1.1)	(2.3)	2.6	1.5
<b>Revised year-on-year shortfall</b>	<b>0.0</b>	<b>15.1</b>	<b>17.2</b>	<b>17.9</b>	<b>50.2</b>

42. The Council's year by year MTFS for the four years to 2019/20 is shown in Table 11. It shows that whilst the Council can deliver a balanced budget in 2016/17, further savings will need to be identified in each of the following three years to 2019/20, based on current assumptions.

**Table 11 – Medium Term Financial Strategy 2016/17 – 2019/20**

	<b>2016/17</b> <b>£ m</b>	<b>2017/18</b> <b>£ m</b>	<b>2018/19</b> <b>£ m</b>	<b>2019/20</b> <b>£ m</b>
Net Budget Requirement	478.9	476.8	476.7	469.6
<b>Financed by :</b>				
Business Rates	101.0	101.6	104.6	108.0
Revenue Support Grant	63.2	38.5	22.6	6.9
Council Tax	304.5	314.6	325.3	329.8
Adult Social Care Precept	6.0	6.0	6.0	6.0
Collection Fund Surplus / (Deficit)	4.2	1.0	1.0	1.0
<b>Total Funding</b>	<b>478.9</b>	<b>461.7</b>	<b>459.5</b>	<b>451.7</b>
<b>Funding Shortfall</b>	<b>-</b>	<b>15.1</b>	<b>17.2</b>	<b>17.9</b>
<b>Cumulative Funding Shortfall</b>	<b>-</b>	<b>15.1</b>	<b>32.3</b>	<b>50.2</b>

## Capital Programme and Financing

43. Local authorities are able to determine their overall levels of borrowing, provided they have regard to the Prudential Code for Capital Finance in Local Authorities published by the Chartered Institute of Public Finance and Accountancy (CIPFA). It is, therefore, possible to increase the capital programme and finance this increase by additional borrowing provided that this is “affordable, prudent and sustainable”. This is in addition to capital expenditure funded from other sources such as external grants and contributions, revenue and reserves. The revenue implications of the capital programme are provided for and integrated within the revenue budget.
44. The Council’s capital programme has been reviewed as part of the 2016/17 budget setting process. Savings and re-profiling with a total value of £3.5m have been identified in 2016/17 as part of this exercise. These savings, along with capital reserves and contingencies, will be used to fund new inclusions. The capital programme is monitored closely in order that variations to expenditure and receipts can be identified in a timely manner. Any subsequent impact on the revenue budget and associated prudential borrowing indicators will be reported to the Finance & Property Committee.
45. During the course of 2015/16, some variations to the capital programme have been approved by Policy Committee, Finance & Property Committee and by the Section 151 Officer in accordance with the Council’s Financial Regulations. Following a review of the capital programme and its financing, some proposals have been made regarding both new schemes and extensions to existing schemes in the capital programme. These proposals are identified in paragraphs 46 to 53. Schemes will be subject to Latest Estimated Cost (LEC) reports in accordance with the Council’s Financial Regulations.

## **Children and Young People (CYP)**

46. As part of the 2015/16 Budget Report, a capital project totalling £0.168m was approved to provide additional placements for looked after children at West View Children's Home. An Impact Risk Assessment prepared by the Children, Families and Cultural Services Department stated that there were difficulties with the proposal, mainly around the impact on the young people using the provision. It is therefore proposed that this capital project is removed from the capital programme.
47. **Children's Homes** - It is proposed that a £0.150m allocation is incorporated into the 2016/17 capital programme to improve the condition and facilities at Children's Homes across the County.

**It is proposed that a £0.150m allocation, funded from capital allocation, is incorporated into the capital programme to support the Children's Home Improvement Programme.**

## **Transport and Highways**

48. **Salix Funded Street Lighting** – A spend-to-save initiative, totalling £4.1m, to replace lanterns in street lights for lower energy options is already in the approved capital programme. The Council has been awarded additional Salix loans of £0.3m per annum from 2016/17 to 2018/19 to extend this programme.
49. **It is proposed that a £0.3m allocation, funded from capital allocation, is incorporated into the Transport and Highways capital programme for the years 2016/17 to 2019/20.**
50. **A57 Roundabout** - a capital allocation of £1.0m is already approved within the current capital programme to fund costs associated with the A57 roundabout project. In addition, the Council has successfully secured external funding to the value of £1.830m from the Local Growth Fund to allow the completion of this project.

**It is proposed that £1.830m, funded from external funding, is incorporated into the Transport and Highways capital programme to fund the completion of the A57 roundabout project.**

## **Finance and Property**

51. **CLASP Re-Provision of Services** – There are a number of facilities within the County Hall CLASP block which need to be provided elsewhere before the building itself can be demolished.

**It is proposed that £0.6m, funded from capital allocation, is included in the capital programme to fund the re-provision of CLASP block facilities.**

52. **Mobile Business Reporting and Management Information (BRMI) Project** – the BRMI project will provide an integrated approach to business intelligence across the Council to address operational and strategic reporting needs. The system will provide information on current performance, enable evaluation of transformation options and develop forecasting to identify demand, service need and greater targeting of services.

**It is proposed that £0.7m, funded from capital allocation, is incorporated into the capital programme to fund the BRMI project.**

### **Community Safety**

53. **Environmental Weight Restriction Camera** – A number of Environmental Weight Restrictions are in force across the County to both create a safer environment for the local community and to reduce the cost of expensive highways maintenance. In order to enforce the restrictions more effectively it is proposed that an automatic enforcement camera is purchased.

**It is proposed that £0.1m, funded from capital allocation, is included in the capital programme to fund the Environmental Weight Restriction Camera.**

### **Capital Programme Contingency**

54. The capital programme requires an element of contingency funding for a variety of purposes, including urgent capital works, schemes which are not sufficiently developed for their immediate inclusion in the capital programme, possible match-funding of grants and possible replacement of reduced grant funding.
55. A number of capital bids described above are proposed to be funded from uncommitted contingency across the period to 2019/20. The levels of contingency funding remaining in the capital programme are as follows:-

**Table 12 – Capital Allocations Contingency**

<b>Year</b>	<b>Contingency</b>
<b>2016/17</b>	£2.000m
<b>2017/18</b>	£2.000m
<b>2018/19</b>	£5.000m
<b>2019/20</b>	£5.073m

### **Revised Capital Programme**

56. Taking into account schemes already committed from previous years and the additional proposals detailed above, the summary capital programme and proposed sources of financing for the years to 2019/20 are set out in Table 13.



**Table 13 – Summary Capital Programme**

	Revised					
	2015/16	2016/17	2017/18	2018/19	2019/20	TOTAL
	£'m	£'m	£'m	£'m	£'m	£'m
<b>Committee:</b>						
Children & Young People*	35.247	39.465	13.088	5.000	5.000	97.800
Adult Social Care & Health	4.317	7.060	6.467	7.300	2.765	27.909
Transport & Highways	36.070	36.030	24.144	23.022	19.122	138.388
Environment & Sustainability	2.516	2.745	1.395	1.200	1.600	9.456
Community Safety	0.000	0.100	0.000	0.000	0.000	0.100
Culture	1.532	4.912	0.700	0.000	0.000	7.144
Policy	1.976	0.244	0.000	0.000	0.000	2.220
Finance & Property	10.237	14.948	4.400	3.400	3.400	36.385
Personnel	0.298	0.070	0.070	0.070	0.070	0.578
Economic Development	6.691	4.731	4.102	1.000	1.000	17.524
Contingency	0.000	2.000	2.000	5.000	5.073	14.073
<b>Capital Expenditure</b>	<b>98.884</b>	<b>112.305</b>	<b>56.366</b>	<b>45.992</b>	<b>38.030</b>	<b>351.577</b>
<b>Financed By:</b>						
Borrowing	48.913	54.723	23.785	24.400	16.438	168.259
Capital Grants †	47.812	56.877	31.911	20.922	20.922	178.444
Revenue/Reserves	2.159	0.705	0.670	0.670	0.670	4.874
<b>Total Funding</b>	<b>98.884</b>	<b>112.305</b>	<b>56.366</b>	<b>45.992</b>	<b>38.030</b>	<b>351.577</b>

\* These figures exclude Devolved Formula Capital allocations to schools.

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

57. The capital programme for 2015/16 includes £15m of re-phased or slipped expenditure previously included in the capital programme for 2014/15.

### Capital Receipts

58. In preparing the capital programme, a full review has been carried out of potential capital receipts. The programme still anticipates significant capital receipts over the period 2015/16 to 2019/20. Any shortfall in capital receipts is likely to result in an increase in prudential borrowing. Forecasts of capital receipts are shown in Table 14.

**Table 14 – Forecast Capital Receipts**

	2015/16	2016/17	2017/18	2018/19	2019/20	TOTAL
	£'m	£'m	£'m	£'m	£'m	£'m
<b>Forecast Capital Receipts</b>	<b>7.6</b>	<b>15.1</b>	<b>13.8</b>	<b>10.8</b>	<b>5.9</b>	<b>53.2</b>

59. The Council is required to set aside a Minimum Revenue Provision (MRP) in respect of capital expenditure previously financed by borrowing. In recent years, the Council has sought to minimise the revenue consequences of borrowing by optimising the use of capital receipts to reduce the levels of MRP in the short to medium term. As such, the Council's strategy is to apply capital receipts to borrowing undertaken in earlier years, rather than using them to fund in-year expenditure. Although this will be presented as a higher level of in-year borrowing, the overall level of external debt will be unaffected. This policy will be reviewed on an annual basis.
60. One of the requirements of the Local Government Act 2003 is that the Council must set an "Authorised Limit" for its external borrowings. Any potential breach of this limit would require authorisation from the Council. There are a number of other prudential indicators that are required by The Prudential Code to ensure that the proposed levels of borrowing are affordable, prudent and sustainable. The values of the prudential indicators are proposed in Appendix F.
61. In accordance with the "CIPFA Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes", it is proposed that the Council approves a Treasury Management Strategy and Policy for 2016/17. The Strategy is in Appendix G and the Policy is in Appendix H.
62. It is proposed that the Service Director – Finance, Procurement and Improvement be allowed to raise loans within the authorised limit for external borrowing, subject to the limits in the Treasury Management Strategy for 2016/17.

### **Equality Impact Assessments**

63. Public authorities are required by law to have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation
  - advance equality of opportunity between people who share protected characteristics and those who do not
  - foster good relations between people who share protected characteristics and those who do not.
64. Decision makers must understand the effect of policies and practices on people with protected characteristics. Equality Impact Assessments are the mechanism by which the authority considers these effects.
65. Equality implications have been considered during the development of the budget proposals and equality impact assessments were undertaken on each relevant proposal approved as part of the MTFS. The Equality Impact Assessments also had regard to the consultation responses received by the Council.
66. In addition the Human Resources (HR) policies that will be applied to any staffing reductions have been the subject of Equality Impact Assessments.

This includes assessments which are available as background papers on the following relevant HR policies:

- Enabling process
- Redundancy process
- Redundancy selection criteria
- Selection and recruitment process
- Re-deployment process

67. It is essential that Members give due regard to the implications for protected groups in the context of their equality duty in relation to this decision.

### **Statutory and Policy Implications**

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

### **Recommendations**

#### **It is recommended that:**

#### **Reference**

- |   |                    |
|---|--------------------|
| 1) The Annual Revenue Budget for Nottinghamshire County Council is set at £478.896 million for 2016/17.   | Para. 24           |
| 2) The principles underlying the Medium Term Financial Strategy are approved.   | Table 10           |
| 3) That the Category B and C proposals be approved and implemented subject to any further required consultation.  | Appx. A and B      |
| 4) The Finance & Property Committee be authorised to make allocations from the General Contingency for 2016/17.   | Para. 26           |
| 5) That the 2.00% Social Care Precept is levied in 2016/17 to part fund increasing adult social care costs.   | Para. 31           |
| 6) The County Council element of the Council Tax is increased by 1.99% in 2016/17. That the standard Band D tax rate is set at £1,290.66 with the various other bands of property as set out in the report. | Para. 32           |
| 7) The County Precept for the year ending 31 March 2017 shall be £310,452,440 and shall be applicable to the whole of the district council areas as General Expenses.                                       | Para. 35           |
| 8) The County Precept for 2016/17 shall be collected from the district and borough councils in the proportions set out in Table 8 with the payment of equal instalments on the dates                        | Table 8<br>Table 9 |

set out in the report.

- 9) The Capital Programme for 2016/17 to 2019/20 be approved at the total amounts below and be financed as set out in the report:

Table 13

Year	Capital Programme
2016/17	£112.305m
2017/18	£56.366m
2018/19	£45.992m
2019/20	£38.030m

- 10)The variations to the Capital Programme be approved. Para. 46-53
- 11)The Minimum Revenue Provision policy for 2016/17 be approved. Appx. E
- 12)The Prudential Indicators be approved. Appx. F
- 13)The Service Director – Finance, Procurement and Improvement be authorised to raise loans in 2016/17 within the limits of total external borrowings. Para. 62
- 14)The Treasury Management Strategy for 2016/17 be approved. Appx. G
- 15)The Treasury Management Policy for 2016/17 be approved. Appx. H
- 16)The report be approved and adopted.

**COUNCILLOR DAVID KIRKHAM**  
**CHAIRMAN OF FINANCE AND**  
**PROPERTY COMMITTEE**

**COUNCILLOR ALAN RHODES**  
**LEADER OF THE COUNCIL**

### **Constitutional Comments (HD 03/02/2016)**

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

### **Human Resources Implications (MT 03/02/2016)**

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

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

voluntary redundancy and identifying redeployment and retraining opportunities where possible.

### **Financial Comments of the Service Director – Finance, Procurement and Improvement (NS 03/02/2016)**

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

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

As is the case in the current financial year, strict budgetary control will be maintained throughout 2016/17. Departments will be required to utilise any departmental underspends to offset unexpected cost increases that exceed the resources that have been provided to meet known cost pressures and inflation. To the extent that that this may be insufficient or that other unexpected events arise, the Council could potentially call on its General Fund balances.

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

The forecast reduction in General Fund balances has been the result of using reserves to balance previous years' budgets and continued use in 2016/17. Whilst this has been in accordance with guidance from the DCLG and will result in the Council still being above the level that is considered prudent, further reductions in General Fund balances would need to be taken only after careful assessment and consideration of the overall level of financial risk.

Given the severity of the financial challenges facing the Council, the budget has been prepared on the basis of accepting a higher level of financial risk than has previously been the case. The contingency budget will be used to mitigate the impact should any of the savings proposals be delayed or not deliver as planned. The risks and assumptions have been communicated to, and understood by, elected Members and the Corporate Leadership Team.

The budget is, in my opinion, robust and meets the requirements of the Local Government Finance Act 1992, the Local Government Act 2003 and the CIPFA Prudential Code. The proposals for 2016/17 fulfil the requirement to set a balanced budget.

### **Background Papers Available for Inspection:**

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.

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

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

**Appendix A**  
**Category B Proposals**

Reference	Department	Title	Committee	EqlA required and undertaken	Page Number
B01	Adult Social Care, Health & Public Protection	Community Safety: Reduction in Staffing	Community Safety Committee	Yes	1-4
B02	Adult Social Care, Health & Public Protection	Quality and Market Management: reduction in staffing	Adult Social Care and Health Committee	No	5-8
B03	Adult Social Care, Health & Public Protection	Improving collection of Continuing Healthcare Funding (CHC)	Adult Social Care and Health Committee	No	9-14
B04	Adult Social Care, Health & Public Protection	Alternatives to residential care for younger adults	Adult Social Care and Health Committee	Yes	15-18
B05	Children, Families & Cultural Services	Alternative Delivery Models for Children's Homes - Mainstream	Children and Young People Committee	No	19-22
B06	Children, Families & Cultural Services	Alternative Delivery Models for Children's Homes - Disability	Children and Young People Committee	No	23-26
B07	Children, Families & Cultural Services	Integration of Children's Disability Service (CDS) & Special Educational Needs & Disability (SEND) Policy & Provision	Children and Young People Committee	Yes	27-30
B08	Children, Families & Cultural Services	Family Service Integration	Children and Young People Committee	Yes	31-34
B09	Children, Families & Cultural Services	Changes to the Young People's Service mobile provision	Children and Young People Committee	Yes	35-36
B10	Children, Families & Cultural Services	Reduction in Youth Service Provision	Children and Young People Committee	Yes	37-38
B11	Children, Families & Cultural Services	Departmental Contracts Review	Children and Young People Committee	No	39-42
B12	Children, Families & Cultural Services	Community Partnership Libraries / alternative library provision	Culture Committee	Yes	43-46
B13	Children, Families & Cultural Services	Sports Development: removal of sports funding	Culture Committee	Yes	47-50
B14	Children, Families & Cultural Services	Reduction of Arts funding	Culture Committee	No	51-54
B16	Resources	Complaints Service Efficiencies	Policy Committee	No	55-58

This page is intentionally blank





		Option Ref	B01
1. Service Area	Adult Social Care, Health & Public Protection		
2. Option Title	Community Safety: Reduction in Staffing		
3. What we propose to do and how we propose to do it			
<p>The Community Safety function for the Council is currently delivered by 4.8 full time equivalent (FTE) Community Safety Officers. The proposal is to reduce staffing by 1FTE post (20% reduction). This will require a re-prioritisation and re-allocation of Community Safety Officer roles and duties.</p>			
4. Why this option is being put forward			
<p>The cost of the Community Safety function per head of population is currently higher than a number of other County Councils in the class, indicating possible potential to reduce unit costs.</p>			
5. What is the impact?			
<b>ON SERVICE USERS AND COMMUNITIES</b>			
<p>Community Safety is a high priority for our communities, and for the Council. The Crime and Disorder Act 1998 places a duty on the Local Authority to consider community safety in all it does – the team is a key way of achieving this and joining-up the Authority’s work.</p> <p>The proposal will impact on the Community Safety agenda and will require re-prioritisation of roles and duties.</p> <p>The proposal would result in a 20% reduction in the capacity of the team to deliver 3 roles:</p> <ol style="list-style-type: none"><li>1. Coordinating and enabling the Safer Nottinghamshire Board, its Community Safety Partnerships, and other Groups that sit beneath the Board to reduce crime and disorder;</li><li>2. Developing and delivering a range of initiatives the Council wishes to prioritise that tackle crime and disorder; and</li><li>3. Managing the finance and performance of a range of initiatives on behalf of the Police and Crime Commissioner</li></ol>			

## ON OTHER ORGANISATIONS / PARTNERS

Key partners include Nottinghamshire Police and the Police and Crime Commissioner. Police resources are also under pressure and this may result in a cumulative impact on Community Safety.

The Community Safety Officers also provide operational support to the Safer Nottinghamshire Board theme leads, facilitating the work to meet the cross cutting objectives (e.g. Hate Crime, Vulnerable People, Substance Misuse etc.). The leads are generally the Chief Executives and Corporate Directors of the District Councils.

The proposal would result in a 20% reduction in Community Safety Officer capacity within the Trading Standards & Community Safety Service to lead community safety partnership initiatives and support partnership initiatives led by other organisations/partners.

## ON OTHER PARTS OF THE COUNTY COUNCIL

Community Safety Officers currently work closely with colleagues from across a number of County Council Departments (Community Development, Public Health, Adults and Children's Social Care), on cross cutting agendas such as Vulnerable People, Substance Misuse, Youth Issues, Reducing Re-Offending and Hate Crime.

The proposal would result in a 20% reduction in Community Safety Officer capacity within the Trading Standards & Community Safety Service, to support and promote other County Council initiatives.

**COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N)** (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation*)

Yes.

The Community Safety team make a key contribution to partnership work to reduce Hate Crime within the County. The team provides support to the Safer Nottinghamshire Board Hate Crime champion. The accompanying Equality Impact Assessment explores the impact and mitigating actions in more detail.

**DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)**

Y

## 6. Projected Net Savings to the Budget

<b>WHAT IS THE PERMANENT BUDGET?</b>	GROSS £000	268	NET £000	268
<b>WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?</b>				
	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	50	0	0	50
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
<b>NET SAVING</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>50</b>
<b>WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?</b>				<b>18.7%</b>

## 7. Estimated Implementation Costs

<b>WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?</b>				
	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

## 8. Projected Permanent FTE Reductions

<b>WHAT IS THE CURRENT PERMANENT FTE STAFFING?</b>				<b>4.8</b>
	2016/17	2017/18	2018/19	
<b>WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?</b>	1.0	0.0	0.0	<b>1.0</b>

## 9. Risks and mitigating actions

### Risks

A reduction in the County Council's capacity to contribute to and influence the wide range of Community Safety partnership initiatives within the county. Community Safety is seen as very important to local communities.

### Mitigating Actions

A re-prioritisation of work currently undertaken by Community Safety Officers and re-allocation of duties to focus on the highest risk community safety issues and initiatives, and those delivering the most impact for the community. If the proposal is approved, the Council will communicate with key partners to inform them why the decision has been taken and how the Council intends to mitigate the impact.

## 10. Chief Officer Signoff

I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.	Signature	Date Signed
	David Pearson	Nov. 2015

This page is intentionally blank



		Option Ref	B02
1. Service Area	Adult Social Care, Heath and Public Protection		
2. Option Title	Quality and Market Management: reduction in staffing		
3. What we propose to do and how we propose to do it			
<p>This service monitors the quality of care and support delivered by care providers in Nottinghamshire. This service is delivered by 11 full time equivalent (FTE) Quality Development Officers (QDO) and this proposal is to reduce the number of QDOs by 3FTE. This would be achieved by changing quality monitoring processes to complement the Care Quality Commission’s new approach, a new self-assessment tool and targeting support at providers who need to make improvements.</p> <p>The Council is committed to commissioning good quality care and support for Nottinghamshire citizens. We have developed and implemented robust processes and relationships with partner organisations to monitor the quality of care and support, which has driven up standards across the local authority boundary.</p> <p>In October 2014, Care Quality Commission (CQC) inspection methodology changed to completing comprehensive inspections and subsequently re-introduced a quality ratings system, where care provision is judged to be ‘inadequate’, ‘requires improvement’, ‘good’ or ‘outstanding’. CQC have publicly indicated that they will have rated all registered adult social care settings by October 2017.</p> <p>By using the CQC ratings as the indicator of quality and fee payments (for older people’s care homes) the Council would adopt a more targeted approach in relation to its audit process and refine the work of the quality development staff, and to complement the work of the national regulator whilst also achieving efficiencies through the development of a new way of working.</p> <p>A refined outcome focussed quality audit framework was successfully implemented in 2014/15 with care providers. This tool also lends itself for use as a quality assurance and self-assessment tool. It is proposed that this tool be issued to care providers annually for completion, which would then be returned to the quality monitoring staff to enable desk top analysis of the evidence submitted. This information would also include surveying the views of people in receipt of care and their relatives.</p> <p>Gathering and analysing this information, along with the CQC findings, would allow the Council to be sighted on the issues identified and faced in terms of challenges to quality for providers. It would also enable the quality monitoring staff to focus efforts to support improvements with providers, either through completion of responsive visits to the service or close liaison and support with the management in service specific action planning.</p> <p>Using the information and intelligence available would also help the Council fulfil its Care Act market shaping and oversight responsibilities as well as being able to respond flexibly to any referrals from Council staff regarding quality of care and support.</p>			

This approach would enable the Council to meet all contractual requirements, maintain a well-deserved and positive reputation for successfully challenging and decisively dealing with poor quality care delivery, offer assurance of quality of care and support provision and also enable the development of a flexible approach to supporting improvement, where needed.

#### 4. Why this option is being put forward

The Council can adapt its quality monitoring processes to complement the regulator's recently refined approach. The underpinning legislation for health and social care provision indicates that the care provider retains responsibility for the quality of service delivery, as do the commissioners. The adjustment of process by the Council would give responsibility to care providers to supply evidence of the service delivered and its quality rather than depend on the Council to find and evidence this.

This change in approach has additional benefits of reducing potential duplication, enabling Council staff to be agile and responsive to situations and supportive to providers wishing to improve outcomes for our citizens.

By utilising the quality monitoring resource more effectively and efficiently through this changed way of working, fewer resources would be required to complete the quality monitoring work and therefore achieve efficiencies.

#### 5. What is the impact?

##### **ON SERVICE USERS AND COMMUNITIES**

Communication and clarity of message is essential to enable the Council to retain public confidence in this approach.

##### **ON OTHER ORGANISATIONS / PARTNERS**

The messaging and understanding about a changed approach to quality monitoring is essential to our work with partner organisations such as the Clinical Commissioning Groups, Healthwatch and CQC to ensure all agencies are clear about the complementary nature of this approach.

##### **ON OTHER PARTS OF THE COUNTY COUNCIL**

The change in approach will have to be made clear to all operational staff, although it will allow the quality monitoring staff more opportunities to be responsive, therefore it is anticipated that this will be welcomed by staff in localities.

**COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N)** (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation*)- no

Care Providers will be impacted because of the need to complete and return a self assessment tool. This is already part of their regulatory requirements and was introduced

and welcomed by providers as part of the last annual quality audit process. It is therefore anticipated that this will result in less work for care providers than supporting annual quality audits.

This tool (quality monitoring) also lends itself for use as a quality assurance and self-assessment tool and includes a requirement for providers to measure quality for the people they support, including those with protected characteristics.

**DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)**

N

## 6. Projected Net Savings to the Budget

**WHAT IS THE PERMANENT BUDGET?**

GROSS  
£000

661

NET  
£000

661

**WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	45	0	0	45
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
<b>NET SAVING</b>	<b>45</b>	<b>0</b>	<b>0</b>	<b>45</b>

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

6.8%

## 7. Estimated Implementation Costs

**WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

## 8. Projected Permanent FTE Reductions

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

11.0

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

2016/17 2017/18 2018/19  
3.0 0.0 0.0

3.0

## 9. Risks and mitigating actions

**Risk:**

Length of time CQC take to complete the quality ratings will impact on health and social care providers stated as attainable by October 2016.

CQC have recruited sufficient staff to enable the inspection programme to be completed

within the timescale.

Challenge of confidence in CQC's approach and ratings system and impact on this proposal.

**Mitigation:**

The previous incarnation of quality ratings proved problematic and CQC lost much public confidence through downsizing the organisation, being less visible and not completing comprehensive inspections. Learning has been achieved and the refined approach has been responsive to requirements.

**Risk:**

Adjustment of current quality monitoring staff to work across service areas rather than specific service areas, as is the current position.

**Mitigation:**

There will be a need to support learning and development of remaining quality monitoring staff to work across care homes for older people, younger adults, homecare and day services. Learning opportunities will be devised, delivered, implemented and competency evaluated to ensure an up skilled workforce is ready to complete the necessary work with, increased confidence. This will enable a more flexible workforce within the quality and market management team.

## 10. Chief Officer Signoff

I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.	Signature	Date Signed
	David Pearson	Nov 2015





		Option Ref	B03
1. Service Area	Adult Social Care, Health and Public Protection		
2. Option Title	Improving collection of Continuing Healthcare Funding (CHC)		
3. What we propose to do and how we propose to do it			
<p>To ensure that Continuing Healthcare (CHC) funding is accessible to all eligible Service Users, through robust and timely application of the national guidance. Where funding is agreed, ensure that processes between Health and the Council are systematic and efficient. Joint initiatives will be explored that aim to deliver efficiencies through more strategic, cost effective commissioning and / or joint demand management. This may include developing pooled budgets if this is assessed as beneficial.</p> <p>This will be achieved through:</p> <ol style="list-style-type: none"><li><b>1. Improving processes and systems with Health partners</b><ul style="list-style-type: none"><li>Ensuring that, where CHC or a joint package of funding between health &amp; social care is agreed, timely, robust systems for recording, monitoring and collection are in place and that it is applied across all eligible services (i.e. not just care homes but also day service for example).</li></ul></li><li><b>2. Ensuring equitable access in line with legislation</b><ul style="list-style-type: none"><li>Ensuring that all Service Users who are identified as being potentially eligible for CHC (or an element of health funding as part of a joint NHS / social care funded package) are referred and assessed appropriately and fairly. This will be monitored to ensure that eligibility locally is in step with the national average.</li></ul></li><li><b>3. Ceasing case management of fully funded cases</b><ul style="list-style-type: none"><li>Ceasing arrangements for case managing fully funded CHC cases by Adult Social Care and Health (ASCH) staff. Once a case is identified as being fully funded the responsibility for managing the care package transfers to Health. ASCH would maintain responsibility for services outside of the care delivery e.g. safeguarding, adaptations.</li></ul></li><li><b>4. Consideration of joint arrangements with health (medium/long-term approach)</b><ul style="list-style-type: none"><li>Assessment of whether a more joined up approach to CHC in the medium to long-term would deliver benefits and efficiencies. A pooled budget in itself would not achieve this, but may be a tool to support a shared, more robust approach to the strategic commissioning of quality, cost effective services and management of demand across agencies.</li></ul></li></ol>			

## 4. Why this option is being put forward

### 1. Robust processes and systems with Health

Processes for the recording, monitoring and collection of CHC funding for cases that have been agreed at CHC panel are not always robust and systematic. As a result funding may be delayed or not claimed. Records show that currently £4.2m of income from Health is defined through audit processes as “at risk” (i.e. where the agreement to fund all or part of package has not been signed by / received from Clinical Commissioning Groups (CCGs)).

In practice the funding decision making is discussed with operational teams, who put in place the services that people need and the money is eventually collected. The current delay, however, in receiving the income does affect accounting processes and the Council’s budget. So more timely recovery of income would improve the Council’s budgetary position.

The delay is largely due to the systems of the CCGs being able to formally sign that they have agreed. The CCGs have now procured a new provider to undertake the work and have increased their in-house resources. Discussions are ongoing to speed up the formal sign-off process.

Work is already underway with the CCGs and finance colleagues to improve the approval systems and collection of income once it has been agreed at CHC panel. To date this work has focused on recovering £0.909m outstanding from 13/14 and £1.777m from 14/15.

There is also potential benefit in tightening up processes to ensure that all elements of the care package are discussed at CHC panels and that applications are made in a timely manner (e.g. to include transition funding for people coming out of hospital).

Further work to fully track the existing processes and identify opportunities for improvement may mean further income can be obtained from CHC or section 117 funding.

### 2. Ensuring equitable access

Although there is national Continuing Healthcare policy and guidance, the numbers of people accepted as eligible for CHC funding vary considerably across the country. There are some indications that eligibility in the Nottinghamshire County area is below the national average<sup>1</sup>, so it is therefore important that all assessment staff are knowledgeable and confident about the application of CHC. Staff have access to online learning and some staff have previously received training from in-house and external trainers. Additional or refresher training would require funding, but the investment could improve outcomes for Service Users and the Council.

There may also be some benefit to re-raising the profile of CHC by appointing one of the Service Directors/Group Managers as strategic lead (N.B. a part-time operational lead post is set out later in this document as part of section 7: Implementation Costs).

<sup>1</sup> From data in *NHS Continuing Healthcare Activity Statistics for England, Quarter 4, 2014-15, Experimental Statistics* (June 2015) available at <http://www.hscic.gov.uk/catalogue/PUB17693/nhs-chc-eng-q4-2014-15-exp-rep.pdf>

### **3. Ceasing case management of fully funded cases**

An investigation needs to be conducted into how many fully funded CHC packages are case managed by ASCH workers; where this is identified this practice should cease. Although this would not release cashable savings it would ease pressure on social work staff. ASCH staff would retain responsibility for services outside of the care delivery e.g. safeguarding, non-specialist adaptations, equipment and transport etc.

### **4. Consideration of Pooled Budget arrangements**

Work is already underway to create a pooled budget for Transforming Care for people with learning disabilities (post Winterbourne View) programme. If successful, the model could be considered for other Service User groups, particularly people with mental health problems who are eligible for free services under section 117. For Transforming Care there are advantages as all 'eligible people' will be people subject to section 117 free aftercare, and as such, health and social care have a joint responsibility to fund services. Therefore having a pooled budget would enable individual support packages to be agreed in a timelier manner, without individual discussions about who is funding which element. This should support preventative work to avoid hospital admissions wherever possible. Principles of the funding for any pooled budget need be agreed i.e. partner contributions and protocols agreed in the event of an overspend.

For the wider population, unless all budgets were pooled and not charged for, there would need to be an assessment of each individual to see if:

- a) the individual met the criteria for funding from the pooled budget and then if so:
- b) a further eligibility assessment to see what element they should be charged for, as Health services are free, but a charge can be set against Council services.

Further work needs to be undertaken to ascertain whether any other Local Authorities and Health partners are effectively managing pooled budgets for Continuing Healthcare, and whether any cost savings have been generated as a result.

## **5. What is the impact?**

### **ON SERVICE USERS AND COMMUNITIES**

Potentially, more timely assessments and greater access to CHC funding in line with national CHC legislation and policy. Service Users who are eligible for NHS CHC are not charged for the service and would therefore benefit financially.

### **ON OTHER ORGANISATIONS / PARTNERS**

- The improvement of finance processes should lead to fewer queries and delays with administration of CHC funding, which should also be beneficial to CCG finance departments. Moreover, CCG finance departments are less likely to be faced with a sizeable bill for CHC re-charges at the end of the financial year.
- Any increase to numbers put forward for assessment for CHC may lead to higher costs to the NHS and specifically local CCGs. CHC is an increasing budget identified as a risk to all CCGs and they are also seeking ways of reducing their spend on CHC.
- May reduce numbers of appeals and retrospective claims for CHC funding from service users and families as a greater number of people will have been considered.
- May increase workload for CHC provider (Nottingham City Care Partnership) as greater number of people will be referred and assessed.

**ON OTHER PARTS OF THE COUNTY COUNCIL**

Could create additional work for finance teams in monitoring and processing CHC funding.

**COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N)** (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation*) - No

There could be a positive impact as more people may be assessed and become eligible for full or joint funding.

**DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)**

N

## 6. Projected Net Savings to the Budget

**WHAT IS THE PERMANENT BUDGET?**

GROSS  
£000

-22,749

NET  
£000

-22,749

**WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	350	350	0	700
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
<b>NET SAVING</b>	<b>350</b>	<b>350</b>	<b>0</b>	<b>700</b>

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

3.1%

## 7. Estimated Implementation Costs

**WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	63	63	13	138

Additional commissioning and finance time would be required to implement the proposed changes and develop Pooled Budgets.

To ensure all funding is being collected it is necessary to reconcile all Service Users' packages – this would require 0.5 full time equivalent (FTE) band 3-4 admin/finance officer (for the life of the project) to work alongside the existing finance officer collecting all outstanding funding.

An accountant (0.5 FTE band C) is also required to pursue the work on Pooled Budgets for years 1 and 2.

In addition an operational lead (0.5 FTE) is required for years 1 and 2 to work alongside the finance officer – it is suggested that this be at band C (Senior Practitioner).

Suggested role of operational lead:

1. Act as a departmental operational lead for CHC
2. Review inter-agency policy, practice and guidance
3. Review ASCH department's operational procedures
4. Deliver briefings & training on CHC to ASCH staff
5. Deliver expertise and support to ASCH staff regarding individual CHC cases
6. Monitor local performance and benchmark against regional and national data on CHC
7. Represent department at regional and local events and meetings if required
8. Work with finance colleagues to ensure efficient collection of income from CHC
9. Represent or deputise for ASCH managers on local and regional CHC panels
10. Assist in the development of Pooled Budgets for CHC for Transforming Care & Section 117 cases.

Breakdown:

0.5 FTE Finance Officer

0.5 FTE Accountant

0.5 FTE Senior Practitioner / Operational Lead

## 8. Projected Permanent FTE Reductions

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

0.0

2016/17 2017/18 2018/19

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

0.0 0.0 0.0

0.0

## 9. Risks and mitigating actions

### Impact on income budget

The effect of increasing the number of fully funded NHS CHC cases (particularly if targeting the current jointly funded cases) may result in a small **decrease** in the income budget. In mitigation, it is projected that the Authority will be avoiding long term care costs and will therefore see a decrease in gross expenditure over time. This will be monitored.

### Ensuring equitable access

The CHC budget is also an area of increasing spend presenting a financial risk to CCGs who are also now considering actions to manage this. There is a risk of increasing time being spent on debate about who is responsible for funding individual packages. In order to mitigate this, the Council is already working closely with CCGs to streamline and speed up decision-making processes so there is no unnecessary delay for people waiting for packages of care. Work is also planned to jointly agree how to best use both health and social care funding to commission services for people with complex health and social care services. One option to be explored is whether a health and social care pooled budget

would be of benefit.

### **Ceasing of case management of fully funded cases**

If social workers no longer case manage people who are fully CHC funded (therefore the responsibility of health), social care will not have had an influence in identifying the services they receive. If the individual's health subsequently improves, this may mean that for a small number of people the Council has to fund all or part of a larger cost package than would have been the case had the Council been involved in initially deciding what the most appropriate services were. There is also a risk that health do not currently have enough of their own case manager capacity. In order to mitigate this, discussions will be held with health colleagues to agree how this change will be made.

## **10. Chief Officer Signoff**

I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.	Signature	Date Signed
	David Pearson	Nov 2015

		Option Ref	B04
1. Service Area	Adult Social Care, Health & Public Protection		
2. Option Title	Alternatives to residential care for younger adults		
3. What we propose to do and how we propose to do it			
<p>To continue the programme of supporting people to move out of residential care and into Supported Living - primarily into specialist supported living services, but occasionally into 'ordinary' housing with outreach support.</p> <p>A total of 80 people to be moved over 3 years from 2017.</p> <p>Total cost saving of £700k – based on an average saving of £168 per week per package.</p> <p>In 2014/15, 40 people moved out of residential care into Supported Living with savings validated at £525K – a weekly average saving of £252. A more conservative average has been set on the assumption that there will be diminishing returns on this programme of work.</p> <p>There is a current programme of identifying people in residential care who could move on to Supported Living. A list of possible candidates is generated in a number of ways including:</p> <ul style="list-style-type: none"><li>• the team working closely with some residential care providers</li><li>• audits of residential care databases to identify potential mismatches between cost and need</li><li>• referrals from community teams</li><li>• referrals from the accommodation panel</li></ul> <p>The work requires:</p> <ul style="list-style-type: none"><li>• reassessments of need (social care assessments)</li><li>• Occupational Therapy environmental and housing assessments</li><li>• work under the Mental Capacity Act in connection with 'where to live'</li><li>• identification of suitable vacancies where appropriate</li><li>• inclusion in new projects/developments where no suitable vacancy exists</li><li>• use of the Accommodation Panel to prioritise referrals into vacancies and new developments.</li></ul> <p>The work is done on the back of a significant growth in new Supported Living developments through partnerships with housing providers and access to capital where required.</p> <p>An alternative route is to support the deregistration of residential care homes. Again this requires reassessment of need and worker under the Mental Capacity Act in addition to work with CQC. This is likely to support relatively small numbers of people to move on.</p>			



#### 4. Why this option is being put forward

Evidence shows that:

- the programme supports the development of independence, in line with the Adult Social Care Strategy
- there are benefits to service users in terms of better life opportunities, more personal income, more housing security
- costs can be lower for the Council in Supported Living – this is because costs of daily living are funded through Service Users' own benefits and costs of housing are funded through housing benefit
- there is an ongoing programme of providers of Care Support and Enablement services reducing their costs with the potential therefore of further savings on an ongoing basis.

#### 5. What is the impact?

##### ON SERVICE USERS AND COMMUNITIES

Supported Living is generally preferred by Service Users to residential care as they have more independence, choice, and access to higher levels of welfare benefits

##### ON OTHER ORGANISATIONS / PARTNERS

Potential to unsettle the residential care market

##### ON OTHER PARTS OF THE COUNTY COUNCIL

None identified

**COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N)** (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation*) Y

**DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)**

Y

#### 6. Projected Net Savings to the Budget

**WHAT IS THE PERMANENT BUDGET?**

GROSS  
£000

36,101

NET  
£000

26,280

**WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	0	1,989	2,089	4,078
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	-1,689	-1,689	-3,378
<b>NET SAVING</b>	<b>0</b>	<b>300</b>	<b>400</b>	<b>700</b>

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

2.7%



## 7. Estimated Implementation Costs

The estimated implementation costs are staffing from the Supported Living team to work with Service Users who are currently living in residential care and assist them to live more independently. There is money already in the budget until half way through 2017/18 to fund these staff. The cost of staffing will be £36k in 2017/18 and £73k for the following two years.

### WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	36	73	109

## 8. Projected Permanent FTE Reductions

### WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

### WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

2016/17	2017/18	2018/19
0.0	0.0	0.0

0.0

## 9. Risks and mitigating actions

**Risk** – non-delivery of savings

**Mitigation** – the savings have been profiled over 3 years to reflect the length of time and complexity of delivering new supported living accommodation so these savings should be deliverable over this timescale

**Risk** - Interdependency with reduction in residential care costs. If costs are reduced in residential care, this will impact upon potential savings generated from moving out

**Mitigation** – There will be close collaboration between the 2 projects – where people are identified for a move they will not be prioritised for a review of their residential care costs

**Risk** –some Service Users will cost more in Supported Living due to the reduction in economies of scale in support

**Mitigation** – Careful targeting required

**Risk** – some packages are joint funded with Health. Work may not realise maximum benefit to the Council

**Mitigation** – funding split to be considered as a factor in prioritisation

**Risk** – new housing projects are subject to delays beyond our control

**Mitigation** – project management approach to new developments

## 10. Chief Officer Signoff

I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.

Signature

David Pearson

Date Signed

Nov 2015

This page is intentionally blank



		Option Ref	B05
1. Service Area	Children's Social Care		
2. Option Title	Alternative Delivery Models for Mainstream Children's Homes		
3. What we propose to do and how we propose to do it			
<p>The Council currently owns and manages the following mainstream children's homes</p> <ul style="list-style-type: none"><li>o Lyndene provides 4 beds</li><li>o Oakhurst provides 4 beds</li><li>o West View provides 4 beds</li></ul> <p>This proposal is for an internal restructure of the children's homes and exploration of establishing a Joint Venture (JV) with the private sector.</p> <p><u>Internal Restructure</u></p> <p>The suggested structure has previously been applied successfully by Clayfields Secure Children's Home management team to reduce their costs. It would continue to meet statutory / regulatory requirements to keep children and young people safe and enable staff to provide high quality care.</p> <p>Independent evidence gathered from current approved providers suggests a uniform staffing structure could be adopted across all three homes, which would see a re-balance of care posts and a reduction in overall establishment by 3.0 full time equivalent (FTE). It is estimated this would save £153,000 per year.</p> <p>The internal restructure could also be a beneficial precursor to the establishment of a joint venture with the potential to realise savings earlier.</p> <p><u>Joint Venture</u></p> <p>A JV would provide the Council with an opportunity to secure a long-term partner for the running of these homes. This would provide the Council with external expertise and allow the Council to retain a greater level of control / influence than could be achieved through full outsourcing.</p> <p>The savings that would be achieved through a JV would be subject to engagement with the market and are unquantifiable at this stage, therefore there are no JV savings included in this proposal.</p> <p>A JV also presents opportunities for revenue sharing as a result of potential growth, although in practice the opportunities for this appear to be limited for mainstream children's homes.</p> <p>The potential for a JV will be explored over the coming months through engagement with the market.</p>			

#### 4. Why this option is being put forward

The County Council's mainstream children homes are consistently deemed to be of 'Good' or 'Outstanding' quality by Ofsted. However, homes run by the Council are unable to compete on cost with placements with external providers of the same quality.

The main reasons for this are:

- External providers operate successfully on a different staffing structure with fewer Senior Support Workers and more Support Workers than Council homes.
- The cost of enhancements paid to Council staff as part of terms and conditions are higher than those paid in the private sector.
- Council homes have capacity for up to 4 placements in each home whereas many of the external providers we commission have capacity for 5 children. This means they are able to staff their homes more flexibly according to demand and matching requirements.

The provision of these homes is not a statutory duty of the Council, although the Council does have a duty to provide a suitable placement for Looked After Children.

Many local authorities do not run their own residential facilities, but contract with the market.

The Council currently has 79 external placements, and the internal placements only account for 12% of the total.

#### 5. What is the impact?

##### **ON SERVICE USERS AND COMMUNITIES**

Service users should see little impact on the service they receive.

If homes were operated via a joint venture, existing staff would Transfer of Undertakings, (Protection of Employment) regulations (TUPE) with the service ensuring that there was continuity of care for existing users.

##### **ON OTHER ORGANISATIONS / PARTNERS**

If homes were operated via a JV the Council may have less influence on prioritisation unless built into the contract.

##### **ON OTHER PARTS OF THE COUNTY COUNCIL**

If the homes were operated via a JV, the impact on the infra-structure required to support them would need to be determined.

**COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N)** (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation*)

No

**DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)**

N

## 6. Projected Net Savings to the Budget

**WHAT IS THE PERMANENT BUDGET?**

GROSS  
£000

1,795

NET  
£000

1,795

**WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	87	0	66	153
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
<b>NET SAVING</b>	<b>87</b>	<b>0</b>	<b>66</b>	<b>153</b>

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

8.5%

Savings profile reflects the post reductions in 2016/17 and the pay protection in 2018/19.

## 7. Estimated Implementation Costs

**WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	100	0	0	100

Revenue costs for procurement costs and external legal advice.

## 8. Projected Permanent FTE Reductions

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

45.3

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

	2016/17	2017/18	2018/19
	3.0	0.0	0.0

3.0

Staff remaining in the service post restructure would be subject to a TUPE transfer if a JV was established.

## 9. Risks and mitigating actions

**Risk:** Could potentially lead to loss of experienced personnel during the process (requiring replacement with expensive agency staff). This could impact on young people in placement as their keyworkers may be changed more times during the process.

**Mitigating Action:** Ensure proposals and rationale are transparent and that trade unions are able to be actively involved in supporting residential care colleagues. Pay would be protected for two years.

**Risk:** This proposal will reduce staffing in each home, this could have an impact on quality.

**Mitigating Action:** Ensure all stakeholders are aware that homes in the independent sector with 'Good' Ofsted ratings already employ this structure. The Council commissions placements with providers who operate in this way already and will continue to do so. Staffing levels will meet any regulatory requirements at all times.

**Risk:** Potential for community resistance.

**Mitigating Action:** Clear, constructive and timely dialogue with all stakeholders.

**Risk:** Lack of interest from providers leading to failure to secure appropriate bidders to take on the service due to TUPE considerations or other operational factors.

**Mitigating Action:** Engage with potential market candidates in soft market testing to assess likelihood of interest and establish potential barriers to bids.


**Risk:** Lower quality provision.

**Mitigating Action:** Contract can be specified to require good or outstanding Ofsted rated provision. The Council would still retain a level of control / influence in a JV.

**Risk:** Local authority is exposed if the cost of external provision rises.

**Mitigating Action:** The contract would need to be tightly specified. The Council would still retain a level of control / influence in a JV.

## 10. Chief Officer Signoff

	Signature	Date Signed
I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.		17/11/2015



		Option Ref	B06
1. Service Area	Children's Social Care		
2. Option Title	Alternative Delivery Models for Children's Homes – Disability		
3. What we propose to do and how we propose to do it			
<p>The Council currently runs the following homes for children with disabilities:</p> <ul style="list-style-type: none"><li>○ Caudwell House provides 4 Looked After Children (LAC) beds and 8 short break beds (note: there is capacity to increase this to 6 x LAC beds and 10 short break beds).</li><li>○ Minster View provides 6 LAC beds and 6 short break beds</li><li>○ The Big House is a new facility, which provides 8 short break beds</li></ul> <p>This proposal is for an internal restructure of the homes for children with disabilities and exploration of establishing a Joint Venture (JV) with the private sector.</p> <p>The provision of these homes is not a statutory duty of the Council, although the Council does have a duty to provide a suitable placement for LAC where required. Many local authorities do not run their own residential facilities for children with disabilities.</p> <p><u>Internal Restructure</u></p> <p>The suggested structure would mean a permanent reduction of 8.4 full time equivalent (FTE) posts overall and would continue to meet statutory / regulatory requirements to keep children and young people safe and enable staff to provide high quality care. This proposal is estimated to save £266,000 per year.</p> <p>The internal restructure could also be a beneficial precursor to the establishment of a JV to potentially realise savings earlier.</p> <p><u>Joint Venture</u></p> <p>A JV would provide the Council with an opportunity to secure a long-term partner for the running of these homes. This would provide the Council with external expertise and allow the Council to retain a greater level of control / influence than could be achieved through full outsourcing.</p> <p>The savings that would be achieved through a JV would be subject to engagement with the market and are unquantifiable at this stage, therefore there are no JV savings included in this proposal.</p> <p>Demand for residential care and short break provision is now typically focused on small group homes rather than larger more traditional settings like Caudwell House and Minster View. A JV presents opportunities for revenue sharing as a result of potential growth.</p> <p>The potential for a JV will be explored over the coming months through engagement with the market.</p>			

#### 4. Why this option is being put forward

There is not enough demand for services and the Council is unable to consistently sell capacity to other Councils. This low occupancy has led to increased operational costs.

External providers are more flexible in how they staff their homes and meet peak demand by increasing staff and decreasing staff in periods of lower demand.

The cost of enhancements paid to Council staff as part of terms and conditions are higher than those paid in the private sector.

Demand for residential care and short break provision is now typically focused on small group homes rather than larger more traditional settings like Caudwell House and Minster View. The Council does not have the capital required to acquire and develop small group homes required to replace Minster View and Caudwell House.

#### 5. What is the impact?

##### **ON SERVICE USERS AND COMMUNITIES**

Service Users should see little impact initially on the service they receive, although over time as the provision potentially changes service users may need to receive support from a different setting. For example, homes for children with disabilities, would be preferable in small group homes. Existing staff would Transfer under the Transfer of Undertakings, (Protection of Employment) (TUPE) with the service ensuring that there was continuity of care for existing users.

##### **ON OTHER ORGANISATIONS / PARTNERS**

The Council with a partner could develop provision that was required within the region and therefore benefit partners.

One of the beds at Caudwell House is currently utilised and paid for by another local authority.

Bassetlaw Clinical Commissioning Group currently make a financial contribution towards The Big House and dialogue would be required before changes to service provision.

##### **ON OTHER PARTS OF THE COUNTY COUNCIL**

If the homes were operated via a JV, the impact on the infrastructure required to support them would need to be determined.

**COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N)** (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation*)

No

**DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)**

N



## 6. Projected Net Savings to the Budget

**WHAT IS THE PERMANENT BUDGET?**

GROSS  
£000

5,048

NET  
£000

4,511

**WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	266	0	0	266
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
<b>NET SAVING</b>	<b>266</b>	<b>0</b>	<b>0</b>	<b>266</b>

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

5.9%

Savings profile reflects the post reductions in 2016/17. This is through a reduction in posts, with no pay protection anticipated and is based on the following structure changes:

## 7. Estimated Implementation Costs

**WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	100	0	0	100

Revenue costs for procurement costs and external legal advice.

## 8. Projected Permanent FTE Reductions

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

132.5

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

	2016/17	2017/18	2018/19
	8.4	0.0	0.0

8.4

Staff remaining in the service post restructure would be subject to a TUPE transfer if a JV was established.

## 9. Risks and mitigating actions

**Risk:** Could lead to loss of experienced personnel during the process (requiring replacement with expensive agency staff). This could impact on young people in placement as their keyworkers may be changed more times during the process.

**Mitigating Action:** Ensure proposals and rationale are transparent and that trade unions are able to be actively involved in supporting residential care colleagues.

**Risk:** This proposal will reduce staffing in each home, this could have an impact on quality.

**Mitigating Action:** Ensure all stakeholders are aware that homes in the independent sector with 'Good' Ofsted ratings already employ this structure. The Council commissions placements with providers who operate in this way already and will continue to do so. Staffing levels will meet any regulatory requirements at all times.

**Risk:** Potential for community resistance.

**Mitigating Action:** Clear, constructive and timely dialogue with all stakeholders.

**Risk:** Lack of interest from providers leading to failure to secure appropriate bidders to take on the service due to TUPE considerations or other operational factors i.e. current under-utilisation.

**Mitigating Action:** Engage with potential market candidates in soft market testing to assess likelihood of interest and establish potential barriers to bids.

**Risk:** Lower quality provision.

**Mitigating Action:** Contract can be specified to require good or outstanding Ofsted rated provision. The Council would still retain a level of control / influence in a JV.

**Risk:** Local authority is exposed if the cost of external provision rises.

**Mitigating Action:** The contract would need to be tightly specified. The Council would still retain a level of control / influence in a JV.

## 10. Chief Officer Signoff

I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.	Signature	Date Signed
		17/11/15

		Option Ref	B07
1. Service Area	Children, Families & Cultural Services (CFCS)		
2. Option Title	Integration of Children’s Disability Service (CDS) & Special Educational Needs & Disability (SEND) Policy & Provision		
3. What we propose to do and how we propose to do it			
<p>This proposal is part of the Improving Outcomes Project, which aims to establish an integrated disability service for children and young people with a disability (age 0-25 years) that is high quality and value for money. Working with CDS, SEND and Health Disability Services to identify areas for joint working/integration to reduce duplication, improve service user journey and experience, share resources and identify efficiencies. This is in line with a national trend to integrate such services and improve the outcome for service users.</p> <p>This proposal is to undertake a structural review and does not seek to make any changes to the existing service offer.</p> <p>This proposal is to integrate two existing service areas: the CDS (Children’s Social Care division) and SEND Policy &amp; Provision (Education, Standards &amp; Inclusion division).</p> <p>This proposal seeks to achieve an initial £450,000 in savings by:</p> <ul style="list-style-type: none"><li>• Reducing the number of employees from an establishment of 208 full time equivalent (FTE) (not including flexible workers), by 7.96 FTE predominantly from management tiers</li><li>• Ensuring consistency across terms and conditions by aligning job descriptions across services</li><li>• Developing structures that meet the Council's organisational design principles, including spans of control</li><li>• Reducing duplication by ensuring teams that provide a similar function or work with the same children, young people and families are aligned</li><li>• Exploring our current commissioning arrangements across SEND, CDS, Health &amp; Looked After Children (LAC) Placements to ensure the authority achieves best value for money from external service providers</li><li>• Ensuring support is located in the right place at the right time</li></ul> <p>A further £51,000 is proposed to be saved through the removal of the assisted boarding education framework. This is funded from the SEND budget, although it is for specialist performing arts students studying at a boarding school. The framework was established to support pupils wanting to go to boarding school.</p> <p>It is proposed that funding will continue for students currently being funded until the end of their boarding school placements.</p>			

#### 4. Why this option is being put forward

Rationalising of these service areas will enable a more integrated working approach for colleagues supporting children and young people with disabilities and special educational needs and their families in Nottinghamshire.

This proposal seeks to streamline existing staffing structures into an integrated structure, aligning those teams that provide similar support functions or teams that work with the same cohort of children and young people. This seeks to reduce duplication of effort and support that is offered across children's services to ensure a consistent, streamlined and holistic approach for children and families, in an attempt to reduce the number of different professionals involved in a child's journey. Teams will be integrated with a view to reducing the amount of employees at a management tier.

The continuation of the assisted boarding education framework is not sustainable.

#### 5. What is the impact?

##### **ON SERVICE USERS AND COMMUNITIES**

It is not anticipated that there will be any adverse impact on service users and communities through the integration of CDS and SEND, rather it is anticipated that the support they receive will remain appropriate to their assessed need and that pathways and access points to services will be improved and clearer. It is anticipated that integration will lead to a holistic assessment and package of support for children and young people with disabilities, and reduce the number of times a family has to tell their story.

##### **ON OTHER ORGANISATIONS / PARTNERS**

It is not anticipated that there will be any adverse impact, rather, a streamlined structure should enable improved direct lines of communications between the Council and organisations and partners. A detailed communications strategy will be developed and enacted upon based on the Family Service Project communications which has been well received by partners.

##### **ON OTHER PARTS OF THE COUNTY COUNCIL**

There will be support required from the Programmes and Projects Team, Human Resources (HR), Finance and Property colleagues in order to support the implementation of the proposal.

##### **COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS?**

Y – age and disability.

##### **DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)**

Y

## 6. Projected Net Savings to the Budget

### WHAT IS THE PERMANENT BUDGET?

GROSS £000	6,675	NET £000	6,500
---------------	-------	-------------	-------

### WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	150	16	335	501
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
<b>NET SAVING</b>	<b>150</b>	<b>16</b>	<b>335</b>	<b>501</b>

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

7.7%

At this stage it is difficult to profile the split between staff reductions and pay protection because the structure is still to be developed and consulted on. It is anticipated that the staff reductions will be in 16/17 and could therefore be higher than £150,000. The savings from pay protection would not be achieved until 18/19.

The £51,000 saving for the removal of the assisted boarding education framework is profiled across 2017/18 and 2018/19.

## 7. Estimated Implementation Costs

### WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

Project resource (0.5 FTE Project Manager & 1 FTE Programme Officer) is already allocated from the Programmes and Projects Team and is sufficient to implement these proposals.

## 8. Projected Permanent FTE Reductions

### WHAT IS THE CURRENT PERMANENT FTE STAFFING?

208.0

### WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

	2016/17	2017/18	2018/19
	7.96	0.0	0.0

7.96

This does not include the 97 employees that work on flexible contracts within the Homecare, Sitting & Befriending Service.

## 9. Risks and mitigating actions

**Risk:** Could have an impact on staff morale.

**Mitigating Action:** Every effort will be undertaken to ensure that employees and trade unions receive comprehensive communications throughout the process so that they are aware of developments, timescales and the reasons for any staff reductions. HR support will be available to those staff affected.

**Risk:** Potential for community resistance.

**Mitigating Action:** Clear, constructive and timely dialogue with all stakeholders.

## 10. Chief Officer Signoff

I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.	Signature	Date Signed
		17/11/15



		Option Ref	B08
1. Service Area	Family Service		
2. Option Title	Family Service Integration		
3. What we propose to do and how we propose to do it			
<p>The Family Service project was initiated to bring together family support provision from across Children’s Services into a new, integrated service arrangement. The new service has established a new operational model and staffing structure which will streamline existing services and deliver more consistent support for service users. The new service was launched at the beginning of November 2015.</p> <p>There is an existing business case for the Family Service to reduce expenditure by £1.1m by 2018, which was approved by members in 2014. This proposal is to save a further £257,000 saving to the existing business case.</p>			
4. Why this option is being put forward			
<p>These additional savings reflect the position of the service following the delivery of the business case approved in 2014, and specifically relate to:</p> <p><u>Increased income</u> – based on the modelling completed when the threshold for fines/ prosecutions for school attendance were amended we believe that this is a realistic income target. The additional costs of collection have been taken into account.</p> <p><u>Programme reductions</u> - the proposal will still allow the service to deliver the necessary statutory functions and to deliver a programme of early help activity to those families in the most need. It will also mean that we can continue to support universal settings to act in a “Lead Professional” capacity.</p>			
5. What is the impact?			
<p>These impacts reflect the outcomes from this proposal and the earlier business case approved in 2014.</p> <p><b>ON SERVICE USERS AND COMMUNITIES</b></p> <ul style="list-style-type: none"><li>• Service users – emergency immediate financial support to families in need will be removed</li><li>• Communities – the number of families receiving more intensive interventions will reduce and waiting times may increase.</li></ul> <p><b>ON OTHER ORGANISATIONS / PARTNERS</b></p> <ul style="list-style-type: none"><li>• Voluntary and charitable sector – there could be an increase in demand</li><li>• Universal services – there could be an increase in demand as thresholds change</li></ul>			

**ON OTHER PARTS OF THE COUNTY COUNCIL**

- Children's Social Care - possible increased waiting times and the scope of interventions available to social workers will reduce.

**COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N)**

Y – Age and gender. This is covered fully in the accompanying Equality Impact Assessment.

**DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)**

Y

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

GROSS  
£000

9,039

NET  
£000

5,947

**WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	257	0	0	257
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
<b>NET SAVING</b>	<b>257</b>	<b>0</b>	<b>0</b>	<b>257</b>

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

4.3%

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

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

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

129.6

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

2016/17 2017/18 2018/19

0.0 16.5 0.0

16.5

Current staffing includes 3.5 proposed posts due to changes to changed threshold for attendance enforcement (approved Sept 2015)



## 9. Risks and mitigating actions

Risk	Mitigating Action
The increase in threshold and a lack of immediate financial support leaves families without the support they require.	<ul style="list-style-type: none"> <li>Continue support to lead professionals in schools and other universal settings</li> <li>Make use of charitable and grant making organisations to assist families in urgent financial need and poverty</li> </ul>
Increased waiting times and a reduction in the availability of resources means that families involved with social care do not receive timely and effective interventions.	<ul style="list-style-type: none"> <li>Agree revised menu of interventions and prioritisation with social care and early help professionals</li> <li>Promote and expand peer support, web based and self-help methodologies</li> </ul>
Decreased resources lead to the required outcomes for Troubled Families not being met and therefore increased financial pressure.	<ul style="list-style-type: none"> <li>Close monitoring of performance information</li> <li>Ensure management roles in delivery of the programme are clear</li> <li>Develop contingencies through maintenance of a reserve</li> </ul>
The increased level of vacancy level turnover is unrealistic.	<ul style="list-style-type: none"> <li>Operate strict vacancy controls</li> <li>Cover vacancies due to sickness, maternity etc. within existing resources</li> </ul>
The level of income predicted from educational penalty notices and court costs is not realised.	<ul style="list-style-type: none"> <li>Proactive action with school to identify cases where fines are appropriate</li> </ul>

## 10. Chief Officer Signoff

I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.	Signature	Date Signed
		17/11/15

This page is intentionally blank



		Option Ref	B09
1. Service Area	Youth Service		
2. Option Title	Changes to the Young People's Service mobile provision		
3. What we propose to do and how we propose to do it			
<p>The proposal is to not replace two of the remaining five mobile youth facilities and remove their staffing establishment when they reach the end of their original anticipated lifespan on 01 April 2018. Work will be undertaken to seek to transfer the two mobiles to potential partners in the third sector to ensure the continuation of the provision in some form, at no cost to the Council.</p> <p>One of the current five vehicles is operated as a spare, to cover servicing and breakdowns, and therefore operates at a lower cost (£5,000) because there are no staff allocated to it. The four operational vehicles cost £49,250 per year each.</p> <p>This proposal would move to a minimal operating model of two vehicles, plus the spare at a cost of £103,500, with a saving of £98,500. These would be deployed to the eight most deprived locations that the current vehicles operate in.</p>			
4. Why this option is being put forward			
<p>The mobiles have a limited life due to natural vehicle deterioration whereas the building based youth work has more permanent lifespan.</p> <p>With vehicles reaching the end of their approximately ten year life span it is only feasible to replace and operate three of the current five vehicles (two plus one spare).</p>			
5. What is the impact?			
<p><b>ON SERVICE USERS AND COMMUNITIES;</b> Under this proposal, some communities would no longer receive this service.</p> <p><b>ON OTHER ORGANISATIONS / PARTNERS:</b> May increase pressure on voluntary sector youth organisations to provide new/extended provision, police/criminal justice due to possible increase in nuisance behaviour. There may be potential to support the voluntary sector to take over the operation of one or more of the vehicles.</p> <p><b>ON OTHER PARTS OF THE COUNTY COUNCIL:</b> No significant impact</p> <p><b>COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N)</b> (<i>age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation</i>);</p> <p>Y - Age. This is detailed fully in the accompanying Equality Impact Assessment.</p>			

<b>DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)</b>	Y
---	---

## 6. Projected Net Savings to the Budget

<b>WHAT IS THE PERMANENT BUDGET?</b>	<b>GROSS</b> £000	3,085	<b>NET</b> £000	2,958
<b>WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?</b>				
	2016/17 £000	2017/18 £000	2018/19 £000	<b>TOTAL</b> £000
Gross Saving	0	0	98	98
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
<b>NET SAVING</b>	<b>0</b>	<b>0</b>	<b>98</b>	<b>98</b>
<b>WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?</b>				3.3%
Excludes the capital receipt from the sale of the decommissioned mobiles.				

## 7. Estimated Implementation Costs

<b>WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?</b>				
	2016/17 £000	2017/18 £000	2018/19 £000	<b>TOTAL</b> £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

## 8. Projected Permanent FTE Reductions

2.8 FTE on a Term Time Only basis, which equates to 2.25 standard FTE.				
<b>WHAT IS THE CURRENT PERMANENT FTE STAFFING?</b>				4.5
	2016/17	2017/18	2018/19	
<b>WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?</b>	0	0	2.3	2.3

## 9. Risks and mitigating actions

**Risk:** Potential for community resistance to the proposal.

**Mitigating action:** The Youth Service's voluntary sector development team (2 full time equivalent) may be able to support and or facilitate voluntary sector provision in some locations that the service would be withdrawing from. Young people will be encouraged, where public transport is available, to access the Council Youth Service building based provision. There are also some faith based and uniformed organisations that offer activities to people in these areas, but this not a direct alternative to open access youth work.

## 10. Chief Officer Signoff

I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.	Signature	Date Signed
		17/11/15



		Option Ref	B10
1. Service Area	Youth Service		
2. Option Title	Reduction in Youth Service Provision		
3. What we propose to do and how we propose to do it			
<p>Proposal to transfer the provision to an alternative provider, or to close the Young People's Centres (YPCs) at Quarrydale (Sutton in Ashfield) and Zone Out (Worksop) from March 2018. This would bring these areas in line with other communities with one local YPC. This will save £95,000 from 2018.</p> <p>Quarrydale operates four evenings per week and Zone Out operates three evenings per week. The Zone Out staffing establishment also delivers provision at the Rhodesia (Worksop) voluntary youth club one evening per week, which will still continue under this proposal.</p>			
4. Why this option is being put forward			
<p>Sutton and Worksop are the only communities in Nottinghamshire with two Council operated and owned Young People's Centres. The Sutton Young People's Centre and Valley Young People's Centre in Worksop (both purpose built within the last 8 years) would remain in operation on 4 nights per week during term times.</p>			
5. What is the impact?			
<p><b>ON SERVICE USERS AND COMMUNITIES;</b> Service users would have to access alternative provision.</p> <p><b>ON OTHER ORGANISATIONS / PARTNERS;</b> May increase pressure on voluntary sector youth organisations to provide new/extended provision, police/criminal justice due to possible increase in nuisance behaviour. A voluntary disabled group currently has free use of Quarrydale YPC on one evening per week.</p> <p><b>ON OTHER PARTS OF THE COUNTY COUNCIL:</b> No significant impact.</p> <p><b>COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N)</b> (<i>age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation</i>);</p> <p>Yes – age and disability</p>			
DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)			Y

## 6. Projected Net Savings to the Budget

<b>WHAT IS THE PERMANENT BUDGET?</b>	GROSS £000	3,085	NET £000	2,958
--------------------------------------	---------------	-------	-------------	-------

### WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	0	0	95	95
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
<b>NET SAVING</b>	<b>0</b>	<b>0</b>	<b>95</b>	<b>95</b>

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

3.2%

This doesn't include the loss of approximately £12k of income to the Library service from the letting out of Zone Out at Workstop Library.

## 7. Estimated Implementation Costs

### WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

## 8. Projected Permanent FTE Reductions

### WHAT IS THE CURRENT PERMANENT FTE STAFFING?

2.53

	2016/17	2017/18	2018/19
<b>WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?</b>	0.0	0.0	2.53

2.53

## 9. Risks and mitigating actions

**Risk:** Young people don't use provision available in other locations.

**Mitigating action:** The Youth Service's voluntary sector development team (2 full time equivalent) may be able to support and or facilitate voluntary sector provision in locations that the Council Youth Service would be withdrawing from.

There are also some faith based and uniformed organisations that offer activities to people in these areas, but this not a direct alternative to open access youth work.

## 10. Chief Officer Signoff

I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.	Signature	Date Signed
		17/11/15



		Option Ref	B11
1. Service Area	Children, Families and Cultural Services		
2. Option Title	Departmental Contracts Review		
3. What we propose to do and how we propose to do it			
<p>A review of all externally commissioned contracts over £50,000* total contract value to consider the:</p> <ul style="list-style-type: none"><li>• Impact of cancelling/ reducing the value of the contract</li><li>• If there are clear measurable outcomes specified within the contract</li><li>• If there are other similar contracts that could lead to a repackaging of the contracts into a bigger bundle</li><li>• If the service could be provided in-house by changing internal structures/ capacity</li><li>• If open book accounting can identify further efficiencies</li><li>• To review the effectiveness of contract management arrangements</li></ul> <p>The proposal is to save 3% of the total contract values.</p> <p>All contracts over £50,000 will be identified and reviewed by the Quality and Improvement Team/ Programmes and Projects Team with support from Corporate Procurement. Senior colleagues from the respective commissioning services will then be challenged to make a modest reduction without undue impact on service users through these revised arrangements.</p> <p>*The £50,000 level will be reviewed once more detail is gathered about the number of contracts in scope.</p>			
4. Why this option is being put forward			
<p>Some savings have already been delivered in individual service areas from cancelling external contracts and reshaping internal provision. A number of contracts may be historic and may have been rolled forward – so this is also an opportunity to see if all of the existing contractual arrangements remain fit for purpose, and to take corrective action where this proves not to be the case.</p>			
5. What is the impact?			
<b>ON SERVICE USERS AND COMMUNITIES</b> These will have to be assessed at the same time as proposed changes to any contract.			
<b>ON OTHER ORGANISATIONS / PARTNERS</b> These will have to be assessed at the same time as proposed changes to any contract.			
<b>ON OTHER PARTS OF THE COUNTY COUNCIL</b> These will have to be assessed at the same time as proposed changes to any contract.			

**COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N)**

These will have to be assessed at the same time as proposed changes to any contract.

**DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)**

N

**6. Projected Net Savings to the Budget**

<b>WHAT IS THE PERMANENT BUDGET?</b>	GROSS £000	36,000	NET £000	34,917
--------------------------------------	---------------	--------	-------------	--------

**WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	0	250	830	1,080
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
<b>NET SAVING</b>	<b>0</b>	<b>250</b>	<b>830</b>	<b>1,080</b>

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

3.1%

The above figures are based on identified contractual spend of £35m net during 2014/15, and also on achieving an average overall saving of 3% across the total spend. It is anticipated that this figure will vary from contract to contract; equally that some contractual savings are already accounted for in other proposals.

**7. Estimated Implementation Costs**

**WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	100	0	0	100

Revenue costs for additional contract management expertise. There will also be legal and procurement costs, which are not included in this figure.

**8. Projected Permanent FTE Reductions**

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

0.0

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

	2016/17	2017/18	2018/19
	0.0	0.0	0.0

0.0



## 9. Risks and mitigating actions

**Risks:** Financial penalties of contract variations / termination.

**Mitigating action:** These will be considered as part of the decision making process. Legal will be engaged before any contracts are varied so that risks can be understood and managed.

**Risk:** Potential risk of legal challenge if terminating contracts is deemed unlawful; this includes Transfer of Undertakings, (Protection of Employment) (TUPE) risks / redundancy liabilities that may lead to one off costs.

**Mitigating action:** Legal Services will be engaged before any contracts are varied so that risks can be understood and managed.

**Risk:** Risk of service delivery failure and/or contract viability following contract reductions.

**Mitigating action:** Whilst all contracts over £50,000 total value will be looked at not all contracts will be changed – some will quite quickly be discounted because contracts are tight or the impact on services users is too great.

**Risk:** There is risk that there may be double-counting with existing business cases.

**Mitigating action:** A benefits realisation plan will be produced to avoid double-counting. There will also be close working with the corporate procurement team, finance, and programme and projects to ensure that savings are not counted twice.


**Risk:** Lack of capacity and/or the right skill set to form the teams allocated to support this work.

**Mitigating action:** The Group Managers for Quality and Improvement, Corporate Procurement and the Programmes and Projects Team will allocate staff with the appropriate skill set and ensure they have the capacity.

**Risk:** Contract / staffing costs going up i.e. with the introduction of national living wage.

**Mitigation action:** Identify those contracts exposed to cost increases.

## 10. Chief Officer Signoff

I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.	Signature	Date Signed
		17/11/15

This page is intentionally blank

		Option Ref	B12
1. Service Area	Libraries		
2. Option Title	Community Partnership Libraries / alternative library provision		
3. What we propose to do and how we propose to do it			
<p>This proposal identifies £80k of savings (after taking account of loss of income and reprovision) from the continuing programme of establishing Community Partnership Libraries (CPLs).</p> <p>The pursuit of CPLs and other means of reducing the direct financial responsibility on the Council from maintaining the existing library network is currently being successfully applied to 8 libraries, where CPLs are in the act of being established. Communities have engaged to develop a sustainable partnership, based on reduction of costs. The actual level of cost reduction varies in each case but for Level 3 libraries evidence suggests an average saving to the Council of £10k per annum.</p> <p>This proposal seeks to continue the CPL development programme across all Community Libraries with less than 20,000 annual visits in order to reduce their reliance on Council funding through the current CPL approach.</p> <p>The progress in implementing this programme will be kept under review. However, this approach maintains the current position with regard to the development of CPLs or alternative library provision (e.g. access points / mobile stop) by March 2018.</p>			
4. Why this option is being put forward			
<p>Latest CIPFA benchmarking indicates that Nottinghamshire County Council Libraries are now provided at average cost and are higher performing than national averages. Benchmarking also indicates a higher number of library buildings for the size of the population and lower levels of volunteering.</p> <p>Current agreed business cases aim to save £1.8m by 2016/2017, without closure of any library. In order to maintain this approach and make further savings the options are therefore very limited.</p> <p>Savings through reductions of staff and overall spend have been made since 2009 amounting to over £4.5m, without closure of any service points.</p> <p>The 8 CPLs currently being developed have been established without a threat of closure or having to carry out alternative provision, as communities have engaged to develop a sustainable partnership, based on reduction of costs.</p> <p>There are disproportional corporate costs tied into the delivery of services through small library buildings. ICT (especially data costs) and property maintenance costs.</p>			

## 5. What is the impact?

### ON SERVICE USERS AND COMMUNITIES

Service users would see the local library services funded and / or delivered, in a different way.

### ON OTHER ORGANISATIONS / PARTNERS

The number and range of organisations that library services work with could be reduced. However in smaller low use libraries this is limited and there are no shared service implications. Some leased library spaces will have an impact on the landlord, often parish Council or village hall.

### ON OTHER PARTS OF THE COUNTY COUNCIL

Possible reduction in central support services, ICT, Communications, Property etc.

**COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N)** (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation*)

Yes

**DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)**

Y

## 6. Projected Net Savings to the Budget

**WHAT IS THE PERMANENT BUDGET?**

GROSS  
£000

13,353

NET  
£000

7,961

**WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	0	0	100	100
LESS Loss of Income	0	0	7	7
LESS Costs of Reprovision	0	0	13	13
<b>NET SAVING</b>	<b>0</b>	<b>0</b>	<b>80</b>	<b>80</b>

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

1.0%

A capital receipt would be received for the Council owned library properties that are disposed of should library locations change.

## 7. Estimated Implementation Costs

**WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

## 8. Projected Permanent FTE Reductions

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

185.0

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

2016/17 2017/18 2018/19

0.0 0.0 4.5

4.5

## 9. Risks and mitigating actions

**Risk:** The significant amount of work and ongoing support required by CPL does not generate full cost savings.

**Mitigation:** This can be mitigated with a firm zero cost approach.

**Risk:** Development of CPLs, Library Access Points or delivery via a mobile stop does not get community support.

**Mitigation:** This can be mitigated by early information and consultation during Council budget consultation process.

**Risk:** CPLs and alternative provision proposals do not receive local support.

**Mitigation:** This can be mitigated via budget approval and consultation process.

## 10. Chief Officer Signoff

I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.

Signature



Date Signed

17/11/15

This page is intentionally blank



		Option Ref	B13
1. Service Area	Sports Development		
2. Option Title	Removal of sports funding		
3. What we propose to do and how we propose to do it			
<p>The proposal is to withdraw from the current secondment partnership with the County Sports Partnership (CSP) at the end of an extended secondment period, in March 2018. The savings will be realised at the start of the 2018/2019 budget year.</p> <p>This will result in a reduction of 3.3 full time equivalent (FTE). Replacement funding will have to be sourced via the County Sports Partnership (CSP).</p>			
4. Why this option is being put forward			
<p>Sports development is a discretionary role for the County Council.</p> <p>The 2015/2016 revenue budget for the Council's sports services is £216,000. A 50% reduction has already been agreed to be implemented by March 2017, leaving a £108,000 budget.</p> <p>The gradual withdrawal of funding has enabled the CSP to develop its role, as the County Council has reduced its historically high level of investment in sports development.</p> <p>The CSP will have a reasonable period of time (March 2018) to seek additional sources of funding.</p>			
5. What is the impact?			
<b>ON SERVICE USERS AND COMMUNITIES</b>			
<p>From a County Council perspective, the proposal will offer an opportunity to further work with the CSP to share resources and expertise to shape a joint offer and seek continuation funding beyond 2018.</p>			
<b>ON OTHER ORGANISATIONS / PARTNERS</b>			
<p>There will be an impact on the work and capacity of the CSP.</p> <p>Nottinghamshire County Council has forged a number of important strategic partnerships that in turn bring external resources for sports related activity into the County. Without a commitment from the authority to underpin work it could be argued that influence will diminish and as a result opportunities to benefit from national funding streams will not be realised.</p>			

## ON OTHER PARTS OF THE COUNTY COUNCIL

No significant impact.

**COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N)** (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation*)

Y – Disability.

**DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)**

Y

### 6. Projected Net Savings to the Budget

<b>WHAT IS THE PERMANENT BUDGET?</b>	GROSS £000	148	NET £000	108
--------------------------------------	---------------	-----	-------------	-----

#### WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	0	0	148	148
LESS Loss of Income	0	0	-40	-40
LESS Costs of Reprovision	0	0	0	0
<b>NET SAVING</b>	<b>0</b>	<b>0</b>	<b>108</b>	<b>108</b>

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

100.0%

The budget has been adjusted for existing proposal savings that have already been approved for future years.

### 7. Estimated Implementation Costs

#### WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

### 8. Projected Permanent FTE Reductions

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

3.3

	2016/17	2017/18	2018/19
<b>WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?</b>	0.0	0.0	3.3

3.3



## 9. Risks and mitigating actions

There is some limited mitigation in that time is being allowed to seek other funding to continue roles beyond March 2018. Some work programmes may be picked up by other staff employed in the CSP.

## 10. Chief Officer Signoff

I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.

Signature



Date Signed

17/11/15

This page is intentionally blank



		Option Ref	B14
1. Service Area	Arts Development		
2. Option Title	Reduction of Arts funding		
3. What we propose to do and how we propose to do it			
<p>The Arts Development service, which is a discretionary role for the County Council, has seen a significant reduction since 2009 of around 90% (by 2016/17). The existing service currently delivers:</p> <ul style="list-style-type: none"><li>• Rural touring programme – Village Ventures</li><li>• Work that directly engages with children, families and adult to enable participation in art and culture</li><li>• Earth and Fire Ceramics Fair</li><li>• Nottinghamshire Arts Fund – provides advice</li><li>• Grant seeking – brings external funding into Nottinghamshire and County Council</li><li>• Big Draw programme across Nottinghamshire – reaches over 8,000 children</li><li>• Develops bids for specific projects – for example NOW 14-18 Poppies tour, Disability Arts Funding, Grants for Arts – children’s theatre in Libraries</li></ul> <p>This proposal is to save £63,000 by reducing the Arts Development service to a single post of County Arts Officer (£55,000), together with the County Council’s financial contribution to Village Ventures Rural Touring programme (£22,000), which would enable the County Council to continue to secure external funding, e.g. for the Village Ventures programme which itself attracts approximately £350,000, together with the capacity to pursue other opportunities to procure external funds.</p> <p>The single post will seek additional external funding/support and develop projects to provide access to the arts and creative activity across Nottinghamshire. In addition the post will work with voluntary groups and partners to maintain arts based programmes, e.g. Big Draw.</p> <p>Ongoing delivery of artistic output through the library network and through schools will be maintained where possible.</p> <p>It is projected that this proposal would gain £568,000 of external funding, giving a return of £3.05 for every £1 of the Council investment over a three year period.</p>			
4. Why this option is being put forward			
Arts development is a discretionary role for the County Council.			

## 5. What is the impact?

### ON SERVICE USERS AND COMMUNITIES

### ON OTHER ORGANISATIONS / PARTNERS

The Arts Council England, Live and Local (Rural Touring) and Ceramics community.

### ON OTHER PARTS OF THE COUNTY COUNCIL

Rufford Country Park – loss of Ceramics Fair and related income / footfall.  
Capacity within the Libraries Community Benefits Society (CBS) contract to deliver Arts and gain external funding.

**COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N)** (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation*)  
N

**DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)**

N

## 6. Projected Net Savings to the Budget

The budget figures below have been adjusted for existing proposal savings that have already been approved

**WHAT IS THE PERMANENT BUDGET?**

GROSS  
£000

708

NET  
£000

140

**WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	0	0	63	63
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
<b>NET SAVING</b>	<b>0</b>	<b>0</b>	<b>63</b>	<b>63</b>

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

45.0%

## 7. Estimated Implementation Costs

**WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

## 8. Projected Permanent FTE Reductions

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

2.5

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

2016/17    2017/18    2018/19

0

0

1.5

1.5

## 9. Risks and mitigating actions

Transition Earth and Fire to an independent provider / partner.

## 10. Chief Officer Signoff

I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.

Signature



Date Signed

17/11/15

This page is intentionally blank



		Option Ref	B16
1. Service Area	Complaints and Information		
2. Option Title	Complaints service efficiencies		
3. What we propose to do and how we propose to do it			
<p>The proposal is to make savings of £42,000 by:</p> <ul style="list-style-type: none"><li>• Efficiencies in the complaints service and reducing the use of independent complaints investigators (£12,000)</li><li>• Reconfiguring the Corporate Complaints process into a one stage process and extending the initial timescales within which a complaint must be responded to, resulting in efficiencies to save 0.5 full time equivalent (FTE) at Band B</li><li>• Identifying further staff for centralisation within the Information Governance function and making efficiencies in the way these services are delivered. It is hoped that this will result in a reduction of 0.4 FTE.</li></ul>			
4. Why this option is being put forward			
<p>The way in which complaints and information are addressed strategically has changed in recent years with a number of staff being centralised into the Complaints and Information Team. Through this process there has been an improvement in performance and more complaints are now resolved at the first stage of a complaint, saving on time and resources across the Council.</p> <p>This reduction in complaints resolved at stage one has resulted in fewer investigations required to be undertaken by independent complaints investigators and therefore some budget efficiencies in this area can be made.</p> <p>Further efficiencies are considered to be possible by changing the approach to Corporate Complaints (i.e. those complaints against the Council which are not governed by a set statutory process – broadly everything except Children’s and Adults). If this process was changed into a single stage process with a longer timescale for initial responses then it is estimated that marginal savings of 0.5 FTE post could be saved.</p> <p>Some staff remain in other departments whose roles and job descriptions may involve information governance and therefore further centralisation may be possible and could provide scope for some further rationalisation and marginal savings. This may not prove possible however and depends on further work to examine role and responsibilities.</p> <p>Further work is also required to carefully review the resources and approach to Information Governance across the Council and to better identify which staff are involved in these duties in all departments so that their combined impact can be made more effective by centralisation whilst still providing an opportunity for overall reductions.</p>			

## 5. What is the impact?

### ON SERVICE USERS AND COMMUNITIES

Increased timescales for corporate complaints and a reduction in stages available for each complaint.

### ON OTHER ORGANISATIONS / PARTNERS

Nil

### ON OTHER PARTS OF THE COUNTY COUNCIL

Further centralisation of information governance staff following review of staff roles and responsibilities in this area.

### COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? No impact identified.

*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation)*

It is not anticipated that this proposal will have a disproportionate, adverse or negative impact on people with protected characteristics.

### DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)

N

## 6. Projected Net Savings to the Budget

### WHAT IS THE PERMANENT BUDGET?

GROSS  
£000

734

NET  
£000

734

### WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	12	18	12	42
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
<b>NET SAVING</b>	<b>12</b>	<b>18</b>	<b>12</b>	<b>42</b>

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

5.7%

## 7. Estimated Implementation Costs

### WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0



## 8. Projected Permanent FTE Reductions

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

**18.0**

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

2016/17    2017/18    2018/19

0.0            0.5            0.4

**0.9**

## 9. Risks and mitigating actions

Key risks are:

- A review of staffing across the departments does not identify any additional posts appropriate for centralisation
- The information governance work cannot be contained within current resources
- The number of complaints increases or complaints are not resolved at the earlier stages so additional independent investigator costs are required.

## 10. Chief Officer Signoff

I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.

Signature

*John Francis Ward*

Date Signed

24.11.15

This page is intentionally blank

**Appendix B**  
**Category C Proposals**

Reference	Department	Title	Committee	EqlA required and undertaken	Page Number
C01	Adult Social Care, Health & Public Protection	Promoting independence in supported living and outreach services	Adult Social Care and Health Committee	Yes	1-4
C02	Adult Social Care, Health & Public Protection	Increase in Transport Charge	Adult Social Care and Health Committee	Yes	5-8
C03	Adult Social Care, Health & Public Protection	Promoting independent travel	Adult Social Care and Health Committee	Yes	9-14
C04	Adult Social Care, Health & Public Protection	Use of Direct Payments	Adult Social Care and Health Committee	Yes	15-18
C05	Adult Social Care, Health & Public Protection	New operating model for the social care pathway	Adult Social Care and Health Committee	Yes	19-22
C06	Adult Social Care, Health & Public Protection	Charge for Money Management Service	Adult Social Care and Health Committee	Yes	23-26
C07	Adult Social Care, Health & Public Protection	Targeted Reviews (Managed and Direct Payment Packages)	Adult Social Care and Health Committee	Yes	27-32
C08	Adult Social Care, Health & Public Protection	Further expansion of Assistive Technology (AT) to promote independence	Adult Social Care and Health Committee	Yes	33-36
C09	Adult Social Care, Health & Public Protection	Increase meal charges within Day Services	Adult Social Care and Health Committee	Yes	37-40
C10	Public Health	Public Health Grant Realignment Changes	Public Health Committee	Yes	41-46
C11	Children, Families & Cultural Services	To provide Statutory School Transport in relation to mainstream and Post 16 Transport	Children and Young People Committee	Yes	47-50
C12	Place	Reduction of provision of parking, traffic management and small-scale community works service.	Transport and Highways Committee	No	51-52

This page is intentionally blank



		Option Ref	C01
1. Service Area	Adult Social Care, Health and Public Protection		
2. Option Title	Promoting independence in supported living and outreach services		
3. What we propose to do and how we propose to do it			
<p>This proposal is an extension to an existing savings project which started in 2014/15. The proposal assists providers of care support and enablement (supported living services or outreach support to people in their own homes) to reduce individuals' reliance on paid support, by enabling them to become more independent and play an active part in their communities.</p> <p>The proposal is to provide reviewing staff to look at individual support requirements and shared support to identify where reduced support hours may be appropriate. The reviewing staff will help providers consider where individuals can be supported in the short term to increase independence in the future, where assistive technology may help mitigate risks, and where there may be opportunities for greater use of shared support within a supported living environment for a number of service users, which then can result in lower levels of paid support whilst maintaining good outcomes for service users.</p> <p>Currently, providers are expected to identify where savings can be made themselves and as a result are allowed to keep any savings they make on package reductions in the year they make them. The Council then takes this funding in the next financial year as the saving.</p> <p>Some providers have been more innovative and proactive than others in this work. Workshops are being planned to look at sharing good practice and also to consider how to balance management of risk whilst also supporting people to become more independent. This approach is highlighted in the report 'Emerging Practice in Outcome Based Commissioning for Social Care' (<i>Institute of Public Care, April 2015</i>) as an area of good practice in the delivery of outcomes and in promoting independence.</p> <p>The new proposal would make savings from 2016/17.</p> <p>This proposal assumes that if we are more proactive in assisting providers, they will be better placed to deliver the savings year on year.</p>			
4. Why this option is being put forward			
<p>There are a lot of new supported living services being developed for people moving out of residential care or out of hospital, and we aim to support service users to become more independent and to become less reliant on high levels of 2:1 or 1:1 support.</p> <p>In some areas there is also the potential to further the promotion of independence for people with lower level needs who have background support/supervision where this may not always be required.</p> <p>This project proposes to extend the existing savings plan by a further year and increase the current final year target (2017/18) with the help of additional temporary resource.</p>			

## 5. What is the impact?

### ON SERVICE USERS AND COMMUNITIES

Promotion of independence and reduction of reliance on paid staff. This approach would require a change of expectation for service users about how support is provided.

### ON OTHER ORGANISATIONS / PARTNERS

Likely savings for health, especially around the transforming care packages.

### ON OTHER PARTS OF THE COUNTY COUNCIL

No significant impact.

### COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? Yes

This is likely to affect people with learning disabilities more than others. Existing commissioning arrangements have taken a different approach to managing risk with this service user group and have tended to involve taking less risks. Therefore the savings across care support and enablement are more likely to be realised from learning disability services rather than mental health, physical disabilities or Asperger's where risks are differently managed resulting in lower level packages of support.

**DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE?**

Y

## 6. Projected Net Savings to the Budget

**WHAT IS THE PERMANENT BUDGET?**

GROSS  
£000

36,108

NET  
£000

30,841

**WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	250	500	250	1,000
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
<b>NET SAVING</b>	<b>250</b>	<b>500</b>	<b>250</b>	<b>1,000</b>

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

3.2%

## 7. Estimated Implementation Costs

### WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	98	98	0	196

Assumes 3 Band B staff for assessment and review and service modelling for 10 months in each year.

## 8. Projected Permanent FTE Reductions

### WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

### WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

	2016/17	2017/18	2018/19
	0.0	0.0	0.0

0.0

## 9. Risks and mitigating actions

Concerns from service users and carers, as this will result in reductions in people's packages.

Mitigation – continue to promote the Adult Social Care Strategy and ethos of promoting independence, and involve carers and service users in changes to support plans, focussing on outcomes rather than hours of support. Ensure robust risk assessments and clear support plans.

Provider concerns as ultimately this will reduce their overall income. This is less of an issue for core providers who will be picking up new work but could make services unviable for some providers with small amounts of work.

Mitigation – we may need to re-provide the work to core providers. However, due to issues relating to staff recruitment this may come with its own risk, and possible savings in some areas may be delayed or not realised as a result.

Some providers have made significant savings as a result of the current work so it may be more difficult to find further savings from this new proposal.

Mitigation - target providers where further savings are more likely.

Increased safeguarding concerns - potentially reducing hours of support might mean some service users are more exposed to risk.

Mitigation - ensure robust risk assessments are in place and support is pulled back very slowly with the ability to reinstate should risks be considered too high.

Individuals with low level needs living in shared supported living who do not want to move into another property.

Mitigation - as the individuals have tenancy rights, separate to support, this could only be done where the individual wished to do so. Therefore it is important that we work with individuals to ensure strong support networks exist if they do move, and that this is seen as a positive step towards being more independent. In some cases it may be appropriate to help people find someone else to live with who also needs less support.

Voids created by moving people onto greater independence are difficult to fill.

Mitigation - the make-up of the other service users living in a property and whether they would easily be matched with another person needs to be taken into account when considering the cost effectiveness of encouraging people to move on.

## 10. Chief Officer Signoff

I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.	Signature	Date Signed
	David Pearson	Nov 2015





		Option Ref	C02
1. Service Area	Adult Social Care, Health & Public Protection		
2. Option Title	Increase in Transport Charge		
3. What we propose to do and how we propose to do it			
<p>The proposal is to increase the charge for service users who receive travel assistance in connection with attending services to meet their assessed needs by £1 per day in 2016/17 and 2017/18. This will mean the cost will increase to £8 per day in 2016/17 and £9 per day in 2017/18. Further increases in price will then be in line with inflation or full cost recovery.</p> <p>Service users who need assistance with transport are charged a flat-rate price each day irrespective of the distance of each journey. At the time of the need for assistance an assessment of the service user's ability to travel independently is made and only where essential should a service user be offered assistance with transport.</p> <p>991 service users receive assistance with transport and 2875 journeys are arranged per week. This proposal (along with projects already underway) will save money and ensure not only a balanced but a reduced budget.</p>			
4. Why this option is being put forward			
<p>These proposed price increases will bring the charges for these services closer to full cost recovery.</p>			
5. What is the impact?			
<b>ON SERVICE USERS AND COMMUNITIES</b>			
<p>The main impact will be on service users who will need to pay an increased rate where they need to be transported to receive services in connection with their needs.</p>			
<b>ON OTHER ORGANISATIONS / PARTNERS</b>			
<p>There is a risk that some service users might stop attending services delivered by other organisations on behalf of the Council.</p>			
<b>ON OTHER PARTS OF THE COUNTY COUNCIL</b>			
<p>There is a risk that some service users might stop attending services directly provided by the Council.</p>			

**COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N)** (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation*) Y

There will potentially be an impact on two main groups who use transport. The majority of users are people with a learning disability. A smaller group are older people. However the Council will work with service users who require transport to ensure that a person's needs are appropriately met and they are supported to travel independently if possible or they are provided with transport in the most effective and efficient fashion. This is detailed fully in the accompanying Equality Impact Assessment.

**DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)**

Y

## 6. Projected Net Savings to the Budget

**WHAT IS THE PERMANENT BUDGET?**

GROSS  
£000

3,730

NET  
£000

2,903

**WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET, OPTION A?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	80	80	0	160
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
<b>NET SAVING</b>	<b>80</b>	<b>80</b>	<b>0</b>	<b>160</b>

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

5.5%

## 7. Estimated Implementation Costs

**WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

## 8. Projected Permanent FTE Reductions

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

0.0

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

2016/17 2017/18 2018/19

0.0 0.0 0.0

0.0

## 9. Risks and mitigating actions

It is possible that some service users will stop using services due to the increased costs of transport. Social Care staff will work with impacted service users to assess all options.

## 10. Chief Officer Signoff

I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.	Signature	Date Signed
	David Pearson	Nov 2015

This page is intentionally blank



		Option Ref	C03
1. Service Area	Adult Social Care, Health & Public Protection		
2. Option Title	Promoting independent travel		
3. What we propose to do and how we propose to do it			
<p>At present there are currently 991 Service Users who are being provided with travel assistance from the Council. It is proposed that all these Service Users are reviewed by the Reviewing Team to ensure they are travelling as independently as possible and to provide advice and guidance to those who could travel more independently. The Reviewing Team would be given additional resources to undertake this work.</p> <p>The gross budget for travel assistance to service users is £3.73m in 2015/16.</p> <p>As stated in the Adult Social Care Strategy, the Council has a responsibility to ensure effective and efficient use of its resources, and to focus resources on support that prevents delays and reduces the need for care and support. Promotion of independence is the cornerstone of the Strategy, which aims to increase people’s ability to be self-reliant without the need for ongoing support from the authority.</p> <p>The Council has a written transport policy to help guide social care staff on Service User eligibility for assistance with transport. Access to transport services should be based on the need to promote independence and provide services as close to home as possible. At present Service Users who ask for assistance with transport to receive care and support services have to undertake a Transport Eligibility Assessment with a social care worker. The assessment will check if a Service User can reasonably be expected to get themselves to where they need to be. The assessment takes into account if the Service User can use Mobility Component of Disability Living Allowance (DLA) to pay for their own transport, have a Motability car, have their own car, can use a community transport scheme, public bus, walking/cycling etc. – if so then they would be expected to make their own arrangements for transport.</p> <p>From a sample of real cases, it appears that in most cases a Transport Eligibility Assessment will be done once and if eligible a new assessment is unlikely to be undertaken again if there no changes to a Service User’s situation. Accordingly the Department could provide more encouragement to support Service Users’ independence in travel or offering opportunities to improve in this area (with, for example, travel training).</p> <p>The Reviewing Team would work with the new Travel Solutions Hub Transport Planners to review current Service Users with transport with a view to helping them to become more independent in travel. The starting point of the reviews will be that Service Users will be supported to make more independent choices over travel to services, and where they are currently unable to do so options will be discussed and support provided to be more independent.</p>			

To support this process the current Transport Guidance will need to be updated to emphasise that responsibility for attending services is with Service Users, although the Council will offer support and guidance on the options available. The policy should emphasise the Council will provide support in a small number of complex cases. Specific guidance will include:

- Access to transport services should be based on the need to promote independence and provide services as close to home as possible.
- Where an individual has a Motability vehicle there should be an automatic presumption that this vehicle will be used to get to the service. If following an assessment this is deemed not appropriate, consideration will be given to support worker etc.
- Where a Service User has a concessionary travel pass or the mobility element of DLA and is capable of independent travel i.e. is not reliant on an escort for either physical or personal safety reasons, there will be a presumption that the Service User will make their own way to the day service/activity.
- Individuals with complex mobility problems would receive a door to door service.
- The test used in the assessment is what would happen if adult services did not provide transport i.e. are there other ways in which the Service User could reasonably be expected to attend day services making his/her own arrangements to get there.
- If an individual is assessed as having no mobility problems, or very limited mobility problems, they would be expected to use public transport or walk if it was less than half a mile from their home address.

As stated above there would specifically be a presumption that the Council will no longer provide or fund travel assistance to people who receive Mobility Component as part of the DLA/Personal Independence Payment (unless exceptional circumstances apply).

Mobility Component is specifically provided to enable disabled people to meet their additional transport needs, due to the nature of their disabilities (e.g. use of a wheelchair, need to have an escort for support in order to travel). Therefore, it could be argued, the Council is effectively duplicating the funding that has already been made available to some people with disabilities, through the benefit system.

668 (67%) of people with travel assistance from the Council are receiving Mobility Component, and of these Service Users 323 people (48%) are receiving the High level of the Component. In this proposal the specialist Reviewing Team would apply the Council's Transport Guidance with the presumption that where a person is in receipt of Mobility Component this would be used towards any travel needs the Service User has.

The Component is paid at 2 levels :

Lower – £21.80 pw – where people need guidance or supervision outdoors

Higher – £57.45 pw – where people have more severe needs, such as walking difficulty

At present, the Council's Travel Assistance for Adult Service Users' policy states that people who receive Mobility Component can still be eligible for receipt of travel assistance, if there is no viable means of transport available to them to get to a service that they have been assessed as needing. For example, some people use the Mobility Component to fund a Mobility Car. However, the family often argues that this car is used to get the main carer to work, so the car is not available when the person needs to travel to day services and the Council has to transport the Service User. Other arrangements would have to be made, if this proposal was approved.

The Council would need to ensure that there was a process for dealing with exceptional cases, where it might not be appropriate for the travel assistance to be withheld.

### **Savings**

If transport assistance was withdrawn from all 991 travellers a saving of £3.73m would be made, although income of £0.83m would be lost. Further detailed assessment will be undertaken to analyse the numbers of Service Users who can be supported to travel more independently. This proposal works on the basis of an estimated cost reduction of 20% of the overall budget – less lost income.

This would mean:

20% of £3.73m = £0.75m

Less loss of income (20% of £0.83m) = £0.17m

Total saving = £0.58m

Notes :

- a) It is difficult to know how many exceptional cases there would be.
- b) The final amount of saving would depend on the type of transport that was being used and how easy it would be to withdraw it.

### **Charging for Transport**

The issue of charging people for transport was raised at the Members Challenge Board in July 2014. The representative from the Institute of Public Care commented that many local authorities are charging people for transport and this payment is funded from the Mobility Component. Nottinghamshire County Council is already charging service users a flat rate of £7 per day for travel assistance provided. High Rate Mobility Component is sufficient to fund the charge in all cases for clients who receive it.

It is proposed elsewhere that the charge for transport should rise from £7 to £8 from 1<sup>st</sup> April 2016 and to £9 from 1<sup>st</sup> April 2017.

### **Comparison of transport volume funded by Nottinghamshire Council, compared to other comparative authorities**

Based on information from the ATCO benchmarking survey on 2011/12 expenditure and journey detail for Adult Social Care clients Nottinghamshire is ranked as the third highest spending authority on Adult Social Care & Health (ASCH) transport, out of the 10 County Councils which have supplied expenditure data.

Information from Leicestershire is that the estimated number of adult social care Service Users provided with transport in 2013-14 was 2032. Total expenditure was £2,776,877 per year. This is significantly less than expenditure in 2011/12.

Information from Derbyshire is that the estimated number of adult social care Service Users provided with transport in 2013-14 was 800 people. Total expenditure was £2,481,358 (less than in 2011/12).

In 2015/16 Nottinghamshire expects to spend £3.73m on ASCH transport and as of August 2015, Nottinghamshire are transporting 991 adult social care Service Users on a regular basis.

In conclusion, Nottinghamshire does spend relatively more on ASCH transport than most other comparative authorities. This supports the aim of this savings proposal, which would reduce the overall volume of transport provided to ASCH Service Users.

#### 4. Why this option is being put forward

Service Users should be appropriately supported to be independent in travel. This proposal will ensure Service Users have an individual assessment of their needs.

Where people are in receipt of welfare payments to support them with their transport costs, expenditure by the County Council on transport support is an inefficient use of resources, if it actually means that some people receive double-funding for their transport needs.

Long term reliance on the County Council for transport services does not promote people's independence nor does it help people become more resilient. We also know that expenditure on transport does not prevent delays and reduce long-term needs as effectively as targeted social care provision; it would be better for the Council to focus its spending on these front-line services and minimise transport expenditure as much as possible.

#### 5. What is the impact?

##### **ON SERVICE USERS AND COMMUNITIES**

Significant impact on 991 people who have transport to services funded at the moment.

People would need to make their own way to the services that will meet their outcomes, unless they continue to be given travel assistance as exceptional cases. This might increase uptake of community transport schemes and public bus services. It may put more pressure on carers if they ended up providing the transport instead of the Council.

Carers and families of Service Users may need to make adjustments to their current daily lives, such as working arrangements and other family responsibilities

However the aim of the individual assessments of each Service User is to have a positive impact in working with Service Users to develop new independent skills. Support will be available from Transport Planners to identify new opportunities to be more independent in travel which Service Users might regard as positive.



**ON OTHER ORGANISATIONS / PARTNERS**

A withdrawal of transport might cause people to stop attending the services, or attend service for fewer days per week, so causing loss of income to the provider and possibly making those services unviable. Alternatively, the demand for local services might increase, as people have support from services that are closer to them.

**ON OTHER PARTS OF THE COUNTY COUNCIL**

There would be an impact on the passenger fleet if a significant proportion of clients stopped having this provision to get to the Council's day services.

**COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N)** (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation*) - Yes

The biggest impact is likely to be on younger people with disabilities as these are the majority of people who are provided with transport.

**DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)**

Y

## 6. Projected Net Savings to the Budget

**WHAT IS THE PERMANENT BUDGET?**

GROSS  
£000

3,730

NET  
£000

2,903

**WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	191	389	0	580
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
<b>NET SAVING</b>	<b>191</b>	<b>389</b>	<b>0</b>	<b>580</b>

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

20.0%

## 7. Estimated Implementation Costs

**WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	93	186	0	279

There would be a cost of 4 Community Care Officer (CCO) posts for 18 months to review all the Service Users receiving transport. This would be a targeted approach e.g. reviewing those first who might be most likely to yield financial savings to the Council.

The cost of the CCOs would be £186k a year i.e. the total implementation costs would be £279k over 18 months.

There would also be a requirement for a Programme Officer from the Programmes & Projects Team for 2 days a week for 9 months.

## 8. Projected Permanent FTE Reductions

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

0.0

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

2016/17 2017/18 2018/19

0.0 0.0 0.0

0.0

## 9. Risks and mitigating actions

There is a risk that Service Users will choose to reduce their use of services or cancel their use of services, because they choose not to fund their own transport to those services. This means that they will not be receiving the services that they have been assessed as requiring, to meet eligible needs.

There is a risk that a high proportion of people will be assessed as having “exceptional circumstances” so their transport funding is continued. In this situation, the amount of fleet transport that could be reduced may be marginal (e.g. if 2 seats are vacated but 12 remain occupied). There will still be direct savings to be made on individualised transport, where this is ceased.

However, the Council will be undertaking an individual review of each Service User's circumstances and will work with any carers and Transport Planners to identify suitable and appropriate transport for each Service User. These individual assessments will aim to ensure that Service Users have viable options for transport that should allow them to continue to use whatever support services they currently access. In addition these individual reviews would aim to reduce the number of ‘exceptional circumstances’ by working in a holistic way with Service Users and carers to identify suitable transport solutions.

## 10. Chief Officer Signoff

I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.

Signature

David Pearson

Date Signed

Nov 2015



		Option Ref	C04
1. Service Area	Adult Social Care, Health and Public Protection		
2. Option Title	Use of Direct Payments		
3. What we propose to do and how we propose to do it			
<p>To review and re-launch the Council's strategy on the use and management of Direct Payments (DPs) focusing on the following:</p> <ol style="list-style-type: none"><li>1. Continue to promote and Increase the take-up of DPs and the use of Personal Assistants (PAs)</li><li>2. Market development – stimulating the market to increase the availability of PAs and develop more cost effective options for people with DPs.</li><li>3. As a part of implementing the Adult Social Care (ASC) Strategy ensure that the assessment, support planning and commissioning of the appropriate level of care and support is done via a robust and transparent process. This will be done through a co-production approach with Service Users, ensuring their outcomes are identified, achieved and reviewed.</li><li>4. Develop a more integrated approach to providing managed care services and DP funded PA support to facilitate hospital discharge.</li></ol>			
4. Why this option is being put forward			
<p>The Council has been very successful in promoting DPs as a realistic alternative to managed support services, and is the highest performing Council nationally with regards to the proportion of people that use a Direct Payment for their care and support needs. The speed at which this has taken place has meant that people have also used agencies for their support needs as the PA market has not been able to grow and keep pace with demand.</p> <p>There is the potential to enhance the PA market so that there is more diversity of provision and increased choice for Service Users. By supporting the PA market to grow there should be a gradual reduction in the use of agencies by people who manage their own care and support through a Direct Payment. In most cases, services delivered through the employment of PAs are much more cost effective than those provided by agencies.</p> <p>This will require developing, testing and establishing new systems and processes and developing a new model of PA and Direct Payments Support Services. This will require initial implementation costs and will require sufficient time for the new systems to become established. The following activities will be required:</p>			

**Development of new internal Processes**

- Developing and establishing robust processes for monitoring transactions and one-off costs to employ PAs
- Develop a system of vetting and barring of PAs to ensure the development of a safe and sustainable workforce
- Drive further the use of pre-paid debit cards to enable better auditing of accounts and management of budgets

**Market Development**

- Establishing a new model of service such as the 'Support with Confidence' model and learning from other examples of good practice
- Exploring options for PAs to collaborate within a recognised trading organisation such as a co-operative, Micro Provider or Community Interest Company (CIC). This could improve the quality of PAs care and help manage the turnover of care workers which would in turn improve care costs and sustainability
- Developing DP and PA services for people being discharged from hospital which focus on aiding recovery and promoting independence. This would give greater choice to individuals and help manage demand on the core home based services and care costs
- Levels of pay should match skills and competencies for PAs as in other areas of employment
- Developing a suite of providers who can offer pro-active re-ablement type services to maximise independence
- Liaison with officers involved in development of Pooled Budgets (as set out in the separate Continuing Health Care proposal) to enable an integrated Personal Health Budget (PHB) and DP model

**Auditing and Quality Assurance processes**

- Differentiating between type of service and what is included in the DP to meet costs i.e. complex personal care is more expensive than a befriending service and should be funded accordingly
- Develop internal processes to enable vetting and barring checks for all PAs
- Enhance monitoring and auditing of DP packages

**5. What is the impact?****ON SERVICE USERS AND COMMUNITIES**

- Improve choice of service options for Service Users
- Develop a more sustainable and safe market in terms of PAs
- May offer new employment opportunities for members of communities
- Positive impact on Service Users through the development of a more broad based, skilled and person centred workforce.
- Promote a clearer understanding of use and administration of DPs to Service Users

**ON OTHER ORGANISATIONS / PARTNERS**

- The work proposed in relation to market development will assist Clinical Commissioning Groups (CCGs) to meet service needs of people who want access to PHBs
- Positive impact on health partners through sharing of experience and skills in relation to PHBs

**ON OTHER PARTS OF THE COUNTY COUNCIL**

- To work with Economic Development where appropriate.

**COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N)** (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation*)No

- This proposal should not have a negative impact for service users.

**DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y)**

Y

## 6. Projected Net Savings to the Budget

**WHAT IS THE PERMANENT BUDGET?**

42,813

NET  
£000

42,715

**WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	151	580	1,280	2,011
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
<b>NET SAVING</b>	<b>151</b>	<b>580</b>	<b>1,280</b>	<b>2,011</b>

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

4.7%

## 7. Estimated Implementation Costs

**WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	106	159	53	318

Currently there is no capacity within the department to undertake the work to develop the PA market. This would be a new service development and will require the following resources to ensure successful delivery:

- 1 full time equivalent (FTE) Data Technician post, Grade 4, scp 23 (£26,493) for a 2 year period
- 1.5 FTE Market Development/Commissioning Officer posts Hay Band C –scp 44 – (total £79,290 per annum) for a 2 year period
- 2 x 1FTE Finance Officers, Grade 4 scp 23 (£52,985) –These are existing posts in ACFS funded until 2016/17) They would be required for a further 2 years (2017/18 – 2018/19)

## 8. Projected Permanent FTE Reductions

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

0.0

2016/17 2017/18 2018/19

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

0.0 0.0 0.0

0.0

## 9. Risks and mitigating actions

**Risk:** PA market does not develop sufficiently to achieve the anticipated increase in Service Users choosing PAs as an alternative to agency support.

**Mitigation:** Employment of Commissioning Officer / Market Development Officers (x1.5 (FTE) to analyse current situation and stimulate the market through targeted programmes of activity.

**Risk:** The development of a more vibrant PA market may be to the detriment of a vibrant agency market, with good staff choosing to move to become PAs.

**Mitigation:** Commissioning Officer / Market Development Officer will need to have an overview of the entire market for care staff and aim to encourage more people into both sectors of the market (employed and self-employed). This might be done by working jointly with Optimum (Nottinghamshire County Council Workforce Development) Economic Development and such organisations as Skills for Care and the care agencies to develop a co-ordinated campaign. This includes options for developing a co-operative or Community Interest Company.

**Risk:** Savings are predicated on Service Users choosing to use DPs/PAs; this may not be the case, especially for older people, people with mental ill health and people from Black & Minority Ethnic (BME) communities.

**Mitigation:** Developing a DP Experts by Experience programme to promote use of DPs and PAs. In addition, market development work needs to encourage diversity in the care market.

**Risk:** The skill set of the current commissioning team may not be sufficiently business orientated to understand how to stimulate small businesses – so may require support on business enterprise.

**Mitigation:** Develop links with Economic Development, Nottingham Business Venture, Nottinghamshire Chamber of Commerce etc.

**Risk:** PAs and providers may be resistant to short term re-ablement work due to the need for them to maintain income to remain financially viable.

**Mitigation:** Demand for services continues to increase as a result of demographic pressures and so there will continue to be a high demand for PAs.

## 10. Chief Officer Signoff

I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.

Signature

David Pearson

Date Signed

Nov 2015

		Option Ref	C05
1. Service Area	Adult Social Care, Health & Public Protection		
2. Option Title	New operating model for the social care pathway		
3. What we propose to do and how we propose to do it			
<p>The proposal will divert people who do not require formal care and support away from services by helping people to find their own solutions from within their own communities.</p> <p>Building upon the successful work at the first point of contact for social care (including advice, information, signposting and simple assessment), they will resolve enquiries through proactively signposting people to other sources of support making best use of web based information without the formal need for a referral for a social care assessment. The signposting activity is followed up with a survey to ensure that people got the right advice and information and made best use of it.</p> <p>Where enquiries cannot be resolved at the first point of contact, individuals will be offered an appointment at a clinic in their district and this builds upon the social care clinic pilots. If their needs cannot be met through advice and information, a community care assessment will be completed. Home visits will only be offered to people who cannot get to a clinic such as the housebound or where the situation requires an immediate response. This ensures valuable social worker time is used to best effect.</p> <p>The social care worker in the clinic will have good links with the local community such as health, housing, leisure, welfare services and the community/voluntary sector. The proposal would be keen to explore siting the clinics in General Practitioner (GP) surgeries, district offices or community venues and to test out a community and voluntary sector worker located in the clinic.</p> <p>To support this approach, all staff will have training in ‘asset’ based approaches and formal care and support will only be considered once all other options have been exhausted.</p> <p>This approach represents a delayering of the process that currently exists and would potentially allow for Adult Access Service staff to be utilised in clinics which would further increase community capacity and contribute to reduced waiting times.</p>			
4. Why this option is being put forward			
<ul style="list-style-type: none"><li>• This proposal supports the implementation of the Adult Social Care (ASC) strategy and is based on managing demand through promoting independence and responsibility; hence this project is largely achieving cost avoidance.</li><li>• It also enables making best use of social care assessment resources to manage current demands and new responsibilities within existing staffing structures.</li><li>• The project should realise some reduction in spend on community care budgets through both<ul style="list-style-type: none"><li>○ a reduction in the number of people who receive a package of support</li><li>○ for people who require long term support, a reduction in the overall size of the package</li></ul></li></ul>			



Evidence shows that:

- Shropshire have delivered a new operating model for social care and are demonstrating a higher level of effective signposting at the front end, reduction in home visits and good relationships with the local voluntary sector
- In Shropshire 70% of calls are resolved at the front end with 38% effectively signposted. Only 7% of cases are referred to district teams and 23% are referred to a clinic. In Nottinghamshire 75% of calls are resolved at the front end with 36% provided with information, advice or signposting. The breakdown of this is shown below:

**Date Range : 01/04/2015 to 31/08/2015**

Interaction Type	Count	Percentage %
08-Providing information	8110	25.1%
L2-Signpost	2417	7.5%
L8-Literature Request	1084	3.4%
	<b>11611</b>	<b>35.9%</b>

This suggests there are further opportunities to build upon effective signposting.

- Initial results from the social care clinic pilot in Nottinghamshire shows that on average 4 assessments are being undertaken at each clinic, this is a marked increase in productivity per member of staff. It is aimed that all new service users and carers are seen within two weeks when clinic appropriate and presenting into the team

## 5. What is the impact?

### ON SERVICE USERS AND COMMUNITIES

Service users would be expected to attend a clinic if they were able to attend a GP appointment but there would be exceptions

### ON OTHER ORGANISATIONS / PARTNERS

Potential increase in demand for services from partners from appropriate signposting

### ON OTHER PARTS OF THE COUNTY COUNCIL

**COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N)** (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation*)

No

**DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)**

Y



## 6. Projected Net Savings to the Budget

**WHAT IS THE PERMANENT BUDGET?**

GROSS  
£000

33,541

NET  
£000

28,079

**WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	0	176	176	352
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
<b>NET SAVING</b>	<b>0</b>	<b>176</b>	<b>176</b>	<b>352</b>

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

1.3%

## 7. Estimated Implementation Costs

**WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	2	18	18	38

Venue/room hire costs.

## 8. Projected Permanent FTE Reductions

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

0.0

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

2016/17 2017/18 2018/19  
0.0 0.0 0.0

0.0

## 9. Risks and mitigating actions

- Successful implementation of this asset based approach requires a culture shift which in Shropshire was greatly supported by the creation of a Social Enterprise. Mitigation - the ASC Strategy goes some way to achieving the cultural change required but may not be at a great enough pace for this proposal.
- The approach is based on having a strong and robust voluntary sector and good working relationships with local voluntary organisations. Mitigation – the Community Empowerment & Resilience Programme will be critical to identifying and responding to gaps in community resources in responding to low level social care need
- This model relies on being able to provide good quality up to date information. Mitigation - We currently provide this via Notts Help Yourself.
- The Shropshire model hasn't integrated with Health, which the Council would need to do in Nottinghamshire. Mitigation- the Care Delivery Groups could help shape how this could be included in the Nottinghamshire model.
- There is a risk that demand at the front end will increase as a result of this approach as those with universal needs present and are signposted. Mitigation – the clinics would be targeted at those with social care needs and in the longer term this preventative intervention could reduce the need for social care in the future.
- Shropshire has experienced difficulties in clearly defining the financial benefits of the people2people approach. Mitigation - baseline information and costs would need gathering before any changes are made so that benefits can be managed and identified.
- After implementing this model Shropshire are identifying their greatest pressure areas as hospital discharges and self-funders seeking financial support. There is a risk that if the demand for social care and pressure points in the system is not comprehensively analysed the areas of greatest need may not receive the required attention.
- This approach represents a different relationship with the public and the third sector and would need engagement and buy in at all levels to be successful. Mitigation - It is in line with the ASC Strategy but would require a mind-set shift to achieve and be sustainable.
- The halt to any changes to the Framework electronic records system until autumn 2016 will result in lost time to make the necessary changes to systems and processes  
Mitigation – the project plan/savings scheduled reflects that the new operating model cannot start until April 2017

## 10. Chief Officer Signoff

I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.	Signature	Date Signed
	David Pearson	Nov 2015



		Option Ref	C06
1. Service Area	Adult Social Care, Health & Public Protection		
2. Option Title	Charge for Money Management Service		
3. What we propose to do and how we propose to do it			
<p>The proposal is to levy a charge to all service users who receive a money management service from Adult Care Financial Services. It is proposed that this is levied incrementally at £6 per week, to be increased to £12 per week the following year.</p> <p>The money management service involves applying to the Department for Work and Pensions to become an appointee. Benefits are then redirected to the Council and care costs and household bills can then be paid. Those service users who use all their available funds or who are in debt would not be affected as the charge would only be levied to those individuals who have financial assets of £1,000 or above.</p>			
4. Why this option is being put forward			
<p><b>Appointeeship</b> - Adult Care Financial Services (ACFS) currently acts as appointee for 643 service users. Appointeeship is only applied for where a service user doesn't have the capacity to manage their financial affairs and there are no relatives or friends who can act on their behalf.</p> <p>ACFS currently collects approximately £6 million per annum in benefits and private pensions on behalf of these service users.</p> <p><b>Deputyship</b> – The Director of Adult Social Care, Health and Public Protection acts as a deputy through the Court of Protection for the property and affairs of 457 service users. ACFS staff manage approximately £8 million per year in income from benefits and assets for these service users.</p> <p>The Client Finance Team within ACFS manages these two services. The team comprises: 1 Team Leader; 4 Deputyship Officers; 4 Finance Assistants; 2 Business Support Assistants. The staffing cost for the team is £345,450 per annum. Advice from Finance colleagues is that the gross cost of the Client Finance Team is estimated at £397k per annum and further work is underway with finance officers to confirm this.</p> <p>The team ensures that service users are able to claim all of their state benefit entitlements. This in turn means that service users have the financial means to contribute to the cost of their care and support services. Of the total £14m per annum collected on behalf of service users across both the appointeeship and deputyship functions, approximately £6.6m of this is directly received by the Council as income through service user contributions.</p>			

Referrals for this service come from a number of sources:

- The Office of the Public Guardian refers case to the Council where, following its investigation, it requires an appropriate Deputy to act on behalf of the individual
- The Department of Work and Pensions refers cases to the Council where it is not able to find a suitable person to act or consider a current appointee is no longer appropriate
- The Court of Protection has been insistent on Councils taking on the deputyship role when it has been unable to find an alternative person or organisation that is willing to act on service user's behalf.

In relation to the deputyship function, the Council already receives income of approximately £140k per annum in Court of Protection fees which meets some of the cost of the service. The Council picks up the remaining costs attributed to the delivery of the service, at approximately £257k per annum.

By applying a charge for the money management service in relation to the appointeeship function, further income could enable the service to become cost neutral and allow the Council to cover its costs in line with emerging practice in other local authorities.

Income from a £6.00 per week charge would equate to £134k per annum.

Income from a £12.00 per week charge would equate to £268k per annum.

The level of charge required to cover the gross cost of the team would be approximately £11.38 per week.

If these services were no longer provided by the Council then it is anticipated that there could be vulnerable service users who would go without their entitlement to state benefits, and would also mean that some of the £6.6m will be at risk and small percentage reductions in this income would lead to a shortfall of several hundred thousand pounds.

If the Council ceased to provide these services then a best interest assessment would need to be undertaken in relation to the service users due to their lack of capacity. This would take a considerable amount of social work time and at significant cost to the Council. Applications would also have to be made for each of the 457 service users to the Court of Protection to cease the deputyship role, again requiring considerable council resources.

## 5. What is the impact?

### ON SERVICE USERS AND COMMUNITIES

Service users would have to pay for a service that has previously been provided free of charge

### ON OTHER ORGANISATIONS / PARTNERS

None

### ON OTHER PARTS OF THE COUNTY COUNCIL

None

**COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N)** (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation*)

Y

**DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)**

Y

## 6. Projected Net Savings to the Budget

**WHAT IS THE PERMANENT BUDGET?**

GROSS  
£000

345

NET  
£000

205

**WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	134	134	0	268
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
<b>NET SAVING</b>	<b>134</b>	<b>134</b>	<b>0</b>	<b>268</b>

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

**130.7%**

## 7. Estimated Implementation Costs

**WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

## 8. Projected Permanent FTE Reductions

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

**11.0**

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

2016/17	2017/18	2018/19
0.0	0.0	0.0

**0.0**

## 9. Risks and mitigating actions

There is potential for resistance from stakeholders. This will be mitigated through clear, constructive and timely dialogue and signposting to alternative options.

Service users who are currently provided with this service lack capacity to respond to the consultation. This can be mitigated by best interest assessments and use of advocates. The decision as to whether the Council becomes a service user's appointee rests with the Department for Work & Pensions, and they base their decision on what is in the best interests of the service user.

## 10. Chief Officer Signoff

I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.

Signature

David Pearson

Date Signed

Nov 2015

This page is intentionally blank

# Option for Change

		Option Ref	C07
1. Service Area	Adult Social Care, Health and Public Protection		
2. Option Title	Targeted Reviews (Managed and Direct Payment Packages)		
3. What we propose to do and how we propose to do it			
<p>A temporary reviewing resource has been established in the Department since January 2011. It was originally established to reassess the needs and circumstances of existing service users and carers, check eligibility for support, renew levels of support, and move service users onto Personal Budgets. Since then, the priorities of the team and its configuration have changed to adapt to ongoing business requirements, and to support delivery of savings and efficiency projects that require reviewing resource.</p> <p>Since April 2014 the team has focussed on reducing the backlog of service users who had not been reviewed for two years, reviewing direct payment packages where a surplus has accumulated in service users' bank accounts and reviewing hospital discharge cases after six to eight weeks.</p> <p>At the same time, the Adult Social Care Strategy has been implemented since April 2014, which is changing commissioning behaviour so that new services provide support to promote independence and ensure support is only provided for as long as it is required. This now gives rise to the opportunity to re-focus review activity so that it is more pro-actively targeted, in alignment with the Adult Social Care Strategy, so as to ensure it has most impact.</p> <p>It is proposed that to support this work an analysis of the best practice amongst other Local Authorities who have a lower community care/direct payment cost per service user in terms of meeting needs with a more cost effective solution will be undertaken. .</p> <p>It is proposed that the Reviewing Teams focus reviews on:</p> <ol style="list-style-type: none"><li>1) Targeted service users, e.g.:<ul style="list-style-type: none"><li>• Homecare packages 2 weeks post hospital discharge (excluding those who have been through Short-term Assessment &amp; Reablement Team (START));</li><li>• Bringing forward reviews for people whose needs will reduce after 12-16 weeks, for example people who have had a hip or knee replacement.</li><li>• Service users that have not received a reablement service through START.</li></ul></li><li>2) Time-limited support plans with short-medium term and reablement goals, where it can be ensured that this will help someone back into living independently. Subsequent follow-up scheduled reviews will be undertaken at a pre-specified point in time, depending on the needs of the service user. Support plans for Direct Payment (DP) recipients will clearly set out what outcomes are to be achieved and what support is to be purchased with the DP to meet those outcomes.</li><li>3) Identifying service users who currently receive support from the Council who could</li></ol>			

effectively be supported by more cost effective alternatives for support, including community-based provision. Such individuals would be provided with personal plans for social inclusion.

- 4) The above applies to both managed and DP support packages. In addition, specific to DP packages, it is proposed that targeted reviews are undertaken on service users receiving DPs who purchase support from agencies, with the aim of ensuring that the service is being delivered in the cost effective way.

The above will be supported through a programme of training, information and resource advice for relevant staff.

Given that the outcome of further research is not yet known, it is difficult to outline precisely the amount and source of savings. Given that the Department has undertaken a substantial review programme the savings are based on an assumption of a diminishing rate of return

#### 4. Why this option is being put forward

- 1) Currently we review people at 6-12 weeks. Evidence from benchmarking and learning from the work of other Local Authorities have identified that further savings can be realised from undertaking targeted reviews at an appropriate point in the service users journey, rather than have a more 'rigid' approach of reviewing people at a set time. For example, the needs of service users leaving hospital with a package of support are likely to change.

This approach would also ensure that targeted reviews are undertaken according to the needs of the service user, which in turn will ensure that their needs are being met in the most cost effective way and supports people to remain living as independently as possible.

This would be in line with the Adult Social Care Strategy, where the Council's approach is to *'ensure that a person's entitlement to a personal budget is reviewed regularly to ensure that he/she is still eligible and that his/her outcomes are being met in the most cost effective way'*.

- 2) Following the current review after 6-12 weeks where possible our aim is to review people at least on an annual basis. Due to increased demands and operational pressures on team an annual review hasn't been undertaken in all cases. Currently there is a significant backlog of community and residential reviews.

With additional resources we would ensure that outstanding reviews are undertaken according to the needs of the service user, which in turn will ensure that their needs are being met in the most cost effective way and supports people to remain living as independently as possible

- 3) Time-limited support plans with short-medium term goals will help to ensure support is only provided for as long as it is required, and is focussed on promoting and maintaining an individual's independence as much as possible. The support plans will be based on each individual's need and ability to improve, recognising that for some, needs will deteriorate.



This approach also allows the Council to target resources on those people with on-going needs and those with the highest and most complex care needs.

- 4) Similarly, identifying service users who could effectively be supported by alternative community-based provision will ensure Council resources can be directed where they are most needed.
- 5) The Council has been successful in promoting DPs as realistic alternatives to managed services. We need to review existing DPs in line with the Adult Social Care Strategy and to *'ensure that a person's entitlement to a personal budget is reviewed regularly to ensure that he/she is still eligible and that his/her outcomes are being met in the most cost effective way'*. There are a range of options that will deliver greater cost effectiveness, some of which are proposed in a separate *Use of Direct Payments* proposal. As part of the service users review we need to:
  - a. Ensure that a personal budget / DP is expected to improve the individual's independence.
  - b. Ensure outcomes are being met in the most cost effective way, i.e. complex personal care is more expensive than a befriending service and should be funded accordingly.
  - c. Establish a clear process and expectation with DP recipients about the reviewing and monitoring of packages.

## 5. What is the impact?

### ON SERVICE USERS AND COMMUNITIES

Some service users will be reviewed at an earlier point in time to ensure support is still appropriate for their needs and adjusted accordingly, i.e. for some it will increase and for others it will be reduced or ceased.

Time-limited support plans with short-medium term goals will help people back into living independently.

The Council will expect to share responsibility with individuals, families and communities to maintain their health and independence. The Council will only be responsible for meeting eligible needs for long as it is required and in the most cost-effective way. The responsibility for meeting non-eligible needs and providing support beyond when it needs to be delivered by the Council will become the responsibility for the individual or their carers.

Some service users may receive support in a different way e.g. community based support, Assistive Technology (AT) or equipment. Community resources may not be equally spread across the county which may mean that individuals will need to purchase this from the independent sector.

DP recipients will be clearer on how their DP allocation can be used to meet their defined outcomes. Support will be provided to identify and use cost effective alternatives to traditional services.

## ON OTHER ORGANISATIONS / PARTNERS

There will be a reliance on community/voluntary organisations to provide resources which may increase the demand on some community/voluntary sector services and/or highlight gaps in provision.

Providers may have a reduction in income if the number of people needing ongoing long-term support is reduced. However, this should release capacity to meet the needs of people who have longer-term eligible needs.

This release of capacity will have a positive impact on Health colleagues. Where packages of support are jointly funded with Health, they will also benefit from any savings realised.

## ON OTHER PARTS OF THE COUNTY COUNCIL

No significant direct impact envisaged at this stage.

**COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y)** (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation*) Y

It is anticipated that there could be a disproportionate impact on older people aged 65+ and those with a disability. Further information is provided in the accompanying Equality Impact Assessment.

**DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE?**

Y

## 6. Projected Net Savings to the Budget

**WHAT IS THE PERMANENT BUDGET?**

GROSS  
£000

100,053

NET  
£000

85,457

**WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	480	1,010	1,010	2,500
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
<b>NET SAVING</b>	<b>480</b>	<b>1,010</b>	<b>1,010</b>	<b>2,500</b>

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

2.9%

## 7. Estimated Implementation Costs

### WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	150	150	0	300

The Central Review Team is the main resource required to deliver this proposal and this is funded corporately.

In order to review people in a timely manner the work of the central reviewing team will be supported by the use of agency staff. A central procurement exercise is being completed to procure an Occupational Therapy (OT) and Social work agency who will be paid at a per assessment rate at a cost of £250 per assessment 1,200 reviews will cost £300,000.

## 8. Projected Permanent FTE Reductions

### WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

### WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

	2016/17	2017/18	2018/19
	0.0	0.0	0.0

0.0

## 9. Risks and mitigating actions

### 1. Risk: Double counting with other project savings

**Cause:** scope, budgets and service users overlap with other existing savings projects or new proposals. Biggest risk applies to Direct Payments (DP), Transport and AT projects / proposals. See also interdependencies section.

**Event:** Lack of clarity over scope/boundaries of individual projects/proposals and project tracking methods (i.e. capturing and validating savings)

**Effect:** Over inflated projected savings targets set and over-reporting of savings.

**Mitigation:** mapping of the scope, budgets and target groups for each proposal to avoid overlap. Methods for tracking savings from individual projects / proposals to be established as part of Benefits Realisation Plans that are required for each project. This will include mechanism for avoiding double counting.

### 2. Risk: reviewing resource not directed where it is most effective.

**Cause:** Central Review Team resource diverted to other operational priorities or reviews are not focussed on areas that will deliver the greatest returns.

**Event:** Volumes of review activity that generate savings start to reduce.

**Effect:** Reduced savings and target not met.

**Mitigation:** clarity regarding priorities for the Central Reviewing Team. Discover and analyse phase will ensure that they're targeting the right areas.

### 3. Risk: Assumptions about target setting prove to be incorrect

**Cause:** Insufficient baseline information, insufficient viable service users to review, current trend can't be sustained.

**Event:** cannot meet savings target.

**Effect:** either will take longer to achieve savings (slippage) or, more likely, savings will be compromised.

**Mitigation:** proposal builds in discover and analyse phase which will ensure baseline information is robust and reviews targeted where it will be most effective.

#### **4. Risk: Savings not sustained**

**Cause:** Changed needs or the changes to packages were unsustainable

**Event:** On validation, package costs will have increased post review

**Effect:** Savings not sustained over the longer-term

**Mitigation:** due to the nature of some of the target group, i.e. Older Adults, there is always going to be a constant change in Service User need. However, by utilising the existing knowledge and experience built up by the Central Reviewing Teams, and information to be gleaned from the discover and analyse phase, this should help manage this risk.

#### **5. Risk: Service users, circles of support and providers may not support the changes proposed.**

**Cause:** stakeholders being resistant to the changes proposed.

**Event:** In some cases stakeholders may dispute decisions to change care packages, and there may be potential legal challenge.

**Effect:** delays. As a last resource, some support may need to be re-commissioned unless the service user wishes to pay the difference where they choose care and support which is more expensive than care that can be procured by the Council.

**Mitigation:** reviews will be underpinned by the support planning process, which will ensure that any decisions to change care packages are informed by current service user needs and are appropriate.

#### **6. Risk: Lack of capacity within the community to provide alternatives.**

**Cause:** community and/or voluntary sector groups are unable to offer support.

**Event:** The demand for alternative support may out-strip the capacity of the voluntary and community sector which may result in needs not being met or the Council having to commission services.

**Effect:** This may result in individuals' needs not being met or the Council having to commission higher cost services.

**Mitigation:** Work will be undertaken with voluntary and community organisations as part of the independent sector to stimulate and develop the market.

### **10. Chief Officer Signoff**

I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.

Signature

David Pearson

Date Signed

Nov 2015

		Option Ref	C08
1. Service Area	Adult Social Care, Health & Public Protection		
2. Option Title	Further expansion of Assistive Technology (AT) to promote independence		
3. What we propose to do and how we propose to do it			
<p>This proposal is based on further investment in Assistive Technology (AT) equipment, which will be targeted to ensure that more people are able to remain independent at home. Benchmarking data from 25 local authorities shows the average saving on care costs is £2.94 for each £1 invested in AT. The Council's current spend on AT equipment is 60% of the average, but figures show there is an above average rate of return on investment.</p> <p>Chartered Institue of Public Finance and Accountancy (CIPFA) benchmarking data from 2013/14 shows that the County Council's return on investment in AT equipment was 19% above average, and it is proposed that an extra £89k per year investment in AT equipment is carefully targeted at the most vulnerable people to ensure that this higher than average rate of return is maintained. More specifically it is proposed to:</p> <ol style="list-style-type: none"><li>1. provide short term intensive AT staff input to the Short-term Assessment &amp; Reablement Team (START), Older Adult and Reviewing Teams to embed cultural change around use of AT, initially piloting this approach in one locality.</li><li>2. undertake targeted reviews of some of the 2500 low cost care packages to identify AT solutions to help people self-manage aspects of their care, in line with the Adult Social Care Strategy.</li><li>3. provide short term intensive AT service support to carers and families to set up and embed use of devices to support self-management of daily living activities for people with dementia and other cognitive impairments.</li><li>4. use lifestyle monitoring systems (which to date have been used by the Council for short term assessment purposes only) to enable tailored care management of people with dementia and provide reassurance to families. For example, using monitoring technology to determine if a person with dementia who receives a home care call to prompt them to bed, has already gone to bed, and therefore is best left undisturbed.</li></ol> <p>Approval of this proposal will be subject to an interim evaluation of the deliverables from the current AT project.</p>			
4. Why this option is being put forward			
<p>Evidence from CIPFA benchmarking data of 25 comparator local authorities shows that average return on investment in AT is £2.94 for each £1 spent. The Council's investment in AT equipment is 60% of the average of benchmarked authorities, indicating that there are opportunities for further savings from AT if additional resources are carefully targeted at social care needs.</p>			

Additional investment in specialist AT staff has already been agreed as part of a previous proposal, and this will be focused on supporting the more intensive targeted approach outlined in the previous section. However, the extra demand this will create will require an estimated additional £89k per annum investment in AT equipment to support vulnerable Service Users.

## 5. What is the impact?

### ON SERVICE USERS AND COMMUNITIES

The proposal will lead to changes in the way that care and support is delivered to some vulnerable people, notably people with dementia. The aim of this will be to increase independence and reduce intrusive and unnecessary care visits. This approach is consistent with the aims of the current Adult Social Care Strategy and the Care Act.

### ON OTHER ORGANISATIONS / PARTNERS

None specifically.

### ON OTHER PARTS OF THE COUNTY COUNCIL

The impact of this option should be achievable within current authority capacity.

**COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N)** (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation*)

Yes

**DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)**

Y

## 6. Projected Net Savings to the Budget

**WHAT IS THE PERMANENT BUDGET?**

GROSS  
£000

90,244

NET  
£000

77,079

**WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	129	129	129	387
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	-89	-89	-89	-267
<b>NET SAVING</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>120</b>

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

0.2%

## 7. Estimated Implementation Costs

**WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

## 8. Projected Permanent FTE Reductions

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

0.0

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

2016/17    2017/18    2018/19

0.0            0.0            0.0

0.0

## 9. Risks and mitigating actions

1. Some return on investment benchmarking data from other Local Authorities may be estimates, rather than actuals, undermining the projected savings.

Mitigating Action: The Council's savings data is based on evaluation using a method approved by the East Midlands Regional Joint Improvement Programme. Implementation of the current AT savings option will be subject to a review before this further proposal is approved. The additional investment and intensive support approach outlined above will be piloted in one locality first to enable analysis of the return on investment before a decision is made to roll out the approach countywide.

2. Further adoption of AT solutions by staff and Service Users does not progress in line with the additional investment.

Mitigating Action: There is already agreement in place to temporarily increase staffing in the AT Team which will enable more intensive support to be provided to key staff teams and Service Users. The intensive support approach will be piloted in one locality initially to assess impact on investment return.

## 10. Chief Officer Signoff

I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.

Signature

David Pearson

Date Signed

Nov 2015

This page is intentionally blank





		Option Ref	C09
1. Service Area	Adult Social Care, Health & Public Protection		
2. Option Title	Increase meal charges within Day Services		
3. What we propose to do and how we propose to do it			
<p>Day Services offer Service Users the opportunity to purchase a freshly cooked two course lunch for £3.95. We propose to increase the cost of this meal by 30p (a 7.5% increase), and charge £4.25 per lunch with effect from April 2016.</p> <p>We also propose to keep further charges in line with inflationary pressure as it arises.</p>			
4. Why this option is being put forward			
<p>The Council recognises the significant health benefits associated with eating well - both from a nutritional perspective as well as the social benefits gained from sharing a meal in a communal setting. The provision of meals within Day Service is a very important aspect of the service, as it may be the only time when a vulnerable person has a freshly cooked meal.</p> <p>Whilst recognising the importance of these meals, we have a duty to ensure that they provide good value for money for both Service Users and the Council. The Council currently subsidises the cost of catering within Day Services. The subsidy for Day Services' catering for 2014-15 was £152,743 and the budgeted subsidy for 2015-16 is £133,770.</p> <p>Furthermore, the Council has not increased the cost of meals since 2011 - the last increase was from £3.75 to £3.95 - and therefore believes this increase is justifiable.</p> <p>This proposal therefore supports the long-term sustainability of offering this valuable element of Day Service provision on a cost effective footing and helps ensure Service Users can continue to benefit from the choice and convenience of meal provision, whilst providing additional reassurance for families and carers.</p>			
5. What is the impact?			
<b>ON SERVICE USERS AND COMMUNITIES</b> <p>Service Users (in conjunction with families and carers) would need to decide whether they are happy to pay the additional cost. If they do not wish to do so, alternative arrangements would need to be made to ensure adequate hydration and nourishment is accessed. This could include Service Users purchasing drinks and snacks from the coffee bars, or bringing a packed lunch.</p>			

**ON OTHER ORGANISATIONS / PARTNERS**

Not applicable.

**ON OTHER PARTS OF THE COUNTY COUNCIL**

Not applicable.

**COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y)** (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation*)

Yes. This proposal will affect Older Adults and Younger Adults with disabilities (physical disabilities, learning difficulties and mental health conditions). The Equality Impact Assessment outlines mitigating action for any disproportionate, adverse or negative impact this proposal may have on these client groups.

**DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)**

Y

**6. Projected Net Savings to the Budget****WHAT IS THE PERMANENT BUDGET?**GROSS  
£000

416

NET  
£000

134

**WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	19	0	0	19
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
<b>NET SAVING</b>	<b>19</b>	<b>0</b>	<b>0</b>	<b>19</b>

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

14.2%

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

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

## 8. Projected Permanent FTE Reductions

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

10.4

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

2016/17 2017/18 2018/19

0.0 0.0 0.0

0.0

Please note this full time equivalent (FTE) reflects that of Day Services' catering staff (Cooks and Catering Assistants only).

## 9. Risks and mitigating actions

**Risk:** The price increase may have a detrimental impact on the number of meals purchased by Service Users.

**Mitigation:** When communicating the price increase to service users (if approved), ensure that the multiple benefits of this service are emphasised.

## 10. Chief Officer Signoff

I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.

Signature

David Pearson

Date Signed

Nov 2015

This page is intentionally blank



**1. Service Area**

Public Health

**2. Option Title**

Public Health Grant Realignment Changes

**3. What we propose to do and how we propose to do it**

The Public Health grant released £8m through a combination of staffing reductions, contract efficiencies, and some reductions in commissioned services during the period 2013-15. This resource was used to support other services of the Council which were identified as having potential to deliver Public Health outcomes, and so was considered to be a valid use of Public Health grant.

All of the budget lines benefitting from this realigned money have been reviewed and changes are proposed as set out in the tables below. The total maximum saving that could be delivered from these proposals is £1.65m. This proposal is still subject to further discussion with the relevant Departments.

**Proposal 1 – 7.8% reduction**

<i>Activities</i>	<i>Total Public Health Realignment</i>	<i>Proposed reduction</i>	<i>Reason/ Impact</i>
Handy Persons Adaptation Scheme	95,000	7,410	Proportionate 7.8% reduction Comparatively small
Older People Early intervention service	165,000	12,870	As above
Information Prescriptions	28,000	2,184	As above
Stroke	13,000	1,014	As above
Supporting people: Homelessness Support	1,000,000	78,000*	Reduction is 7.8% of realigned Public Health grant but could impact on service
Children's Centres	2,490,000	194,220*	Reduction is 7.8% of realigned Public Health grant but could impact on service
Family Nurse Partnership	100,000	7,800	Proportionate 7.8% reduction Comparatively small
Supported accommodation for young people	460,000	35,880	As above
Young Carers Children, Families and Cultural Services	100,000	7,800	As above

C Card Scheme	80,000	6,240	As above
<i>Sub-totals</i>	<i>4,531,000</i>	<i>353,418</i>	

**Proposal 2 – removal of underspends.**

<i>Activities</i>	<i>Total Public Health Realignment</i>	<i>Proposed reduction</i>	<i>Reason/ Impact</i>
Community Resources to Support People	200,000	150,000	Removal of underspend – no impact
Substance misuse	420,000	420,000	Removal of underspend – no impact
Young Carers Adult Social Care & Health	240,000	150,000	Removal of underspend – no impact anticipated
<i>Sub-total</i>	<i>860,000</i>	<i>720,000</i>	

**Proposal 3 - reduce four realignment lines where there are concerns about whether the activities deliver Public Health outcomes.**

<i>Activities</i>	<i>Total Public Health Realignment</i>	<i>Proposed reduction</i>	<i>Reason/ Impact</i>
Mental Health Coproduction service	206,000	67,716*	Uncertainty over delivery of Public Health outcomes. Would have service impact.
Moving Forward Service	800,000	270,866*	Uncertainty over delivery of Public Health outcomes. Would have service impact.
Youth Offending Team	380,000	190,000*	Uncertainty over delivery of Public Health outcomes. Would have service impact.
Substance misuse (young people)	48,000	48,000	Uncertainty over delivery of Public Health outcomes. Would have service impact.
<i>Sub-total</i>	<i>1,434,000</i>	<i>576,582</i>	

The proposals are still subject to detailed discussion with Departments who would be affected by these changes to the realigned funding.

For the reductions marked with \* in the tables above, the amounts that are planned to be reduced in 2016/17 will be offset by contributions from reserves so that the reductions are from 2017/18. This is to enable the timescale for implementation to be deferred for one year.

#### 4. Why this option is being put forward

Public Health transferred into the Council on 1 April 2013 along with associated financial resources in the form of £36m of ring-fenced Public Health grant. The grant was ring-fenced, and is only to be spent on activities which would deliver Public Health outcomes. The Public Health service supported the Council's budget reductions targets through the release of efficiencies from recommissioning services. The total level of savings delivered (£8m) was about 25% of Public Health grant.

The £8m released savings were used as follows:

- £1.1m of costs from other parts of the Council were absorbed into Public Health contracts (domestic violence services).
- £6.9m was realigned to other parts of the Council. The realignment was to a range of Council services assessed as having potential to deliver Public Health outcomes. The realignment was always identified as being subject to performance in delivery of Public Health outcomes, and also contingent on the level of Public Health grant remaining at the same level.

The Public Health budget of £36m has been reduced by £2.6m (or 6.2%) in 2015/16, as part of a national reduction to the grant of £200m. 5% of the Public Health grant has also had to be returned to the NHS Clinical Commissioning Groups (CCGs) as part of a rebasing adjustment. The majority of the Public Health grant is spent on services delivered through commissioning, where contracts have either been let, or budget envelopes have been set in response to market testing and analysis. It will be difficult to achieve further reductions on top of the 25% savings already identified and removed from these services, especially since so many contracts are let on a payment by results methodology.

Additional savings have already been identified in Public Health proposals related to contract efficiencies and a staffing restructure, leaving only realignment budget lines to explore for further savings.

#### 5. What is the impact?

##### **ON SERVICE USERS AND COMMUNITIES**

Reductions in realignment lines would potentially impact directly on service users and communities, since the realignment lines are being used to pay for direct services. The scale of the impact varies by realignment line.

**Proposal 1** - Most lines will have a proportionate 7.8% reduction, which is relatively small. The following activities would have this relatively small reduction:

Handy Persons Adaptation Service  
Older People Early intervention service  
Information Prescriptions  
Stroke

Supporting people: Homelessness support  
Children's Centres  
Family Nurse Partnership  
Supported accommodation for young people  
Young Carers Children, Families and Cultural Services (CFCS)  
C Card Scheme

**Proposal 2** - For three realignment lines, it is proposed to remove significant underspends which have occurred over the last couple of years. Removal of underspend will not affect service users.

*Community Resources to Support People* – it is proposed to reduce this budget from £200,000 to £50,000. Staff have spent two years exploring options and piloting small scale approaches, but not yet identified a value for money approach and are currently in discussion with local CCGs who are also keen to pilot evidence based options. Planning is affected by a lack of evidence over initiatives which will address the issue and which will also lead to future cost savings. Mitigating actions: none proposed. The Joint Strategic Needs Assessment (JSNA) for loneliness will summarise the evidence and make recommendations on the way forward. The £50,000 proposed to remain for allocation against this line will enable some further development work to take place.

*Substance misuse* - £420,000 of activity originally delivered by Adult Social Care and Health (ASCH) Department has since been subsumed into the Public Health substance misuse contract and so is no longer required from realignment. No effect on service users

*Young Carers ASCH* – It is proposed to reduce the allocation by £150,000, as it has been underspent owing to the availability of personal budgets to meet requirements. No effect anticipated on service users.

**Proposal 3** - there are four realignment lines where there are concerns about whether these activities deliver Public Health outcomes. It is proposed to reduce realignment funding to these lines. This has potential to have a major effect on the services concerned, depending on how significant the realignment element was as a proportion of the budget for the affected services, and whether there were alternative budgets that could be drawn on to meet the costs, for example use of personal budgets instead of Realignment funding. The activities affected are:

Mental Health CoProduction  
Moving Forward Service  
Youth Offending Team  
Substance misuse (young people)

### **ON OTHER ORGANISATIONS / PARTNERS**

Some of the identified realignment lines for reduction are used to deliver partnership services, support external providers, or third sector organisations. Reduction or removal of this funding would negatively impact on those partners, providers or organisations.

A positive impact of the proposal is that it would concentrate the realigned resources on areas which demonstrably deliver Public Health outcomes and hence fulfils the obligations of Public Health grant



**ON OTHER PARTS OF THE COUNTY COUNCIL**

Reductions in realignment lines will affect the identified parts of the Council. The reductions imply additional cost pressures, or they could potentially lead to redundancies.

**COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N)** (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation*)

Y

Depends on the individual realignment lines, but some are used to pay for services for older people or for pregnant women, or women with children. If the impact of removing realignment was the cessation or reduction of services, there would be disproportionate impact.

**DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)**

Y

**6. Projected Net Savings to the Budget**

**WHAT IS THE PERMANENT BUDGET?**

GROSS  
£000

6,825

NET  
£000

6,825

**WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	1,650	0	0	1,650
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
<b>NET SAVING</b>	<b>1,650</b>	<b>0</b>	<b>0</b>	<b>1,650</b>

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

24.2%

**7. Estimated Implementation Costs**

**WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

**8. Projected Permanent FTE Reductions**

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

0.0

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

2016/17 2017/18 2018/19  
0.0 0.0 0.0

0.0

## 9. Risks and mitigating actions

1. Withdrawal or reduction in services. Mitigating actions: explore with departments; consider use of Public Health reserves as temporary measure to cushion the impact, so that reductions can be tapered to allow time for further planning and resource reallocation.
2. Reputational risk. Mitigation: explore with departments; consider use of Public Health reserves as temporary measure to cushion the impact, so that reductions can be tapered to allow time for further planning and resource reallocation.

## 10. Chief Officer Signoff

I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included	Signature	Date Signed
	David Pearson	Nov 2015



		Option Ref	C11
1. Service Area	Support to Schools – Home to School Transport		
2. Option Title	To provide Statutory School Transport only in relation to mainstream and Post 16 Transport		
3. What we propose to do and how we propose to do it			
<p>It is proposed from 2018/19 academic year to make significant savings on the Home to School Transport budget by ceasing to provide discretionary travel services, this proposal will save a total of £770k.</p> <p>The Council would continue to fulfil its statutory duty and provide travel assistance for those children who are assessed as having an entitlement.</p> <p>The new service proposed will provide home to school transport for those children who have a statutory entitlement. The transport for these children will be provided using the most cost effective method which will include a combination of local and school bus contracts, tickets on commercial services, taxis and parental reimbursements.</p> <p>Children from low income families have additional statutory entitlements which will be protected under these proposals. For primary school pupils, free travel will be provided for all children travelling beyond 2 miles to their catchment or nearest available school.</p> <p>For secondary age children, free travel will be provided to 1 of 3 nearest qualifying schools between 2 and 6 miles from their home. For children attending their nearest suitable school preferred on grounds of faith, they will receive free travel where the school is between 2 and 20 miles (primary) or 2 and 25 miles (secondary) from their home.</p> <p>As part of this proposal it is proposed that £100k of the savings are used to establish a hardship fund, which can be used on a discretionary basis to support parents and families affected by this proposal.</p> <p>The savings time scale will be linked to the cessation of the Preferred Travel Scheme.</p>			
4. Why this option is being put forward			
<p>Nottinghamshire County Council has continued to provide home to school travel support to children and young people that exceeds the statutory minimum that is required in law. In the current financial climate the Council is challenged to provide services within a decreasing budget and is therefore focussing the majority of expenditure on statutory services and provision for the most vulnerable in society.</p> <p>The proposed option will fulfil the statutory obligation of the Council with regards to home to school transport provision and will also meet the current objectives of the Council.</p> <p>Several Councils, including some of our neighbouring authorities have reduced their transport provision over the past 3 years and now provide the statutory minimum.</p>			

## 5. What is the impact?

### **ON SERVICE USERS AND COMMUNITIES**

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

There will be an impact on pupils currently accessing school transport who are not entitled to free statutory travel. This will affect pupils attending a preferred school including preferred faith schools and any child living under the statutory walking distance attending their designated school but who are still using school transport.

- The Council will not continue to provide bus services that do not carry statutory travellers. Where transport is provided to a school, the capacity on this transport will be reduced to accommodate only statutory travellers.

Post 16 students will have no access to local authority funded school bus services as these will be restricted to under 16 statutory travellers.

### **ON OTHER ORGANISATIONS / PARTNERS**

- Some bus services may be withdrawn and capacity on routes reduced.
- Removing free or subsidised travel may alter where parents choose to send their children to school.

### **ON OTHER PARTS OF THE COUNTY COUNCIL**

- Proposals build on continued network efficiency savings led by the Council's Transport and Travel Services (TTS). Children Families and Cultural Services and TTS will work in collaboration to further scope cost and implement any decisions following these proposals

**COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N)** (*age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation*)

Y – age and religion. This is detailed fully in the accompanying Equality Impact Assessment.

**DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)**

Y

## 6. Projected Net Savings to the Budget

**WHAT IS THE PERMANENT BUDGET?**

GROSS £000 6,217

NET £000 5,947

**WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	99	0	952	1,051
LESS Loss of Income	-15	0	-194	-209
LESS Costs of Reprovision	0	0	-72	-72
<b>NET SAVING</b>	<b>84</b>	<b>0</b>	<b>686</b>	<b>770</b>

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

12.9%

2018/19 savings reflect the full saving; however, it is proposed that the policy is implemented with effect from 2018/19 academic year after the preferred travel scheme is fully phased out (July 2018). Therefore the full saving will not be met until 2019/20. Re-provision costs are administration costs for the contract changes.

## 7. Estimated Implementation Costs

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	23	23

Revenue costs are staff costs for undertaking route planning and surveys.

## 8. Projected Permanent FTE Reductions

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

2.0

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

	2016/17	2017/18	2018/19
	0.0	0.0	0.0

0.0

## 9. Risks and Mitigating Actions

**Risk:** Legal challenge.

**Mitigating Action:** The post 16 travel scheme proposal could only go forward following legal advice regarding the duty of the County Council in this area. Ensure processes including consultation are followed correctly to mitigate legal challenge.

**Risk:** Financial impact on families.

**Mitigating Action:** Ensure all low income families are aware of their entitlements through communications with parents and schools.

**Risk:** Charges could impact on school or college attendance. (NB The Home to School Transport Policy ensures that the statutory entitlements of children and young people are met, including some provision for low income families).

**Mitigating Action:** Work with the Council's schools and academies, in some circumstances helping/enabling schools to take ownership of school transport to their school providing their own subsidised services to enable non statutory travellers to attend their school (already implemented in 4 schools in the County). Ensure parents are well informed during the admissions process regarding travel entitlements to their preferred school choices.

**Risk:** Post 16 – rise in cost of travel may make studying at an appropriate establishment prohibitive.

**Mitigating Action:** Ensure all low income families are aware of their entitlements through communications with parents and schools.

**Risk:** Changes could see journey times increase.

**Mitigating Action:** Proposals to reduce / alter routes would be subject to individual risk assessment prior to recommendation.

## 10. Chief Officer Signoff

I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.

Signature



Date Signed

17/11/15



		Option Ref	C12
1. Service Area	Highways		
2. Option Title	Reduction of provision of parking, traffic management and small-scale community works service.		
3. What we propose to do and how we propose to do it			
<p>Nearly 9,000 customer requests are received each year to investigate and provide small-scale parking, traffic management or community works. These range from; minor kerbing or drainage works, tidying-up small areas of landscaping, white lines around parking areas or double yellow lines. Many of these requests come from Elected Members following representations from individuals or local communities.</p> <p>This proposal would reduce the funding for this service by 19% and mean that a number of customer requests for schemes such as double yellow lines would have to be considered for priority as part of a future year's Local Transport Plan Integrated Transport Measures Capital programme.</p>			
4. Why this option is being put forward			
<p>There is some overlap between this Community Works revenue budget and the Local Transport Plan Integrated Transport Measures Capital programme for the provision of small-scale improvements such as double yellow lines and parking schemes.</p>			
5. What is the impact?			
<b>ON SERVICE USERS AND COMMUNITIES</b> Small-scale works are often important within local communities.			
<b>ON OTHER ORGANISATIONS / PARTNERS</b> Small-scale works to assist businesses such as double yellow lines to facilitate access to industrial areas, or changes to limited waiting would have to compete for priority with other Integrated Transport Measures as part of a future year's programme.			
<b>COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N)</b> ( <i>age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation</i> )  No disproportionate adverse or negative impact envisaged.			
<b>DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)</b>			N

## 6. Projected Net Savings to the Budget

**WHAT IS THE PERMANENT BUDGET?**

GROSS  
£000

368

NET  
£000

368

**WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	0	70	0	70
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
<b>NET SAVING</b>	<b>0</b>	<b>70</b>	<b>0</b>	<b>70</b>

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

19.0%

## 7. Estimated Implementation Costs

**WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?**

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	0	0

## 8. Projected Permanent FTE Reductions

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

16.0

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

	2016/17	2017/18	2018/19
	0.0	1.5	0.0

1.5

## 9. Risks and mitigating actions

- Additional pressure on the existing recently reduced Integrated Transport Measures allocation.
- Lack of community support – could be mitigated by improving information on the website about what works can be funded e.g. large-scale works and highway maintenance schemes and the need to prioritise small-scale improvements as part of a future year's programme.

## 10. Chief Officer Signoff

I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.

Signature



Date Signed

17.11.15



## Revenue Budget Summary 2016/17

	2015/16 Original Budget £'000	2016/17 Annual Budget £'000
<b>Committee</b>		
Children & Young People	139,053	134,366
Adult Social Care & Health	206,117	219,793
Transport & Highways	58,127	57,541
Environment & Sustainability	29,970	31,115
Community Safety	2,904	2,928
Culture	12,785	12,757
Economic Development	1,050	987
Policy	24,395	23,482
Finance & Property	32,280	30,920
Personnel	2,518	2,612
Public Health	-	-
<b>Net Committee Requirements</b>	<b>509,199</b>	<b>516,501</b>
<b>Items Outside Committee:</b>		
Flood Defence Levies	271	278
Pension Enhancements (Centralised)	2,205	2,205
Contingency	5,105	5,820
Capital Charges (included in Committees above)	(40,359)	(41,152)
Interest & Borrowing	18,000	18,622
Minimum Revenue Provision (MRP)	19,800	7,500
New Homes Bonus Grant	(3,786)	(3,544)
Education Services Grant	(6,955)	(6,480)
Transition Grant	-	(1,979)
<b>Total before use of Reserves</b>	<b>503,480</b>	<b>497,771</b>
<b>Use of Reserves:</b>		
Net Transfer (From)/To Other Earmarked Reserves	(10,215)	(15,134)
Transfer (From)/To General Fund Balances	(6,038)	(3,741)
<b>BUDGET REQUIREMENT</b>	<b>487,227</b>	<b>478,896</b>
<b>Funding Of Budget Requirement:</b>		
Surplus on Council Tax Collection for Previous Years	3,228	4,248
National Non-Domestic Rates	100,692	100,962
Revenue Support Grant	90,331	63,234
Council Tax	292,976	310,452
<b>TOTAL FUNDING</b>	<b>487,227</b>	<b>478,896</b>

## Children & Young People Committee Variation Summary 2015/16 to 2016/17

	£'000	£'000
<b>1 Original Budget 2015/16</b>		<b>139,053</b>
<b>2 Budgets Transferred between Committees</b>		<b>(758)</b>
<b>3 Additional Allocations/Reductions 2015/16</b>		<b>456</b>
<b>4 Capital Financing Budget Transfers</b>		<b>(949)</b>
<b>5 2016/17 Service Changes:</b>		
<b>Budget Pressures</b>		
Special Guardianship Placements	638	
Looked After Children	862	
Agency Staff & Market Factor Supplement	1,806	
National Living Wage	121	
	<hr/>	<b>3,427</b>
<b>Pay Award, National Insurance &amp; Pensions Increase</b>		<b>1,467</b>
<b>Budget Savings</b>		
Youth Services	(95)	
Family Support & Youth Justice Service	(357)	
Cultural & Enrichment Services	(200)	
Early Years & Early Intervention Service	(3,300)	
Quality & Information	(125)	
Independent Travel Training	(300)	
Schools Access	(50)	
Business Support	(408)	
SEND Home to School Transport	(300)	
Travel Transport Hub	(100)	
Statutory School Transport	(84)	
SEND Recharge to Schools Budget	(125)	
Looked After Children Placements	(600)	
Children's Disability Residential Homes	(266)	
Complex Needs Residential Care Placements	(372)	
Mainstream Residential Homes	(87)	
Relocation of Adoption Team & EDT	(78)	
SEND/CDS Integration	(150)	
CFCS Management Structure Review	(185)	
Line-by-line Budget Review	(529)	
Ancillary Savings (0.5% Levy)	(619)	
	<hr/>	<b>(8,330)</b>
<b>6 Annual Budget 2016/17</b>		<hr/> <b>134,366</b> <hr/>

## Children & Young People Committee - Revenue Budget 2016/17

Original Budget 2015/16 £'000		Employees £'000	Running Expenses £'000	Capital Charges £'000	Gross Expenditure £'000	Grant Income £'000	Other Income £'000	Original Budget 2016/17 £'000
	<b>Schools Budget</b>							
225,226	Schools Block - Distributed	-	-	-	219,781	-	-	219,781
18,261	High Needs Block - Distributed	-	-	-	18,967	-	-	18,967
13,712	Early Years Block - Distributed	-	-	-	13,824	-	-	13,824
55,284	Schools Budget - Centrally Retained	-	-	-	60,531	-	-	60,531
<b>312,483</b>	<b>Total Schools Expenditure Budget</b>	-	-	-	<b>313,103</b>	-	-	<b>313,103</b>
(312,483)	Dedicated Schools Grant (DSG)	-	-	-	-	(313,103)	-	<b>(313,103)</b>
14,319	School Assets	-	-	13,466	13,466	-	-	13,466
	<b>Children's Social Care</b>							
1,251	Divisional Overheads	2,400	455	-	2,855	-	-	2,855
1,784	Safeguarding & Independent Review	1,635	363	-	1,998	-	(143)	1,855
35,412	Access to Resources	14,474	31,854	-	46,328	(1,511)	(6,314)	38,503
4,956	Social Work Services Assessment	4,425	588	-	5,013	-	(12)	5,001
14,720	Social Work Services Throughcare	6,234	9,753	-	15,987	(135)	(4)	15,848
14,213	Children's Disability Service	6,357	3,821	-	10,178	-	(1)	10,177
<b>72,336</b>	<b>Total Children's Social Care</b>	<b>35,525</b>	<b>46,834</b>	-	<b>82,359</b>	<b>(1,646)</b>	<b>(6,474)</b>	<b>74,239</b>
	<b>Education Standards &amp; Inclusion</b>							
12,798	Support to Schools Service (inc Home to Sch Trans)	8,054	7,157	-	15,211	-	(2,618)	12,593
1,064	Departmental Overheads	47	603	-	650	-	-	650
4,858	SEND Policy & Provision	818	6,245	-	7,063	(501)	(2,062)	4,500
<b>18,720</b>	<b>Total Education Standards &amp; Inclusion</b>	<b>8,919</b>	<b>14,005</b>	-	<b>22,924</b>	<b>(501)</b>	<b>(4,680)</b>	<b>17,743</b>

## Children & Young People Committee - Revenue Budget 2016/17

Original Budget 2015/16 £'000		Employees £'000	Running Expenses £'000	Capital Charges £'000	Gross Expenditure £'000	Grant Income £'000	Other Income £'000	Original Budget 2016/17 £'000
	<b>Youth, Families &amp; Culture</b>							
3,410	Young People's Service	3,870	1,848	-	5,718	-	(2,344)	3,374
5,647	Family Service & Youth Justice	6,656	5,384	-	12,040	(3,282)	(2,395)	6,363
733	Cultural & Enrichment Services	-	430	-	430	-	-	430
16,574	Early Years & Early Intervention Service	1,095	12,538	-	13,633	(14)	(2,696)	10,923
2,073	Quality & Improvement	1,545	218	-	1,763	-	(25)	1,738
<b>28,437</b>	<b>Total Youth Families &amp; Culture</b>	<b>13,166</b>	<b>20,418</b>	<b>-</b>	<b>33,584</b>	<b>(3,296)</b>	<b>(7,460)</b>	<b>22,828</b>
<b>4,335</b>	<b>Business Support</b>	<b>9,509</b>	<b>78</b>	<b>-</b>	<b>9,587</b>	<b>-</b>	<b>(4,391)</b>	<b>5,196</b>
<b>906</b>	<b>Capital Charges</b>	<b>-</b>	<b>-</b>	<b>894</b>	<b>894</b>	<b>-</b>	<b>-</b>	<b>894</b>
<b>139,053</b>	<b>TOTAL CHILDREN &amp; YOUNG PEOPLE COMMITTEE</b>	<b>67,119</b>	<b>81,335</b>	<b>14,360</b>	<b>162,814</b>	<b>(5,443)</b>	<b>(23,005)</b>	<b>134,366</b>

Please note that the previous years budget has been restated to reflect current reporting requirements.

## Children & Young People Committee - Capital Programme 2016/17

	Revised 2015/16 £'000	Budget Year 2016/17 £'000	Indicative Figures		
			2017/18 £'000	2018/19 £'000	2019/20 £'000
<b>Schools</b>					
Beardall Street Primary	50	500	1,047	-	-
School Places Programme †	11,272	24,918	5,800	2,000	2,000
School Capital Refurbishment Programme ^	19,748	13,076	5,741	3,000	3,000
School Access Initiative	570	677	500	-	-
<b>Young People</b>					
Early Years Education Places	982	35	-	-	-
Balderton YPC	80	10	-	-	-
Bingham YPC	-	40	-	-	-
<b>Children's Social Care</b>					
Short Break Capital Grant	383	-	-	-	-
Edwinstowe Respite Centre	1,327	-	-	-	-
Children's Homes	377	150	-	-	-
Lyndene & West View	118	-	-	-	-
Clayfields House	240	59	-	-	-
DFG CSC	100	-	-	-	-
<b>Gross Capital Programme</b>	<b>35,247</b>	<b>39,465</b>	<b>13,088</b>	<b>5,000</b>	<b>5,000</b>
<b>Funded from:</b>					
Approved County Council Allocations	16,894	12,030	1,047	-	-
External Grants & Contributions	17,988	27,400	12,041	5,000	5,000
Revenue	100	-	-	-	-
Reserves	265	35	-	-	-
<b>Total Funding</b>	<b>35,247</b>	<b>39,465</b>	<b>13,088</b>	<b>5,000</b>	<b>5,000</b>

### NOTES:

† Indicative grant funding of £2.0 million is shown against the School Places Programme in 2018/19 and 2019/20.

^ Indicative grant funding of £3.0 million is included in the 2018/19 and 2019/20 School Capital Refurbishment Programme allocation.

## Adult Social Care & Health Committee Variation Summary 2015/16 to 2016/17

	£000	£000
<b>1 Original Budget 2015/16</b>		<b>206,117</b>
<b>2 Budgets Transferred between Committees</b>		<b>(656)</b>
<b>3 Additional Allocations/Reductions 2015/16</b>		<b>128</b>
<b>4 Capital Financing Budget Transfers</b>		<b>(59)</b>
<b>5 2016/17 Service Changes:</b>		
<b>Budget Pressures</b>		
Younger Adults	3,062	
Shortfall in Client Contributions	806	
Sleep in Allowances	3,800	
Deprivation of Liberty / Independent Living Fund	2,000	
Social Care Inflation (Contract obligation)	500	
Social Care Inflation (Minimum wage)	2,150	
Loss of Care Act Funding	4,430	
National Living Wage	9,579	
	<hr/>	<b>26,327</b>
<b>Pay Award, National Insurance &amp; Pensions Increase</b>		<b>1,284</b>
<b>Budget Savings</b>		
Strategic & Direct Services	(2,990)	
Access & Public Protection	(2,746)	
North & Mid Nottinghamshire	(3,366)	
South Nottinghamshire	(3,222)	
Ancillary Savings (0.5% Levy)	(1,025)	
	<hr/>	<b>(13,348)</b>
<b>6 Annual Budget 2016/17</b>		<hr/> <b>219,793</b> <hr/>

## Adult Social Care & Health Committee - Revenue Budget 2016/17

Original Budget 2015/16 £'000		Employees £'000	Running Expenses £'000	Capital Charges £'000	Gross Expenditure £'000	Grant Income £'000	Other Income £'000	Original Budget 2016/17 £'000
	<b>Corporate Director &amp; Departmental Costs</b>							
(15,710)	Corporate Director	201	237	-	438	-	(183)	255
-	- Countywide	674	60,832	-	61,506	(3,546)	(70,018)	(12,058)
<b>(15,710)</b>	<b>Total Departmental Costs</b>	<b>875</b>	<b>61,069</b>	<b>-</b>	<b>61,944</b>	<b>(3,546)</b>	<b>(70,201)</b>	<b>(11,803)</b>
	<b>Strategic Commissioning, Access &amp; Safeguarding</b>							
115	Service Director	113	3	-	116	-	-	116
13,475	Strategic Commissioning	1,472	18,424	-	19,896	(209)	(11,697)	7,990
1,289	Access & Safeguarding	1,776	109	-	1,885	-	(549)	1,336
(31,265)	Quality & Market Management	2,378	4,273	21	6,672	-	(37,852)	(31,180)
<b>(16,386)</b>	<b>Total Strategic Commissioning, Access &amp; Safeguarding</b>	<b>5,739</b>	<b>22,809</b>	<b>21</b>	<b>28,569</b>	<b>(209)</b>	<b>(50,098)</b>	<b>(21,738)</b>
	<b>North Nottinghamshire &amp; Direct Services</b>							
152	Service Director	104	39	-	143	-	-	143
26,027	Direct Services	20,620	6,171	952	27,743	(177)	(2,570)	24,996
30,077	Bassetlaw	1,833	35,480	-	37,313	-	(4,133)	33,180
<b>56,256</b>	<b>Total North Nottinghamshire &amp; Direct Services</b>	<b>22,557</b>	<b>41,690</b>	<b>952</b>	<b>65,199</b>	<b>(177)</b>	<b>(6,703)</b>	<b>58,319</b>

## Adult Social Care & Health Committee - Revenue Budget 2016/17

Original Budget 2015/16 £'000		Employees £'000	Running Expenses £'000	Capital Charges £'000	Gross Expenditure £'000	Grant Income £'000	Other Income £'000	Original Budget 2016/17 £'000
	<b>Mid Nottinghamshire</b>							
108	Service Director	106	5	-	111	-	-	111
33,148	Newark	4,499	35,129	-	39,628	-	(3,991)	35,637
64,275	Ashfield & Mansfield	5,896	69,452	-	75,348	-	(6,814)	68,534
5,839	Countywide	3,906	4,873	55	8,834	(71)	(1,610)	7,153
<b>103,370</b>	<b>Total Mid Nottinghamshire</b>	<b>14,407</b>	<b>109,459</b>	<b>55</b>	<b>123,921</b>	<b>(71)</b>	<b>(12,415)</b>	<b>111,435</b>
	<b>South Nottinghamshire</b>							
262	Service Director	113	2	-	115	-	-	115
78,211	Broxtowe, Gedling & Rushcliffe	9,872	83,241	-	93,113	-	(9,896)	83,217
114	Countywide	-	362	29	391	-	(143)	248
<b>78,587</b>	<b>Total South Nottinghamshire</b>	<b>9,985</b>	<b>83,605</b>	<b>29</b>	<b>93,619</b>	<b>-</b>	<b>(10,039)</b>	<b>83,580</b>
<b>206,117</b>	<b>TOTAL ADULT SOCIAL CARE &amp; HEALTH COMMITTEE</b>	<b>53,563</b>	<b>318,632</b>	<b>1,057</b>	<b>373,252</b>	<b>(4,003)</b>	<b>(149,456)</b>	<b>219,793</b>

Please note that the previous years budget has been restated to reflect current reporting requirements



## Adult Social Care & Health Committee - Capital Programme 2016/17

	Revised 2015/16 £'000	Budget Year 2016/17 £'000	Indicative Figures		
			2017/18 £'000	2018/19 £'000	2019/20 £'000
<b>Olders Persons</b>					
Living at Home	3,236	3,988	2,067	1,200	915
Living at Home Phase 2	-	-	4,400	6,100	1,850
Supported Living	55	2,945	-	-	-
ASCH Capital Strategy	394	127	-	-	-
<b>Learning Disability</b>					
Day Services Modernisation	188	-	-	-	-
Autism Capital	19	-	-	-	-
Public Health England	366	-	-	-	-
Winterbourne Capital Grant	24	-	-	-	-
Equipment Replacement	35	-	-	-	-
<b>Gross Capital Programme</b>	<b>4,317</b>	<b>7,060</b>	<b>6,467</b>	<b>7,300</b>	<b>2,765</b>
<b>Funded from:</b>					
Approved County Council Allocations	1,682	6,724	6,467	7,300	2,765
External Grants & Contributions	2,428	336	-	-	-
Revenue	172	-	-	-	-
Reserves	35	-	-	-	-
<b>Total Funding</b>	<b>4,317</b>	<b>7,060</b>	<b>6,467</b>	<b>7,300</b>	<b>2,765</b>

## Transport & Highways Committee

### Variation Summary 2015/16 to 2016/17

	£'000	£'000
<b>1 Original Budget 2015/16</b>		<b>58,127</b>
<b>2 Budgets Transferred between Committees</b>		<b>194</b>
<b>3 Additional Allocations/Reductions 2015/16</b>		<b>704</b>
<b>4 Capital Financing Budget Transfers</b>		<b>469</b>
<b>5 2016/17 Service Changes:</b>		
<b>Budget Pressures</b>		
Concessionary Travel Inflation	479	
Road Lighting Energy Inflation	44	
	<u>          </u>	<b>523</b>
<b>Pay Award, National Insurance &amp; Pensions Increase</b>		<b>118</b>
<b>Budget Savings</b>		
Local Bus Service Efficiencies	(300)	
Various Transport Efficiencies	(293)	
Saving in Concessionary Fares	(100)	
Various Highways Efficiencies	(200)	
Establish ASDM for Highways	(100)	
Reduce Street Lighting Energy Costs	(950)	
Fund for ITM Replacement	(200)	
Reduced Contribution to Safety Shared Services	(100)	
Reduced Discretionary Spend	(100)	
Various increase in Highways Income	(43)	
Ancillary Savings (0.5% Levy)	(208)	
	<u>          </u>	<b>(2,594)</b>
<b>6 Annual Budget 2016/17</b>		<b><u><u>57,541</u></u></b>

## Transport & Highways Committee - Revenue Budget 2016/17

Original Budget 2015/16 £'000		Employees £'000	Running Expenses £'000	Capital Charges £'000	Gross Expenditure £'000	Grant Income £'000	Other Income £'000	Original Budget 2016/17 £'000
	<b>Highways Maintenance</b>							
1,574	Carriageway Patching	-	1,395	-	1,395	-	-	1,395
1,164	Footway Patching	-	1,032	-	1,032	-	-	1,032
265	Road Studs, Markings & Signs	-	265	-	265	-	-	265
7,037	Road Lighting	-	6,127	-	6,127	-	-	6,127
1,281	Traffic Signals	-	1,126	-	1,126	-	-	1,126
1,297	Drain Cleaning	-	1,297	-	1,297	-	-	1,297
431	Environmental Maintenance	-	398	-	398	-	-	398
1,536	Verges, Trees & Hedges	-	1,536	-	1,536	-	-	1,536
443	Repairs following Accidents & Vandalism	-	443	-	443	-	-	443
110	Bridges, Culverts & Boundaries	-	110	-	110	-	-	110
75	Technical Surveys	-	75	-	75	-	-	75
770	Other Highways Repairs	-	778	-	778	-	(5)	773
2,113	Gritting & Snow Clearance	-	2,112	-	2,112	-	-	2,112
<b>18,096</b>	<b>Total Highways Maintenance</b>	-	<b>16,694</b>	-	<b>16,694</b>	-	<b>(5)</b>	<b>16,689</b>
	<b>Highways Services</b>							
117	Directorate	-	114	-	114	-	-	114
-	Contract Management	387	-	-	387	-	-	387
831	Highways Management	743	1,336	1	2,080	-	(1,639)	441
749	Policies & Programmes	1,393	432	-	1,825	(152)	(1,181)	492
160	Planning & Design	-	112	-	112	-	-	112
1,721	Highways Safety	-	1,754	-	1,754	-	(177)	1,577
<b>3,578</b>	<b>Total Highways Services</b>	<b>2,523</b>	<b>3,748</b>	<b>1</b>	<b>6,272</b>	<b>(152)</b>	<b>(2,997)</b>	<b>3,123</b>
<b>(260)</b>	<b>Highway Operations Trading</b>	-	-	-	-	-	-	-

## Transport & Highways Committee - Revenue Budget 2016/17

Original Budget 2015/16 £'000		Employees £'000	Running Expenses £'000	Capital Charges £'000	Gross Expenditure £'000	Grant Income £'000	Other Income £'000	Original Budget 2016/17 £'000
	<b>Travel &amp; Transport Services</b>							
10,880	Concessionary Fares	-	11,119	-	11,119	-	-	11,119
4,340	Local Bus Services	-	3,955	-	3,955	-	(15)	3,940
926	NTS Salary Related Costs	810	-	-	810	-	-	810
386	Bus Stations	102	1,048	-	1,150	(163)	(590)	397
161	Passenger Information Facilities	-	260	-	260	-	(153)	107
200	IT Maintenance Contracts	-	130	-	130	-	-	130
281	Service Development	-	21	190	211	-	-	211
235	Fleet Operations	1,568	918	213	2,699	-	(2,486)	213
(60)	Recharges to Capital	-	-	-	-	-	(60)	(60)
37	Pool Cars	-	-	-	-	-	-	-
<b>17,386</b>	<b>Total Travel &amp; Transport Services</b>	<b>2,480</b>	<b>17,451</b>	<b>403</b>	<b>20,334</b>	<b>(163)</b>	<b>(3,304)</b>	<b>16,867</b>
(55)	<b>Fleet Maintenance / MOT Trading Account</b>	-	-	18	18	-	-	18
	<b>Traffic Management &amp; Road Safety</b>							
140	Traffic Control Centre	-	-	-	-	-	-	-
602	Traffic & Parking Schemes/Surveys	-	939	-	939	-	-	939
70	Road Safety Education	-	70	-	70	-	-	70
296	School Crossing Patrols	-	295	-	295	-	-	295
<b>1,108</b>	<b>Total Traffic Management &amp; Road Safety</b>	<b>-</b>	<b>1,304</b>	<b>-</b>	<b>1,304</b>	<b>-</b>	<b>-</b>	<b>1,304</b>
	<b>Strategic &amp; Environmental Services</b>							
123	Directorate	121	1	-	122	-	-	122
-	Business Change & Operations Support	-	-	-	-	-	-	-
<b>123</b>	<b>Total Strategic &amp; Environmental Services</b>	<b>121</b>	<b>1</b>	<b>-</b>	<b>122</b>	<b>-</b>	<b>-</b>	<b>122</b>

## Transport & Highways Committee - Revenue Budget 2016/17

Original Budget 2015/16 £'000		Employees £'000	Running Expenses £'000	Capital Charges £'000	Gross Expenditure £'000	Grant Income £'000	Other Income £'000	Original Budget 2016/17 £'000
	<b>Professional, Technical &amp; Advisory</b>							
1,976	Internal Services (County Council)	-	681	-	681	-	-	681
2,216	Insurance Costs	-	2,089	-	2,089	-	-	2,089
(1,929)	Internal Recharges	-	265	-	265	-	(28)	237
<b>2,263</b>	<b>Total Professional, Technical, Advisory</b>	-	<b>3,035</b>	-	<b>3,035</b>	-	<b>(28)</b>	<b>3,007</b>
<b>15,888</b>	<b>Capital Charges</b>	-	-	<b>16,411</b>	<b>16,411</b>	-	-	<b>16,411</b>
<b>58,127</b>	<b>TOTAL TRANSPORT &amp; HIGHWAYS COMMITTEE</b>	<b>5,124</b>	<b>42,233</b>	<b>16,833</b>	<b>64,190</b>	<b>(315)</b>	<b>(6,334)</b>	<b>57,541</b>

Please note that the previous years budget has been restated to reflect current reporting requirements

## Transport & Highways Committee - Capital Programme 2016/17

	Revised 2015/16 £'000	Budget Year 2016/17 £'000	Indicative Figures		
			2017/18 £'000	2018/19 £'000	2019/20 £'000
<b>Major Schemes</b>					
A453 Improvement	5,000	-	-	-	-
Hucknall Rolls Royce Roundabout	125	3,029	-	-	-
Worksop Bus Station	1,967	150	-	-	-
Hucknall TCIS	2,295	7,863	483	-	-
Other Major Schemes	-	-	-	-	-
Gedling Access Road	100	250	2,350	2,700	-
A57 Roundabout	915	1,915	-	-	-
<b>Highways &amp; Roads</b>					
Roads Maintenance & Renewals ‡	14,104	13,678	13,264	12,006	12,006
Street Lighting Renewal ‡	1,300	1,000	1,000	1,000	1,000
Salix Funded Street Lighting	1,396	1,200	1,200	1,200	-
Flood Alleviation & Drainage ‡	349	1,305	600	600	600
Road Safety ‡	350	350	350	350	350
Highways Trading - Vehicles & Plant	380	-	-	-	-
Green Network	-	74	-	-	-
Civil Parking Enforcement	47	-	-	-	-
<b>Integrated Transport Measures (ITM)</b>					
Local Transport Plan	5,278	4,416	4,097	4,416	4,416
<b>Land Reclamation</b>					
Land Reclamation	144	-	-	-	-
<b>Miscellaneous Schemes</b>					
Vehicle Purchases	990	-	-	-	-
Vehicle Purchase - Gritters	150	-	-	-	-
Transport & Travel Services ‡	1,130	750	750	750	750
Enhanced Rail Services	50	50	50	-	-
<b>Gross Capital Programme</b>	<b>36,070</b>	<b>36,030</b>	<b>24,144</b>	<b>23,022</b>	<b>19,122</b>
<b>Funded from:</b>					
Approved County Council Allocations	12,509	10,052	6,871	7,100	3,200
External Grants & Contributions	22,984	25,978	17,273	15,922	15,922
Revenue	47	-	-	-	-
Reserves	530	-	-	-	-
<b>Total Funding</b>	<b>36,070</b>	<b>36,030</b>	<b>24,144</b>	<b>23,022</b>	<b>19,122</b>

### NOTES:

‡ These schemes have rolling budgets with annual allocations incorporated into the Capital Programme, indicative where external funding until 2019/20.

## Environment & Sustainability Committee

### Variation Summary 2015/16 to 2016/17

	£'000	£'000
<b>1 Original Budget 2015/16</b>		<b>29,970</b>
<b>2 Budgets Transferred between Committees</b>		<b>42</b>
<b>3 Additional Allocations/Reductions 2015/16</b>		<b>-</b>
<b>4 Capital Financing Budget Transfers</b>		<b>432</b>
<b>5 2016/17 Service Changes:</b>		
<b>Budget Pressures</b>		
Landfill Tax Increase	229	
Non Landfill Tax Related Inflation	790	
	<u>          </u>	<b>1,019</b>
 <b>Pay Award, National Insurance &amp; Pensions Increase</b>		 <b>41</b>
 <b>Budget Savings</b>		
Reduction in Unitary Charge	(300)	
CRC Energy Scheme Reduction	(60)	
Planning Advice	(3)	
Ancillary Savings (0.5% Levy)	(26)	
	<u>          </u>	<b>(389)</b>
 <b>6 Annual Budget 2016/17</b>		 <u><u><b>31,115</b></u></u>

## Environment & Sustainability Committee - Revenue Budget 2016/17

Original Budget 2015/16 £'000		Employees £'000	Running Expenses £'000	Capital Charges £'000	Gross Expenditure £'000	Grant Income £'000	Other Income £'000	Original Budget 2016/17 £'000
	<b>Waste PFI Contract</b>							
2,506	Composting Services	-	2,508	-	2,508	-	-	2,508
5,753	Refuge Derived Fuel	-	6,118	-	6,118	-	-	6,118
5,396	WCA & Haulage to Sheffield	-	5,376	-	5,376	-	-	5,376
744	WCA Delivery to Landfill	-	683	-	683	-	-	683
4,132	Landfill Tax Performance	-	4,271	-	4,271	-	-	4,271
2,145	MRF / HWRC Availability Payments	-	2,146	-	2,146	-	-	2,146
2,903	Other PFI Costs / PFI Credits	-	4,978	-	4,978	(1,610)	-	3,368
	<b>Non PFI &amp; Energy Costs</b>							
(1,347)	Strategy & Performance	-	61	-	61	-	(1,430)	(1,369)
650	Re-Cycling Credits	-	650	-	650	-	-	650
1,878	Waste & Energy Salary Related Costs	650	17	1,723	2,390	-	-	2,390
3,690	Eastcroft Incinerator / Gate Fee	-	3,518	-	3,518	-	-	3,518
355	Maintenance of Old Landfill Sites	-	334	-	334	-	-	334
530	HWRC Rents & Rates	-	530	-	530	-	-	530
280	Carbon Reduction Commitment	-	220	-	220	-	-	220
(265)	Energy Section	-	40	-	40	-	(305)	(265)
<b>29,350</b>	<b>Total Waste Management /</b>	<b>650</b>	<b>31,450</b>	<b>1,723</b>	<b>33,823</b>	<b>(1,610)</b>	<b>(1,735)</b>	<b>30,478</b>
	<b>Energy Planning</b>							
382	Planning Policy	387	67	-	454	-	(63)	391
238	Development Management	493	102	-	595	-	(349)	246
<b>620</b>	<b>Total Planning</b>	<b>880</b>	<b>169</b>	<b>-</b>	<b>1,049</b>	<b>-</b>	<b>(412)</b>	<b>637</b>
<b>29,970</b>	<b>TOTAL ENVIRONMENT &amp; SUSTAINABILITY COMMITTEE</b>	<b>1,530</b>	<b>31,619</b>	<b>1,723</b>	<b>34,872</b>	<b>(1,610)</b>	<b>(2,147)</b>	<b>31,115</b>



## Environment & Sustainability Committee - Capital Programme 2016/17

	Revised 2015/16 £'000	Budget Year 2016/17 £'000	Indicative Figures		
			2017/18 £'000	2018/19 £'000	2019/20 £'000
<b>Supporting Local Communities</b>					
Supporting Local Communities Fund #	1,038	500	500	500	500
<b>Carbon Management</b>					
Carbon Management (LAEF) ‡	378	295	245	-	-
<b>Waste Management</b>					
Waste Management	1,100	1,950	650	700	1,100
<b>Gross Capital Programme</b>	<b>2,516</b>	<b>2,745</b>	<b>1,395</b>	<b>1,200</b>	<b>1,600</b>
<b>Funded from:</b>					
Approved County Council Allocations	1,187	1,850	550	600	1,000
External Grants & Contributions	729	295	245	-	-
Revenue	600	600	600	600	600
Reserves	-	-	-	-	-
<b>Total Funding</b>	<b>2,516</b>	<b>2,745</b>	<b>1,395</b>	<b>1,200</b>	<b>1,600</b>

### NOTES:

# A rolling budget of £0.5 million per annum for Supporting Local Communities is included in the Capital Programme until 2019/20.

‡ Under the Carbon Management scheme, expenditure is refunded to the scheme from savings resulting from energy efficiencies. Such recycled contributions are used for further schemes and the budget incorporates the anticipated resulting expenditure.

## Community Safety Committee Variation Summary 2015/16 to 2016/17

	£'000	£'000
<b>1 Original Budget 2015/16</b>		<b>2,904</b>
<b>2 Budgets Transferred between Committees</b>		<b>2</b>
<b>3 Additional Allocations/Reductions 2015/16</b>		<b>-</b>
<b>4 Capital Financing Budget Transfers</b>		<b>-</b>
<b>5 2016/17 Service Changes:</b>		
<b>Pay Award, National Insurance &amp; Pensions Increase</b>		<b>98</b>
<b>Budget Savings</b>		
Community Safety Reductions	(50)	
Research, Policy & Equalities	(11)	
Ancillary Savings (0.5% Levy)	(15)	
	<u>          </u>	<b>(76)</b>
<b>6 Annual Budget 2016/17</b>		<u><u><b>2,928</b></u></u>

## Community Safety Committee - Revenue Budget 2016/17

Original Budget 2015/16 £'000		Employees £'000	Running Expenses £'000	Capital Charges £'000	Gross Expenditure £'000	Grant Income £'000	Other Income £'000	Original Budget 2016/17 £'000
1,127	<b>Trading Standards</b>	1,746	244	5	1,995	-	(832)	1,163
	<b>Emergency Management &amp; Registration</b>							
80	Registration of Births, Deaths & Marriages	1,240	367	1	1,608	-	(1,500)	108
236	Emergency Planning	263	46	-	309	-	(64)	245
671	Coroners	-	668	-	668	-	-	668
987	<b>Total Emergency Management &amp; Registration</b>	1,503	1,081	1	2,585	-	(1,564)	1,021
530	<b>Community Safety</b>	186	305	-	491	-	-	491
260	<b>Community Partnerships</b>	229	24	-	253	-	-	253
2,904	<b>TOTAL COMMUNITY SAFETY COMMITTEE</b>	3,664	1,654	6	5,324	-	(2,396)	2,928

## Community Safety Committee - Capital Programme 2016/17

	Revised 2015/16 £'000	Budget Year 2016/17 £'000	Indicative Figures		
			2017/18 £'000	2018/19 £'000	2019/20 £'000
<b>Community Safety</b>					
Environmental Weight Restrictions	-	100	-	-	-
<b>Gross Capital Programme</b>	-	<b>100</b>	-	-	-
<b>Funded from:</b>					
Approved County Council Allocations	-	100	-	-	-
External Grants & Contributions	-	-	-	-	-
Revenue	-	-	-	-	-
Reserves	-	-	-	-	-
<b>Total Funding</b>	-	<b>100</b>	-	-	-

## Culture Committee Variation Summary 2015/16 to 2016/17

	£'000	£'000
<b>1 Original Budget 2015/16</b>		<b>12,785</b>
<b>2 Budgets Transferred between Committees</b>		<b>247</b>
<b>3 Additional Allocations/Reductions 2015/16</b>		<b>531</b>
<b>4 Capital Financing Budget Transfers</b>		<b>4</b>
<b>5 2016/17 Service Changes:</b>		
<b>Pay Award, National Insurance &amp; Pensions Increase</b>		<b>84</b>
<b>Budget Savings</b>		
Libraries, Archives, Information & Learning	(774)	
Research, Policy & Equalities	(12)	
Country Parks	(50)	
Ancillary Savings (0.5% Levy)	(58)	
		<b>(894)</b>
<b>6 Annual Budget 2016/17</b>		<b><u>12,757</u></b>

## Culture Committee - Revenue Budget 2016/17

Original Budget 2015/16 £'000		Employees £'000	Running Expenses £'000	Capital Charges £'000	Gross Expenditure £'000	Grant Income £'000	Other Income £'000	Original Budget 2016/17 £'000
8,999	Libraries, Archives, Information & Learning	60	12,543	-	12,603	(3,300)	-	9,303
1,496	Country Parks & Green Estate	2,269	2,070	-	4,339	(72)	(2,790)	1,477
552	Conservation	439	83	-	522	-	-	522
532	Cultural & Enrichment Services	278	7	-	285	(40)	-	245
1,206	Capital Charges	-	-	1,210	1,210	-	-	1,210
<b>12,785</b>	<b>TOTAL CULTURE COMMITTEE</b>	<b>3,046</b>	<b>14,703</b>	<b>1,210</b>	<b>18,959</b>	<b>(3,412)</b>	<b>(2,790)</b>	<b>12,757</b>

## Culture Committee - Capital Programme 2016/17

	Revised 2015/16 £'000	Budget Year 2016/17 £'000	Indicative Figures		
			2017/18 £'000	2018/19 £'000	2019/20 £'000
<b>Libraries</b>					
Nottinghamshire Archives Extension	361	-	-	-	-
West Bridgford Library	92	-	-	-	-
Stapleford Library	34	-	-	-	-
Mansfield Library	112	-	-	-	-
Annesley Woodhouse Library	135	-	-	-	-
Libraries Modernisation	584	810	700	-	-
Libraries Self Service Technology	17	-	-	-	-
<b>Country Parks</b>					
Sherwood Forest Visitors Centre	197	4,102	-	-	-
<b>Sports</b>					
National Water Sports Centre	-	-	-	-	-
<b>Gross Capital Programme</b>	<b>1,532</b>	<b>4,912</b>	<b>700</b>	-	-
<b>Funded from:</b>					
Approved County Council Allocations	1,462	4,912	700	-	-
External Grants & Contributions	70	-	-	-	-
Revenue	-	-	-	-	-
Reserves	-	-	-	-	-
<b>Total Funding</b>	<b>1,532</b>	<b>4,912</b>	<b>700</b>	-	-

## Economic Development Committee Variation Summary 2015/16 to 2016/17

	£'000	£'000
<b>1 Original Budget 2015/16</b>		<b>1,050</b>
<b>2 Budgets Transferred between Committees</b>		<b>(1)</b>
<b>3 Additional Allocations/Reductions 2015/16</b>		<b>-</b>
<b>4 Capital Financing Budget Transfers</b>		<b>5</b>
<b>5 2016/17 Service Changes:</b>		
 <b>Pay Award, National Insurance &amp; Pensions Increase</b>		 <b>18</b>
 <b>Budget Savings</b>		
Economic Development & Devolution	(80)	
Ancillary Savings (0.5% Levy)	(5)	<b>(85)</b>
 <b>6 Annual Budget 2016/17</b>		 <b>987</b>



## Economic Development Committee - Revenue Budget 2016/17

Original Budget 2015/16 £'000		Employees £'000	Running Expenses £'000	Capital Charges £'000	Gross Expenditure £'000	Grant Income £'000	Other Income £'000	Original Budget 2016/17 £'000
1,050	Economic Development	407	2,627	40	3,074	-	(2,087)	987
<b>1,050</b>	<b>TOTAL ECONOMIC DEVELOPMENT COMMITTEE</b>	<b>407</b>	<b>2,627</b>	<b>40</b>	<b>3,074</b>	<b>-</b>	<b>(2,087)</b>	<b>987</b>

## Economic Development Committee - Capital Programme 2016/17

	Revised 2015/16 £'000	Budget Year 2016/17 £'000	Indicative Figures		
			2017/18 £'000	2018/19 £'000	2019/20 £'000
<b>Economic Development Capital Fund</b>					
Economic Development Capital Fund #	1,585	1,374	1,000	1,000	1,000
Superfast Broadband	5,106	3,357	3,102	-	-
<b>Gross Capital Programme</b>	<b>6,691</b>	<b>4,731</b>	<b>4,102</b>	<b>1,000</b>	<b>1,000</b>
<b>Funded from:</b>					
Approved County Council Allocations	3,246	1,863	1,600	1,000	1,000
External Grants & Contributions	3,445	2,868	2,502	-	-
Revenue	-	-	-	-	-
Reserves	-	-	-	-	-
<b>Total Funding</b>	<b>6,691</b>	<b>4,731</b>	<b>4,102</b>	<b>1,000</b>	<b>1,000</b>

### NOTES:

# A rolling budget of £1.0 million per annum for Economic Development Capital Fund is included in the Capital Programme until 2019/20.

## Policy Committee Variation Summary 2015/16 to 2016/17

	£'000	£'000
<b>1 Original Budget 2015/16</b>		<b>24,395</b>
<b>2 Budgets Transferred between Committees</b>		<b>1,013</b>
<b>3 Additional Allocations/Reductions 2015/16</b>		<b>(860)</b>
<b>4 Capital Financing Budget Transfers</b>		<b>(164)</b>
<b>5 2016/17 Service Changes:</b>		
<b>Pay Award, National Insurance &amp; Pensions Increase</b>		<b>458</b>
<b>Budget Savings</b>		
Business Support Centre Restructure	(200)	
Business Support Centre Development of in House Services	(135)	
Customer Services Centre Channel Shift	(120)	
Customer Services Centre New Operating Model	(48)	
Legal Services Digital Improvements	(258)	
Communications Document Services Review	(209)	
Complaints Service	(12)	
Communications Income Generation	(24)	
Efficiencies in Research, Policy & Equalities	(51)	
Communications Restructure	(46)	
Grant Aid	(50)	
Civic Support	(13)	
Members Allowances	(25)	
Democratic Services Service Efficiencies	(18)	
Blue Badges - Additional Income	(56)	
Ancillary Savings (0.5% Levy)	(95)	
		<b>(1,360)</b>
<b>6 Annual Budget 2016/17</b>		<b>23,482</b>

## Policy Committee - Revenue Budget 2016/17

Original Budget 2015/16 £'000		Employees £'000	Running Expenses £'000	Capital Charges £'000	Gross Expenditure £'000	Grant Income £'000	Other Income £'000	Original Budget 2016/17 £'000
816	Democratic Services	678	207	-	885	(81)	(27)	777
1,926	Members Allowances	20	1,883	-	1,903	-	(5)	1,898
610	Directorate / Business Support	603	24	-	627	-	-	627
1,928	Policy, Performance, Research & Equalities	1,220	287	-	1,507	-	(100)	1,407
1,454	Corporate Communications	1,069	387	27	1,483	-	(108)	1,375
1,010	Document Services	843	1,969	3	2,815	(27)	(1,553)	1,235
3,353	Business Support Centre	4,597	5,247	1,999	11,843	-	(7,287)	4,556
	<b>Programmes and Projects</b>							
3,812	Programmes & Projects	2,268	104	-	2,372	-	-	2,372
455	Ways of Working	-	-	-	-	-	-	-
<b>4,267</b>	<b>Total Programmes and Projects</b>	<b>2,268</b>	<b>104</b>	<b>-</b>	<b>2,372</b>	<b>-</b>	<b>-</b>	<b>2,372</b>
3,193	Customer Services Centre	2,606	545	123	3,274	-	(190)	3,084
1,821	Grants to Organisations	69	2,033	-	2,102	(337)	-	1,765
4,017	Legal Services	2,808	1,731	-	4,539	-	(153)	4,386
<b>24,395</b>	<b>TOTAL POLICY COMMITTEE</b>	<b>16,781</b>	<b>14,417</b>	<b>2,152</b>	<b>33,350</b>	<b>(445)</b>	<b>(9,423)</b>	<b>23,482</b>

## Policy Committee - Capital Programme 2016/17

	Revised 2015/16 £'000	Budget Year 2016/17 £'000	Indicative Figures		
			2017/18 £'000	2018/19 £'000	2019/20 £'000
<b>Policy, Planning &amp; Corporate Services</b>					
Customer Services Centre	128	113	-	-	-
Strategic Communications Initiatives	9	-	-	-	-
<b>Programmes &amp; Projects</b>					
EDRMS	48	-	-	-	-
Ways of Working	1,791	131	-	-	-
<b>Gross Capital Programme</b>	<b>1,976</b>	<b>244</b>	-	-	-
<b>Funded from:</b>					
Approved County Council Allocations	1,976	244	-	-	-
External Grants & Contributions	-	-	-	-	-
Revenue	-	-	-	-	-
Reserves	-	-	-	-	-
<b>Total Funding</b>	<b>1,976</b>	<b>244</b>	-	-	-

## Finance & Property Committee

### Variation Summary 2015/16 to 2016/17

	£'000	£'000
<b>1 Original Budget 2015/16</b>		<b>32,280</b>
<b>2 Budgets Transferred between Committees</b>		<b>100</b>
<b>3 Additional Allocations/Reductions 2015/16</b>		<b>(738)</b>
<b>4 Capital Financing Budget Transfers</b>		<b>958</b>
<b>5 2016/17 Service Changes:</b>		
<b>Budget Pressures</b>		
PFI Bassetlaw Inflation		115
<b>Pay Award, National Insurance &amp; Pensions Increase</b>		<b>445</b>
<b>Budget Savings</b>		
Reduced Support to NWSC	(140)	
Reduction in County Offices Maintenance	(100)	
Rationalisation & Staffing Reductions	(200)	
Reduced Planned Maintenance Budget	(519)	
Finance & Procurement Staff Savings	(451)	
Contract Savings	(350)	
Budget Savings Property & Facilities Mgt	(192)	
ICT Services Efficiency Programme	(161)	
Ancillary Savings (0.5% Levy)	(127)	
		<b>(2,240)</b>
<b>6 Annual Budget 2016/17</b>		<b>30,920</b>

## Finance & Property Committee - Revenue Budget 2016/17

Original Budget 2015/16 £'000		Employees £'000	Running Expenses £'000	Capital Charges £'000	Gross Expenditure £'000	Grant Income £'000	Other Income £'000	Original Budget 2016/17 £'000
3,360	Finance & Procurement	4,314	337	-	4,651	(19)	(1,924)	2,708
595	Business Support	107	45	-	152	-	(79)	73
335	Councillors Divisional Fund	-	335	-	335	-	-	335
12,196	ICT Services	8,437	6,790	2,975	18,202	-	(6,309)	11,893
10,867	Property Services	4,680	28,686	862	34,228	(12,337)	(10,413)	11,478
5,040	Building Maintenance Works	-	4,433	-	4,433	-	-	4,433
	<b>Contribution from Trading</b>							
	<b>Services:</b> (68) County Supplies	784	509	12	1,305	-	(1,305)	-
(45)	Property Operations	-	-	-	-	-	-	-
<b>32,280</b>	<b>TOTAL FINANCE &amp; PROPERTY COMMITTEE</b>	<b>18,322</b>	<b>41,135</b>	<b>3,849</b>	<b>63,306</b>	<b>(12,356)</b>	<b>(20,030)</b>	<b>30,920</b>

## Finance & Property Committee - Capital Programme 2016/17

	Revised 2015/16 £'000	Budget Year 2016/17 £'000	Indicative Figures		
			2017/18 £'000	2018/19 £'000	2019/20 £'000
<b>Building Works</b>					
Building Works †	1,728	2,400	2,400	2,400	2,400
<b>ICT Schemes</b>					
ICT Infrastructure ^	1,206	1,000	1,000	1,000	1,000
Microsoft Enterprise Agreement	1,000	1,527	-	-	-
ICT Disaster Recovery	37	-	-	-	-
ICT Strategy	1,560	3,300	-	-	-
<b>Other Schemes</b>					
Risk Management - Security	230	-	-	-	-
Sun Volt Programme	392	250	-	-	-
Business Management System	330	334	-	-	-
Lindhurst Project	719	969	-	-	-
Sherwood Energy Village	29	-	-	-	-
County Office Security	148	-	-	-	-
CLASP Demolition	200	1,097	-	-	-
Clasp Re-provision	300	300	-	-	-
TBH Replacement of Soil Stacks	180	-	-	-	-
Sir John Robinson House	606	600	-	-	-
Customer Service Centre / MASH	600	187	-	-	-
Energy Saving Scheme	300	1,700	1,000	-	-
Renewable Heat Boiler Programme	221	-	-	-	-
Top Wighay Farm	251	14	-	-	-
Gamston Development	-	550	-	-	-
Retford Post 16 Centre	-	220	-	-	-
BRMI	200	500	-	-	-
<b>Gross Capital Programme</b>	<b>10,237</b>	<b>14,948</b>	<b>4,400</b>	<b>3,400</b>	<b>3,400</b>
<b>Funded from:</b>					
Approved County Council Allocations	9,957	14,948	4,400	3,400	3,400
External Grants & Contributions	50	-	-	-	-
Revenue	-	-	-	-	-
Reserves	230	-	-	-	-
<b>Total Funding</b>	<b>10,237</b>	<b>14,948</b>	<b>4,400</b>	<b>3,400</b>	<b>3,400</b>

### NOTES:

† Building Works has an ongoing budget of £2.4 million per year to 2019/20

^ The allocation for ICT Infrastructure is £1 million per year to 2019/20.



# Personnel Committee

## Variation Summary 2015/16 to 2016/17

	£'000	£'000
1 Original Budget 2015/16		2,518
2 Budgets Transferred between Committees		(183)
3 Additional Allocations/Reductions 2015/16		417
4 Capital Financing Budget Transfers		-
5 2016/17 Service Changes:		
Pay Award, National Insurance & Pensions Increase		104
<b>Budget Savings</b>		
Redesigned HR Service Offer	(184)	
Further Development of the Intergrated HR Business Partner Model	(46)	
Ancillary Savings (0.5% Levy)	(14)	(244)
6 Annual Budget 2016/17		<u>2,612</u>

## Personnel Committee - Revenue Budget 2016/17

Original Budget 2015/16 £'000		Employees £'000	Running Expenses £'000	Capital Charges £'000	Gross Expenditure £'000	Grant Income £'000	Other Income £'000	Original Budget 2016/17 £'000
2,878	Corporate Human Resources	3,835	1,807	-	5,642	(417)	(2,613)	2,612
(360)	Catering & Facilities Management Trading Units	22,761	12,591	104	35,456	-	(35,456)	-
<b>2,518</b>	<b>TOTAL PERSONNEL COMMITTEE</b>	<b>26,596</b>	<b>14,398</b>	<b>104</b>	<b>41,098</b>	<b>(417)</b>	<b>(38,069)</b>	<b>2,612</b>

## Personnel Committee - Capital Programme 2016/17

	Revised 2015/16 £'000	Budget Year 2016/17 £'000	Indicative Figures		
			2017/18 £'000	2018/19 £'000	2019/20 £'000
<b>Place Trading Units</b>					
Landscape Services	180	70	70	70	70
SCAPE Kitchen Project	118	-	-	-	-
<b>Gross Capital Programme</b>	<b>298</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>
<b>Funded from:</b>					
Approved County Council Allocations	-	-	-	-	-
External Grants & Contributions	118	-	-	-	-
Revenue	-	-	-	-	-
Reserves	180	70	70	70	70
<b>Total Funding</b>	<b>298</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>

# Public Health Committee

## Variation Summary 2015/16 to 2016/17

	£'000	£'000
1 Original Budget 2015/16		-
2 Budgets Transferred between Committees		-
3 Additional Allocations/Reductions 2015/16		-
4 Capital Financing Budget Transfers		-
5 2016/17 Service Changes:		
Pay Award, National Insurance & Pensions Increase		-
6 Annual Budget 2016/17		-

## Public Health - Revenue Budget 2016/17

Original Budget 2015/16 £'000		Employees £'000	Running Expenses £'000	Capital Charges £'000	Gross Expenditure £'000	Grant Income £'000	Other Income £'000	Original Budget 2016/17 £'000
3,624	Children 5-19 Public Health Programmes	-	14,521	-	14,521	-	-	14,521
8,604	Public Health Directorate Pay & Associated Costs	2,388	5,035	-	7,423	-	-	7,423
66	National Childhood Measurement Programme	-	66	-	66	-	-	66
1,431	Obesity & Physical Activity	-	1,431	-	1,431	-	-	1,431
10,473	Substance Misuse *	-	9,271	-	9,271	-	(339)	8,932
1,125	Domestic Violence & Social Exclusion	-	1,476	-	1,476	-	(469)	1,007
6,840	Sexual Health	-	6,160	-	6,160	-	-	6,160
859	NHS Health Check Programme	-	859	-	859	-	-	859
2,592	Smoking & Tobacco	-	2,342	-	2,342	-	-	2,342
505	Miscellaneous Public Health Services	-	519	-	519	-	-	519
(36,119)	Public Health Grant	-	-	-	-	(43,260)	-	(43,260)
-	<b>TOTAL PUBLIC HEALTH</b>	<b>2,388</b>	<b>41,680</b>	<b>-</b>	<b>44,068</b>	<b>(43,260)</b>	<b>(808)</b>	<b>-</b>

\* NCC are the lead commissioner for Substance Misuse



## **ROBUSTNESS OF BUDGET ESTIMATES AND THE ADEQUACY OF THE COUNTY COUNCIL'S RESERVES**

1. The County Council has always taken a prudent approach regarding its reserves, which are specifically set aside to meet future, or potential future, expenditure. The Council's current position is therefore relatively robust.
2. There are four main types of reserve held by the County Council:
  - The General Fund Balance is a non-earmarked reserve, consisting of the accumulated surpluses. A balance on the General Fund is maintained to cushion the impact of uneven cash flows and as a contingency to reduce the impact of unexpected events or emergencies.
  - Earmarked Reserves are held to meet specific planned expenditure, for example, that relating to PFI schemes.
  - Schools Statutory Reserve represents monies held on behalf of Schools under the Financial Management of Schools scheme.
  - Capital Grants have been received in advance but have not yet been applied.

### **Forecast Level of Reserves**

3. Given the continuing financial challenges facing local authorities, central government have encouraged councils to be innovative regarding the deployment of existing reserves to meet one-off costs of transformation. This budget report is proposing to utilise £42m of reserves over the medium term with £17.0m being used to deliver a balanced budget in 2016/17.
4. As in previous years the County Council has undertaken a review of all of its reserves; forecasts based on latest estimates for the current and following year are shown in Table D1 below.

**Table D1 – County Council Reserves Forecast to 31st March 2017**

Reserve	Actual Balance as at 31/03/2015 £'m	Projected Balance as at 31/03/2016 £'m	Forecast Balance as at 31/03/2017 £'m
<b>General Fund Balances</b>	<b>27.0</b>	<b>25.2</b>	<b>21.5</b>
<b>Earmarked Reserves:</b>			
Insurance Reserve	10.3	10.3	10.3
Trading Organisations	3.3	1.1	1.0
Earmarked for Services	50.9	40.8	35.1
Earmarked Reserve	1.1	5.4	0.0
Capital Projects Reserve	11.2	11.2	11.2
NDR Pool Reserve	2.4	1.5	0.5
East Leake PFI	3.1	3.4	3.7
Bassetlaw PFI	0.3	0.7	1.1
Waste PFI	29.1	27.5	26.6
Pay Review Reserve	0.7	0.7	0.7
Improvement Programme (WoW)	2.5	2.0	1.5
Corporate Redundancy	9.1	5.0	4.0
Strategic Development Fund	7.4	4.8	1.9
<b>Subtotal Earmarked Reserves</b>	<b>158.4</b>	<b>139.6</b>	<b>119.1</b>
<b>Schools Statutory Reserve</b>	<b>37.9</b>	<b>33.0</b>	<b>30.0</b>
<b>Capital Grants Unapplied</b>	<b>1.6</b>	<b>1.5</b>	<b>1.5</b>
<b>Total Usable Reserves</b>	<b>197.9</b>	<b>174.1</b>	<b>150.6</b>

5. Certain assumptions have been made in predicting closing balances and the timing of when movements on balances will occur. These are outlined below.
- A full review of the Council's Reserves Strategy was undertaken by CAPITA in 2015. The review confirmed that the Council is maintaining a risk based General Fund Balance. Although the General Fund reserve has fallen over the previous two years, the position is relatively strong in terms of risk cover when compared with other County Councils. A risk based assessment of the required level of General Fund Reserve has been undertaken and can be seen in the table below:



## APPENDIX D

<b>Risk</b>	<b>Impact</b>	<b>Probability (low, medium or high)</b>	<b>Mitigation</b>	<b>Proposed level of reserve cover for 2016/17 £m</b>
Major funding stream variations	If an in-year correction or top-slice is made to external funding during 2016/17 this would reduce the Council's ability to fund its Budget (say 1% of RSG)	Medium	The government settlement has been announced, however, there have been in-year changes previously.	£0.6
Major variations in budget assumptions e.g. inflation	If inflationary expectations are too low, it could have a greater impact on the Council's expenditure than expected.	Low	The Service Director – Finance, Procurement & Improvement monitors the economic environment and takes forecasts from reliable sources	£1.6
Major expenditure and income variations	If expenditure is higher than budgeted or income lower than budgeted in any service, this will lead to a service overspend and potentially an overall overspend in Budget (say 1.5% of net committee requirements of £516.501m)	Medium	The Council's Management Team control the budget through a robust monthly budget management process, however, there are ongoing risks in Children's and Adults Services where safeguarding takes priority	£7.7
Delay in and/or non-delivery of savings	If planned savings are delayed or are found to be undeliverable this will have a significant impact on the Council's ability to deliver its Budget (say 10% non-delivery in-year, of £27.368m to be saved)	High	The Council's Management Team control the delivery of the savings programme through a robust monthly budget management process, however, this becomes more difficult year-on-year given the savings already delivered to date and the complexity of building change on change	£2.7
Major disaster implications	The Council could face unplanned expenditure if faced with a major disaster e.g. freak weather conditions	Medium	The Council may receive central government support but it is not certain that this would cover all required expenditure, there is also robust major emergency plans in place	£1.0

## APPENDIX D

Risk	Impact	Probability (low, medium or high)	Mitigation	Proposed level of reserve cover for 2016/17 £m
Health and safety breaches	The Council could be faced with a fine if it was found to be in breach of health and safety requirements	Low	The Council has very good health and safety procedures and records in place and these are reviewed and updated on a regular basis. A training programme is also in place	£1.0
Security breaches	The Council could be liable for a penalty from the Information Commissioner's Office if it is found to be in breach of data security requirements	Low	The Council has an SRO in place that is responsible for the security measures applied for this purpose, robust procedures are in place and reviewed and monitored on a regular basis	£1.0
ICT failure	The reliance on ICT for the Council is significant and growing, which means that there could potentially be a significant impact if one or more of the Council's main systems failed	Low	The Council has an ICT Strategy in place, which includes a disaster recovery plan and business continuity plans are in place for all services	£1.0
Impact of litigation	The Council may be faced with litigation related to the services that it provides e.g. related to safeguarding in Children's and Adults Services	Low	The services have strong procedures in place for the delivery of services and are fully conversant with the requirements of the legislation relevant to each service area	£1.0
Employment matters	The Council could be faced with costs associated with industrial action or individual tribunal cases	Low	The Council has good employee and union relations, including early consultation for major policy implications and major service changes	£0.5
Third party failure	The Council could have a significant negative financial impact of one or more of its major suppliers or trading operations failed	Low	The Council has strong governance and contract controls in place, with major contracts reviewed and monitored closely as part of the operation of each Council service	£1.0

## APPENDIX D

<b>Risk</b>	<b>Impact</b>	<b>Probability (low, medium or high)</b>	<b>Mitigation</b>	<b>Proposed level of reserve cover for 2016/17 £m</b>
Contingency – unforeseen events	The above risks are intended to cover all foreseen situations that the Council could face, however, there could be future major policy changes or unforeseen incidents that could significantly impact on the Council's financial stability (say 0.5% of 'Total before use of Reserves' at £499.750m)	Low	In the current uncertain times associated with Local Government Finance changes, volatility in the global economy and the focus on national security it is advisable for the Council to hold a contingent level of reserves	£2.4
<b>Risk assessed minimum level of General Fund Reserve</b>				<b>£21.5</b>
<b>% of net revenue expenditure (based on £516.501m)</b>				<b>4.2%</b>

- The latest budget monitoring report, which covers the first three quarters of the current financial year, predicts an underspend in the region of £5.4m although there may still be fluctuations in the forecast before year end. It is proposed that any in-year underspend is transferred to the Insurance Reserve to fund future costs associated with the Historic Abuse Claims, the Strategic Development Fund to support on-going change and transformational costs and the General Fund to inform the strategy required to meet the shortfall in funding as identified in the MTFS. PFI Reserves are built up using funding surpluses which are held for use in later years of the contract, when the planned withdrawal of government funding will leave a funding shortfall.
- A full review of services reserves has also been undertaken and where funds have been identified as no longer required, transfers to General Fund Balances have been actioned. A further review will be undertaken to assess planned use against the need to support County Council priorities, particularly in light of the reduced level of General Fund Balances. The Earmarked for Services reserves also include revenue grants that are received in advance, these will be spent in accordance with the grant conditions.
- In previous years a Strategic Development Fund was established to deliver the Councils revised operating model, invest in IT and realise the savings agreed in the Proposed Savings Business Cases. It is unlikely that the amount identified to date will be sufficient to meet the overall

requirement, and it is therefore imperative that wherever possible, additional resources can be identified to enable the Council to fully implement the changes required.

- The Trading Organisations Reserve is money set aside by the Trading Units e.g. Catering, Cleaning, Landscape and County Supplies to fund future replacement equipment.
- The Schools Statutory Reserve comprises money that schools have set aside from their Dedicated Schools Grant and these funds are not available for general authority use. As such it is not possible to accurately predict future balances although they are likely to reduce as schools transfer to Academy status.

### **Adequacy of Proposed Reserves**

6. CIPFA do not advocate the introduction of a statutory minimum level of reserves as 'there is a broad range within which authorities might reasonably operate depending on their particular circumstances'. Imposing a statutory minimum would also be against the promotion of local autonomy and would conflict with the increased financial freedoms that are being introduced in local authorities. Indeed, guidance suggests that 'local authorities, on the advice of their finance directors, should make their own judgement on such matters taking into account all the relevant local circumstances'.
7. Further, in previous responses to media coverage of Council reserve balances, CIPFA have supported the flexible management of reserves 'If local councils are trying to manage their reserves to protect the public from future financial problems this is good financial management and should be applauded. In fact it is encouraging that the majority of councils are exercising prudence in their reserves management, providing crucial capacity to invest in service transformation and protect against future unexpected shortfalls.'
8. Ultimately it is the responsibility of the County Council's Section 151 Officer to recommend a strategy for the management of reserves based on their professional opinion.

### **Risk Management Measures**

9. The Council has developed a strategic approach to risk management that seeks to identify potential risks at an early stage so that remedial action can be taken. This supports the general arrangements the authority has in place for managing risk, and is underpinned by:
  - The External Auditors annual review of the Councils financial arrangements and assessment of the Council's financial health, which are then formally reported in their Annual Audit Letter.
  - A full review of the Council's Reserves Strategy by CAPITA
  - The Council's positive track record in sound and effective financial management.

**Professional Opinion of the County Council's Section 151 Officer**

10. The 2003 Local Government Act stipulates that the County Council's Section 151 Officer should report to Members on the robustness of budget estimates and the adequacy of proposed reserves. A summary of the total usable reserves available to the County Council is shown in Table D1 above. The table includes estimates of future reserve levels based on latest estimates of plans and commitments.
11. The strategy proposed in this report is to utilise up to £25.5m of General Fund and earmarked reserves in 2016/17. Of this total, £5.4m relates to earmarked reserves that have been given up following a full review of reserves, this will be used to help deliver a balanced budget for 2016/17. A further £5.7m relates to earmarked for services reserves, this is in line with the original plans at the time the reserves were created. The £3.7m use of General Fund Balances is being used to deliver a balanced budget for 2016/17.
12. My conclusion is that the budget as set out in this report is legal, robust and sustainable. However, given the on-going financial uncertainties and challenges, the need for robust financial management, strict budgetary control and the on-going monitoring of savings delivery plans, will be of paramount importance.

**Recommendations**

13. The level of proposed General Fund balances in 2016/17 be regarded as acceptable cover for any reasonable level of unforeseen events.
14. The report be noted.

**NIGEL STEVENSON CPFA**

**SERVICE DIRECTOR – FINANCE, PROCUREMENT AND IMPROVEMENT**



## **ANNUAL MINIMUM REVENUE PROVISION (MRP) STATEMENT**

Local authorities are required by law to make provision through their revenue account for the repayment of long term external borrowing and credit arrangements. This provision is made in the form of the Minimum Revenue Provision charge to the Council's General Fund.

The Council is under a statutory duty "to determine for the current financial year an amount of MRP which it considers to be prudent". Local authorities are asked by the Secretary of State "to prepare an annual statement of their policy on making MRP for submission to their Full Council".

The Council's approach to determining the annual MRP charge was the subject of a report to Finance and Property Committee on 22 February 2016. The Committee recommended that Full Council approves the revised MRP policy statement as set out below:

- That MRP for capital expenditure financed by borrowing prior to 1 April 2007 is based on a fixed, straight line method over a period of 50 years commencing in 2016/17;
- That MRP for capital expenditure financed by borrowing after 1 April 2007 is based on the annuity method over the estimated life of assets;
- That, for "on Balance Sheet" PFI contracts and finance leases, the MRP requirement is based on the annuity method over the estimated life of the assets.

As part of the MRP report to Finance and Property Committee in February 2016, it was identified that applying the previous policy has led to MRP charges that exceed what prudence required during the period from 1 April 2007 to 31 March 2016. There will be a realignment of MRP charged to the revenue account in 2016/17 and subsequent years to recognise this excess sum. Total MRP after applying realignment will not be less than zero in any financial year.

The critical consideration of the MRP Policy is prudence. The proposed policy detailed above ensures responsible economic foresight and is consistent with the methods prescribed by statutory guidance.

**NIGEL STEVENSON CPFA**

**SERVICE DIRECTOR –FINANCE, PROCUREMENT AND IMPROVEMENT**





## **PRUDENTIAL INDICATORS FOR CAPITAL FINANCE**

### **Purpose**

1. To outline the prudential indicators and to suggest how expenditure will be financed by borrowing in an affordable, prudent and sustainable way.

### **Information and Advice**

2. The Local Government Act 2003 enables local authorities to determine their programmes for capital investment and associated borrowing requirements, provided they have regard to the Prudential Code for Capital Finance in Local Authorities developed by CIPFA and also take advice from the Section 151 Officer.
3. The Executive Summary of the Code states that “The framework established by the Prudential Code should support local strategic planning, local asset management planning and proper option appraisal. The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice. In exceptional cases, the Prudential Code should provide a framework which will demonstrate that there is a danger of not ensuring this, so that the local authority concerned can take timely remedial action.”
4. The Code sets out a number of prudential indicators designed to support and record local decision making and it is the duty of the Service Director – Finance, Procurement and Improvement (the Council’s Section 151 Officer) to ensure that this information is available to Members when they take decisions on the County Council’s capital expenditure plans and annual budget. Key issues to be considered are:
  - Affordability (e.g. implications for Council Tax)
  - Prudence and sustainability (e.g. implications for external borrowing and whole life costing)
  - Value for money (e.g. option appraisal)
  - Stewardship of assets (e.g. asset management planning)
  - Service objectives (e.g. alignment with the Council’s Strategic Plan)
  - Practicality (e.g. whether the capital plans are achievable).

**Prudential Indicators****Affordability**

5. The Code requires the Council to be aware of the impact of financing capital expenditure on its overall revenue expenditure position and on its Council Tax requirements.
6. The costs of financing capital expenditure are:
  - Interest payable to external lenders less interest earned on investments; and
  - Amounts set aside for repayments of amounts borrowed (including repayments of amounts relating to PFI schemes and other finance lease liabilities).

The relevant figures from the 2014/15 Accounts are as follows.

**Table F1 – 2014/15 Capital Financing Costs and Net Revenue Stream**

<b>Capital Financing Costs</b>	<b>£m</b>
Interest Payable (incl. PFI/Finance Leases)	32.907
Interest and Investment Income	(0.430)
Repayment of Previous Years' Borrowing	3.049
Repayment of PFI/Finance Lease Liabilities	4.026
Other Amounts Set Aside for Repaying Debt	20.586
<b>Total Capital Financing Costs</b>	<b>60.138</b>
<b>Net Revenue Stream</b>	<b>568.886</b>

7. The Capital Financing Costs as a proportion of Net Revenue Stream for 2014/15 and future years are shown in the table below:

**Table F2 – Capital Financing Costs as a Proportion of Net Revenue Stream**

<b>Capital Financing Costs as a proportion of Net Revenue Stream</b>		
<b>Actual</b>	2014/15	10.6%
<b>Estimates</b>	2015/16	11.6%
	2016/17	9.3%
	2017/18	10.0%
	2018/19	9.9%
	2019/20	10.2%

8. Despite a reducing Net Revenue Stream over the medium term, the estimated proportions fall in 2016/17 as a result of lower Minimum Revenue Provision (MRP) charges following the MRP Review and associated changes to the MRP methodology. The proportion of capital financing costs to net revenue stream will be kept under review.
9. The Prudential Code requires local authorities to make reasonable estimates of the total capital expenditure that it plans to incur in the forthcoming financial year and at least the following two financial years. These indicators, together with anticipated sources of finance, are as follows.

**Table F3 – Estimates of Capital Expenditure**

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
<b>Capital Expenditure</b>	<b>112.305</b>	<b>56.366</b>	<b>45.992</b>	<b>38.030</b>
<b>Funded From:</b>				
Borrowing	54.723	23.785	24.400	16.438
Grants and Contributions	56.877	31.911	20.922	20.922
Revenue / Reserves	0.705	0.670	0.670	0.670
<b>Total</b>	<b>112.305</b>	<b>56.366</b>	<b>45.992</b>	<b>38.030</b>

10. The proposed level of borrowing under the Prudential Code for 2016/17 is £54.7m, which is more than previously envisaged because of re-phasing and slippage of expenditure from prior years. This re-phasing does not result in a higher overall level of debt.
11. The Prudential Code requires the impact of financing new borrowing on Council Tax levels to be assessed. The estimated levels of cumulative financing costs of total new borrowing (for both the continuing Capital Programme and the proposed changes to the Capital Programme) in the next four years are shown in the following table.

**Table F4 – Estimates of the Incremental Impact on Council Tax of Borrowing for the 2016/17 to 2019/20 Capital Programme**

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Cumulative Borrowing	54.7	78.5	102.9	119.3
Estimated Financing Costs	0.72	2.92	4.10	5.11
<b>Cumulative Band D Council Tax impact (£/p)</b>	<b>£1.67</b>	<b>£7.35</b>	<b>£11.17</b>	<b>£14.79</b>

12. The Band D Council Tax for 2015/16 was £1,241.14. The forecast theoretical impact of capital financing on Council Tax is an increase of £1.67 or 0.2% in 2016/17.

13. Under the Prudential Code, the County Council is also required to forecast the total budgetary requirements arising specifically from the changes proposed to the Capital Programme in the Budget Report (paragraphs 46 to 53) and to calculate the resulting impact of these capital investment decisions on Council Tax levels.
14. The figures shown below include the impact of proposed capital investments to be made over the period 2016/17 to 2019/20, but exclude the impact of any unquantified ongoing revenue savings that may arise from capital investments and exclude the impact of any scheme re-phasing or changes to the Capital Programme which were approved prior to the date of this report.

**Table F5 – Estimates of the Incremental Impact on Council Tax of the new Capital Proposals**

	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Cumulative Net Impact of Proposals on Borrowing	0.00	0.00	0.00	0.00	0.00
Estimated Financing Costs of Proposals	0.00	0.00	0.00	0.00	0.00
<b>*Cumulative Band D Council Tax impact (£/p)</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>

15. Any additions to the capital programme as a result of this report will be funded from external grant, reserves, contingency or revenue resources. As a result there will be no incremental impact on Council Tax.

### **Prudence and Sustainability**

16. One of the features of the Prudential Code arrangements is the need to calculate the Capital Financing Requirement. This figure covers capital expenditure which has not yet been permanently financed through the revenue account. It is derived by consolidating a number of Balance Sheet items as follows.

**Table F6 – Capital Financing Requirement 2014/15**

	£m
Fixed Assets	1,207
Short-term Assets Held For Sale	5
Capital Adjustment Account	(385)
Revaluation Reserve	(110)
<b>Capital Financing Requirement as at 31/3/14</b>	<b>717</b>

17. The Code states that “In order to ensure that over the medium term net debt will only be for a capital purpose, the local authority should ensure that net debt does not, except in the short term, exceed the total of the capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years.” This is a key indicator of prudence.
18. The Capital Financing Requirement needs to be rolled forward to the estimated position at the end of 2015/16:

**Table F7 – Estimated Capital Financing Requirement 2015/16**

	£m
<b>Capital Financing Requirement 2014/15</b>	<b>717</b>
Borrowing in 2015/16	49
Additional PFI/Finance Lease Liabilities in 2015/16	4
Repayment of PFI/Finance Lease Liabilities in 2015/16	(5)
Capital Receipts set against previous borrowing in 2015/16	(8)
Other amounts set aside for Repayment of Debt in 2015/16	(19)
<b>Estimated Capital Financing Requirement 2015/16</b>	<b>738</b>

19. The additional Capital Financing Requirements for the next 3 years are:

**Table F8 – Estimated Capital Financing Requirements 2016/17 - 2018/19**

	2016/17 £m	2017/18 £m	2018/19 £m
New Borrowing	55	24	24
Additional PFI/Finance Lease Liabilities	3	6	-
Repayment of PFI/Finance Lease Liabilities	(3)	(3)	(4)
Capital Receipts set against previous borrowing	(15)	(14)	(10)
Other amounts set aside for Repayment of Debt	-	-	-
<b>Capital Financing Requirement Net Additions</b>	<b>40</b>	<b>12</b>	<b>10</b>
<b>Estimated Capital Financing Requirement</b>	<b>778</b>	<b>790</b>	<b>800</b>

20. As such there is a requirement to ensure that net debt (the sum of borrowing and other long-term liabilities, net of investments) in 2016/17 does not, except in the short term, exceed £800m (i.e. the estimated CFR for 2018/19).
21. The Local Government Act 2003 requires the County Council to set two borrowing limits for next year and the following two years with respect to external borrowing:-
22. Operational Boundary – operational boundaries have to be set for both borrowing and long term liabilities. This measure encompasses all borrowing and is used in-year as a tool for monitoring the Council's prudent borrowing requirements. The operational boundary is calculated

by taking account of existing borrowing and long term liabilities, planned new borrowing, net change in long term liabilities and any amounts set aside for repayment of debt.

23. Authorised Limit – this higher measure, is the upper limit on the level of gross indebtedness which must not be breached without County Council approval. If it appears that the Authorised Limit might be breached, the Service Director – Finance, Procurement and Improvement has a duty to report this to the County Council for appropriate action to be taken.
24. The Operational Boundary for external debt for the next three years is built up from the existing level of external borrowing, which was £416m, and the level of relevant liabilities (including finance lease liabilities), which was £125m, on the Balance Sheet at 31 March 2015.
25. These figures can be rolled forward to provide the proposed Operational Boundaries for 2016/17 and subsequent years.

**Table F9 – Operational Boundaries 2016/17 – 2018/19**

	Borrowing £m	Other Long-Term Liabilities £m	TOTAL £m
External borrowing at 31 March 2015	416	-	416
Other Long-Term Liabilities at 31 March 2015	-	125	125
Net new borrowing in 2015/16	9	-	9
Net change in PFI/finance lease liabilities	-	-	-
<b>Estimated external borrowing at 31 March 2016</b>	<b>425</b>	<b>125</b>	<b>550</b>
Capital expenditure financed by borrowing 2016/17	55	-	55
Amounts set aside for repayment of debt	(15)	-	(15)
Net change in PFI/finance lease liabilities	-	-	-
Contingency for changes in cash flow forecast	37	-	37
<b>Operational Boundary 2016/17</b>	<b>502</b>	<b>125</b>	<b>627</b>
Capital expenditure financed by borrowing 2017/18	24	-	24
Amounts set aside for repayment of debt	(14)	-	(14)
Net change in PFI/finance lease liabilities	-	3	3
Contingency for changes in cash flow forecast	37	-	37
<b>Operational Boundary 2017/18</b>	<b>549</b>	<b>128</b>	<b>677</b>
Capital expenditure financed by borrowing 2018/19	24	-	24
Amounts set aside for repayment of debt	(11)	-	(11)
Net change in PFI/finance lease liabilities	-	(4)	(4)
Contingency for changes in cash flow forecast	37	-	37
<b>Operational Boundary 2018/19</b>	<b>599</b>	<b>124</b>	<b>723</b>

26. The contingency for unforeseen borrowing is available for increases in the Capital Programme that require financing by borrowing.
27. The Authorised Limits should not need to be varied during the year, except for exceptional purposes. It is proposed to add a further £25m to the Operational Boundaries for Borrowing to provide sufficient headroom for events such as unusual cash movements. The proposed Authorised Limits are:

**Table F10 – Authorised Limits 2016/17 – 2018/19**

	Authorised Limit		
	Borrowing £m	Other Long-Term Liabilities £m	Borrowing and Other Long-Term Liabilities £m
<b>2016/17</b>	527	125	652
<b>2017/18</b>	574	128	702
<b>2018/19</b>	624	124	748

28. Both the Authorised Limits and Operational Boundaries are less than the Capital Financing Requirement because best practice in treasury management means that actual borrowing is below the notional underlying borrowing requirement.
29. The Prudential Code indicator in respect of treasury management is the adoption of the CIPFA Treasury Management Code of Practice. The County Council has formally adopted the code and approves an annual Treasury Management Policy and Strategy. This includes setting the treasury indicators:
  - upper limits for fixed and variable interest rate exposures
  - upper limit for investments over 364 days
  - upper and lower limits for the maturity structure of borrowing.

### **Value for money – option appraisal**

30. The County Council's Capital Programme is driven by the desire to provide high quality, value for money public services. It is monitored by the Corporate Asset Management Group, which is a cross-service group of Officers with a finance, service and property management background. Business cases for proposed new capital schemes are reviewed by this group and presented to Finance and Property Committee.

### **Stewardship of Assets**

31. The Council's Asset Management Plan sets out the condition of its assets and the arrangements for managing these effectively. The

Council's Corporate Property Strategy enhances these arrangements, including increasing the awareness that efficient use of property is an important element of maximising the value obtained from the Council's overall resources.

### **Service Objectives**

32. The option appraisal of proposed capital schemes overseen by the Corporate Asset Management Group considers, amongst other factors, the following:
- How the proposal help achieve the objectives and priorities set out in the Council's Strategic Plan 2014-2018.
  - How the proposal will help achieve objectives set out in Service Delivery Plans.
  - How the proposal meets principles identified in the Redefining Your Council document.
  - The service improvements and other anticipated benefits expected to be delivered from the investment.

### **Practicality**

33. The Capital Programme is monitored throughout the year to ensure that:
- Any slippage on major schemes is identified as soon as possible.
  - Variations to the Capital Programme are reported to Finance and Property Committee on a regular basis.
  - Funding sources are available when required.

### **Recommendation**

34. It is recommended that the Prudential Indicators in Table F11 are approved as part of the 2016/17 budget.

**Table F11 – Prudential Indicators 2016/17 – 2018/19**

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
Estimated capital expenditure	£112.3m	£56.4m	£46.0m
Estimated Capital Financing Requirement	£778m	£790m	£800m
Authorised limit for external debt	£652m	£702m	£748m
Operational boundary for external debt	£627m	£677m	£723m
Financing costs as a % of net revenue stream	9.3%	10.0%	9.9%
Impact of total capital investment on Council Tax (£/p)	£1.67	£7.35	£11.17
Impact of proposed changes to the Capital Programme on Council Tax (£/p)	£0.00	£0.00	£0.00

**NIGEL STEVENSON**

**SERVICE DIRECTOR - FINANCE, PROCUREMENT AND IMPROVEMENT**



## TREASURY MANAGEMENT STRATEGY 2016/17

### Introduction

1. Treasury Management is defined by the Chartered Institute of Public Finance and Accountancy (CIPFA) as:

“the management of the organisation’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks”.

2. The Local Government Act 2003 (the Act) requires local authorities “to have regard –
  - (a) to such guidance as the Secretary of State may issue, and
  - (b) to such other guidance as the Secretary of State may by regulations specify for the purposes of this provision.”

3. The Local Authorities (Capital Finance and Accounting)(England) Regulations 2003 state that:

“In carrying out its capital finance functions, a local authority must have regard to the code of practice in ‘Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes’ (regulation 24).”

4. The 2003 regulations further require local authorities to have regard to the code of practice entitled the ‘Prudential Code for Capital Finance in Local Authorities’ (published by CIPFA), when considering how much they can afford to borrow. Both the Treasury Management Code (the Code) and the Prudential Code were updated in November 2011.

5. With regard to investment of funds, the Secretary of State issued revised guidance in 2010 that requires local authorities to prepare an annual investment strategy which has the key objectives of security and liquidity of funds.

6. The Code has 3 key principles which are:

- i) the establishment of ‘comprehensive objectives, policies and practices, strategies and reporting arrangements for the effective management and control of their treasury activities’.
- ii) the effective management and control of risk are prime objectives and that responsibility for these lies clearly within the organisation.
- iii) the pursuit of value for money and the use of suitable performance measures are valid and important tools.

7. In accordance with the CIPFA Code, the Council adopts the following:
- (a) The Council will create, and maintain, as the cornerstones for effective treasury management:
    - a Treasury Management Policy Statement, stating the policies, objectives and approach to risk management of its treasury management activities
    - suitable Treasury Management Practices (TMPs), setting out the manner in which the Council will seek to achieve those policies and objectives, and prescribing how it will manage and control th activities.

The content of the policy statement and TMPs will follow the recommendations contained in Sections 6 and 7 of the Code, subject to amendment only where necessary to reflect the particular circumstances of the Council. Such amendments will not result in the Council materially deviating from the Code's key principles.

- (b) The Council will receive reports on its treasury management policies, practices and activities, including an annual strategy and plan in advance of the year, a mid-year review and an annual report after its close, in the form prescribed in its TMPs.
- (c) The Council delegates responsibility for the implementation, scrutiny and monitoring of its treasury management policies and practices to the Treasury Management Group, comprising:
  - Service Director (Finance, Procurement & Improvement)
  - Group Manager (Financial Strategy & Compliance)
  - Group Manager (Financial Management)
  - Senior Accountant (Financial Strategy & Accounting)
  - Senior Accountant (Pensions & Treasury Management)

The responsible officer for the execution and administration of treasury management decisions is the Senior Accountant (Pensions & Treasury Management), who will act in accordance with the policy statement and TMPs.

8. This Treasury Management Strategy has been prepared in accordance with regulations, guidance and codes of practice to support the Council's Medium Term Financial Strategy and in particular the financing of the capital programme and the management of cash balances. In addition to this strategy there is a Treasury Management Policy Statement in Appendix H that underpins the strategy, together with the TMPs that govern treasury management operations.
9. The strategy covers:
- Current treasury position
  - Borrowing requirement
  - Treasury Indicators
  - Interest rate forecasts
  - Borrowing strategy
  - Investment strategy

## Current Treasury Position

10. The table below shows the Council's forecast treasury position as at 31 March 2016:

<b>Table 1</b>		<b>Total £m</b>	<b>Average Interest Rate</b>
<b>EXTERNAL BORROWING</b>			
Fixed Rate	PWLB	317.5	5.00%
	Market Loan	101.3	3.85%
	Other	5.1	2.08%
<b>Total External Borrowing</b>		<b>423.9</b>	<b>4.93%</b>
Other Long Term Liabilities		125.7	
<b>Total Gross Debt</b>		<b>549.6</b>	
Less: Investments		(33.1)	
<b>Total Net Debt</b>		<b>516.5</b>	

Note 1: PWLB = Public Works Loans Board

Note 2: Market Loans = Lenders' Option Borrowers' Option (LOBO)

Note 3: External debt figures include accrued interest

## Borrowing Requirement

11. Under the Prudential Code, the Council is required to calculate the 'Capital Financing Requirement' (CFR). This represents the Council's underlying need to borrow for the approved capital programme. New capital expenditure, financed by borrowing or by credit arrangements such as finance leases and private finance initiative schemes, increases the CFR.
12. The Council also sets aside an amount each year as a provision for the repayment of debt. This is known as the Minimum Revenue Provision (MRP) and is, in effect, the principal repayment for the borrowing expected to be undertaken by the Council to finance its capital programme. MRP set aside reduces the CFR. The Council's MRP policy from 2016/17 onwards is changing (see appendix E), but the principles behind it will not change.
13. The difference between the CFR and the total of long-term liabilities and existing and new borrowing indicates that the Council has made temporary use of internal cash balances (from its own earmarked reserves and working capital) to finance the capital programme. This is known as "internal borrowing". Internal borrowing is a way of making short-term savings and avoiding the risks associated with holding large cash balances and is explained further in the "Borrowing Strategy" section below.

14. The Local Government Act 2003 and supporting regulations requires the Council to determine and keep under review how much it is prepared to borrow, termed the “Authorised Limit”. This limit is determined for external borrowing (including both long-term and temporary borrowing and other forms of long-term liability, such as credit arrangements). This limit reflects the need to borrow for capital purposes. The Authorised Limit is set for at least the forthcoming financial year and two successive financial years. The Council must have regard to the Prudential Code when setting the Authorised Limit, which essentially requires it to ensure that its total capital investment is ‘affordable, prudent and sustainable’.
15. In practice during the year the level of borrowing will be monitored against the “Operational Boundary”. This represents the planned level of borrowing for capital purposes and, as shown in Appendix F, is made up as follows:
- Existing borrowing and other long-term liabilities
  - Increased by:
    - planned new borrowing
    - net change in long-term liabilities
  - Reduced by amounts set aside for repayment of debt (referred to as Minimum Revenue Provision or MRP).
  - Contingency for changes to reserves forecast
16. The Operational Boundary is set for the forthcoming financial year and next two financial years. Any breach of this indicator would provide an early warning of a potential breach of the Authorised Limit and allow time for the Council to take appropriate action.
17. There are two main reasons why planned actual borrowing may be lower than that shown as being required to finance the capital programme. These are slippage in capital schemes and the Council temporarily making use of its cash reserves to delay external borrowing (the internal borrowing referred to above). The main components involved in calculating planned actual borrowing over the next three years are shown in the table below.

<b>Table 2</b>	<b>2014/15 Actual</b>	<b>2015/16 Estimate</b>	<b>2016/17 Estimate</b>	<b>2017/18 Estimate</b>	<b>2018/19 Estimate</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Closing Capital Financing Requirement	717.3	738.1	777.4	790.0	799.8
Less:					
- Long-term liabilities	-126.9	-125.7	-125.4	-128.0	-124.2
- Existing borrowing	-408.1	-417.1	-406.2	-396.1	-381.8
- Cap Ex to be financed by borrowing			-54.7	-23.8	-24.4
- Replenishment/Replacement borrowing			2.3	-61.6	-99.8
<b>Internal borrowing (A)</b>	<b>182.3</b>	<b>195.3</b>	<b>193.4</b>	<b>180.5</b>	<b>169.7</b>
Cash and cash equivalents	45.7	18.6	5.0	5.0	5.0
Fixed investments	24.5	14.5	4.5	2.5	0
<b>Y/E investment balances (B)</b>	<b>70.2</b>	<b>33.1</b>	<b>9.5</b>	<b>7.5</b>	<b>5.0</b>
<b>Cash deployed (A+B)</b>	<b>252.5</b>	<b>228.4</b>	<b>202.9</b>	<b>188.0</b>	<b>174.7</b>
comprising:					
- Usable reserves	198.2	174.1	148.6	133.7	120.4
- Provisions / Working capital	54.3	54.3	54.3	54.3	54.3
<b>Cumulative minimum borrowing requirement</b>	<b>0.0</b>	<b>0.0</b>	<b>52.4</b>	<b>85.4</b>	<b>124.2</b>
Annual borrowing requirement			52.4	33.0	38.8

18. The table above shows that, after factoring in internal borrowing, the Council is expecting to borrow around £124m from the financial markets over the next 3 years. This is a minimum and should not result in any surplus cash that could be held as long-term investments by the Council. Therefore, if reserve balances are used quicker than forecast, or if working capital is reduced, additional borrowing – up to the Capital Financing Requirement - will be necessary.

19. Under the capital finance regulations, local authorities are permitted to *fully borrow* up to three years in advance of need as determined by the Capital Financing Requirement. This will only be done if cash flow dictates or if market conditions indicate that it is the best course of action. One of the reasons for borrowing more than the minimal amount is to take advantage of, and lock in, low long-term interest rates, make long-term savings and also reduce the Council's exposure to variable interest rate risk. However, there will almost certainly be a short term 'carry cost' to borrowing in advance of need when current investment rates are lower than long-term borrowing rates. This would be fully evaluated before any decision is taken.

20. Borrowing in advance of need also increases the level of temporary investments and makes the security of those funds even more important. However, the Council's treasury management practices ensure that the risks of investing funds are minimised.

21. A summary of the proposed Treasury Management Indicators for 2016-19 are set out below. The 'Authorised Limit and 'Operational Boundary' are detailed in Appendix F but are shown in the table below for completeness.

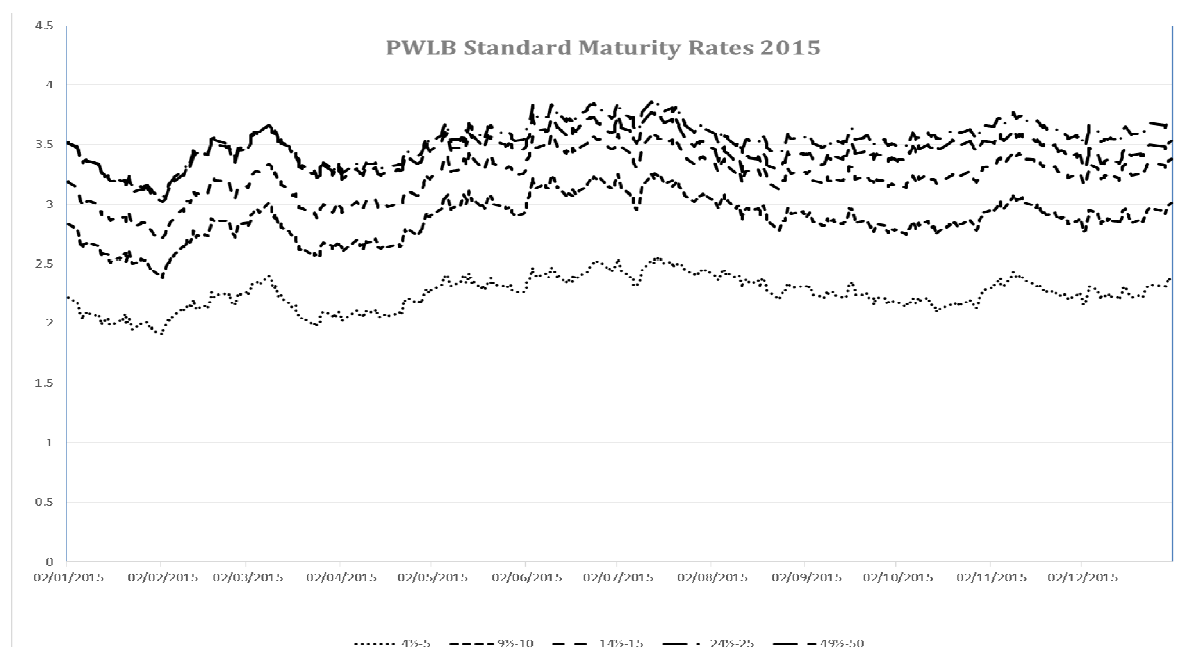
<b>Table 3 TREASURY INDICATORS</b>	<b>Proposed 2016/17 £m</b>	<b>Proposed 2017/18 £m</b>	<b>Proposed 2018/19 £m</b>
<b>Operational Boundary</b>			
Borrowing	502	549	599
Other long term liabilities	125	128	124
<b>TOTAL</b>	<b>627</b>	<b>677</b>	<b>723</b>
<b>Authorised Limit</b>			
Borrowing	527	574	624
Other long term liabilities	125	128	124
<b>TOTAL</b>	<b>652</b>	<b>702</b>	<b>748</b>
<b>Upper limit for Rate Exposure</b>			
Fixed Rate	100%	100%	100%
Variable Rate	75%	75%	75%
<b>Upper limit for principal sums invested for over 364 days</b>	Higher of £20m and 15%	Higher of £20m and 15%	Higher of £20m and 15%

<b>Table 4. Maturity structure of fixed rate borrowing</b>	<b>Lower limit</b>	<b>Upper limit</b>
under 12 months	0%	25%
12 months and within 24 months	0%	25%
24 months and within 5 years	0%	75%
5 years and within 10 years	0%	100%
10 years and above	0%	100%
<b>Adoption of CIPFA's Treasury Management in the Public Services Code of Practice and Cross Sectoral Guidance Notes</b>	<b>Adopted</b>	

### Review of 2015 and forecasts for 2016

22. Domestic demand has grown robustly over 2015, supported by sustained real income growth and a gradual decline in private sector savings. Low oil and commodity prices were a notable feature of 2015, and contributed to annual CPI inflation falling to 0.1% in October. Wages are growing at 3% a year, and the unemployment rate has dropped to 5.4%. Mortgage approvals have risen to over 70,000 a month and annual house price growth is around 3.5%.

23. These factors have boosted consumer confidence, helping to underpin retail spending and hence GDP growth, which was 2.3% a year in the third quarter of 2015. Although speeches by the Bank of England's Monetary Policy Committee (MPC) members indicated that some were willing to countenance higher interest rates, the MPC, at its meeting in November 2015, held policy rates at 0.5% for the 81st consecutive month. Quantitative easing (QE) has been maintained at £375bn since July 2012.
24. The outcome of the UK general election saw some big shifts in the political landscape and put the key issue of the UK's relationship with the EU at the heart of future politics. Uncertainty over the outcome of the forthcoming referendum could put downward pressure on UK GDP growth and interest rates.
25. China's growth has slowed and its economy is performing below expectations, reducing global demand for commodities and contributing to emerging market weakness. US domestic growth has accelerated but the globally sensitive sectors of the US economy have slowed. Strong US labour market data and other economic indicators however suggest recent global turbulence has not knocked the American recovery off course. The Federal Reserve finally raised policy rates by a quarter percentage point in December 2015. In contrast, the European Central Bank embarked on QE in 2015 to counter the risk of deflation.
26. Over the course of 2015 PWLB rates generally reflected the UK's slowly growing economic strength, but these were not without their fluctuations, as investors responded to news of the changing investment environment. The rates are shown in the chart below:



27. The varying fortunes of different parts of the global economy are reflected in market indicators of credit risk. UK Banks operating in the Far East and parts of mainland Europe have seen their perceived risk increase, while those with a more domestic focus continue to show improvement. The sale of most of

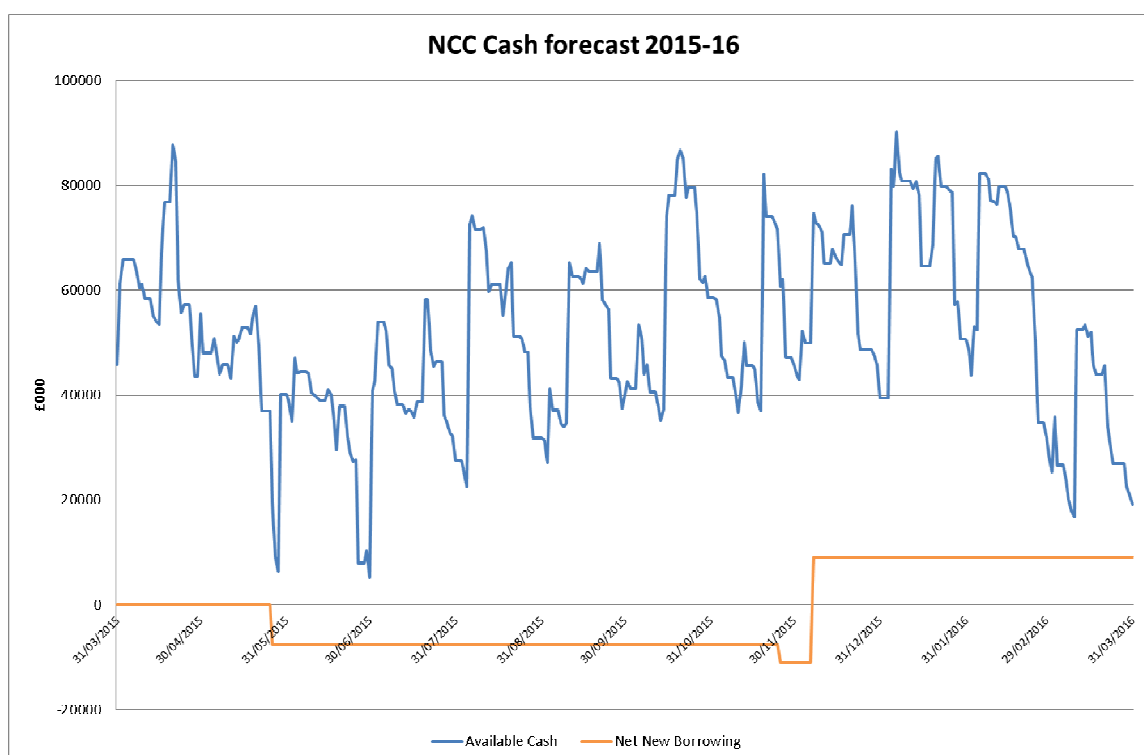
the government's stake in Lloyds and the first sale of its shares in RBS have generally been seen as credit positive.

28. Bail-in legislation, which aims to ensure that large investors (including local authorities) will rescue failing banks instead of taxpayers, has now been fully implemented in the UK, USA and Germany. The rest of the European Union will follow suit in January 2016, while Australia, Canada and Switzerland are well advanced with their own plans. Meanwhile, changes to the UK Financial Services Compensation Scheme and similar European schemes in July 2015 mean that most private sector investors are now partially or fully exempt from contributing to a bail-in. The credit risk associated with making unsecured bank deposits has therefore increased relative to the risk of other investment options available to the Authority; returns from cash deposits however remain stubbornly low.
29. Forecasters project the first quarter percentage point increase in the UK Bank Rate in the third quarter of 2016, rising by 0.5% a year thereafter, finally settling between 2% and 3% in several years' time. Persistently low inflation, subdued global growth and potential concerns over the UK's position in Europe mean that the risks to this forecast are weighted to the downside.
30. A shallow upward path for medium term gilt yields is also forecast, as continuing concerns about the Eurozone, emerging markets and other geo-political events weigh on risk appetite, while inflation expectations remain subdued. Forecasters project the 10 year gilt yield to rise from its current 2.0% level by around 0.3% a year. The uncertainties surrounding the timing of UK and US interest rate rises are likely to prompt short-term volatility in yields.

### **Borrowing Strategy**

31. The chart below shows how the Council's cash position has progressed over the financial year 2015/16. The cash position has been fairly stable over the year between £20m and £80m (with the occasional peak as grant money is received, and occasional trough when large payments are made). This has partly been achieved through the Council's borrowing strategy. Net new borrowing has increased by £9m over the course of the year. The forecast for the year, as reported in the 2015/16 Strategy Report, was £78m; the difference of £69m is due to slippage in the capital programme and the use of reserves being lower than forecast.





32. Generally the activity of investing surplus cash comes to the fore in the first few months of the financial year, when grant income and precept income tends to exceed outgoing payments. Towards the end of the year the cash flow tends to reverse, and the focus shifts towards the borrowing strategy. Decisions then have to be taken about the mix of short- and long-term borrowing and the extent to which use can be made of internal borrowing.
33. Over the past several years the Council has financed the capital programme (on a temporary basis) by using its cash balances. These are essentially earmarked reserves, general fund reserves and net movement on current assets. As the cash in these reserves is not required in the short term for the reserves' specific purposes, it has been utilised to reduce external borrowing.
34. The advantage to the Council of internal borrowing is that it costs less than external borrowing, the cost being the opportunity cost of interest foregone by not investing the cash (investment rates are typically around 0.5% for short-term deposits). It therefore generates short-term savings for the Council. Another advantage is that counterparty risk is reduced by having less cash to invest.
35. On the other hand, by postponing its long-term borrowing the Council is in effect increasing its exposure to interest rate risk, as rates will fluctuate in the intervening period until long-term fixed rate borrowing is taken. Treasury management staff monitor this risk, and regularly review interest rates.
36. As a result of all this, the borrowing strategy needs to provide funds not only to finance the capital programme but also to replenish reserves as and when these are required and cover principal repayments on any maturing debt. If long-term borrowing is not taken to cover these outflows of cash then the Council would consider other sources of finance (such as any bank overdraft facility or market loans).

37. These strategic factors drive the Council's objective need to secure long-term debt finance, but there are a number of day-to-day factors – relating to market conditions and the Council's own revenue budget - that must be taken into account when deciding precisely when to borrow.
38. Despite recent fluctuations in the gilt market it is still the case that short-term debt is considerably cheaper than long-term: 1 year loans are approximately 1.1% (taking account of the 'certainty' rate offered by PWLB), whereas 40 year loans (reflecting the asset life of the assets within the capital programme) are approximately 3.1%. In cash terms taking the very short-dated debt would equate to a saving of £20,000 per annum for every £1m of Council borrowing.
39. However, there would be a significant risk in pursuing such a short-term approach, since short-term loans need regular refinancing and at these points the Council would find itself exposed to interest rate risk, i.e. it would be forced to accept whatever the prevailing interest rates were at the time. If this happened the Council could find itself facing considerably higher interest rates, which would quickly undermine any saving made by taking short-dated debt.
40. Given that the Council's current portfolio of PWLB loans average 5.00% the long-term rates being offered by PWLB look relatively attractive. Occasionally, however, long-term loans offered by the market or by other local authorities can be a competitive alternative to PWLB loans, and these may also be worth considering.
41. In practice, a balanced portfolio will include a mix of:
  - Temporary use of the Council's cash reserves
  - Short-term debt provided by the market/other local authorities
  - Short-term or variable rate debt provided by PWLB
  - Long-term debt provided by PWLB
  - Long-term debt provided by the market or other local authorities
42. Given these contingencies the amount, type, period, rate and timing of new borrowing will be an operational matter falling under the responsibility of the Service Director (Finance, Procurement and Improvement) exercised by the Senior Accountant (Pensions & Treasury Management) within the approved borrowing strategy, taking into account the following factors:
  - expected movements in interest rates as outlined above
  - current debt maturity profile
  - the impact on the medium term financial strategy
  - the capital financing requirement
  - the operational boundary
  - the authorised limit.
43. Opportunities to reschedule debt will be reviewed periodically throughout 2016/17 but the current structure of repayment rates from the PWLB indicate significant premiums to be paid on the premature repayment of existing loans which would not be compensated by lower rates available for new loans.

**Investment Strategy**

44. During 2016/17 cash balances are expected to be kept at a low level with the aim of maintaining a working balance of around £20m, and a minimal level of around £5m by year end. This will provide a level of liquidity without recourse to temporary borrowing, and will minimise the risk of having to seek funds when availability may be restricted or expensive.
45. As the 2015/16 cash flow chart above suggests, the most suitable strategy will be for the Council to consider making use of fixed-term investments in the early part of the financial year, and use call accounts or money market funds for a substantial part of its portfolio in order to manage any liquidity risk.
46. The Council actively manages counterparty risk by monitoring the ratings of the institutions in which it could invest. Members will note that exposure to the Eurozone is limited by investing in UK banks and high credit quality overseas banks. The criteria for selecting counterparties are detailed in TMP 1 in Appendix H.
47. A further measure to ensure security of the Council's investments is to maintain the Council's exposure to the UK local authority sector and UK government securities. When lending to local authorities fixed term deposits would be used but these are subject to demand and cannot be relied upon in the same way as bank lending. The use of treasury bills and UK government gilts may be considered and would ensure priority is given to security and liquidity of funds.

**NIGEL STEVENSON**

**SERVICE DIRECTOR – FINANCE, PROCUREMENT AND IMPROVEMENT**



**TREASURY MANAGEMENT POLICY STATEMENT 2016/17**

1. The Council, in line with the CIPFA Code of Practice, defines its treasury management activities as:  
*The management of the Council's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.*
2. The Council regards the successful identification, monitoring and control of risk as the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the Council.
3. The Council acknowledges that effective treasury management will provide support towards achieving its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.
4. The Council's borrowing strategy will take account of all legislative requirements, codes of practice and other guidance to ensure that borrowing costs are "affordable, prudent and sustainable" and to mitigate refinancing risk. The Council will only borrow in advance of need where there is a clear business case for doing so and will only do so within the Council's capital financing requirement.
5. The Council's investment strategy will take account of all legislative requirements, codes of practice and other guidance to ensure that priority is given to the security and liquidity of investments.
6. The Council delegates responsibility for the implementation, scrutiny and monitoring of its treasury management policies and practices to the *Treasury Management Group*, comprising:
  - Service Director (Finance, Procurement & Improvement)
  - Group Manager (Financial Strategy & Compliance)
  - Group Manager (Financial Management)
  - Senior Accountant (Financial Strategy & Accounting)
  - Senior Accountant (Pensions & Treasury Management)
7. The Council's Treasury Management Policy will be implemented through the following Treasury Management Practices (TMPs). The responsible officer for the execution and administration of treasury management decisions is the Senior Accountant (Pensions & Treasury Management), who will act in accordance with the policy statement and TMPs.

**TMP1 Risk management**

8. The Senior Accountant (Pensions & Treasury Management) will design, implement and monitor all arrangements for the identification, management and

control of treasury management risk. Reports will be made on these arrangements in accordance with the procedures set out in *TMP6 Reporting requirements and management information arrangements*. The arrangements will seek to cover each of the following risks.

### **Credit and counterparty risk**

9. The risk of failure by a counterparty to meet its contractual obligations to the Council under an investment, borrowing, capital, project or partnership financing, particularly as a result of the counterparty's diminished creditworthiness, and the resulting detrimental effect on the Council's capital or revenue resources.
10. The Council regards a key objective of its treasury management activities to be the security of the principal sums it invests. Accordingly, it will ensure that its counterparties and lending limits reflect a prudent attitude towards organisations with which funds may be deposited, and will limit its investment activities to the instruments, methods and techniques referred to in the following paragraphs.
11. The Local Government Act 2003 gives a local authority power to invest for any purpose relevant to its functions or for the purposes of the prudent management of its financial affairs. In exercising this power, the local authority must have regard to guidance issued by the Secretary of State. The latest guidance was issued in April 2010.
12. The guidance classifies investments between "specified" and "non-specified". Specified investments are those offering high security and high liquidity. All such investments should be in sterling and with a maturity of no more than a year. Such short-term investments made with the UK Government or a local authority will automatically count as specified investments. In addition, short-term sterling investments with bodies or investment schemes of "high credit quality" will count as specified investments. The Council's policy is to invest surplus funds prudently, giving priority to security and liquidity rather than yield and investing in sterling instruments only. The majority of these will be specified investments.
13. The Council will operate an approved list of counterparties for lending. The approved lending list will comprise institutions with high credit ratings based on minimum ratings from at least 2 rating agencies together with Fitch support rating for longer term lending. The list reflects a prudent attitude to lending and uses a combination of ratings issued by the 3 main ratings agencies: Fitch, Moody's and Standard & Poor's. Banks will be assessed for inclusion on the basis of long-term, short-term and support ratings; money market funds (MMFs) on the basis of MMF ratings.
14. Short-term ratings assess the capacity of an entity to meet financial obligations with maturity of up to 13 months and are based on the short term vulnerability to default. The long-term ratings cover a period in excess of 1 year and are useful as a key indicator impacting on the cost of borrowing for financial institutions. This cost of borrowing will feed through to the ability of the financial institution to obtain funds at reasonable cost to maintain liquidity.

15. MMFs are mutual funds that invest in cash and short-term money market instruments such as government bonds and commercial paper. They allow investors to participate in a more diverse portfolio than direct investment by spreading capital across a variety of institutions. The highest AAA rating reflects an extremely strong capacity to achieve the 'investment objective of preserving principal and providing shareholder liquidity through limiting credit, market, and liquidity risk'.
16. The Council subscribes to an on-line market information feed and will monitor ratings from the main agencies along with general market data. The Council will also monitor developments in the financial markets including policy announcements by the Government, Bank of England, regulatory bodies and other international bodies. It will use this information to determine if any changes are required to the above methodology.
17. Bail-in legislation, which aims to ensure that large investors (including local authorities) will rescue failing banks instead of taxpayers, has now been fully implemented in the UK, USA and Germany. This has had an impact on credit ratings, particularly Fitch support ratings. The criteria below take account of these changes.
18. The approved list will include institutions that meet the following criteria from at least 2 rating agencies:

	<b>Long Term</b>	<b>Short Term</b>	<b>MMFs</b>
Fitch	A-	F1	AAAmmf
Moodys	A3	P-1	Aaamf
Standard & Poors	A-	A-1	AAAm

Sovereign Rating	AA
------------------	----

19. However, within the approved list the following minimum criteria will apply, dependent on the terms of the deposit, from at least 2 ratings agencies:

	<b>Fitch Long term</b>	<b>Fitch Support</b>	<b>Moodys Long term</b>	<b>S&amp;P Long term</b>
Instant access	A-	-	A3	A-
Up to 3 months	A-	-	A3	A-
Up to 364 days	AA-	-	AA3	AA-
365 days and over	A	1 or 2	A2	A

20. All investments (up to 364 days duration) with the counterparties in the approved list are considered specified investments.

21. Exceptions to rating criteria will be made in respect of the following:

- 1) UK government
- 2) UK local authorities

- 3) the Pension Fund custodian (currently State Street)
  - 4) UK banks with significant shareholding by the government. Government holdings in (and therefore support given to) UK banks is closely monitored by treasury staff.
22. The lending list will be approved by the *Treasury Management Group* and monitored by the Senior Accountant (Pensions & Treasury Management) in the light of rating changes and market conditions. Individual institutions or countries may be suspended from the list if felt appropriate. The *Treasury Management Group* may add or remove organisations from the approved list subject to maintaining consistency with the approved criteria.
23. The maximum amount to be lent to any organisation on the approved list is subject to individual institution limits of £20m. These limits apply separately to the County Council and the Pension Fund cash investments. Only two institutions within the same group may be used at any one time. The *Treasury Management Group* may increase the limit for specific institutions by £10 million for investments in call accounts and MMFs with same day liquidity.
24. Investments with the UK government will have no upper limit but in practice limits will be dependent on the liquidity of those investments and may fall within the definition of specified or non-specified investments. Amounts invested in non-specified investments will be limited to £20 million or 15% of the total invested at the time of the investment, whichever is the higher.
25. The Council's current main bank, through which all treasury management activity operates, is Barclays.

### Liquidity risk

26. The risk that cash will not be available when it is needed, that ineffective management of liquidity creates additional unbudgeted costs, and that the Council's business/service objectives will be thereby compromised.
27. The Council will ensure it has adequate though not excessive cash resources, borrowing arrangements, overdraft or standby facilities to enable it at all times to have the level of funds available to it which are necessary for the achievement of its business/service objectives.
28. Summarised cash flow forecasts will be provided on a quarterly basis to the *Treasury Management Group*. Detailed daily cash flow forecasts will be maintained by the Loans Officer. These forecasts will be used as the basis for ensuring adequate cash resources are available in order to support the Council's objectives.
29. The Senior Accountant (Pensions & Treasury Management) or Investments Officer may approve fixed term investments up to 364 days. Longer periods require permission from either the Service Director (Finance, Procurement and Improvement), the Group Manager (Financial Strategy & Compliance) or the



Group Manager (Financial Management) and must comply with the relevant treasury management limits.

30. The Treasury Management Group must also approve any long-term borrowing to ensure (a) that it is within the Council's borrowing limits and (b) that it will not have an adverse impact (in terms of creating a situation in which counterparty limits could be exceeded) on the Council's cash management.

### **Interest rate risk**

31. The risk that fluctuations in the levels of interest rates create an unexpected or unbudgeted burden on the Council's finances, against which the Council has failed to protect itself adequately.
32. The Council will manage its exposure to fluctuations in interest rates with a view to containing its interest costs, or securing its interest revenues, in accordance with the amounts provided in its budgetary arrangements as amended in accordance with *TMP6 Reporting requirements and management information arrangements*.
33. It will achieve this by the prudent use of its approved financing and investment instruments, methods and techniques, primarily to create stability and certainty of costs and revenues, but at the same time retaining a sufficient degree of flexibility to take advantage of unexpected, potentially advantageous changes in the level or structure of interest rates. This should be subject to the consideration and, if required, approval of any policy or budgetary implications.
34. Regular monitoring of interest rates and monthly monitoring of the Interest Payable and Interest Receivable budgets will be undertaken by the Senior Accountant (Pensions & Treasury Management), in line with the treasury management indicators, with quarterly reports to the *Treasury Management Group*.

### **Exchange rate risk**

35. The risk that fluctuations in foreign exchange rates create an unexpected or unbudgeted burden on the Council's finances, against which the Council has failed to protect itself adequately.
36. The Council will manage its exposure to fluctuations in exchange rates so as to minimise any detrimental impact on its budgeted income/expenditure levels. Exposure will be minimal as the Council's borrowing and investment are all in sterling.

### **Refinancing risk**

37. The risk that maturing borrowings, capital, project or partnership financings cannot be refinanced on terms that reflect the provisions made by the Council for those refinancings, both capital and current (revenue), and/or that the terms are inconsistent with prevailing market conditions at the time.

38. The Council will ensure that its borrowing, private financing and partnership arrangements are negotiated, structured and documented, and the maturity profile of the monies so raised are managed, with a view to managing refinancing risk and obtaining terms which are competitive and as favourable to the Council as can reasonably be achieved in the light of market conditions prevailing at the time. It will manage the profile of its maturing debt such that excessive refinancing is not required in any one financial year.
39. It will actively manage its relationships with its counterparties in these transactions in such a manner as to secure this objective, and will avoid over reliance on any one source of funding if this might jeopardise achievement of the above.
40. The maturity structure and prevailing interest rates are monitored by the Senior Accountant (Pensions & Treasury Management) in line with the limits set in the treasury management indicators, and regular reports are made to the *Treasury Management Group*.

### **Legal and regulatory risk**

41. The risk that the Council itself, or a counterparty with which it is dealing in its treasury management activities, fails to act in accordance with its legal powers or regulatory requirements, and that the Council suffers losses accordingly.
42. The Council will ensure that all of its treasury management activities comply with its statutory powers and regulatory requirements. It will demonstrate such compliance, if required to do so, to all parties with whom it deals in such activities. In framing its credit and counterparty policy under *TMP1(1) credit and counterparty risk management*, it will ensure that there is evidence of counterparties' powers, authority and compliance in respect of the transactions they may effect with the Council, particularly with regard to duty of care and fees charged.
43. The Council recognises that future legislative or regulatory changes may impact on its treasury management activities and, so far as it is reasonably able to do so, will seek to minimise the risk of these impacting adversely on the Council.
44. The Council is an administering authority in the Local Government Pension Scheme and is required, under the Local Government Pension Scheme (Management and Investment of Funds) Regulations 2009, to invest any fund money that is not needed immediately to make payments.
45. The Council will separately identify pension fund cash and specific investment decisions will be made on any surplus cash identified, based on the estimated cash flow requirements of the Fund. Specific investments will be made on the Fund's behalf by the County Council in line with the treasury management policy. As the majority of Fund cash is allocated to individual investment managers and may be called by them at short notice, it is expected that the majority of cash will be placed on call or on short-term fixed deposits. Unallocated balances may be placed directly with the Fund's custodian.

## **Fraud, error and corruption, and contingency management**

46. The risk that the Council fails to identify the circumstances in which it may be exposed to the risk of loss through fraud, error, corruption or other eventualities in its treasury management dealings, and fails to employ suitable systems and procedures and maintain effective contingency management arrangements to these ends. It includes the area of risk commonly referred to as operational risk.
47. The Council will ensure that it has identified the circumstances which may expose it to the risk of loss through fraud, error, corruption or other eventualities in its treasury management dealings. Accordingly, it will employ suitable systems and procedures, and will maintain effective contingency management arrangements, to these ends.

## **Market risk**

48. The risk that, through adverse market fluctuations in the value of the principal sums the Council borrows and invests, its stated treasury management policies and objectives are compromised, against which effects it has failed to protect itself adequately.
49. The Council will seek to ensure that its stated treasury management policies and objectives will not be compromised by adverse market fluctuations in the value of the principal sums it invests, and will accordingly seek to protect itself from the effects of such fluctuations. Decisions on investment in tradeable securities, which risk loss of capital due to market fluctuations, will only be authorised by the *Treasury Management Group*.

## **TMP2 Performance measurement**

50. The Council is committed to the pursuit of value for money in its treasury management activities, and to the use of performance methodology in support of that aim, within the framework set out in its treasury management policy. One key performance measure is income/expenditure against budget, and budget setting for interest payable and receivable is crucially important for effective treasury management.
51. Furthermore, the treasury management function will be the subject of ongoing analysis of the value it adds in support of the Council's stated business or service objectives. Methods of service delivery and the scope for potential improvements will be regularly examined.
52. The Council's positive cashflows tend to be weighted towards the first half of the financial year, with outflows towards the second half of the year. This allows the Council to make investments most days but restricts its use of fixed rate investments to the first half of the year, with most investments being for very short, often overnight, periods. For this reason, cash management returns will be

benchmarked against the average **7 day LIBID (London Interbank Bid Rate)** rate each year.

53. Returns are also benchmarked against other local authorities within the CIPFA benchmarking club but caution needs to be exercised in analysing these results as they vary with both the overall size of the portfolio (larger portfolios are able to obtain better longer term rates) and the attitude to risk at these authorities. Unfortunately the nature of other authorities' treasury management risk appetites cannot be known in any detail without extensive subjective research.
54. Borrowing will be undertaken in accordance with the treasury management strategy and opportunities will to be taken to borrow, with regard to the Council's Capital Financing Requirement and the most recent cashflow forecast, at rates that are considered to be affordable and attractive over the long-term.

### **TMP3 Decision-making and analysis**

55. The Council will maintain full records of its treasury management decisions, and of the processes and practices applied in reaching those decisions, both for the purposes of learning from the past, and for demonstrating that reasonable steps were taken to ensure that all issues relevant to those decisions were taken into account at the time.
56. Treasury management processes and practices are documented in the Investments Procedure Manual. This is reviewed and agreed by the *Treasury Management Group* following any material changes. Full records are maintained of all treasury management decisions in order to demonstrate compliance with these processes and for audit purposes. Where appropriate, decisions are reported to the *Treasury Management Group*.

### **TMP4 Approved instruments, methods and techniques**

57. The Council will undertake its treasury management activities within the limits and parameters defined in *TMP1 Risk management*. Its borrowing activity will be within the prudential limits and may include the following:
  - (a) overdraft or short-term loan from an authorised financial institution;
  - (b) short-term loan from a local authority;
  - (c) long-term loan from an authorised financial institution (to include Lender Option Borrower Option (LOBO) loans)
  - (d) the PWLB (or successor);
  - (e) loan instruments, including transferable loans up to five years duration and non-transferable of no fixed duration;
  - (f) Municipal Bonds Agency.
58. For investing purposes, the Council may use the following financial instruments:
  - a) call or notice accounts
  - b) fixed term deposits
  - c) callable deposits
  - d) structured deposits
  - e) certificates of deposits

- f) money market funds
- g) UK Treasury Bills
- h) UK government bonds

59. For money market funds the Council will limit their use to those with a constant net asset value and minimum total assets of £5 billion. For UK Treasury bills and UK government bonds the objective will be to hold until maturity but their tradeability gives the flexibility to realize these instruments earlier for liquidity purposes or in the event of significant capital gains. The Council will use forward dealing for both investing and borrowing where market conditions indicate this approach to offer better value for money.

#### **TMP5 Organisation, clarity and segregation of responsibilities and dealing Arrangements**

60. The Council considers it essential, for the purposes of the effective control and monitoring of its treasury management activities, for the reduction of the risk of fraud or error, and for the pursuit of optimum performance, that these activities are structured and managed in a fully integrated manner, and that there is at all times a clarity of treasury management responsibilities.

61. The principle on which this will be based is a clear distinction between those charged with setting treasury management policies and those charged with implementing and controlling these policies, particularly with regard to the execution and transmission of funds, the recording and administering of treasury management decisions, and the audit and review of the treasury management function.

62. If the Council intends, as a result of lack of resources or other circumstances, to depart from these principles, the Senior Accountant (Pensions & Treasury Management) will ensure that the reasons are properly reported in accordance with *TMP6 Reporting requirements and management information arrangements*, and the implications properly considered and evaluated.

63. The Senior Accountant (Pensions & Treasury Management) will ensure that there are clear written statements of the responsibilities for each post engaged in treasury management, and the arrangements for absence cover. The Senior Accountant (Pensions & Treasury Management) will also ensure that at all times those engaged in treasury management shall follow the policies and procedures set out.

64. The Senior Accountant (Pensions & Treasury Management) will ensure that there is proper documentation for all deals and transactions, and that procedures exist for the effective transmission of funds.

65. The current responsibilities are outlined below.

- Treasury management strategy, policies and practices are set by the County Council.

- Responsibility for the implementation, scrutiny and regular monitoring of the treasury management policies and practices is delegated to the *Treasury Management Group*.
- The responsible officer for the execution and administration of treasury management decisions is the Senior Accountant (Pensions & Treasury Management), who will act within the parameters set by the Treasury Management Policy Statement and TMPs and decisions of the *Treasury Management Group*. The Investments Officer will act as deputy to the Senior Accountant (Pensions & Treasury Management) in his or her absence.

66. The current procedures are outlined below.

- Daily cash flow forecasts will be maintained by the Loans Officer. Annual cash flow forecasts will be provided to the *Treasury Management Group* on a quarterly basis.
- The daily procedures for cash flow monitoring, placing deals, transmission of funds and documentation are set out in the Investments Procedure Manual. These procedures are usually carried out by the Loans Officer with absences covered by another officer under the responsibility of the Senior Accountant (Pensions & Treasury Management).
- The officer dealing on the money market each day must prepare a cash flow forecast for that day based on the most up-to-date information available and this must be checked by the Senior Accountant (Pensions & Treasury Management), or another officer under the responsibility of the Senior Accountant (Pensions & Treasury Management), before that day's deals are carried out. Before conducting a deal, the officer will confirm that the credit ratings of the counterparty are in line with the approved policy.
- Deals must be within the limits set out in *TMP1 Risk management*. Dealing staff must be aware of the principles set out in Non-Investment Products (NIPs) Code published by the Bank of England. Documentation must be kept in accordance with the Investments Procedure Manual.
- The transfer of funds will normally be actioned by CHAPS transfer through the banking system. Separate authorisation is required by a senior officer of the Council in order to release the payment.

67. Individual deal limits specified in *TMP1 Risk management* apply to all staff placing deals. Any borrowing or lending for periods greater than 364 days may only be actioned on the authority of the Senior Accountant (Pensions & Treasury Management) and either the Service Director (Finance, Procurement and Improvement) or the Group Manager (Financial Strategy and Compliance). Money may only be lent to institutions or funds on the *Approved List*.



## **TMP6 Reporting requirements and management information arrangements**

68. The Service Director (Finance, Procurement and Improvement) will ensure that regular reports are prepared and considered on the implementation of the Council's treasury management strategy and policies; on the effects of decisions taken and transactions executed in pursuit of those policies; on the implications of changes, particularly budgetary, resulting from regulatory, economic, market or other factors affecting its treasury management activities; and on the performance of the treasury management function.
69. Full Council will receive:
- an annual report on the strategy to be pursued in the coming year
  - a mid-year review
  - an annual report on the performance of the treasury management function in the past year and on any circumstances of non-compliance with the Council's treasury management policy statement and TMPs.
70. The *Treasury Management Group* will receive regular monitoring reports on treasury management activities and risks and on compliance with and suggested revisions to policy. Members of the *Treasury Management Group* will be informed of any breach of the principles contained in TMP5.

## **TMP7 Budgeting, accounting and audit arrangements**

71. The Service Director (Finance, Procurement & Improvement) will prepare, and the Council will approve and, if necessary, from time to time will amend, an annual budget for treasury management, which will bring together all of the costs involved in running the treasury management function, together with associated income. The matters to be included in the budget will at minimum be those required by statute or regulation, together with such information as will demonstrate compliance with *TMP1 Risk management*, *TMP2 Performance measurement*, and *TMP4 Approved instruments, methods and techniques*.
72. The Service Director (Finance, Procurement & Improvement) will exercise effective controls over this budget, and will report upon and recommend any changes required in accordance with *TMP6 Reporting requirements and management information arrangements*.
73. The Council accounts for its treasury management activities, for decisions made and transactions executed, in accordance with appropriate accounting practices and standards, and with statutory and regulatory requirements in force for the time being.
74. The impact of expected borrowing and investment activity is dealt with in the Council's budget book. Systems and procedures are subject to both internal and external audit and all necessary information and documentation is provided on request.

## **TMP8 Cash and cash flow management**

75. Unless statutory or regulatory requirements demand otherwise, all monies in the hands of the Council will be under the control of the Service Director (Finance, Procurement & Improvement), and will be aggregated for cash flow and investment management purposes. Cash flow projections will be prepared on a regular and timely basis, and the Service Director (Finance, Procurement & Improvement) will ensure that these are adequate for the purposes of monitoring compliance with *TMP1(2) liquidity risk management*.
76. As outlined in TMP5, daily cash flow forecasts are prepared in accordance with the Investments Procedure Manual, and summarised weekly and annual forecasts are regularly provided to the *Treasury Management Group*.

## **TMP9 Money laundering**

77. The Council is alert to the possibility that it may become the subject of an attempt to involve it in a transaction involving the laundering of money. Accordingly, it will maintain procedures for verifying and recording the identity of counterparties and reporting suspicions, and will ensure that staff involved in this are properly trained.
78. All treasury management activity with banks other than the Council's own bank is actioned through CHAPS transfers to/from nominated accounts. Suspicions that a third party is attempting to involve the County Council in money laundering will be reported to the Service Director (Finance, Procurement & Improvement).

## **TMP10 Training and qualifications**

79. The Council recognises the importance of ensuring that all staff involved in the treasury management function are fully equipped to undertake the duties and responsibilities allocated to them. It will therefore seek to appoint individuals who are both capable and experienced and will provide training for staff to enable them to acquire and maintain an appropriate level of expertise, knowledge and skills.
80. The person specifications for the Senior Accountant (Pensions & Treasury Management) and the Investments Officer require a CCAB qualification and other members of the treasury team have the option to be supported to attain professional qualifications from the Association of Accounting Technicians, the Chartered Institute of Public Finance and Accountancy or the Association of Corporate Treasurers. The members of the *Treasury Management Group* are also required to be CCAB or CIMA qualified.
81. Professional qualifications will be supplemented by relevant training courses, attendance at seminars and conferences and access to CIPFA's Treasury Management Network and Technical Information Service for all team members. The Senior Accountant (Pensions & Treasury Management) will recommend and implement the necessary arrangements. Requests and suggestions for training



may be discussed at any time with the Senior Accountant (Pensions & Treasury Management) and also feature as part of the EPDR process.

82. The *Treasury Management Group* will ensure that board/council members tasked with treasury management responsibilities have access to training relevant to their needs and those responsibilities. Those charged with governance recognise their individual responsibility to ensure that they have the necessary skills to undertake their role effectively.

#### **TMP11 Use of external service providers**

83. The Council recognises that responsibility for treasury management decisions remains with the Council at all times. It recognises that there may be potential value in employing external providers of treasury management services, in order to acquire access to specialist skills and resources. When it employs such service providers, it will ensure it does so for reasons which have been submitted to a full evaluation of the costs and benefits. It will also ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review. And it will ensure, where feasible and necessary, that a spread of service providers is used, to avoid over-reliance on one or a small number of companies.
84. Where services are subject to formal tender or re-tender arrangements, legislative requirements will be observed. The monitoring of such arrangements rests with the responsible officer.
85. The Council currently uses four broking companies to act as intermediaries in lending and borrowing activity although it will also carry out this activity directly with counterparties. It does not currently employ the services of any specialist treasury management advisers. It subscribes to an on-line market information feed relating to Money Markets and Gilt prices, as well as for credit and support rating information.

#### **TMP12 Corporate governance**

86. The Council is committed to the pursuit of proper corporate governance throughout its businesses and services, and to establishing the principles and practices by which this can be achieved. Accordingly, the treasury management function and its activities will be undertaken with openness and transparency, honesty, integrity and accountability.
87. The Council has adopted and implemented the key provisions of the CIPFA Treasury Management in the Public Services Code (2011 edition) and reports are made in accordance with the approved policy. The Council's constitution includes schemes of delegation covering treasury management activities.
88. These measures are considered vital to the achievement of proper corporate governance in treasury management, and the responsible officer will monitor and, if necessary, report upon the effectiveness of these arrangements.

**NIGEL STEVENSON**

**SERVICE DIRECTOR – FINANCE, PROCUREMENT AND IMPROVEMENT**

## BUDGET CONSULTATION METHODOLOGY

### Background

1. Each year, the Council consults with its residents and stakeholder groups to inform them of the proposed budget changes and to elicit information that would help guide and inform decisions.
2. This report summarises the methodology for this process.

### Summary of the consultation methodology

3. The December 2015 budget consultation process was themed “Have Your Say”. Proposals were published in full on 1 December 2015 and approved for formal consultation by Policy Committee on 9 December 2015. The consultation closed on 5 February 2016.
4. Residents, partners and other stakeholders have been able to have their say through various routes as described below.
  - **Online:** stakeholders, residents and other organisations were invited to have their say through an online consultation website: [www.nottinghamshire.gov.uk/budget](http://www.nottinghamshire.gov.uk/budget), where they could complete surveys and read detailed information on each specific proposal. The webpage received in excess of 10,000 visits.
  - **In writing:** Paper copies of the questionnaire in libraries and community resource centres where, if required, members of the public could obtain assistance in completing and submitting their consultation forms through a freepost address. Other accessible formats were available on request.
  - **Telephone support and provision of a freepost address** for residents to telephone or write with their comments
  - **Email alerts:** sent to a range of stakeholders including all town and parish councils in Nottinghamshire, and businesses registered with the Nottinghamshire Business Engagement Group (NBEG).
  - **Engagement with local businesses** via the NBEG forum including a meeting with the Chief Executive and follow up engagement
  - **Engagement with voluntary and community sector organisations** including via email and distribution of questionnaires to around 70 community venues
  - **Internal information and support for staff** available on the Council’s intranet and staff magazine
  - **Engagement with Trades Unions** through the Joint Consultative Negotiating Panel and other department led meetings.
5. Particular attention has been given to accessibility and engagement to ensure the budget consultation process is participatory and no one is excluded from taking part and regularly updating the information on the Council website has resulted in 10,000 visits to the Budget Challenge pages.

6. There were just over 2,000 responses received. This included 1,300 responses to the online survey, plus: 51 letters, emails, and 650 attendees at meetings with service users and members of the public.

### **Department led consultation**

7. The main consultation process was supplemented by department led engagement. This is summarised below.

<p><b>Adult Social Care, Health and Public Protection</b></p>	<ul style="list-style-type: none"> <li>• Learning Disability and Autism Partnership Board attended by approximately 60 people</li> <li>• Two consultation meetings of the Older People's Advisory Group (OPAG), DIAG, the Carers' group, other voluntary groups and service users of Framework (provider) – invitations were sent to all members and 18 people attended</li> <li>• Forum of Supported Living providers</li> <li>• Clinical Commissioning Group governing bodies</li> <li>• Twenty six service users were invited to one-to-ones or group sessions regarding the Moving Forward Service (impacted by the Public Health realignment proposal) – with a specially prepared consultation document that was distributed by Community Mental Health Teams</li> <li>• Letters were sent to all users or user representatives (circa 615 people) of the current money management service advising them of the proposal concerning this service and how they could contribute to the consultation</li> <li>• Letters were sent to community safety key partners</li> <li>• Over 200 service users were directly consulted on the Promoting Independent Travel and Increasing Price of Meals.</li> <li>• On 29 January, two public consultation events were held on the proposed changes for 21 participants</li> <li>• Feedback was received from 221 service users and carers at 13 different events across the county in January and February. These events concentrated on the Transport and Meals proposals</li> </ul>
<p><b>Children, Families and Cultural Services</b></p>	<ul style="list-style-type: none"> <li>• The Improving Outcomes for Children and Young People with Disabilities consultation ran in parallel within budget consultation period from 2 December 2015 to 18 January 2016.</li> <li>• Two consultation events were held on 18 December at County Hall and 7 January at The Summit Centre in Kirkby-In-Ashfield. 65 staff attended the events.</li> </ul>

**MARTIN DONE**

**SERVICE DIRECTOR – COMMUNICATIONS AND MARKETING**