Nottinghamshire County Council

Policy Committee

Wednesday, 24 April 2019 at 10:30

County Hall, West Bridgford, Nottingham, NG2 7QP

AGENDA

Notes

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

(2)   Members of the public wishing to inspect "Background Papers" referred to in

the reports on the agenda or Schedule 12A of the Local Government Act should contact:-

Customer Services Centre 0300 500 80 80

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

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

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

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

Nottinghamshire County Council

minutes

Meeting	POLICY COMMITTEE
Date	Wednesday 20 March 2019 (commencing at 10.30 am)

membership
Persons absent are marked with `A'

COUNCILLORS

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

Chris Barnfather
Joyce Bosnjak
Richard Butler
Jim Creamer
Samantha Deakin
Kate Foale
Stephen Garner
Glynn Gilfoyle
Richard Jackson

Bruce Laughton
David Martin
Diana Meale
Philip Owen
John Peck JP
Mike Pringle
Stuart Wallace
Muriel Weisz

OTHER COUNCILLORS IN ATTENDANCE

Nicki Brooks
John Longdon
Liz Plant

OFFICERS IN ATTENDANCE

Anthony May Angie Dilley Keith Ford Simon Lacey Amber Rhodes Nigel Stevenson Marjorie Toward James Ward	Chief Executives Department
Mark McCall	Adult Social Care and Health Department
Colin Pettigrew	Children, Families and Cultural Services Department
Adrian Smith Derek Higton David Hughes	Place Department
Andy Evan	Arc Partnership

1

1   MINUTES

The Minutes of the last meeting held on 13 February 2019, having been previously circulated, were confirmed and signed by the Chairman.

2   APOLOGIES FOR ABSENCE

No apologies for absence were received.

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

- Councillor Jim Creamer had replaced Councillor Muriel Weisz;
- Councillor Diana Meale had replaced Councillor Alan Rhodes;
- Councillor David Martin had replaced Councillor Zadrozny.

3   DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS.

None.

4   CRIMINAL FINANCE ACT 2017 – PREVENTING TAX EVASION

RESOLVED: 2019/024

That the Criminal Finances Act – Preventing Tax Evasion Policy Statement be approved.

5   INVESTING IN NOTTINGHAMSHIRE: DELIVERING THE COUNCIL PLAN THROUGH A SECOND PHASE OF THE SMARTER WORKING PROGRAMME

RESOLVED: 2019/025

1)   That the extension of the Smarter Working Programme and principles to drive Phase 2 of the Programme be approved (set out in paragraph 9 of the committee report).

2)   That the outlined changes to the Council's operational estate to facilitate Phase 2 of the Programme be approved in principle.

3)   That funding be approved to undertake detailed design and planning work to deliver the realignment of the Council's property estate and provide further details on costs and revenue savings and Finance and Major Contracts Management Committee be requested to allocate a working budget of up to £2.4m for the Programme.

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

Reg Adair	Chris Barnfather
Richard Butler	John Cottee
Mrs Kay Cutts MBE	Samantha Deakin
Stephen Garner	Richard Jackson
Bruce Laughton	David Martin

2

Philip Owen   Stuart Wallace

The following 7 Members **abstained** from voting on the motion:-

Joyce Bosnjak   Jim Creamer
Kate Foale   Glynn Gilfoyle
Diana Meale   John Peck
Mike Pringle

6   CHANGES TO THE PROTECTION OF PROPERTY AND PETS AND FUNERAL ARRANGEMENTS POLICY

RESOLVED: 2019/026

That the proposed changes to the Protection of Property and Pets and Funeral Arrangements Policy be approved.

7   ARMED FORCES COVENANT: STRATEGY AND ACTION PLAN

RESOLVED: 2019/027

1)   That the Armed Forces Covenant Strategy and Action Plan be approved.

2)   That the Council apply to seek the Employers Recognition Scheme Gold Award.

8   ARC PARTNERSHIP UPDATE AS AT QUARTER 3 – OCTOBER-DECEMBER 2018

Following discussions, Members congratulated Arc Partnership officers on the progress and improvements being made.

RESOLVED: 2019/028

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

9   HOUSING INFRASTRUCTURE FUND (HIF) BID SUBMISSION

Adrian Smith, Corporate Director of Place, updated the Committee on paragraph 20 of the report, underlining that there was potentially increased funding of up to £29m available for the construction of the link road at Toton and Chetwynd.

RESOLVED: 2019/029

That authority be delegated to the Corporate Director of Place and the Section 151 Officer, in consultation with the Chairman of Policy Committee, to submit the final version of the Housing Infrastructure Fund Business Case to Homes England.

10   APPOINTMENT TO OUTSIDE BODIES – EAST MIDLANDS HIGH SPEED 2 (HS2) SKILLS AND SUPPLY CHAIN BOARD

RESOLVED: 2019/030

1) That East Midlands HS2 Skills and Supply Chain Board be added to the Council's approved Outside Bodies register.

2) That the Council nominate one elected Member for appointment to this body, to be arranged by the Ruling Group Business Manager.

11 ATTENDANCE AT LOCAL GOVERNMENT ASSOCIATION ANNUAL CONFERENCE AND EXHIBITION 2019

RESOLVED: 2019/031

That approval be given for the attendance of the Leader, Deputy Leader, a Member of the main Opposition group and the Chief Executive at the Local Government Association Annual Conference and Exhibition 2019.

12 OPERATIONAL DECISIONS QUARTERLY UPDATE OCTOBER – DECEMBER 2018

RESOLVED: 2019/032

That the update on the Operational Decisions taken in the period October to December 2018 be noted.

13 DISPOSAL OF LAND AT FIELDS FARM CLOSE, WILLOUGHBY-ON-THE-WOLDS

RESOLVED: 2019/033

1) That approval be given to submit an outline planning application to change the use for the site (shown B and C on the plan appended to the committee report) at Fields farm Close, Willoughby-on-the-Wolds to residential use.

2) That approval be given to market the site for sale subject to a satisfactory outline planning consent.

14 COUNTY SUPPLIES: LEASE OF THE COUNTY SUPPLIES SITE, HUTHWAITE

RESOLVED: 2019/034

That approval be given to grant a lease of the current County Supplies site at Huthwaite, on the terms outlined in the exempt appendix to the report, to the new provider of County Supplies service, subject to the Corporate Director for Place, in consultation with the Section 151 Officer agreeing the details of the terms of the transfer as approved by the Finance and Major Contract Management Committee on 18 March 2018.

15 WORK PROGRAMME

RESOLVED: 2019/035

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

16 EXCLUSION OF THE PUBLIC

RESOLVED: 2019/036

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

17   COUNTY SUPPLIES: LEASE OF THE COUNTY SUPPLIES SITE, HUTHWAITE - EXEMPT APPENDIX

RESOLVED: 2019/037

That the information set out in the report be noted.
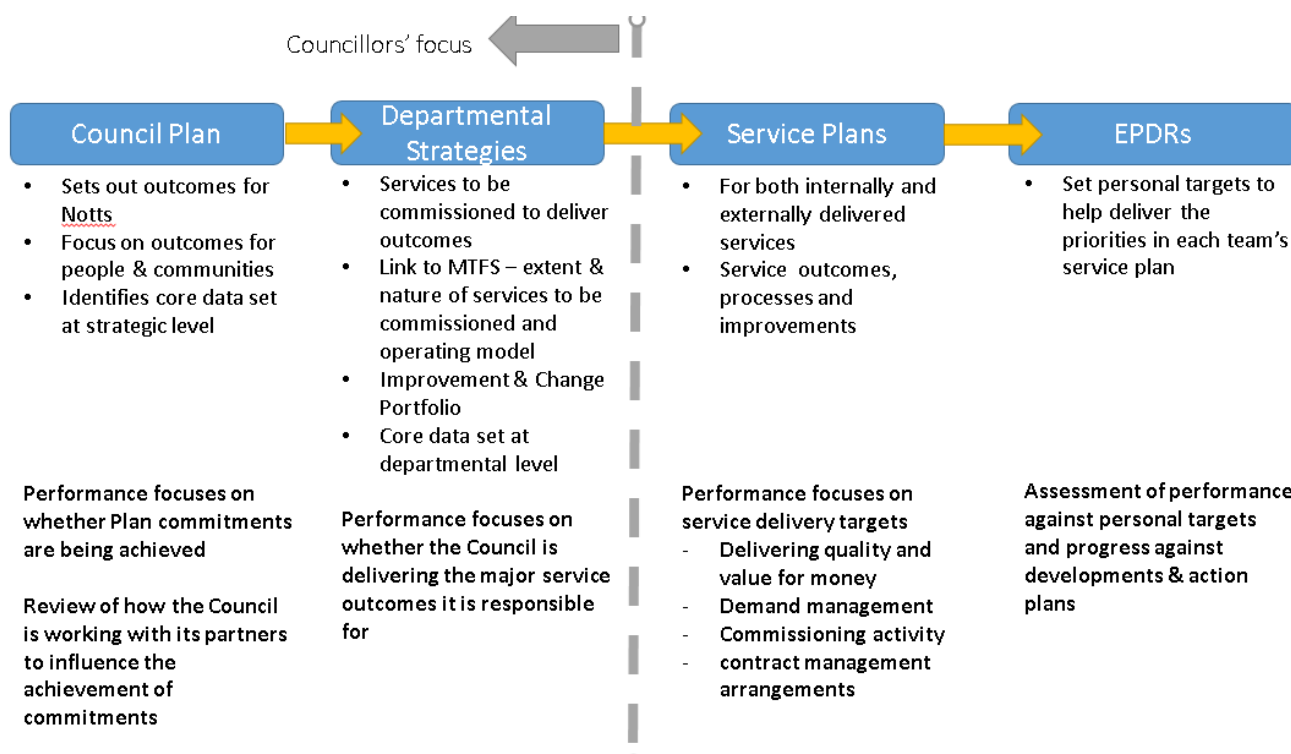

The meeting closed at 12.15 pm.

CHAIRMAN

Nottinghamshire County Council

REPORT OF SERVICE DIRECTOR FOR FINANCE, INFRASTRUCTURE & IMPROVEMENT

PLANNING & PERFORMANCE MANAGEMENT FRAMEWORK

Purpose of the Report

1. To seek approval to a refresh of the Planning & Performance Management Framework to drive delivery of the Council Plan outcomes, *Investing in Nottinghamshire*. This report makes proposals to strengthen the Council's approach to delivering its priorities based around an improved structure for performance monitoring against the Council Plan commitments.
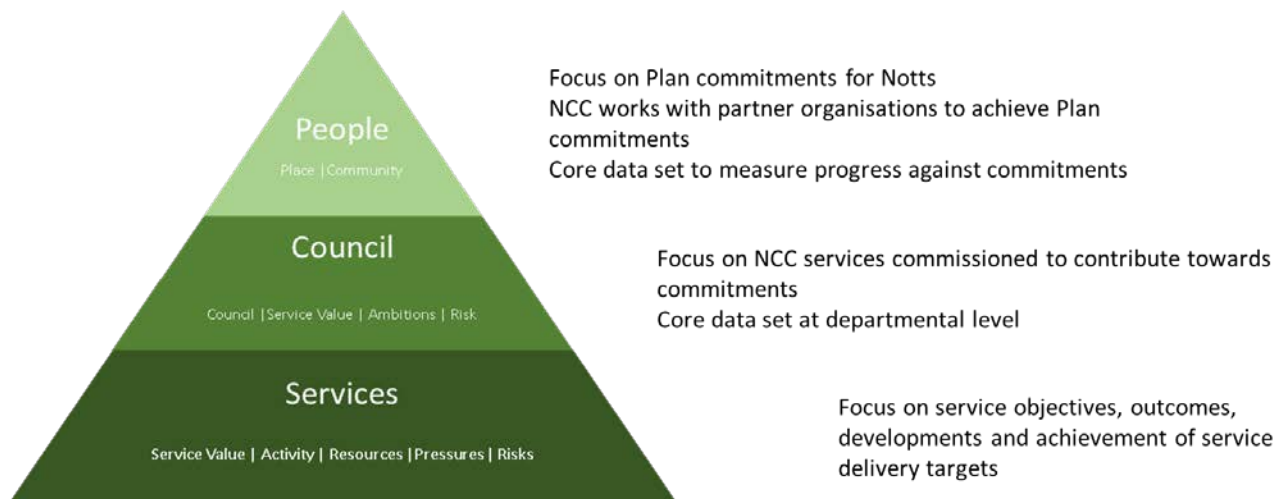
Information

2. The County Council has an ambitious vision. The Council Plan, *Your Nottinghamshire, Your Future*, sets out our priority outcomes for the people and businesses of the county. The Planning & Performance Management Framework details the Council's approach to planning and managing its delivery.

3. Work carried out to refresh the four Departmental Strategies has identified scope to improve the current Framework, which has been in operation since its approval at Policy Committee in June 2017. Experience of working through a complete annual cycle has also brought to light the possibility for refinements.

4. The fundamental principles of the Framework are set out below. These remain valid and it is not proposed to amend them:
   a) The Framework should integrate performance management with the Council's other key, strategic reporting cycles:
      - Financial planning and reporting
      - Service planning, incorporating commissioning, contract management and service transformation and change options.
   b) The Framework should focus on priorities and outcomes for communities and individuals.
   c) All the Council's plans and strategies should be congruent with each other.

5. The proposals in this report centre on the linkages between the key elements of the Framework. These elements, and the performance focus for each of them, are set out in the following diagram.

Council Plan	Departmental Strategies	Service Plans	EPDRs
• Sets out outcomes for Notts • Focus on outcomes for people & communities • Identifies core data set at strategic level	• Services to be commissioned to deliver outcomes • Link to MTFS – extent & nature of services to be commissioned and operating model • Improvement & Change Portfolio • Core data set at departmental level	• For both internally and externally delivered services • Service outcomes, processes and improvements	• Set personal targets to help deliver the priorities in each team's service plan
Performance focuses on whether Plan commitments are being achieved Review of how the Council is working with its partners to influence the achievement of commitments	Performance focuses on whether the Council is delivering the major service outcomes it is responsible for	Performance focuses on service delivery targets - Delivering quality and value for money - Demand management - Commissioning activity - contract management arrangements	Assessment of performance against personal targets and progress against developments & action plans

6. Each of the four components has been reviewed through the Extended Corporate Leadership Team to consider options for strengthening the co-ordination of performance management with financial planning and the transformation programme. The proposed redraft of the Planning & Performance Management Framework is attached as *Appendix A*, and the key changes are set out below.

Council Plan

7. At the highest level of the Framework, the Council Plan, there is a need to strengthen the link between the Council Plan's commitments and the arrangements for reporting performance against them. The Improvement & Change Sub-Committee receives six-monthly progress reports against the Council Plan, and these reports are unwieldy due to the large number of performance measures they contain. The most recent update in January 2019 set out performance against 85 measures.

8. The root cause of this is that the current core data set for the Council Plan is comprised of a combination of the following:
   - Reporting against place-based indicators to measure whether the high-level commitments in the Council Plan are being achieved
   - Reporting measures for the delivery of County Council services and the outcomes they achieve.

9. For many of the commitments in the Council Plan, the County Council has a significant part to play in their achievement, but it must also work with its strategic partners to influence the contribution that others need to make. In order to draw out this distinction in the Planning & Performance Management Framework, it is proposed to restructure the Council's core data set around the following hierarchy.

Focus on Plan commitments for Notts
NCC works with partner organisations to achieve Plan commitments
Core data set to measure progress against commitments

Focus on NCC services commissioned to contribute towards commitments
Core data set at departmental level

Focus on service objectives, outcomes, developments and achievement of service delivery targets

10. This approach is one of the key changes proposed for the Planning & Performance Management Framework. The core data set for the 'People' level in the hierarchy would be implemented with the following aims and principles in mind:

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

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

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

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

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

- Both direct and proxy measures may be used

11. It is proposed to arrive at a recommended set of Council Plan measures in tangent with the current work in progress to refresh the departmental strategies. The corporate Performance, Intelligence & Policy Team is working with designated senior leads in each department to finalise the strategies. This work will incorporate the high-level measures that should be proposed to link with the proposed measures at the 'Council' level in the hierarchy. The 'People' level measures will be proposed as part of the report to Policy Committee on the refreshed departmental strategies, scheduled for 22 May 2019.

12. This approach will bring greater clarity to the six-monthly reports to the Improvement & Change Sub-Committee against the Council Plan These reports may be comprised of the following:
    - A progress assessment for each Council Plan commitment, possibly based on a simple 'Red-Amber'Green' rating.
    - The key evidence used to inform the assessment:
        - ➢ Progress against the People level core data set
        - ➢ A summary of progress against the Council level core data set
        - ➢ The direction of travel indicated by progress with transformation and change projects.

Departmental Strategies

13. No changes are proposed to the Framework in relation to the Departmental Strategies. Through the hierarchy of measures, performance indicators in the strategies can be focussed around the outcomes targeted from the delivery of the Council's own services.

Service Plans

14. Relatively minor amendments are proposed for this part of the Planning & Performance Management Framework. Emphasis is given to the principle of implementing service plans at the most appropriate level in each area of service. It is suggested that the norm is likely to be at the Group Manager level, but there may be instances in which it would be more appropriate for more than one plan for the services under a Group Manager's span of control.

15. A further change proposed in this area is concerned with implementing a more concise template for service planning. It is also proposed that annual summaries of performance against service plans should be reported to each Corporate Director, which might then use these summaries to inform their annual assurance statements to support the Council's Annual Governance Statement.

Employee Performance & Development Reviews (EPDRs)

16. No changes are suggested to the Framework, other than to note the commitment in the Council's Business Intelligence Strategy to develop effective means of feeding back to employees what the Council is achieving against the Council Plan and Departmental Strategies. This will help employees to more clearly appreciate how their personal achievements are having a positive impact on the target outcomes for the people of Nottinghamshire.

Other proposed changes

17. It is proposed to introduce a planning and reporting cycle as an appendix to the Framework. This will help managers at all levels to see which planning and reporting activities are carried out at different times during the year.

18. The opportunity is also taken to include a definition of an outcome based measure, which should be the focus for measures at the top two levels in the hierarchy.

Statutory and Policy Implications

19. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human

4

rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

The Planning & Performance Management Framework embraces the Council's performance in relation to many of the statutory and policy implications listed abiove.

RECOMMENDATION

1)   That Policy Committee approves the redraft of the Council's Planning & Performance Management Framework.

Nigel Stevenson
Service Director for Finance, Infrastructure & Improvement

For any enquiries about this report please contact:
Rob Disney
Group Manager – Assurance

Constitutional Comments (SG 05/04/19)

20. I confirm that the recommendation falls within the remit of the Policy Committee by virtue of its terms of reference.

Financial Comments (SES 05/04/19)

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

Background Papers and Published Documents

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

- None

Electoral Division(s) and Member(s) Affected

- All

PLANNING AND PERFORMANCE MANAGEMENT FRAMEWORK

Introduction

1. The County Council has an ambitious vision. The Council Plan, *Your Nottinghamshire, Your Future*, sets out our priority outcomes for the people and businesses of the county. The Planning & Performance Management Framework details our approach to planning and managing delivery of the Council Plan outcomes, *Investing in Nottinghamshire*. This Framework covers how the Council measures delivery of these priorities through an approach to performance management which integrates with the Council's other key strategic planning and reporting cycles:

   - strategic and financial planning
   - service planning and commissioning for both external and internally delivered services
   - the determination of transformation and change options
   - performance and contract management.

2. The aim is to better integrate the performance and budget planning cycles; encourage service and financial planning over a longer time frame; and strategic planning of commissioning activity. This new approach will support a move away from incremental budget planning and focus on transforming services to deliver better outcomes. It will support a cycle of continuous improvement and cost saving.

What do we mean by Performance Management

3. Everyday decisions in our services impact on customers, public finances and service provision. Through this framework our services are supported: to identify the key information that they need to understand; and to use it to manage a high standard of service delivery and to drive forward improvement.

4. Effective planning and performance management requires us to practically and systematically identify what needs to be achieved and to communicate it clearly. It is about determining our priorities and the outcomes we want to achieve, allocating resources, setting targets and reviewing, amending or changing plans based upon performance data to ensure these outcomes can be achieved.

5. It is also about having good quality and timely intelligence and analysis to measure and report our performance. The Council implemented its first Business Intelligence (BI) Strategy in 2018 and this is driving improvements in how the Council is making the best use of information and intelligence in the delivery of its services. Business intelligence, analysis and data science a significant role to play in the effective operation of this Framework.

6. Performance management is part of the culture of an effective and responsive organisation and supports all of our employees, teams, managers and elected Members to deliver the expectations placed upon them.

Integrating our planning and performance approach with Finance and Commissioning

7. This Framework has a key relationship with:

- **the Medium Term Financial Strategy and budget setting process**

  The Medium Term Financial Strategy (MTFS) sets out the council's financial position over a four year period giving a forecast of the Council's budget position, including any shortfalls, and the assumptions on which this is based. Through the approach outlined in this Framework the service; commissioning; and budget planning processes will be aligned including the development of business cases for service change and savings.

  Appendix 1 sets out the integrated, annual planning and performance cycle, and this depicts how the various elements of the Framework link together throughout the year.

- **Commissioning and contract management**

  In effect all of our services are commissioned and delivered either externally or internally. A Government definition for this is that commissioning is "Making the best use of all available resources to achieve the best outcomes for our locality".   The term 'commissioning' is not shorthand for outsourcing to the private sector.

  Commissioning of services needs to be an integral part of our planning and performance approach and have clarity and consistency across the Council - procurement and contracting are component parts of commissioning.

  Through the planning and preparation of our departmental strategies the commissioning intentions for services, whether internally or externally delivered, will be outlined including those services that will be ceased. The statements of commissioning intentions will articulate how our commissioning will support the delivery of our outcomes based on an assessment of need and available funding; set out key roles and responsibilities and outline the arrangements for performance and contract management.

Planning focused on Outcomes

8. The Council will focus on the priorities and outcomes it wishes to achieve for the residents and communities of Nottinghamshire.

9. Outcomes are clear statements of the quality of life and/or conditions of well-being desired for communities. At this level they are likely to be high level ambitions for the experience of living in Nottinghamshire in the future, that the Council will have to work with others to try to bring about. At a service delivery level outcomes define the desired experience and benefit for customers and service users from Council services.

10. The outcomes set by the Council will be captured through our hierarchy of plans and will be championed with our partners. Where appropriate for Nottinghamshire they will be aligned to national outcome frameworks including the National Adult Social Care Outcomes Framework; National Children's Outcomes Framework and National Public Health Outcomes Framework.

11. All of our plans and strategies will be congruent with each other, setting out the clear and direct links between service delivery and the outcomes sought. This will be the driver for commissioning and service delivery in the authority, and it will ensure everyone in the Council is clear on what they need to deliver and is focused on their contribution towards improving outcomes.

Council Plans

12. The aspirations, priorities and outcomes that the Council will work towards will be developed and articulated through a number of linked plans. The purpose and components of the key council plans are set out below.

Key Council Plans and interrelationships

- Adult Social Care Health and Public Protection Strategy
- Council Policies and Strategies
- Children's Families and Cultural Services Strategy
- Council Plan
- Place Strategy
- Medium Term Financial Strategy
- Resources Strategy

13. **Council Plan**

This sets out the Council's role in the leadership of place and delivery of services. It is forward looking and articulates our aspirations and ambition for Nottinghamshire in the future. It outlines at a high level the outcomes sought for communities and individuals, how we will behave to advance these and how we will understand success.

The Council Plan provides the policy direction of the Council as set out in the Policy Framework and all strategies, priorities, plans and transformational activity stem from it. For many of the commitments in the Council Plan, the County Council has a significant part to play in their achievement, but it must also work with its strategic partners to influence the contribution that others need to make.

14. **Departmental Strategies**
These will be produced by each department and will set out:

- The department's strategic context and objectives outlining the relationship between key plans and strategies
- The partnership context in which the department operates and leadership role
- How the department will support the delivery of the aspirations, ambitions and priorities in the Council Plan and in partnership strategies
- The departmental operating model
- The commissioning cycle and intentions for both internally and externally delivered services
- The major departmental and service change programmes being undertaken or planned and how staff are supported to deliver this change
- The core data set for the department

15. **Service Plans**
Service planning will be undertaken for all services on an annual basis, usually at Group Manager Level. Where appropriate departments may determine that there may be more than one plan for the services under a Group Manager's span of control. It will not normally be necessary for a plan to exist at any other organisational level, however where circumstance require any additional plans, such as a team plan or a commissioning plan, these will be developed in accordance with this framework and sit below the Service Plan.

Service plans will be concise in format and annual summaries of performance against them should be reported to each Corporate Director. These may be used to inform Corporate Directors' annual assurance statements, which in turn support the Council's Annual Governance Statement. Service Plans should be accompanied by the relevant service architecture including; documented processes, service core data sets and business intelligence dashboards, in the appropriate standard formats.

16. **Individual plans**
Through **Employees' Performance and Development Reviews**, we will ensure everyone is clear about which aspects of the service they are responsible for and how their performance will be clarified and measured providing a basis for regular feedback and highlighting required personal development.

The Council's Business Intelligence Strategy includes a commitment to explore innovative means of feeding back to employees what the Council is achieving against the Council Plan and Departmental Strategies. This will help employees to more clearly

appreciate how their personal achievements are having a positive impact on the target outcomes for the people of Nottinghamshire.

17. **Other Plans and Strategies**

Other plans and strategies should be developed in accordance with the Policy Framework and further the outcomes of the Council Plan. They will be used where there is a need for; a longer term plan to direct investment or for a thematic or partnership approach that directs multiple services. All other plans and strategies will follow the appropriate standard formats and have appropriate arrangements for performance management.

Planning timescales

18. The Council Plan will cover a four year timescale and be approved by Council. The Departmental Strategies will cover the same four year planning timescale to reflect the priorities in the Council Plan and will be refreshed on an annual basis to reflect changing priorities and budget requirements. These departmental strategies will also be approved by Policy Committee.

19. The Chief Executive will prepare an annual timetable and assurance process for the preparation of plans to support the implementation of the Planning and Performance Framework. The annual cycle in *Appendix 1* summarises the planning and reporting timescales. This sets out the key plans and strategies, along with the schedule and forum for their approval.

Intelligence led analysis of progress

20. To support and evidence the achievement of the Council's outcomes and plans a hierarchy of performance measures will be applied to enable appropriate performance management against each level of the Council's planning. It is important that we measure our progress, to ensure we are on track to deliver these and if not to determine what actions are required either in terms of policy or service delivery to reach that outcome.

21. The Council's core data set measures will be organised in a hierarchy, as indicated below. At the highest level in the hierarchy, measures are focused on the place-based commitments in the Council Plan. Below this, the Council will measure the outcomes from its own services, and below that, each service will implement its own delivery targets.
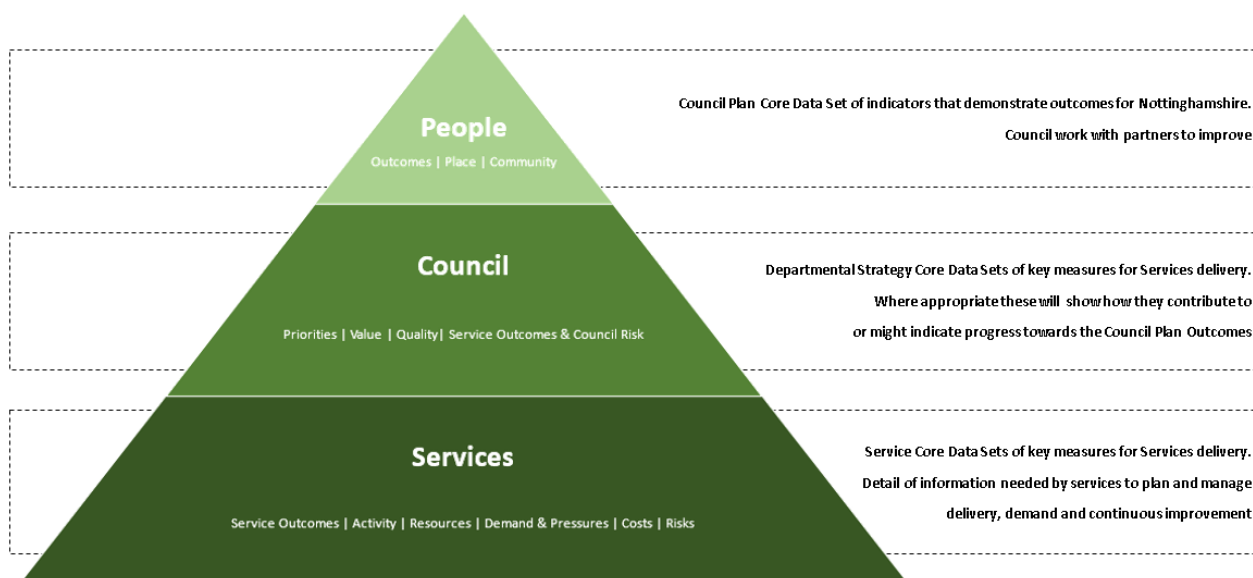
22. Measurements of the Council's performance will be set out through a hierarchy of core data sets to support the Council Plan, Departmental Strategies and Service Plans managed through the Business Intelligence Hub - a single business reporting and management information system. There will be a rigorous cross council cycle of target setting, monitoring, evaluation and benchmarking.

23. The hierarchy approach will ensure that the level and detail of performance reporting can be targeted appropriately to the various decision-making forums with a role to play in the planning and performance process. The timeline in *Appendix 1* incorporates the reporting schedule, identifying the progress reports that will be prepared for each level of the hierarchy and the forum to which they will be reported.

24. Decisions in our services impact on customers, public finances and service provision, therefore it is important that we: identify the key information that services need to understand; deliver this through business intelligence; and include it in our performance management to. This will help us to:

- manage a high standard of service delivery
- identify best practice and drive continuous improvement.
- identify, analyse, evaluate and assure transformational opportunities
- identify, analyse and manage risks to service delivery
- understand our customers and ensure that service delivery meets their needs
- identify future customers and plan to manage future demand
- ensure consideration of geography and place as part of our service choices
- provide best use of our resources and value for money

25. This information will form the basis for the provision of service performance dashboards. Through these dashboard managers will be able to review performance of the different parts or processes of a service to identify their own best practice and remodel service delivery based on this as part of their role to drive continuous improvement.

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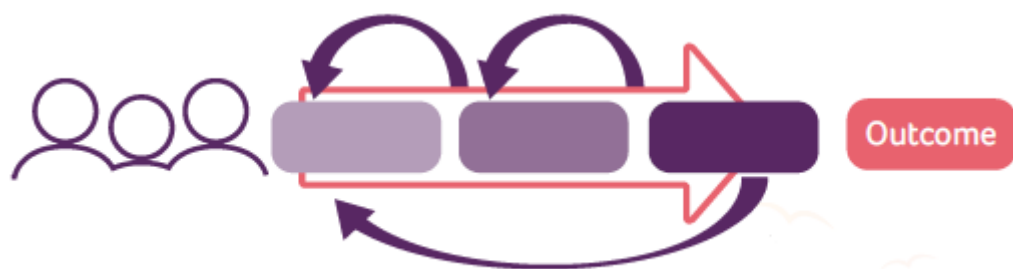
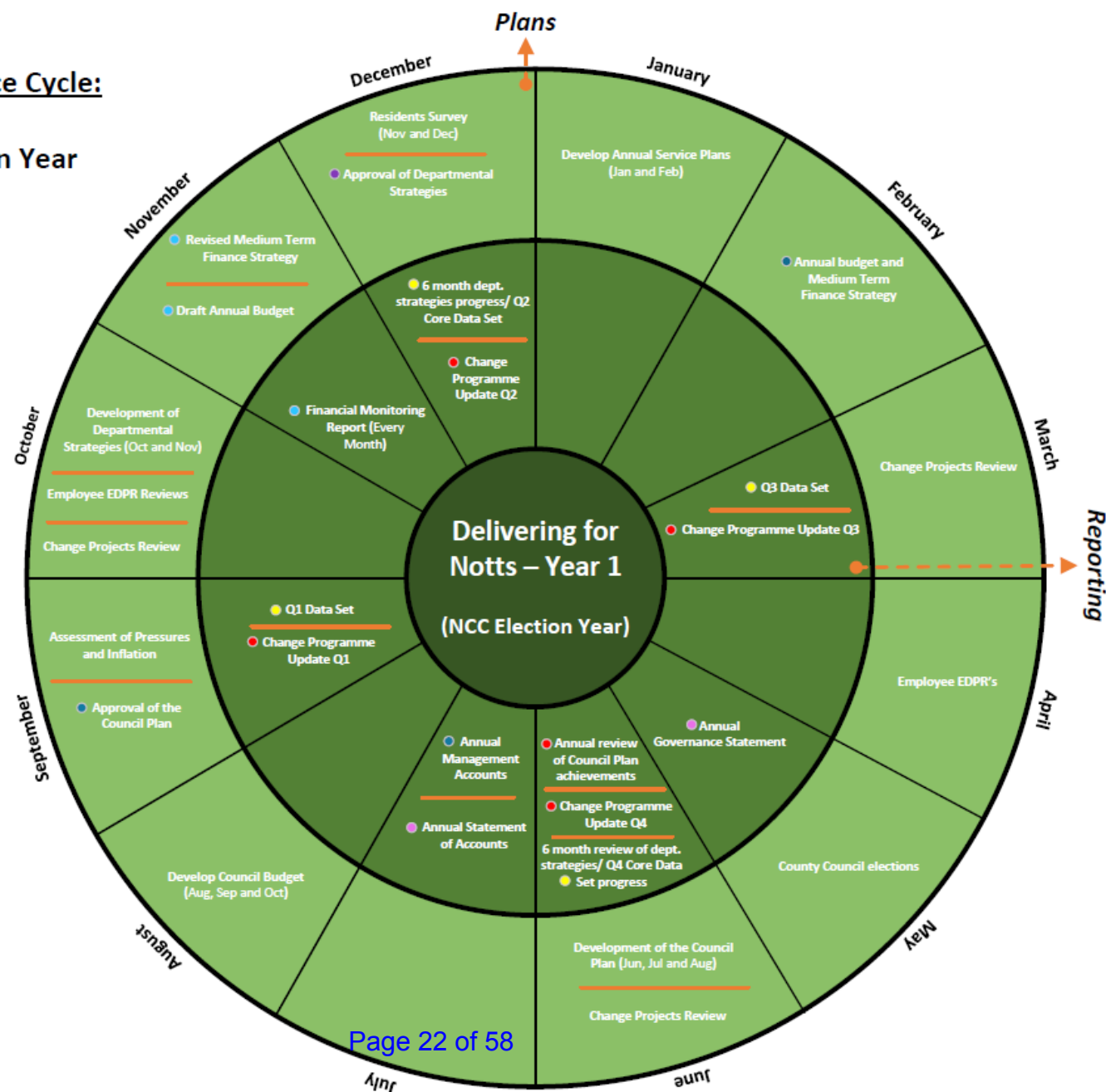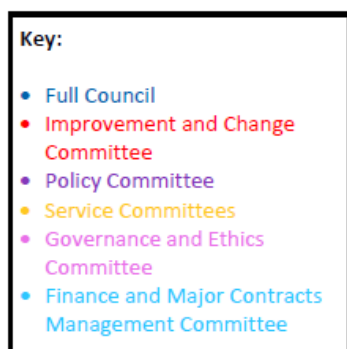**Information about a whole service and its processes is reviewed to ensure efficiency and effectiveness.**

26. Managers will be supported to review this intelligence at set intervals (mostly monthly, but this may be flexed as required) to form a cycle of improvement of regular performance management. These improvement cycles will be defined through our service plans and where appropriate reported through our Planning and Performance Management Cycle.

27. The Council will work to automate the provision of this intelligence to services and use data driven technology and data science techniques to provide timely analysis of it to support service delivery.

28. It will be the responsibility of all Council employees to ensure the accuracy of the records and data that they process to ensure that the Council can rely on the quality of the intelligence provided.

Transparency

29. The Council will use its data and intelligence about performance as a key source of evidence to inform the public Annual Assurance Mapping Report and Annual Governance Statement to the Governance & Ethics Committee. These reports incorporate assurance on performance management with other key sources of assurance about the Council's governance processes, for example relating to financial management and risk management. Taken together, they present a co-ordinated view of the health of the Council's governance arrangements.
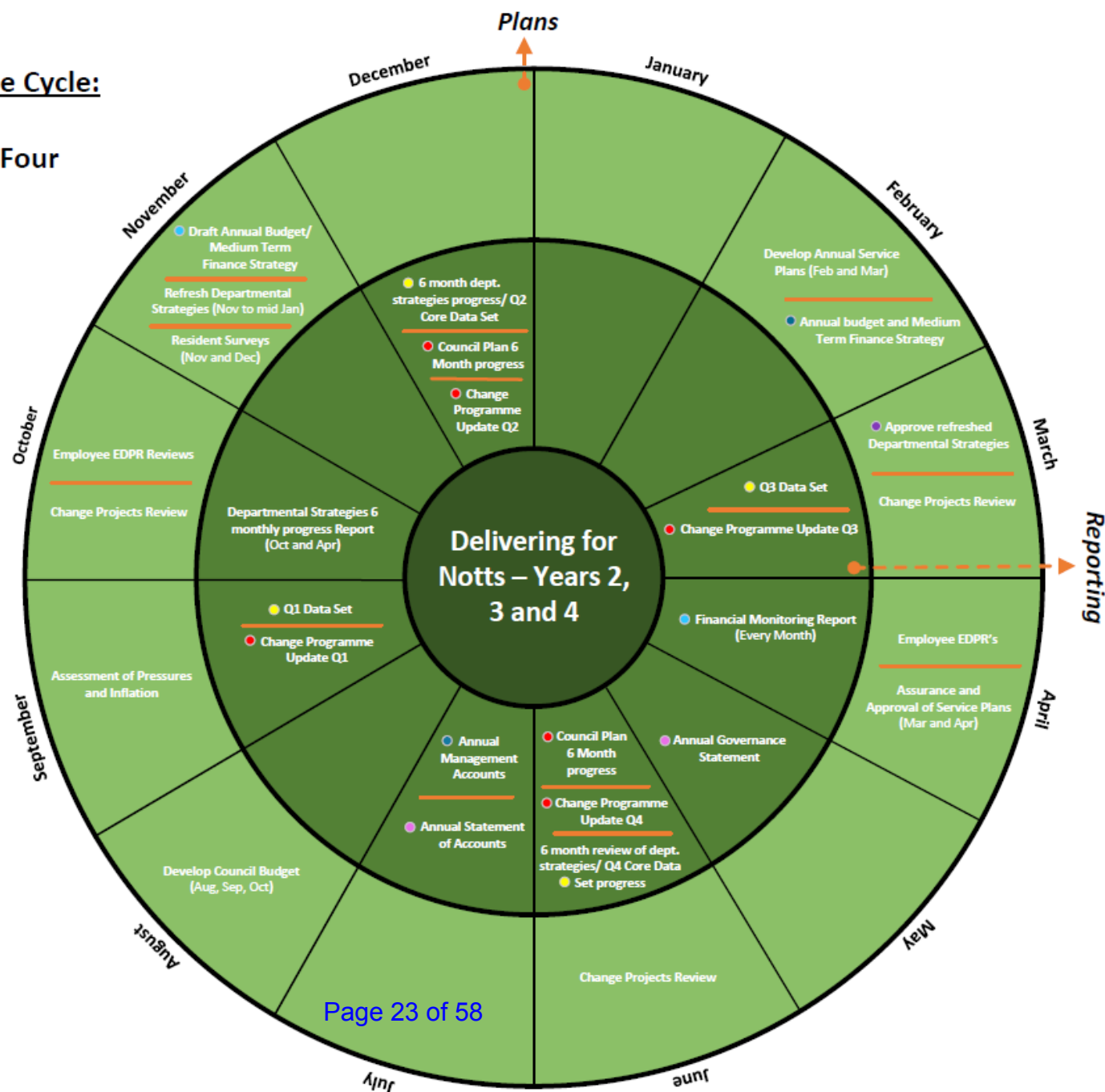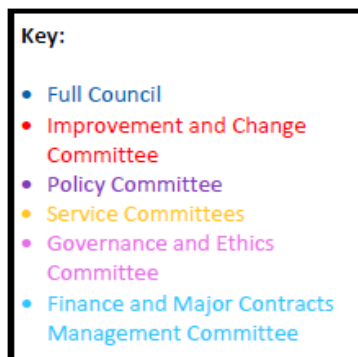
Planning and Performance Cycle:

Year One – NCC Election Year

Key:
- Full Council
- Improvement and Change Committee
- Policy Committee
- Service Committees
- Governance and Ethics Committee
- Finance and Major Contracts Management Committee

Planning and Performance Cycle diagram — "Delivering for Notts – Year 1 (NCC Election Year)"

Plans (top) / **Reporting** (right)

Months around the circle: December, January, February, March, April, May, June, July, August, September, October, November

Outer ring:
- Residents Survey (Nov and Dec)
- Approval of Departmental Strategies
- Develop Annual Service Plans (Jan and Feb)
- Revised Medium Term Finance Strategy
- Draft Annual Budget
- Annual budget and Medium Term Finance Strategy
- Change Projects Review
- Development of Departmental Strategies (Oct and Nov)
- Employee EDPR Reviews
- Change Projects Review
- Employee EDPR's
- Assessment of Pressures and Inflation
- Approval of the Council Plan
- Annual Governance Statement
- Annual review of Council Plan achievements
- County Council elections
- Develop Council Budget (Aug, Sep and Oct)
- Annual Statement of Accounts
- Change Programme Update Q4
- 6 month review of dept. strategies/ Q4 Core Data Set progress
- Development of the Council Plan (Jun, Jul and Aug)
- Change Projects Review

Inner ring:
- 6 month dept. strategies progress/ Q2 Core Data Set
- Change Programme Update Q2
- Financial Monitoring Report (Every Month)
- Q3 Data Set
- Change Programme Update Q3
- Q1 Data Set
- Change Programme Update Q1
- Annual Management Accounts

8

Planning and Performance Cycle:

Years Two, Three and Four

Key:
- Full Council
- Improvement and Change Committee
- Policy Committee
- Service Committees
- Governance and Ethics Committee
- Finance and Major Contracts Management Committee

Plans

Reporting

Delivering for Notts – Years 2, 3 and 4

Draft Annual Budget/ Medium Term Finance Strategy

Refresh Departmental Strategies (Nov to mid Jan)

Resident Surveys (Nov and Dec)

6 month dept. strategies progress/ Q2 Core Data Set

Council Plan 6 Month progress

Change Programme Update Q2

Develop Annual Service Plans (Feb and Mar)

Annual budget and Medium Term Finance Strategy

Approve refreshed Departmental Strategies

Change Projects Review

Employee EDPR Reviews

Change Projects Review

Departmental Strategies 6 monthly progress Report (Oct and Apr)

Q3 Data Set

Change Programme Update Q3

Financial Monitoring Report (Every Month)

Employee EDPR's

Assurance and Approval of Service Plans (Mar and Apr)

Q1 Data Set

Change Programme Update Q1

Assessment of Pressures and Inflation

Develop Council Budget (Aug, Sep, Oct)

Annual Management Accounts

Annual Statement of Accounts

Council Plan 6 Month progress

Change Programme Update Q4

6 month review of dept. strategies/ Q4 Core Data Set progress

Annual Governance Statement

Change Projects Review

December, November, October, September, August, July, June, May, April, March, February, January

Nottinghamshire County Council

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

ROAD SAFETY AROUND SCHOOLS

Purpose of the Report

1. Following approval at Children and Young People's Committee on 18th March 2019, the purpose of this report is to seek Committee approval for the actions identified to help address perceptions about road safety and parking issues around schools that have been identified through the cross-party working group established to consider these issues. If approved, the proposals will enable the Council to offer all schools in the County more efficient, consistent and timely advice on road safety and parking issues around schools.

Information

2. The number of pupils attending schools in Nottinghamshire has been increasing over the last five years. Whilst secondary schools have seen their cohorts decline, primary schools have witnessed rapid growth and the number of pupils attending primary schools was 11% higher in September 2017 than it was in 2011-2012. Changes in pupil placement policies have also resulted in some parents/pupils travelling greater distances to both primary and secondary schools, typically by car. It has been reported by communities that this increase in the primary cohort and changes in placement policies has increased the volume of traffic on roads in and around schools at the start and end of the school day. Head teachers, school governors, and local residents regularly express concerns relating to driver behaviours and the challenges facing schools as more children are driven to school. Road safety is also a key concern of parents and carers, as well as County Council members of all political parties.

3. Given these concerns, at its meeting on 18 March 2018, Children and Young People's Committee approved the establishment of a cross-party working group to explore ways to improve road safety for children particularly in and around schools, and to review existing and develop new advice for schools, governors, parents and other stakeholders in Nottinghamshire.

4. The group included County Council members as well as County Council and VIA EM Ltd officers with responsibilities for planning, road safety, traffic management and transport strategy. Representatives from academies (to represent the school community) and from the Midland Service Improvement Group and Road Safety Great Britain (to review national best practice) also attended group meetings. The group met three times and undertook:

- An **analysis of accidents outside schools and on school journeys** to identify trends and factors to inform the work of the group
- A **review of the County Council's current approach to safety outside schools** in terms of education, engineering, enforcement, and the planning of new school buildings
- A **review of approaches to addressing highway issues outside schools including best practice from across the UK**
- **Identification of proposed actions to improve road safety around schools in Nottinghamshire** based on the above (which form the recommendations of this report).

Accidents around schools

5. Whilst unfortunately accidents involving school pupils do still occur on school journeys, investigation of the casualty data during the three year period 1 January 2015 to 31 December 2017 (2017 being the last full calendar year of data currently available) shows that accidents on school journeys in Nottinghamshire are very rare and accidents outside schools are even rarer. During the three-year period 1 January 2015 to 31 December 2017, on average, in Nottinghamshire there:

- were no fatal accidents in the County involving children walking or cycling to school
- was one serious injury accident and two slight injury accidents per year in the whole County that occurred within 100m of a school involving children walking or cycling to school
   - when the study area was extended to accidents within 250m of a school there were an additional five slight injury accidents per year in the whole County involving children walking or cycling to school.

6. The accident data therefore identifies that there are very few accidents involving children walking and/or cycling near schools, or occurring on school journeys. The view that road safety around schools is poor is therefore currently mostly a perception as it is not currently borne out by the reported casualty data. This view, however, still needs to be considered if more children are to be encouraged to walk or cycle to school (thereby reducing car trips to school).

Current services provided to facilitate road safety around schools

7. The County Council takes the issue of road safety (and parking) around schools very seriously and consequently already provides an extensive programme of measures to help school communities address these concerns. The casualty data indicates that the measures historically and currently provided to address safety concerns around schools are proving successful at reducing/minimising accidents occurring on school journeys. The County Council recognises, however, that the situation outside schools can be improved and therefore the existing measures will need to continue to be delivered and reviewed in order to maintain, and reduce, the low numbers of accidents occurring on school journeys (existing measures are listed below with further detail included as **Appendix 1**):

- Advance school warning signs for motorists
- The introduction of advisory 20mph speed limits outside school entrances
- Enforceable 'School Keep Clear' road markings

2

- The introduction of camera enforcement cars to enforce 'School Keep Clear' road markings
- The development of targeted road safety education programmes
- Engineering measures to address casualties and encourage pupils to walk/cycle to school
- The provision of school bus services
- School crossing patrol service
- Planning advice on school design (at all stages including pre-submission of applications).

8.   Discussions with regional and national organisations highlighted only two measures that the County Council does not currently undertake – the closure of roads to all vehicles at school start/finish times which is being introduced in Scotland and Hackney in London; and assisting schools to develop travel plans. It is not, however, possible for the County Council to close roads to all vehicles at school start/finish times as this is only currently permitted in Scotland, Wales and London through their devolved powers.

9.   The County Council does, however, have existing powers to implement additional traffic regulation orders, such as introducing 'School Keep Clear' road markings on both sides of the road, which are considered when conditions concerning road widths are met; as well as alternatives to the camera enforcement car, such as scooters or fixed cameras, which could be considered to address recognised road safety issues outside schools. The road safety and amenity (parking) impact on the wider surrounding area does, however, need to be included as part of any considerations before such measures are introduced.

Lessons learnt by the cross-party working group

10.   The work undertaken by the group (detailed in **paragraph 4**) has included discussions on a number of issues. The outcomes from these discussions are included as **Appendix 2** and are summarised below. The discussions undertaken by the group have identified three distinct issues outside schools – road safety concerns, congestion, and inconsiderate parking/behaviour by some parents. This report does not review inconsiderate parking/behaviour by some parents, although some of the recommendations may help schools to address this issue.

11.   Parking outside schools is a perceived danger rather than it actually resulting in child casualties (as accidents outside schools are very rare and the parking issue occurs every school day outside almost every school). In fact parking outside schools acts as a speed reducing feature and is likely to be a factor in keeping speed and accidents down. Introducing parking restrictions such as double yellow lines or residents' parking schemes are not considered as a feasible option as they can in fact worsen road safety and simply push the problem elsewhere. It is important, however, that parents and pupils crossing outside schools have a clear safe space to do so (i.e. 'School Keep Clear' road markings) and that this designated area is kept clear of parking through effective traffic management.

12.   Parking issues generally occur for only a very short period of time (at the start/end of the school day during term-time only) and it is the school community (generally parents but sometimes teachers/school staff) that are causing the parking issues outside schools. Similarly, in most areas only a minority of parents park inconsiderately, or do not react to advice from the school. As the school community creates the short-term problem, it is

3

within the school's ability to address this issue and therefore the identification and delivery of options to address the parking issues must be led by the school community. Lots of schools already recognise this and many head teachers already undertake work to engage with parents and the local community on parking issues around schools. There is, however, a need to better manage the expectations of parents and affected residents concerning both the level of the problem (i.e. it only occurs for short periods of time) and the measures to address it (i.e. additional traffic regulation orders will not resolve the issue).

13. Due to the different circumstances outside each school (and of the parents attending) there is not a 'one size fit all' solution to parking issues outside schools.

14. With regards to planning it was recognised that the locations of new schools are not driven by access (including safety) issues but more by available land and cost implications. When designing new schools/extensions to schools often site constraints prevent the creation of safe on-site pick-up and drop-off facilities, but there is still an opportunity when designing new schools to better consider the impacts of the proposals on the wider local area and consider mitigation. There is a marked disconnect between the planning and construction of new schools, particularly in relation to the provision of highways traffic management and/or safety comments/advice on the design of schools. There is also still an expectation from schools that the County Council will fund highway improvements to address the impacts of school developments, despite the transport assessments, undertaken by schools/academies to satisfy planning conditions, stating that there will be no transport impacts and no new infrastructure is required.

15. It was accepted that engineering measures can help to encourage more children to walk and/or cycle to school if targeted effectively and co-ordinated with promotional activities delivered as part of a school travel plan (although there is a lack of evidence to demonstrate that this was the case in Nottinghamshire when they were delivered to support school travel plans). Whilst the County Council continues to invest in crossings on routes to schools, as well as cycle routes that help link schools to residential areas, locations of such schemes need to be carefully considered as they can actually worsen road safety outside or on routes to schools. It is also important to note that the provision of a formal crossing may increase the number of casualties on journeys to schools as on average over the last three years (2015 to 2017 inclusive) there have been 1 injury accidents per year at light-controlled pedestrian crossings and zebra crossings.

16. School/academy representatives stated that the support previously given to develop and deliver school travel plans had been much appreciated by schools. The funding provided by the Department for Transport (DfT) to support the development/delivery of school travel plans was, however, withdrawn in 2010. There are currently very limited revenue funding sources available to bid for/secure to provide staff resources to help schools deliver school travel plans and therefore this resulted in the withdrawal of these services by the County Council. Whilst Ofsted inspections include determining if a school has a travel plan, it is not Ofsted's role to ensure that all schools have a travel plan, or are delivering the measures contained within it.

17. It was acknowledged that school crossing patrols can help people make better choices about safe places to cross. The County Council's criteria for the provision of a site is below the national criteria meaning that more sites are provided than if the national criteria was

4

adopted but recruitment to school crossing patrol posts is often difficult, especially in more affluent areas.

18.   It was noted that pupil placement policies have resulted in parents/pupils travelling greater distances to schools, especially since the secondary tier is now wholly academies. The switch to academies has also removed many of the Local Authority's levers to encourage schools to adopt best practices concerning school travel. Pupil placement policies, and the fact that pupils travel further to school, have also often resulted in a disconnect between parents and the local community around a school, as the parents are often not part of the local community.

Potential services/actions

19.   The County Council is committed to continuing the existing services detailed above in **paragraph 7** (and **Appendix 1**). As detailed above, discussions with regional and national organisations highlighted only two measures that the County Council does not already undertake. The powers to introduce road closures to all vehicles at school start/finish times are not currently available to the County Council (only in London, Scotland and Wales) and therefore this cannot currently be considered in Nottinghamshire. Funding to support the development/delivery of school travel plans was withdrawn by the DfT in 2010; and this resulted in the withdrawal of these services as the County Council does not have the revenue funding available to fund this work. This has meant that since 2010 the County Council (and subsequently VIA EM Ltd) has not been involved in the development of school travel plans or the delivery of the actions contained within them. Whilst the Council (and VIA EM Ltd) has unsuccessfully attempted to secure alternative funding to provide this support, revenue funding sources available to bid for/secure to provide staff resources to help schools deliver school travel plans are also very limited.

20.   The discussions the working group has undertaken with interested parties and officers has, however, identified a number of actions to introduce new ways of helping to deliver travel plans, or enhancing existing services to address some of the issues raised, as detailed below. The introduction of these actions was considered and approved at 18 March 2019 Children and Young People's Committee.

<u>**Education and information for schools and their local communities**</u>

a.   **Development of a school travel plan advice toolkit** – the working group has identified that the school community is best placed to address the parking (and perceived road safety) issues around schools but requires advice in order to do so. It is considered that a toolkit will deliver a cost effective means of providing schools with advice on mechanisms to help them address the specific parking issues outside their school. The proposed toolkit would be made available on the County Council's website so that any school can access it. The development of the toolkit will include a review of existing traffic management delivery mechanisms and best practice in school travel planning to inform the review of all advice currently given to schools and would provide:

i.   information and advice to enable schools to develop, deliver, and maintain their own school travel plan (e.g. templates for plans, surveys, forms, sharing information/marketing, identification of 'school champions' [governors, parents, staff, and pupils], etc.)

5

ii. information and advice for head teachers, governors/trustees, parent teacher associations, individual parents, and affected residents to help address parking issues outside their school (e.g. their roles and responsibilities in addressing issues)

iii. information and advice on improving connections between the schools and their local community (e.g. how to engage the local community in finding solutions to the local parking problems as well as marketing advice)

iv. information and advice on options available to help address parking issues outside their school (e.g. working with the local community to identify alternative parking locations such as identification of potential parking/drop-off point for use by parents at the start/end of the school day, information and advice on how to set up a 'park and stride' scheme, as well as information on what can and what cannot be provided, such as additional parking restrictions, and the reasons why they are/are not provided)

v. information and advice on the benefits of independent and active travel to school and links to existing health promotion programmes

vi. information on analysis of accidents on school journeys undertaken and the education programmes available to schools to address any patterns of accidents

vii. information and advice on curriculum links between road safety education and active travel to school

viii. information and advice to assist schools to fund their own bus services should they wish to do so (the County Council funds and/or organises school bus services across the County; schools could, however, fund their own bespoke bus services).

Should a toolkit be developed, the persons/organisation commissioned to develop it will need to work closely with County Council education and transport strategy officers, as well as Via EM Ltd officers, to ensure that it considers and complements existing strategies and policies.

b. **Offer additional 'paid for' services** to help schools to develop and deliver school travel plans – until such time that revenue funding can be secured to fund school travel plan co-ordinators, schools should be able to fund the development of travel plans, or to deliver the actions included in a travel plan they have written, to specifically address issues outside their school. The choice of who to engage to deliver such services would be up to the school but a menu of potential services, details of how to engage organisations that are able to deliver them, and their likely costs could be included in the toolkit.

c. **Investigate strengthening the links between developer contributions and the development and delivery of school travel plans** – developers can be required to draw-up and deliver travel plans as a condition of planning consent. It is considered that further investigation of this process should be undertaken to determine when such conditions should be applied so that they are done so consistently in the future. Should these be adopted in the future they would be included within the Council's 'Developer Contributions Strategy'.

Enforcement

d. **Purchase and deployment of an additional camera enforcement car** – the two existing camera enforcement cars cover approximately 300 schools. An additional camera enforcement car could be purchased to enable greater coverage of 'School Keep Clear' road markings to help ensure that parents and pupils crossing outside schools have a clear safe space to do so. It should be noted that should this option be progressed, the

6

procurement of the vehicle will mean that it would be unlikely to be available until the 2019/20 academic year.

Planning

e. **Earlier engagement between scheme designers and road safety colleagues** – To ensure that the impacts on the local highway network are considered fully, where new schools are being built, or existing schools are being extended, early engagement between designers and road safety/traffic management officers needs to be undertaken prior to planning permission being sought. There should be an expectancy that these officers will make comments on all applications (and pre-submission of planning applications) to ensure that when new schools are built, or schools are extended, consideration is given to how increases in local traffic and the school population may impact on road safety in the future. The budget allocated to building new, or extensions to, schools should also consider and make allowance for the cost of mitigating any impacts on the highway.

Raising awareness

f. **Raise greater awareness of the tools available to address parking and safety around schools** amongst County Council members, as well as school governors, parent teacher associations and head teachers – it was cited that a number of members, and schools, were not aware of the existing measures available to help improve parking and views on safety around schools (e.g. camera enforcement cars and road safety education). The development (and delivery) of a communications strategy utilising existing mechanisms such as the 'Schools Hub', the Governors Trust Board, and directors' reports to governors, would help to address this issue. Should Committee approve the development of a travel plan toolkit, making people aware of the toolkit will also need to form part of the communications strategy.

Other Options Considered

21. The other options considered (as well as the reasons for not adopting them) and those that are currently being delivered (and proposed to continue) are set out within this report and its appendices. A number of options have been considered but ruled out due to the road safety concerns of their delivery (e.g. double yellow lines and residents' parking schemes) and these options are also included within the appendices of this report.

Reason/s for Recommendation/s

22. The proposed recommendations detailed within this report have been developed based on input from representatives from schools, national road safety practitioners, and County Council officers to help ensure sustained delivery of County Council and national priorities. The measures detailed in the report have been developed to reflect a balance of member, public and stakeholder priorities, evidence of need, value for money and the delivery of the County Council's vision and objectives.

Statutory and Policy Implications

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

Financial Implications

24.   Additional funding will need to be identified and secured to deliver two of the recommended actions – the development of a school travel plan advice toolkit and the purchase of an additional camera enforcement car.

25.   It is estimated that a school travel plan best practice advice toolkit will cost approximately £10,000-£15,000 to develop. It is estimated that an additional camera enforcement car will cost approximately £47,000 to purchase and annual running costs of up to a further £12,000 per year. The costs for the development of the travel plan toolkit and additional camera enforcement car could be met through existing revenue funding secured through penalty charge notices.

26.   Additional 'paid for' services and earlier engagement between school developers, planning officers and road safety officers would have no direct cost to the Council.

Public Sector Equality Duty implications

27.   All programmes detailed within this report comply with the Public Sector Equality Duty. An equality impact assessment was undertaken on the Nottinghamshire Local Transport Plan 2011/12 - 2025/26 in March 2011 to ensure that the strategy and its programmes to deliver it (including travel planning, enforcement of traffic regulation orders, education and awareness raising, and transport development control) met the duty.

Implications for Sustainability and the Environment

28.   All of the proposed programmes and measures contained within this report have been developed to address congestion, its knock-on effects on air quality and its impacts on local communities.

RECOMMENDATION/S

It is recommended that, in addition to continuing the current approach to road safety and parking around schools (as detailed in **Appendix 1**), Policy Committee approves:

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

2)   the undertaking of a 12 month pilot of the school travel plan advice toolkit with a limited representative number of schools across the County in order to refine it and ensure it is fit

for purpose (including a review of the toolkit at the end of the 12 month period) prior to it being made available to all schools

3) the purchase and deployment of an additional camera enforcement car

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

5) the development of a communications strategy to ensure County Council members, school management (and their governing bodies) are made aware of the services/advice available to them to address parking issues around schools.

Councillor Phillip Owen
Chairman of Children and Young People's Committee

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Constitutional Comments (SLB 05/04/19)

29. Policy Committee has authority to consider the content of this report.

Financial Comments (SES 02/04/19)

30. The financial implications are set out in paragraphs 24 to 26 of the report.

Background Papers and Published Documents

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

• Road safety around schools: report to Children & Young People's Committee on 19 March 2018
• Road safety around schools: report to Children & Young People's Committee on 18 March 2019
• Nottinghamshire Local Transport Plan Strategy 2011/12 - 2025/26
• Nottinghamshire Local Transport Plan Implementation Plan 2018/19 - 2021/22

Electoral Division(s) and Member(s) Affected

All.

C1228

Services currently available to facilitate road safety around schools

The County Council has taken this issue seriously for some time and consequently already provides an extensive programme of measures to help schools address roads safety concerns around schools. The measures identified below have had the necessary impact as borne out by the very low number of accidents occurring outside schools, and on school journeys:

- **Advance school warning signs for motorists** – school warning signs are provided outside all schools in the county to make drivers aware that they are approaching a school and to drive appropriately

- **Advisory 20mph speed limits** – as there are very few accidents outside schools in Nottinghamshire and vehicle speeds are already low (less than 24mph) outside most schools, advisory 20mph speed limits have been introduced outside all schools in the county where it is feasible to do so. The advisory speed limits aim to encourage more people to walk and cycle to school by enhancing the warning signs for drivers, impressing upon them that they are expected to lower their speed outside all schools in Nottinghamshire, and improving the perception of safety around schools

- **Enforceable 'School Keep Clear' road markings** – traffic regulation orders have been introduced on all 'school keep clear' lines outside schools so that the pedestrians have a 'clear' place to cross outside the school that is not obscured by parked vehicles. This enables the Council to enforce the traffic regulation order that prohibits vehicles parking on them by issuing penalty charge notices to vehicle owners that park on them

- **Camera enforcement cars** – the County Council introduced its first camera car in March 2016 to help enforce school 'keep clear' markings; and a second car became operational in May 2018. Anyone can request the car visit their local school through the Council's website. Its first two years of operation have resulted in approximately 500 penalty charge notices per year being issued to people parking on the 'keep clear' markings

- **Powers to strengthen enforcement regimes** – the County Council has existing powers to implement additional traffic regulation orders, such as introducing 'School Keep Clear' road markings on both sides of the road, which are considered when conditions concerning road widths are met; as well as alternatives to the camera enforcement car such as scooters or fixed cameras, which could be considered to address recognised road safety issues outside schools. The road safety and amenity (parking) impact on the wider surrounding area does, however, need to be included as part of any considerations before such measures are introduced

- **Road safety education** – road safety education and awareness programmes are developed annually to address the causes of reported road accidents that result in injuries to road users. Programmes that are targeted at school age children (or those that work at schools) are offered to schools free of charge. Many of these programmes are targeted at Year 6 pupils as they start to make more independent school journeys. Each school is contacted every term and offered tailored education programmes

- **Engineering measures** – reported road traffic accidents resulting in casualties are monitored throughout the year (including those occurring outside schools or on school journeys) and a programme of schemes to address these casualties are developed and delivered annually. Between 1998 and 2015 the County Council had a specific funding allocation to deliver a safer routes to schools programme, such as pedestrian crossings on routes to schools and school zones outside schools (and between 2001 and 2015 over £5m was spent on this programme). The funding allocation ended as it was considered that it would be better targeted at locations with a history of road traffic accidents as there are very few casualties on school journeys; also and as there was no

evidence to indicate that the schemes increased the number of pupils walking or cycling to school (and therefore reduced parking issues outside schools). It should, however, be noted that since the programme ended, in order to improve safety outside schools, over £200,000 has been invested in making the 'school keep clear' road markings enforceable; and almost £2m was allocated to introducing advisory 20mph speed limits outside schools in the county. Currently, Communities & Place Committee allocate £100,000 per year towards crossings on routes to schools which are identified through local County Council member requests

- **School bus services** – the County Council procures statutory and non-statutory school transport contracts to help pupils travel to school by bus; as well as home to school transport for specified pupils. The home to school transport legislation entitles free home to school transport for primary aged school children who live more than 2 miles from their preferred school; secondary aged school children who live more than three miles from their preferred school; and pupils from low income families who live 2-6 miles from their preferred school. In addition to this, where pupils live less than the above distances assisted travel may be offered on available bus services. The Council also administers the concessionary travel scheme as well as a number of incentivised discounted ticketing schemes for school pupils travelling regularly by bus

- **School crossing patrol service** – whilst there is no duty for the Council to provide a school crossing patrol, the County Council currently operates 90 sites across the county to support parental responsibility (but this number is subject to regular change). The service is provided for children aged 5-11, and sites are subject to meeting criteria based on the number of children crossing at a location and the number of vehicles passing through it

- **Planning advice on school design** – the County Council's planning services offer pre-application advice to designers/developers and these organisations are encouraged to use this service (this includes highways development control comments).

Lessons learnt by the cross-party working group

The cross-party working group has discussed a number of issues and the outcomes from these discussions are summarised below.

Safety – with regards to safety outside schools it was recognised that:

- **There are very few accidents involving children walking and/or cycling near schools, or occurring on school journeys.** Based on the accident data, poor safety around schools is therefore mostly a perception rather than a reality, although this still needs to be considered if more children are to be encouraged to walk or cycle to school (thereby reducing car trips to school)
- **Parking outside schools acts as a speed reducing feature** and is likely to be a factor in keeping speed and accidents down
- **The impacts of potential measures need to be carefully considered as they may worsen road safety outside or on routes to school** (see comments below about the introduction of parking restrictions outside schools and the introduction of crossing facilities where there isn't use throughout the day).

Parking – with regards to parking outside schools it was recognised that:

- The reported accident data indicates that dangers from parents **parking outside schools is a perceived danger rather than it actually resulting in child casualties** (as casualties outside schools are very rare and the parking occurs every school day outside almost every school)
- **Parking issues generally occur for only a very short period of time** (predominantly at the end of the school day as parents only park for short periods at the beginning of the school day); and only Monday to Friday during term-time only
- **Only a minority of parents park inconsiderately**, on 'keep clear' markings or across driveways, and do not react to measures/advice from the school
- **Introducing parking restrictions such as double yellow lines or residents' parking schemes are not supported by the police (or the Council) as they can worsen road safety and only push the problem elsewhere**. Road safety can be worsened due to the fact that drivers expect to see school pupils outside schools but if parents park further away from the school the child pedestrian movements are spread across wider areas where drivers may not expect them to be present. Also, yellow lines allow drivers to set down and pick up passengers, so this activity is not actually made illegal by the introduction of double yellow lines, or a residents parking scheme so will not stop parents from waiting or dropping off/picking up pupils. It can also cause drivers to 'rush' and take more risks to avoid being caught, again creating a road safety hazard
- **It is the school community (parents and sometimes teachers/school workers) that are causing the parking issues outside schools**
- As the school community create the short-term problem, **the identification and delivery of options to address the parking issues must be led by the school community**
- **Many head teachers already undertake work to engage with parents and the local community on parking issues** around schools
- **There is a need to better manage affected residents' and parents' expectations** concerning both the level of the problem (i.e. it only occurs for short periods of time) and the measures to address it (i.e. traffic regulation orders will not resolve the issue)
- **There is not a 'one size fit all' solution to these issues** due to the different circumstances outside each school (and of the parents attending).

Planning – with regards to planning it was recognised that:

- **School locations are not driven by access (including safety) issues** but more by available land and cost implications
- When designing new schools/extensions to schools often **site constraints prevent the creation of safe on-site pick-up and drop-off facilities**
- **There is an opportunity when designing new schools to better consider the impacts of the proposals on the wider local area and consider mitigation** (e.g. on-site parking provision, highways layouts, etc.)
- There is a **perceived disconnect between the planning and construction of new schools**, particularly in relation to the provision of highways traffic management/safety comments/advice on their design
- Despite transport assessments funded by schools/academies to satisfy planning conditions stating that there will be no transport impacts and no new infrastructure is required; there is still an **expectation from schools that the County Council will fund highway improvements to address the impacts of school developments.**

Engineering measures – with regards to engineering measures it was recognised that:

- **Engineering measures can help in encouraging more children to walk and/or cycle to school if targeted effectively and co-ordinated with promotional activities delivered as part of a school travel plan,** although there is a lack of evidence to demonstrate that this was the case in Nottinghamshire when they were delivered to support school travel plans
- **The County Council continues to invest in crossings on routes to schools where these will not potentially worsen road safety; as well as cycle routes that help link schools to residential areas**. The County Council currently allocates £100,000 of its integrated transport block allocation towards the delivery of pedestrian crossings on routes to schools. Such pedestrian crossings are introduced at locations where pedestrians cross throughout the day and there aren't sufficient gaps in the traffic that allow them to do this. Introducing pedestrian crossings at locations that currently do not have high flows of pedestrian use throughout the whole day can, however, worsen road safety. This is because if crossings aren't used throughout the day drivers do not expect to have to stop at them and then fail to stop when required to do so. This increases the possibility of driver complacency which increases the risk of collision/injury. It is also important to note that on average over the last three years (2015 to 2017 inclusive) there has been 1.3 injury accidents at light-controlled pedestrian crossings and on average 0.69 injury accidents at zebra crossings during the same period.

School travel plans – with regards to school travel plans it was recognised that:

- **Funding to support the development/delivery of school travel plans was withdrawn by the DfT in 2010**; and this resulted in the withdrawal of these services
- **The support previously given to schools to develop/deliver travel plans had been much appreciated**
- **There are currently very limited revenue funding sources available to bid for/secure in order to provide staff resources to help schools deliver school travel plans**
- Whilst Ofsted inspections include determining if a school has a travel plan, **it is not Ofsted's role to ensure that all schools have a travel plan, or are delivering the measures contained within it.**

School crossing patrol service – with regards to school crossing patrols it was recognised that:

- **The County Council's criteria for provision of a site is below the national criteria meaning that more sites are provided** than if the national criteria was adopted

- **Recruitment to school crossing patrol posts is often difficult**, especially in more affluent areas. Currently there are 143 sites in total, 90 of which are staffed, 23 of which are being actively recruited to, with the remaining 30 being monitored
- School crossing patrols **encourage people to make better choices about safe places to cross**.

Changes in pupil placement policies – with regards to changes in pupil placement policies it was recognised that:

- **they have often resulted in a disconnect between parents and the local community** around a school as the parents aren't a part of that community
- **they have resulted in parents/pupils travelling greater distances to schools,** especially since the secondary tier are now wholly academies
- **The switch to academies have also removed many of the Local Education Authority's levers to encourage schools to adopt best practices concerning school travel.**

Nottinghamshire County Council

Report to Policy Committee

24 April 2019

Agenda Item:6

REPORT OF THE LEADER OF THE COUNCIL

BASIC NEED ALLOCATION FOR THE RUSHCLIFFE SCHOOL

Purpose of the Report

1. To seek Member approval for the investment of £500,000 towards the next phase of the planned expansion of Rushcliffe School to ensure a sufficiency of secondary school places for September 2019).

2. To update Members on the emerging proposal to secure a medium to long term plan to ensure a sufficiency of secondary school places in the West Bridgford planning area by September 2025 in partnership with the Spencer Academies Trust.

Context

3. The quality of schools and education provision is a key priority in our Council Plan and in investing in Nottinghamshire. Nottinghamshire County Council has continued to invest significantly in the provision of schools across the County. Between 2013 and 2019, approximately 5,500 primary school places were created at a cost of £65m. The County Council continues to invest in school places provision and new schools are currently being built in Bestwood, Hawthorne Primary School at a cost of £5.75m, in Rushcliffe, Sharphill Primary School at a cost of £5.3m and Hucknall the Flying High Academy at a cost of £3.7m. The County Council is making significant progress in the rebuilding of The Orchard Special School in Newark alongside a new Day Service at a cost of £15.5m. In addition to these investments in Nottinghamshire, the Council has also committed to the rebuilding of The Bramcote School at an estimated cost of £14m.

4. Across the County, 85.1% of schools are rated Good or Outstanding by Ofsted, which means children and young people are well served by education providers. This is particularly the case in Rushcliffe. On 1 March 2019, which was national secondary offer day, there were 1,334 applications processed from residents within the Rushcliffe area. 1,277 (95.7%) received their first preference with 1,326 (99.4%) receiving one of their 4 preferences. This was delivered through a strong partnership with the Rushcliffe School and West Bridgford School who have remained committed to working positively with the County Council to secure a long term plan for this planning area.

Information

5. There are two schools in this planning area: West Bridgford School (East Midlands Education Trust) and Rushcliffe School (Spencer Academies Trust). These are high performing popular secondary schools in a densely populated area. The large housing development at Sharphill has contributed to the need for an additional four secondary forms of entry over the next five academic years (by 2025) across this planning area.

6. A report was taken to Children and Young People's Committee in December 2017 and permission was given to pursue plans that would result in the expansion of both secondary schools in the planning area to meet increasing need for school places. Negotiations have successfully concluded the following agreements:

   - The Rushcliffe School (SAT) has agreed, in principle, to initially expand to 12 forms of entry and to work with the Council to increase capacity further if required;
   - The West Bridgford School (EMET) has agreed to 9 forms of entry once the school secures Section 106 funding from Rushcliffe Borough Council.

7. In the short term, Rushcliffe School has agreed to admit significantly over its Published Admission Number (PAN) in 2018/19 academic year and agreed again to admit to 330 Year 7 pupils for September 2019. This has ensured that in September 2019, linked and catchment children, who expressed a preference for the Rushcliffe School have secured a school place. As a result, immediate work on the site is necessary to provide the necessary classroom and specialist areas over the summer 2019 period before welcoming pupils in September.

8. Officers have been working with the Trust to identify the immediate short-term costs to accommodate the additional intake in September 2019. Plans for the future are being developed in partnership with the Trust and proposals, including cost estimates and will be brought forward for consideration by Policy Committee in due course. This will offer further confidence to families that their children will continue to have access to school places in our good and excellent schools across the County.

9. To deliver the required property activities, it is recommended that Members approve a budget of up to £500,000 basic need funding to the Spencer Academies Trust to undertake the immediate building and renovation required at Rushcliffe School to accommodate the September 2019 intake.

Other Options Considered

10. There are no other options at this time that would provide the additional places for September 2019.

Reason/s for Recommendation/s

11. The County Council has a statutory duty to ensure a sufficiency of school places across the County. The West Bridgford planning area is an area that will require additional school places by 2025.

Statutory and Policy Implications

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

Financial Implications

13. The £500,000 capital investment required to fund the next phase of the Rushcliffe School expansion will be funded from within the School Places Programme which is already approved in the Council's capital programme.

RECOMMENDATION/S

That the Committee:

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

2)   Requests further updates on the medium to long term plan to ensure a sufficiency of secondary school places in the West Bridgford planning area by September 2025 in partnership with the Spencer Academies Trust.

Councillor Mrs Kay Cutts MBE
Leader of the Council

For any enquiries about this report please contact:

David Hughes
Service Director - Investment & Growth
T: 0115 9773825
E: david.hughes@nottscc.gov.uk

Constitutional Comments (LW 10/04/19)

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

Financial Comments (GB 03/04/19)

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

Background Papers and Published Documents

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

Proposed Basic Need Programme of School Expansions 2018/19 – report to Children and Young People's Committee on 18th December 2017

Electoral Division(s) and Member(s) Affected

All

Nottinghamshire County Council

REPORT OF THE SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND EMPLOYEES

COMMUNICATIONS AND MARKETING STAFFING STRUCTURE

Purpose of the Report

1. To seek approval of a revised staffing structure for the Communications and Marketing service and consequential staffing reductions and other actions required to implement the changes identified within the report.

Information

Background

2. The current operating model and structure of the Communications and Marketing service originates from 2010/11 when a centralised Communications and Marketing function was created to improve efficiency; ensure consistency and professionalism of approach across the Council; reduce costs, waste and duplication and deliver savings in relation to communication and marketing activity council-wide.

3. The previous review and integration of services and resources led to the implementation of a business partner model and a number of specialist teams and resources including a media bureau; digital team (including reactive and proactive use of social media); graphics, design and print team; marketing functions. The business partners provide the interface between front line services and the areas of specialism within the integrated communications and marketing team.

4. There have been some minor changes to the integrated structure in response to the need to deliver ongoing savings but no significant changes. The Council's continued financial challenges and creation of the new Chief Executive's department on 22 March 2018 provided the drive and opportunity for a more in-depth review of communication and marketing activity alongside other enabling and support functions. Given the degree of change across the Council it is timely to review these services to ensure that they continue to provide value for money and meet organisational needs for the future.

5. The management structure for an integrated function including Communications, Marketing, Digital, Design, Print and Document Services was approved by the Committee in October 2018. As a result, the structure combined three existing Group Manager posts to create one new Head of Communications and Marketing

role for the whole of the communications, marketing and document services functions. Since then, an external appointment to the post of Head of Communications and Marketing has been made.

Proposals for the new structure

6. In order to determine the remaining structure, an internal review of the Council's Communications and Marketing functions has been carried out. The scope of this review included looking at the current approach, strategy, operating models and structures; consideration of the Council's future needs and priorities; comparison with best practice in this area and benchmarking with other organisations where appropriate.

7. Several workshops were held with employees to undertake a strategic analysis of the current service; consider potential future operating models and approaches and identify options for the structure and ways of working to ensure that organisational priorities continue to be delivered. Feedback and views were also sought from senior leaders across the organisation and fed into the process.

8. Formal consultation was undertaken with staff and the recognised trades unions in order to finalise the proposed structure and job descriptions. Employees from within the team were fully involved in this process and have played an important part in shaping the future structure and roles within it.

9. As a result, a new staffing structure has been developed as set out in Appendix 1. The new structure will help to realise the required savings and ensure the communications and marketing functions and operating model continue to deliver value for money, support the delivery of strategic and service priorities and front-line service delivery and reflect organisational change.

10. The new structure creates integrated Senior Business Partner roles which will provide the interface between frontline services and the Communications and Marketing function. These roles will be responsible for ensuring the effective delivery of communication and marketing activity in their designated service areas across all channels including social media, online and trandional media. They will do this by working through the Communications and Marketing Officers and developing an agreed service offer and prioritised plan and programme of activity to ensure that key priorities can be delivered. This single point of contact for all communication and marketing activity will remove some of the duplication and provide clear lines of accountabiltiy and responsibility.

11. The Digital Team will be responsible for the development and maintenance of digital channels and providing advice and guidance on their use. This will include the new MyNotts App being developed as part of the Cross-Council Digital Development Porgramnme. Alongside the Customer Service Centre and colleagues from ICT, this group will be integral to the delivery of the "Enhancing Customer Experience through Digital development Programme". The need for this closer working between these areas on an ongoing basis is indicated on the structure chart. The Senior Business Partner role in the Digital Team will have oversight and the lead for social media.

12. Document Services were outside the scope of this review, as the work of this team was considered by the Commercial Development Unit and targets for income generation set which the service is on track to achieve through the selling of print, hybrid mail and document scanning services to external partner organisations. This aspect of the service also comprises Supported Employment Services which the Council is committed to continue to support and provide employment for disabled people, which equates to 25% of staff within this service group.

13. The whole of the Document Services team will be "lifted and shifted" into the new Communications and Marketing group with the following proposed changes:

   a. 1 fte, Team Manager – Document Services post will be established to manage the service and staff on a day to day basis. This post will report directly to Head of Communications and Marketing.

   b. 1 fte, Graphic Assistant post will be deleted, and the Graphic Designer posts will increase from 1.8fte to 2.8 fte.

Implementation

14. The Enabling Process is underway to minimise the period of uncertainty for staff within the function. Any appointments to posts have therefore been made subject to confirmation of the structure by Policy Committee. As there are fewer posts in the new structure volunteers for redundancy were sought at an early stage in order to minimise the need for formal interviews where possible and also to ensure that any redundancy payments were calculated in line with the previous redundancy package. The new Head of Communications and Marketing will take up post with effect from 1st May 2019 and will take over implementation and roll out of the new structure and ways of working from that date.

Other Options Considered

15. An external review of the Communications, Marketing and Document Services functions was initially considered. However, the decision was made to carry out this review internally by using in-house expertise, knowledge and experience. Staff and different stakeholders were involved in shaping the vision, key outcomes, operating model and structure for the service. This has enabled better engagement and ownership by employees and front line services and ensured that the final proposals best meet service and organisational needs and priorities. This approach has also avoided the need to engage independent consultants at significant cost to undertake the work.

Reasons for Recommendation

16. The staffing model proposed will deliver savings whilst continuing to provide an excellent service to enable the delivery of the Council Plan and commitments to improve outcomes for citizens, communities and business.

Statutory and Policy Implications

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

Financial Implications

18. The structure proposals set out in this report will reduce the number of posts in the communications and marketing function from 24 fte to 17. Members already approved savings total of £56,500 in the overall Communications and Marketing budget for 2018/19 and 2019/20 in Policy Committee dated 24th January 2018. The total amount of savings delivered by the review of communications and marketing function will amount to £306k i.e. 30% of the total staffing budget. The new structure will deliver an in year underspending during 2019/20 with full year savings reflected in the Medium Term Financial Strategy from April 2020. The final savings delivered will depend on the final grading of the posts and outcome of the enabling process, including any salary protection arrangements if applicable. The number and costs of individual voluntary redundancies and timeline for these, including notice periods and the need for handover and transition arrangements, will impact on the underspending in 2019/20.

Human Resources Implications

19. The proposed structure is set out in Appendix 1. Employees and trades union colleagues have been involved in developing the proposed structure and job descriptions and formally consulted in line with the Council's agreed processes. The Human Resources implications have been considered throughout the consultation process in drawing up the new structure and job descriptions. Confirmation of grades within the structure will be confirmed using the agreed job evaluation process.

20. Appointments to the posts in the new structure will progress in line with the Council's agreed policies and procedures; including the Enabling Process. Any displaced employees will be dealt with under the Council's Redundancy and Redeploymnent Policy. Wherever possible Voluntary Redundancies were agreed before 31st March 2019 on the basis of the previous Redundancy package in line with the terms of the Collective Agreement with the recognised Trades Unions.

RECOMMENDATION

It is recommended that Members:

1) Approve the new staffing structure of the Communications and Marketing Funciton as set out in Appendix 1 and paragraph 13 and actions required to implement the changes identified within the report.

Marjorie Toward
Service Director – Customers, Governance and Employees

For any enquiries about this report please contact:
Marje Toward
Service Director – Customers, Governance and Employees
Tel: 0115 977 4404

Constitutional Comments (KK 02/04/19)

21. The proposal in this report is within the remit of the Policy Committee.

Financial Comments (SES 04/04/19)

22. The financial implications showing an additional anticipated £250k of savings is detailed in paragraph 18 of the report.

HR Comments (JP 05/04/2019)

23. The proposal have been subject to formal consultation with staff and the recognised trade unions. The implementation of the recommendations will be undertaken in accordance with the County Councils agreed employment policies and procedures, including enabling, redundancy and redeployment.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.
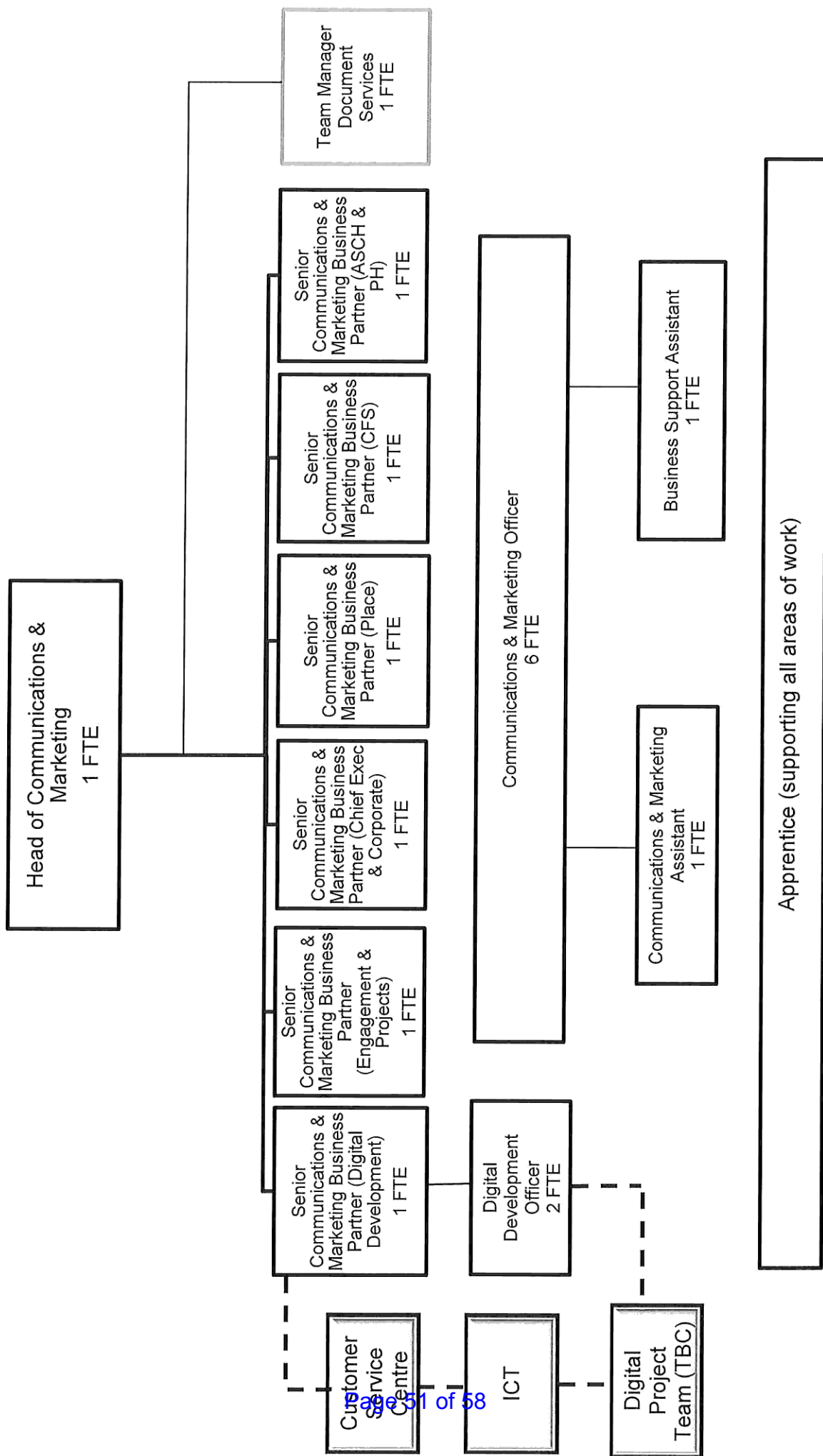
- None

Electoral Division(s) and Member(s) Affected

- All

Communications & Marketing Service Structure

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                        Head of Communications &
                             Marketing
                               1 FTE
                                  |
   ┌──────────┬──────────┬───────┼────────┬──────────┬──────────┐────── Team Manager
   |          |          |       |        |          |          |        Document
Senior     Senior     Senior   Senior   Senior     Senior              Services
Comms &    Comms &    Comms &  Comms &  Comms &    Comms &               1 FTE
Marketing  Marketing  Marketing Marketing Marketing Marketing
Business   Business   Business  Business Business   Business
Partner    Partner    Partner   Partner  Partner    Partner
(Digital   (Engagement (Chief    (Place)  (CFS)      (ASCH &
Development)  &         Exec &    1 FTE    1 FTE      PH)
1 FTE      Projects)   Corporate)                    1 FTE
           1 FTE       1 FTE
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Senior Communications & Marketing Business Partner (Digital Development) 1 FTE

Senior Communications & Marketing Business Partner (Engagement & Projects) 1 FTE

Senior Communications & Marketing Business Partner (Chief Exec & Corporate) 1 FTE

Senior Communications & Marketing Business Partner (Place) 1 FTE

Senior Communications & Marketing Business Partner (CFS) 1 FTE

Senior Communications & Marketing Business Partner (ASCH & PH) 1 FTE

Team Manager Document Services 1 FTE

Digital Development Officer 2 FTE

Communications & Marketing Officer 6 FTE

Communications & Marketing Assistant 1 FTE

Business Support Assistant 1 FTE

Customer Service Centre

ICT

Digital Project Team (TBC)

Apprentice (supporting all areas of work)

6

REPORT OF THE SERVICE DIRECTOR, CUSTOMERS, GOVERNANCE AND EMPLOYEES

WORK PROGRAMME

Purpose of the Report

1. To review the Committee's work programme for 2018-19.

Information

2. The County Council requires each committee to maintain a work programme. The work programme will assist the management of the committee's agenda, the scheduling of the committee's business and forward planning. The work programme will be updated and reviewed at each pre-agenda meeting and committee meeting. Any member of the committee is able to suggest items for possible inclusion.

3. The attached work programme includes items which can be anticipated at the present time. Other items will be added to the programme as they are identified.

4. The Policy Committee will be asked to determine policies, strategies and statutory plans developed or reviewed by other Committees of the Council. Committee Chairmen are invited to advise the Policy Committee of any additional policy reviews that are being considered.

5. The following changes have been made since the work programme was published in the agenda for the last meeting:-

   a. The following items were added to the agenda for April 2019:-
      * Basic Need Allocation for The Rushcliffe School
      * Communications and Marketing Service - Restructure

   b. The following items were deferred from April 2019 to May 2019:
      * Green Estates (now called Green Spaces Review)
      * Update on Futures, Advice, Skills and Employment, including Enterprise Adviser Network
      * Nottinghamshire Carers' Strategy 2018-2020
      * Disposal of land at Westdale Road, Jacksdale

   c. The following items were added to the agenda for future meetings:
      * May 2019 - Knife Crime Strategy

- May 2019 - Under-16 Home to School Transport Policy and Post-16 Transport Policy Statement - 2019/2020
- May 2019 - Rural Acquisition
- June 2019 – Operational Decisions
- July 2019 – Operational Decisions

d.   The following items were withdrawn from the agenda for April 2019:
- Property Transactions
- Operational Decisions

Other Options Considered

6) None.

Reason for Recommendation

7) To assist the Committee in preparing and managing its work programme.

Statutory and Policy Implications

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

RECOMMENDATION

That the Committee considers whether any amendments are required to the Work Programme.

Marjorie Toward
Service Director, Customers, Governance and Employees

For any enquiries about this report please contact: Keith Ford, Team Manager, Democratic Services, Tel: 0115 9772590

Constitutional Comments (SLB)

9) The Committee has authority to consider the matters set out in this report by virtue of its terms of reference

Financial Comments (NS)

10) There are no financial implications arising directly from this report.

Background Papers

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

None

Electoral Division(s) and Member(s) Affected

All

POLICY COMMITTEE - WORK PROGRAMME (AS AT 12 APRIL 2019)

Report Title	Brief summary of agenda item	Lead Officer	Report Author
24 April 2019			
Planning and Performance Management Framework	To approve updates to the Council's Planning and Performance Management Framework	Anthony May	Matt Garrard
Road Safety around Schools	To seek Committee approval for the outcomes of the cross-party working group established to consider these issues.	Derek Higton	Marion Clay/Gary Wood/Sean Parks
Communications and Marketing Service - Restructure	Service Restructure	Marje Toward	Marje Toward
22 May 2019			
Nottinghamshire Carers' Strategy 2018-2020	To approve updated strategy.	Colin Pettigrew	Sue Batty / Maggie Pape
Knife Crime Strategy	To seek the County Council's support for this inter-agency Strategy.	Adrian Smith / Colin Pettigrew	Rachel Miller
Improvement and Change Sub-Committee Update on monitoring of Performance	Performance update	Marjorie Toward	Matt Garrard
Departmental Strategies 2019-2020	To agree the updated Departmental Strategies.		Matt Garrard
Under-16 Home to School Transport Policy and Post-16 Transport Policy Statement - 2019/2020			Chris Ward
Update on Futures, Advice, Skills and Employment, including Enterprise Adviser Network		Adrian Smith	David Hughes/Marion Clay
Disposal of Land at Westdale Road, Jacksdale	To approve land disposal.	David Hughes	Steve Keating
Rural Acquisition		David Hughes	David Hughes
Green Spaces Review		Adrian Smith	Heather Stokes/Nick Crouch
Ending the Use of Fax	To agree that the Council stop using fax	Nigel Stevenson	Iain Macmillan

1

19 June 2019			
Accessibility Strategy	To seek approval for the Accessibility Strategy which assists pupils with Special Educational Needs and Disabilities to access the National Curriculum.	Colin Pettigrew	Chris Jones
Nottinghamshire Highway Design Guide	Adoption of Guide as policy.	Adrian Smith	Sally Gill
Operational Decisions		David Hughes	
17 July 2019			
Safer Nottinghamshire Board Update	To provide an update on the work of the Board.	Anthony May	Vicky Cropley
Operational Decisions		David Hughes	

2