

Policy Committee

Wednesday, 09 December 2015 at 10:30

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

AGENDA

1	Minutes of last meeting held on 11 November 2015	3 - 6
2	Apologies for Absence	
3	Declarations of Interests by Members and Officers:- (see note below) (a) Disclosable Pecuniary Interests (b) Private Interests (pecuniary and non-pecuniary)	
4	Spending Proposals 2016-17 to 2018-19	7 - 131
5	Hate Crime Policy	132 - 141
6	Information Commissioner's Office Audit Report and Action Plan	142 - 155
7	The Role of the Nottinghamshire County Council Mental Health Champion	156 - 159
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10	Work Programme	166 - 173

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 Paul Davies (Tel. 0115 977 3299) or a colleague in Democratic Services prior to the meeting.

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



Meeting **POLICY COMMITTEE**

Date **Wednesday 11 November 2015 at 11:15 am**

membership

Persons absent are marked with 'A'

COUNCILLORS

Alan Rhodes (Chairman)
Joyce Bosnjak (Vice-Chairman)

A	John Cottee	John Knight
	Jim Creamer	Diana Meale
	Mrs Kay Cutts MBE	Philip Owen
	Stephen Garner	John Peck
	Glynn Gilfoyle	Ken Rigby
	Kevin Greaves	Martin Suthers OBE
	Stan Heptinstall MBE	Stuart Wallace
	Richard Jackson	Muriel Weisz
	David Kirkham	

ALSO IN ATTENDANCE

Councillor Pauline Allan	Councillor Steve Carroll
Councillor Roy Allan	Councillor Alice Grice
Councillor Alan Bell	Councillor Darren Langton
Councillor Nicki Brooks	Councillor Sheila Place
Councillor Steve Calvert	Councillor Liz Plant

OFFICERS IN ATTENDANCE

Anthony May	Chief Executive
Chris Kenny	} Adult, Social Care, Health & Public Protection
David Pearson	
Colin Pettigrew	} Children, Families and Cultural Services
Derek Higton	
John Slater	
Tim Gregory	Place

Carl Bilbey	}	Resources
Keith Ford		
Jayne Francis-Ward		
Matt Garrard		
Mark Knight		
Celia Morris		
Matt Lockley		
Catherine Munro		
Nigel Stevenson		
Michelle Welsh		
Clare Yau		

MINUTES

The Minutes of the last meeting held on 7 October 2015, having been previously circulated, were confirmed and signed by the Chairman.

APOLOGIES FOR ABSENCE

Cllr Stephen Garner had replaced Cllr Gail Turner on the Committee but had given apologies for this meeting.

The following temporary change in membership, for this meeting only, was reported to the Committee:-

- Cllr John Cottee replaced Cllr Reg Adair

DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS

None

DEVOLUTION DEAL

RESOLVED: 2015/057

- 1) That the progress towards a devolution deal for Derbyshire and Nottinghamshire be noted.
- 2) That authority be delegated to the Chief Executive in consultation with the Leader of the Council to continue negotiations and to sign the devolution deal, subject to ratification of the deal by Full Council.
- 3) That a further report be brought back to Policy Committee following the expected announcement on 25th November updating Members on the position.
- 4) That a report seeking ratification of the deal is brought to Full Council as soon as possible after the necessary changes in legislation.

BUSINESS RATES POOLING 2013-15

RESOLVED: 2015/058

- 1) That the outturn for the Nottinghamshire Business Rates Pool for the years 2013/14 and 2014/15 be noted.
- 2) That the proposal supported by the City of Nottingham and Nottinghamshire Economic Prosperity Committee to retain the entire Pool surplus generated in 2013/14 for use by the Combined Authority be agreed.
- 3) That the proposal supported by the City of Nottingham and Nottinghamshire Economic Prosperity Committee to retain 50% of the Pool surplus generated in 2014/15 for use by the Combined Authority and to distribute the other 50% to Pool members be agreed.
- 4) That it be noted that the release of these funds was dependent upon the spending plan being agreed by the City of Nottingham and Nottinghamshire Economic Prosperity Committee.
- 5) That approval of the distribution approach for future financial years be delegated to the Chief Executive in consultation with the Chair of Finance and Property Committee (including the reversion to the originally agreed distribution of pool surpluses as set out in the Pool Memorandum of Understanding if the Combined Authority is not established).
- 6) That any further proposed changes to the distribution approach be presented to future meetings of Finance and Property Committee.

QUARTERLY PERFORMANCE REPORT ON PROGRESS AGAINST THE STRATEGIC PLAN AND REDEFINING YOUR COUNCIL

RESOLVED: 2015/059

That progress against the Strategic Plan and Redefining Your Council be noted.

SMARTER WORKING PROGRAMME

RESOLVED: 2015/060

- 1) That the work undertaken to date for the Ways of Working (WoW) programme and its successor Smarter Working Programme be noted.
- 2) That further update reports be brought to Policy Committee on a six monthly basis.

BUDGET CONSULTATION 2016/17

RESOLVED: 2015/061

- 1) That the consultation timetable and approach be endorsed.
- 2) That the proposed methodology be approved.

SOCIAL MEDIA STRATEGY AND POLICY

RESOLVED: 2015/062

- 1) That the Council's updated Social Media Policy and associated strategy and guidance documents be approved.
- 2) That a report be submitted to Policy Committee in six months' time on the implementation of the new Policy.

OUTSIDE BODIES – APPOINTMENT TO MID-NOTTINGHAMSHIRE ALLIANCE DEVELOPMENT LEADERSHIP BOARD

RESOLVED: 2015/063

- 1) That the Mid-Nottinghamshire Alliance Development Leadership Board be added to the Outside Body appointment list.
- 2) That the Chair of the Adult Social Care and Health Committee and Corporate Director, Adult Social Care, Health and Public Protection be appointed as the County Council's representatives on the Board.
- 3) That quarterly progress reports be submitted to Policy Committee on the work of the Mid-Nottinghamshire Alliance Development Leadership Board.

WORK PROGRAMME

During discussions, Members requested regular updates on the work of East Midlands Councils, the Local Enterprise Partnership and the Economic Prosperity Committee.

RESOLVED: 2015/064

That the work programme be noted.

The meeting closed at 12.03 pm

CHAIRMAN

REPORT OF THE LEADER OF THE COUNCIL

SPENDING PROPOSALS 2016/17 - 2018/19

Purpose of the Report

1. To highlight the financial landscape within which the Council is operating.
2. To seek approval to implement Category A proposals as defined in the report.
3. To seek approval to consult on Category B and Category C proposals as defined in the report.

Information and Advice

Financial context

4. The Council, along with all other local authorities in the country, has operated within a challenging financial landscape for a number of years. The reason for this has been a fall in grant income whilst at the same time there has been an increase in demand for many services, leaving a predicted budget gap of £62m over the next three years.
5. While there still remain some unknowns regarding Government funding, the predictions are that there will be further reductions. The Chancellor's Autumn Statement on 25 November 2015, which included the publication of the Comprehensive Spending Review, indicated a continued decline in local government funding. The Chancellor also confirmed the decision to return business rates to local authorities and the phasing out of Revenue Support Grant by the end of the current Parliament.
6. The additional information that will be included in the Local Government Settlement, which is expected to be published before Christmas, will help the Council revise its financial forecast in readiness for the February budget meeting.
7. The February 2015 budget report to Council forecasted a budget shortfall of £26m for the next three years once all the identified savings were taken into account. This shortfall took into account all of the budget pressures (inflation and costs) and reductions in grant funding alongside the savings identified.

8. This is shown in Table 1 below.

Table 1 – Three-Year Financial Forecast

	2016/17 £m	2017/18 £m	2018/19 £m	Total £m
Cost Pressures	1.7	1.8	6.7	10.2
Pay and Non Pay Inflation	6.9	14.9	-	21.8
Reductions in Government Funding	19.9	14.8	0.6	35.3
Impact of reserves and revised assumptions	10.7	(14.9)	3.6	(0.6)
Savings identified to date	(27.3)	(11.8)	(1.9)	(41.0)
Total Shortfall	11.9	4.8	9.0	25.7

9. Major policy and regulatory changes, such as The Care Act 2014, will generate additional costs. At present it remains unclear how these additional costs will be funded on an ongoing basis.
10. Work has continued on the integration of Public Health since its transfer from the NHS in April 2013, particularly to identify areas of potential duplication with existing Council services and maintain the long-term aspiration of improved Public Health outcomes.
11. On 4 June 2015, the Chancellor of the Exchequer announced a £3bn package of savings to be made across Government in the 2015/16 financial year. These savings included £200m to be saved from the public health grant which meant this authority was required to return £2.6m.
12. In the Budget on 8 July 2015, the Chancellor announced the introduction of the National Living Wage that would, for people aged 25 and above, increase to a floor rate of £9.00 per hour by 2020. In moving towards this position, the National Living Wage will be set at £7.20 from April 2016. This creates an additional budget pressure for the Council both as an employer and commissioner. It is expected that many services, particularly in the Adult Social Care arena, will pass on the increase in staff costs to the Council by way of higher contribution charges.
13. Taking all these factors into consideration the shortfall in funding over the next three years is now estimated to have risen to £62m.

Tackling the problem

14. This year, in an unprecedented move, the three largest political groups on the Council agreed to work together to produce a joint budget.
15. Savings proposals that total more than £20m have been identified. These proposals, broken down by Department, are detailed in Appendices 1-3 of this report. Table 2 below provides a summary of these savings proposals by Committee.

Table 2 – Summary of Committee Savings Proposals

Committee	2016/17 £000	2017/18 £000	2018/19 £000	Total £000
Children and Young People	1,451	640	2,212	4,303
Adult Social Care and Health	1,888	3,669	3,266	8,823
Transport and Highways	500	445	404	1,349
Environment and Sustainability	460	0	0	460
Community Safety	50	50	75	175
Culture	0	0	251	251
Policy	407	302	99	808
Economic Development	80	0	0	80
Finance and Property	440	503	215	1,158
Personnel	46	86	33	165
Public Health	3,000	0	0	3,000
Total*	8,322	5,695	6,555	20,572

*includes £3m proposed savings against the public health grant.

16. For the purpose of consultation and to allow the most efficient implementation, the proposals have been categorised as follows:

Category A

These are proposals which, if approved, can be implemented immediately after normal internal consultation processes have been completed in accordance with Council policies and legal requirements. The report seeks approval for implementation of all the Category A proposals.

Category B

Approval is sought in principle for these proposals which will be subject to consultation with stakeholders and partners prior to implementation. It is anticipated that approval to proceed will be sought within the 2016/17 budget report unless an earlier decision-making process is approved.

Category C

These proposals will require statutory consultation prior to implementation. Approval to proceed will be sought within the 2016/17 budget report, or later as appropriate. Proposals in this category could be subject to change as a result of consultation and subsequent refinement.

17. It is expected that further savings proposals will continue to be developed outside of this budget process. These will be taken to the relevant Committee for approval with all appropriate consultation carried out and, where possible, will be included in the annual budget report in February 2016.

Financial planning

18. As part of the budget setting process, the Council will review its financial planning assumptions, including cost pressures and inflation. Any changes will be detailed in the February budget report.
19. Reserves and balances will once again be used to allow time for more transformative approaches to be developed and implemented. Reserves can be used as a short-term fix but their use only delays the time when a permanent solution needs to be found. The Council also needs to maintain an appropriate level of reserves to guard against unforeseen events. Any required use of the reserves will be presented as part of the budget approval process.
20. This multi-faceted approach will enable the Council to reduce its budget deficit in a managed way that protects front-line services, supports transformation, builds capacity and helps to achieve long-term resilience.

Council Tax

21. When the Medium Term Financial Strategy (MTFS) was approved in February 2015 a 1.99% increase to Council Tax was built into the following financial years to address the budget shortfall.
22. Due to the current financial position that has been outlined in this paper, the Council is highly likely to continue with its proposed increase in Council Tax next year by 1.99%. The increase will help to limit the reductions in services.
23. Government policy currently requires any authority proposing a Council Tax increase of above 1.99% to hold a referendum. At the moment it is unclear if there will be any change to the referendum cap in the coming years.
24. In previous years the Government has provided additional funding to any authority that does not increase Council Tax. In Nottinghamshire the Council Tax freeze grant would equate to £3.2m. However, there is no guarantee that the freeze grant would be awarded or for how long, which increases the level of uncertainty faced by the Council. Any increase in Council Tax can be included in the budget as permanent funding.
25. The Chancellor announced in the Autumn Statement that local authorities will be able to levy a “social care precept” of up to 2% in Council Tax which must be spent exclusively on social care. It is assumed this will be in addition to any referendum limit imposed on local authorities.
26. The average Council Tax paid by Nottinghamshire residents is £1,045.32 which places the County 13th highest out of the 27 County Councils in terms of average Council Tax paid. This reflects the fact that Nottinghamshire has the second-highest number of properties in Bands A and B out of all the other County Councils.

27. The impact on bills of a 1.99% increase in Council Tax would equate to an average increase of 40 pence per week and contribute £5.9m towards the Council's funding gap.

Table 4 – Impact of 1.99% increase in Council Tax

Band	2015/16 Council Tax (£)	2015/16 1.99 % impact (£)	Equivalent weekly increase (£)	No of Dwellings
A	827.42	843.89	0.32	141,580
B	965.33	984.54	0.37	73,370
C	1,103.23	1,125.19	0.42	60,860
D	1,241.14	1,265.84	0.47	40,440
E	1,516.94	1,547.14	0.58	22,340
F	1,792.75	1,828.44	0.69	10,730
G	2,068.56	2,109.73	0.79	5,960
H	2,482.27	2,531.68	0.95	460

Note: the number of dwellings is the total listed on the Valuation Office website as at 11 June 2015 (<https://www.gov.uk/government/statistics/council-tax-stock-of-properties-2015>). It is not possible to use this raw data to calculate the precept as this is based on a Band D equivalent which takes into account non collection, Single Person Discount and other benefits.

Managing the Future

28. On 2 July 2014, Policy Committee approved a strategic approach to transformation in ***Redefining Your Council***. This provides a clear and unified vision about the future of the Council and a plan to manage transformation in a way that saves money and protects the core values set out in the Strategic Plan.
29. Four transformation portfolios were created to focus on the areas with the greatest potential opportunity for transformation and budget savings. A new interim senior management structure was implemented from 1 September 2015 to align with this transformation approach. The new departments are: the Adult Social Care, Health and Public Protection Department; the Children, Families and Cultural Services Department; the Place Department; and the Resources Department. The following section sets out the future direction of travel for each of the Departments.

The Adult Social Care, Health and Public Protection Department

30. Adult Social Care, Health and Public Protection is the largest Department in the Council and has been subject to considerable challenges, especially in adult social care. The pressures on this budget have been significant as people live longer and develop complex care needs. In addition, new legislation such as the Care Act 2014 has introduced new duties and strains on the budget.
31. The strategic response to social care has focused on promoting independence and wellbeing, ensuring value for money and promoting choice and control. It encourages individuals to take more responsibility for their care and support with

families and communities being supported to assist those requiring such care and support.

32. Public Health first transferred in April 2013 with a ring fenced budget of approximately £36m. In July the Government announced a £200m in-year reduction to the public health grant to local government which equates to approximately £2.6m in Nottinghamshire. The budget plan assumes that following the Spending Review this reduction will increase to £3m. Consequently, this report includes proposals for consultation that would deliver a £3m saving to the public health grant.
33. The Department also includes Emergency Management, the Coroner's service, Registration and Celebratory Services, Trading Standards and Community Safety.

The Children, Families and Cultural Services Department

34. This Department broadly divides between children's services, which includes social care, early help and education services, and cultural services, which covers the Council's network of libraries, country parks and green estate sites, adult learning, archives, arts and sports development, and conservation management.
35. The social care strategy supports the delivery of integrated and aligned services in localities in order to make access as easy as possible. This ensures that support is provided as early as possible, in order to deliver the best possible outcomes for children, young people and their families.
36. From April 2016, the libraries, archives, learning and cultural services will be delivered by Inspire, a Community Benefit Society.

The Place Department

38. Place services, such as highways, public transport and waste disposal, have seen major budget reductions over the past five years while demand for many of these services that are used by all residents has increased.
39. This has led many of the services to consider alternative ways or approaches to delivery. The creation of a Joint Venture company to deliver the highways service, which maintains around 2,500 miles of road, 93,000 street lights and the associated infrastructure, was approved in May and is on track to go live on 1 April 2016.
40. The authority spends £4.1m in bus subsidies to companies where usage is too low and costly to make the service commercially viable. A review of the 81 subsidised services will be conducted in spring of 2016, prior to any decision to renew the current contracts that expire in August.
41. The authority intends to cut the cost of waste by working more closely with the district councils.

The Resources Department

42. The Resources Department brings together a group of services, including Legal, Democratic Services, ICT, Communications, Document Services, Human Resources, Customer Services, Finance, Performance, Transformation and Procurement, which support the rest of the Council in running as efficiently as possible.
43. One of the Department's roles is to enable front-line services to become more effective by delivering a range of innovative cross-cutting programmes that are unlocking savings e.g. Customer Access and Digital Development, Smarter Working.
44. All of the services are judged to be below average cost according to the Chartered Institute of Public Finance and Accountancy (CIPFA) benchmarking data. While many of the services (financial management, payroll, income and debt collection, Human Resources, legal representation, media management) are considered critical in the effective and efficient running of the Council, it is recognised that the central costs must be kept to a minimum. The service aims to provide quality resources services that are efficient and effectively delivered at a cost that does not exceed the average when benchmarked against other local authorities.

Dealing with the shortfall

45. As part of the ongoing work, the Council will continue to look at fundamentally changing the way services are delivered. Whilst some specific examples of this have already been set out, this transformational change will include:
 - Income generation where this can be used to offset costs
 - Maximising the use of technology to reduce costs
 - Improving online customer access to provide more affordable and accessible services
 - Using alternative providers, including the voluntary sector, to deliver services
 - Supporting individuals to stay independent for as long as possible to improve quality of life and lower dependency
 - Building capacity within communities to resolve local issues and help meet local needs by maximising the use of community assets
 - Reducing reliance on traditional working practices and fixed bases

Consultation Process

46. The Budget Consultation this year will begin on 9 December 2015 following the approval by Elected Members at today's Policy Committee.
47. The consultation will seek to obtain views on the Category B and C proposals as contained in this report. This will run until 5 February 2016 to allow Members the time to consider feedback and make any changes to the proposals as a result.
48. Policy Committee approved the budget consultation methodology on 11 November, 2015.

49. On conclusion of the consultation process, the Council will develop its detailed budget proposals. The formal approval of the budget and the setting of the Council Tax will be agreed at the Council budget meeting on 25 February 2016.

50. All responses will be considered and will help to inform the final decisions made by Full Council on 25 February 2016.

Staffing implications

51. The precise staffing implications of the various proposals included in this report will require careful management. A Section 188 notice has been issued which begins the statutory consultation involving employees and the recognised trades unions.

52. Post reductions will be managed through agreed Human Resources processes which include:

- strict vacancy control over the coming months
- deletion of vacant posts
- turnover
- redeployment
- retraining and re-skilling where appropriate
- job seeker support
- voluntary redundancies including consideration of bumping opportunities where possible
- compulsory redundancies – all reasonable measures will be applied to keep the number to a minimum

53. The following table provides an indication of the potential reduction in posts in 2015/16.

Table 5 – Potential Reduction in posts by Department

Department	Potential decrease
Children, Families and Cultural Services	54.25
Adult Social Care, Health and Public Protection	53.26
Place	4.5
Resources	70.2
Total	182.21

Statutory and Policy Implications

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

Appropriate consultation has been undertaken and advice sought on these issues as required.

Public Sector Equality Duty implications

55. Public authorities are required by law to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity between people who share protected characteristics and those who do not
- Foster good relations between people who share protected characteristics and those who do not

56. Decision makers must understand and consider the effect of policies and practices on people with protected characteristics. Where a possible implication is identified the Council use equality impact assessments (EqIAs) to assess the potential impact on people with protected characteristics.

57. Equality implications have been considered during the development of the budget proposals and EqIAs have been undertaken where necessary. In addition the Human Resources policies that will be applied to any staffing reductions have been the subject of EqIAs. The further development of proposals will be informed by further EqIAs as appropriate.

58. It is essential that Members give due regard and consult appropriately on the implications for protected groups in the context of their equality duty in relation to their decisions. All EqIAs are available as background papers as part of the decision making process and are available to the public on the Council's website.

RECOMMENDATIONS

It is recommended that Policy Committee:

- a) Notes the financial landscape in which the Council is operating.
- b) Approves the Category A savings proposals.
- c) Approves the Category B and C savings proposals for public consultation.

COUNCILLOR ALAN RHODES LEADER OF THE COUNCIL

Financial Implications (NS 24/11/15)

The financial implications are set out in the report. The full impact of these proposals, and the consultation responses to them, as well as the implications of the Government Settlement in December, will be considered in the budget reports in February 2016.

Human Resources Implications (MT 01/12/15)

The high-level staffing implications are set out in the body of the report and trades union colleagues have been briefed on these. Some of the specific proposals have already

been discussed with trade union colleagues at departmental Joint Consultative and Negotiating Panels and further discussions are being scheduled. This process will continue throughout the consultation period and beyond as necessary. Formal consultation with the recognised trade unions will take place in accordance with the Council's agreed protocols.

Constitutional Comments (HD 24/11/15)

Policy Committee has the authority to agree the recommendations in the report.

Background Papers Available for Inspection

- [Equality Impact Assessments](#)
- [Redefining Your Council](#)

Appendices

<u>Appendix</u>	<u>Title</u>
1	Category A Option for Change
2	Category B Option for Change
3	Category C Option for Change

Appendix 2
Consultation Category B - Options for Change

Reference	Department	Title	Committee	EqlA required and undertaken	Page Number
B01	Adult Social Care, Health & Public Protection	Community Safety: Reduction in Staffing	Community Safety Committee	Yes	1-4
B02	Adult Social Care, Health & Public Protection	Quality and Market Management: reduction in staffing	Adult Social Care and Health Committee	No	5-8
B03	Adult Social Care, Health & Public Protection	Improving collection of Continuing Healthcare Funding (CHC)	Adult Social Care and Health Committee	No	9-14
B04	Adult Social Care, Health & Public Protection	Alternatives to residential care for younger adults	Adult Social Care and Health Committee	Yes	15-18
B05	Children, Families & Cultural Services	Alternative Delivery Models for Children's Homes - Mainstream	Children and Young People Committee	No	19-22
B06	Children, Families & Cultural Services	Alternative Delivery Models for Children's Homes - Disability	Children and Young People Committee	No	23-26
B07	Children, Families & Cultural Services	Integration of Children's Disability Service (CDS) & Special Educational Needs & Disability (SEND) Policy & Provision	Children and Young People Committee	Yes	27-30
B08	Children, Families & Cultural Services	Family Service Integration	Children and Young People Committee	Yes	31-34
B09	Children, Families & Cultural Services	Changes to the Young People's Service mobile provision	Children and Young People Committee	Yes	35-36
B10	Children, Families & Cultural Services	Reduction in Youth Service Provision	Children and Young People Committee	Yes	37-38
B11	Children, Families & Cultural Services	Departmental Contracts Review	Children and Young People Committee	No	39-42
B12	Children, Families & Cultural Services	Community Partnership Libraries / alternative library provision	Culture Committee	Yes	43-46
B13	Children, Families & Cultural Services	Sports Development: removal of sports funding	Culture Committee	Yes	47-50
B14	Children, Families & Cultural Services	Reduction of Arts funding	Culture Committee	No	51-54
B15	Place	Impose limits on and/or charges for disposal of non-household waste at the Recycling Centre network	Environment and Sustainability Committee	No	55-56
B16	Resources	Complaints Service Efficiencies	Policy Committee	No	57-60

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		Option Ref	B01
1. Service Area	Adult Social Care, Health & Public Protection		
2. Option Title	Community Safety: Reduction in Staffing		
3. What we propose to do and how we propose to do it			
<p>The Community Safety function for the Council is currently delivered by 4.8 full time equivalent (FTE) Community Safety Officers. The proposal is to reduce staffing by 1FTE post (20% reduction). This will require a re-prioritisation and re-allocation of Community Safety Officer roles and duties.</p>			
4. Why this option is being put forward			
<p>The cost of the Community Safety function per head of population is currently higher than a number of other County Councils in the class, indicating possible potential to reduce unit costs.</p>			
5. What is the impact?			
ON SERVICE USERS AND COMMUNITIES			
<p>Community Safety is a high priority for our communities, and for the Council. The Crime and Disorder Act 1998 places a duty on the Local Authority to consider community safety in all it does – the team is a key way of achieving this and joining-up the Authority's work.</p>			
<p>The proposal will impact on the Community Safety agenda and will require re-prioritisation of roles and duties.</p>			
<p>The proposal would result in a 20% reduction in the capacity of the team to deliver 3 roles:</p>			
<ul style="list-style-type: none">1. Coordinating and enabling the Safer Nottinghamshire Board, its Community Safety Partnerships, and other Groups that sit beneath the Board to reduce crime and disorder;2. Developing and delivering a range of initiatives the Council wishes to prioritise that tackle crime and disorder; and3. Managing the finance and performance of a range of initiatives on behalf of the Police and Crime Commissioner			

ON OTHER ORGANISATIONS / PARTNERS

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

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

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

ON OTHER PARTS OF THE COUNTY COUNCIL

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

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

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

Yes.

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

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

Y

6. Projected Net Savings to the Budget

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

7. Estimated Implementation Costs

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

8. Projected Permanent FTE Reductions

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

9. Risks and mitigating actions

Risks

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

Mitigating Actions

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

10. Chief Officer Signoff

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

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

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

4. Why this option is being put forward

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

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

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

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES

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

ON OTHER ORGANISATIONS / PARTNERS

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

ON OTHER PARTS OF THE COUNTY COUNCIL

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

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

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

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

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

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

N

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

661

NET
£000

661

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

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

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

6.8%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

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

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

11.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

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

3.0

9. Risks and mitigating actions

Risk:

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

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

within the timescale.

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

Mitigation:

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

Risk:

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

Mitigation:

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

10. Chief Officer Signoff

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

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

4. Why this option is being put forward

1. Robust processes and systems with Health

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

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

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

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

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

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

2. Ensuring equitable access

Although there is national Continuing Healthcare policy and guidance, the numbers of people accepted as eligible for CHC funding vary considerably across the country. There are some indications that eligibility in the Nottinghamshire County area is below the national average¹, so it is therefore important that all assessment staff are knowledgeable and confident about the application of CHC. Staff have access to online learning and some staff have previously received training from in-house and external trainers. Additional or refresher training would require funding, but the investment could improve outcomes for Service Users and the Council.

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

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

3. Ceasing case management of fully funded cases

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

4. Consideration of Pooled Budget arrangements

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

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

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

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

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES

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

ON OTHER ORGANISATIONS / PARTNERS

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

ON OTHER PARTS OF THE COUNTY COUNCIL

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

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

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

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

N

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

-22,749

NET
£000

-22,749

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

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

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

3.1%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

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

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

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

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

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

Suggested role of operational lead:

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

Breakdown:

0.5 FTE Finance Officer

0.5 FTE Accountant

0.5 FTE Senior Practitioner / Operational Lead

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

2016/17 2017/18 2018/19

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

0.0 0.0 0.0

0.0

9. Risks and mitigating actions

Impact on income budget

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

Ensuring equitable access

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

would be of benefit.

Ceasing of case management of fully funded cases

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

10. Chief Officer Signoff

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

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

4. Why this option is being put forward

Evidence shows that:

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

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES

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

ON OTHER ORGANISATIONS / PARTNERS

Potential to unsettle the residential care market

ON OTHER PARTS OF THE COUNTY COUNCIL

None identified

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

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

Y

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

36,101

NET
£000

26,280

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

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

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

2.7%

7. Estimated Implementation Costs

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

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

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

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

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

0.0

9. Risks and mitigating actions

Risk – non-delivery of savings

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

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

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

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

Mitigation – Careful targeting required

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

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

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

Mitigation – project management approach to new developments

10. Chief Officer Signoff

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

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

4. Why this option is being put forward

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

The main reasons for this are:

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

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

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

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

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES

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

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

ON OTHER ORGANISATIONS / PARTNERS

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

ON OTHER PARTS OF THE COUNTY COUNCIL

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

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

No

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

N

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

1,795

NET
£000

1,795

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

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

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

8.5%

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

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

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

Revenue costs for procurement costs and external legal advice.

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

45.3

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

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

3.0

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

9. Risks and mitigating actions

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

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

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

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

Risk: Potential for community resistance.

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

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

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


Risk: Lower quality provision.

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

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

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

10. Chief Officer Signoff

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



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

4. Why this option is being put forward

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

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

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

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

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES

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

ON OTHER ORGANISATIONS / PARTNERS

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

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

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

ON OTHER PARTS OF THE COUNTY COUNCIL

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

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

No

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

N

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

5,048

NET
£000

4,511

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

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

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

5.9%

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

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

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

Revenue costs for procurement costs and external legal advice.

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

132.5

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

2016/17 2017/18 2018/19

8.4 0.0 0.0

8.4

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

9. Risks and mitigating actions

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

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

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

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

Risk: Potential for community resistance.

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

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

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

Risk: Lower quality provision.

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

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

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

10. Chief Officer Signoff

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

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

4. Why this option is being put forward

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

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

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

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES

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

ON OTHER ORGANISATIONS / PARTNERS

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

ON OTHER PARTS OF THE COUNTY COUNCIL

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

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

Y – age and disability.

DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)	Y
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6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS £000	<input type="text" value="6,675"/>	NET £000	<input type="text" value="6,500"/>
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WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

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

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

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

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

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

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

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

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

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

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

9. Risks and mitigating actions

Risk: Could have an impact on staff morale.

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

Risk: Potential for community resistance.

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

10. Chief Officer Signoff

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



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

ON OTHER PARTS OF THE COUNTY COUNCIL

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

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

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

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

Y

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

GROSS
£000

9,039

NET
£000

5,947

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

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

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

4.3%

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

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

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

129.6

	2016/17	2017/18	2018/19
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	0.0	16.5	0.0

16.5

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

9. Risks and mitigating actions

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


10. Chief Officer Signoff

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

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

DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)					Y
6. Projected Net Savings to the Budget					
WHAT IS THE PERMANENT BUDGET?	GROSS £000	3,085	NET £000	2,958	
WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?					
	2016/17 £000	2017/18 £000	2018/19 £000		TOTAL £000
Gross Saving	0	0	98		98
LESS Loss of Income	0	0	0		0
LESS Costs of Reprovision	0	0	0		0
NET SAVING	0	0	98		98
WHAT ARE THE NET SAVINGS AS A % OF NET BUDGET?					3.3%
Excludes the capital receipt from the sale of the decommissioned mobiles.					
7. Estimated Implementation Costs					
WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?					
	2016/17 £000	2017/18 £000	2018/19 £000		TOTAL £000
Capital Costs	0	0	0		0
Revenue Costs	0	0	0		0
8. Projected Permanent FTE Reductions					
2.8 FTE on a Term Time Only basis, which equates to 2.25 standard FTE.					
WHAT IS THE CURRENT PERMANENT FTE STAFFING?					4.5
	2016/17	2017/18	2018/19		
WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?	0	0	2.3		2.3
9. Risks and mitigating actions					
Risk: Potential for community resistance to the proposal.					
Mitigating action: The Youth Service's voluntary sector development team (2 full time equivalent) may be able to support and or facilitate voluntary sector provision in some locations that the service would be withdrawing from. Young people will be encouraged, where public transport is available, to access the Council Youth Service building based provision. There are also some faith based and uniformed organisations that offer activities to people in these areas, but this not a direct alternative to open access youth work.					
10. Chief Officer Signoff					
I confirm that in my opinion the option is realistic and achievable, and that known costs of implementation are included.	Signature			Date Signed	
				17/11/15	



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

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	3,085	NET £000	2,958
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WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

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

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

3.2%

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

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

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

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

2.53

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

2.53

9. Risks and mitigating actions

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

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

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

10. Chief Officer Signoff

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



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

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

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

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

N

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	36,000	NET £000	34,917
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WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

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

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

3.1%

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

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

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

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

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

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

0.0

9. Risks and mitigating actions

Risks: Financial penalties of contract variations / termination.

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

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

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

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

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

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

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


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

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

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

Mitigation action: Identify those contracts exposed to cost increases.

10. Chief Officer Signoff

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

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

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES

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

ON OTHER ORGANISATIONS / PARTNERS

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

ON OTHER PARTS OF THE COUNTY COUNCIL

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

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

Yes

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

Y

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

13,353

NET
£000

7,961

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

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

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

1.0%

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

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

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

8. Projected Permanent FTE Reductions

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

185.0

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

2016/17 2017/18 2018/19

0.0 0.0 4.5

4.5

9. Risks and mitigating actions

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

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

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

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

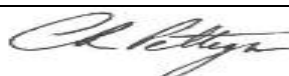
Risk: CPLs and alternative provision proposals do not receive local support.

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

10. Chief Officer Signoff

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

Signature



Date Signed

17/11/15

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

ON OTHER PARTS OF THE COUNTY COUNCIL

No significant impact.

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

Y – Disability.

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

Y

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?	GROSS £000	148	NET £000	108
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WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

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

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

100.0%

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

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

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

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

3.3

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

3.3

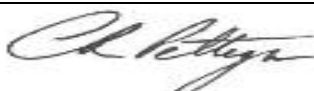
9. Risks and mitigating actions

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

10. Chief Officer Signoff

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

Signature



Date Signed

17/11/15

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

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES

ON OTHER ORGANISATIONS / PARTNERS

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

ON OTHER PARTS OF THE COUNTY COUNCIL

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

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

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

N

6. Projected Net Savings to the Budget

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

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

708

NET
£000

140

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

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

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

45.0%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

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

8. Projected Permanent FTE Reductions

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

2.5

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

2016/17 2017/18 2018/19

0 0 1.5

1.5

9. Risks and mitigating actions

Transition Earth and Fire to an independent provider / partner.

10. Chief Officer Signoff

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

Signature



Date Signed

17/11/15

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		Option Ref	B15
1. Service Area	Waste and Energy Management		
2. Option Title	Impose limits on and/or charges for disposal of non-household wastes at the Recycling Centre network.		
3. What we propose to do and how we propose to do it			
Impose charges for the disposal of specific non household waste materials at the Recycling Centre network including bricks, rubble, hard-core, soil, plasterboard etc. delivered in a car, gas bottles and other pressurised cylinders, and impose limits (i.e. 3 per annum) on the number of specific DIY wastes (bathroom suites, kitchen units, fence panels etc.) that can be delivered to the Recycling Centre sites in a year.			
4. Why this option is being put forward			
<p>Opportunity exists to save on the cost of waste disposal by imposing limits on or implementing charges for these particular waste types which fall outside of the description of Household Waste under the Environmental Protection Act 1990. This system has been implemented successfully in a number of other authorities.</p> <p>Proposals to charge for inert materials delivered to the Recycling Centres in Vans, Pickups and Trailers have already been approved and are currently being implemented.</p> <p>This proposal extends charging to cars and multi-purpose vehicles (MPV). Charges for the disposal of inert materials would be set initially at £10 for an MPV or estate car and £5 per load per saloon or regular hatchback. Costs to dispose of gas bottles or other pressure cylinders are still to be calculated but will be minimal.</p> <p>This waste will be accepted at a core network of Recycling Centres/Transfer Stations by a pre-pay booking arrangement with electronic confirmation.</p>			
5. What is the impact?			
ON SERVICE USERS AND COMMUNITIES Requires payment and additional effort from residents to access services.			
ON OTHER ORGANISATIONS / PARTNERS Systems to be agreed with waste contractor Veolia and potential for fly tipping on the Waste Collection Authorities.			
ON OTHER PARTS OF THE COUNTY COUNCIL No significant impact.			
COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N) (<i>age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation</i>) No			
DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)			N

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

7,484

NET
£000

5,771

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	100	0	0	100
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	100	0	0	100

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

1.7%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

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

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

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

0.0

9. Risks and mitigating actions

The proposal may generate adverse reaction which can be mitigated through clear communications with all stakeholders.

The potential exists for increased fly tipping which can be managed by proactive monitoring and enforcement.

10. Chief Officer Signoff

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

Signature



Date Signed

17.11.15



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

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES

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

ON OTHER ORGANISATIONS / PARTNERS

Nil

ON OTHER PARTS OF THE COUNTY COUNCIL

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

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

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

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

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

N

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

734

NET
£000

734

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

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

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

5.7%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

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

8. Projected Permanent FTE Reductions

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

18.0

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

2016/17 2017/18 2018/19

0.0 0.5 0.4

0.9

9. Risks and mitigating actions

Key risks are:

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

10. Chief Officer Signoff

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

Signature

John Francis Ward

Date Signed

24.11.15

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Appendix 3
Consultation Category C - Options for Change

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

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

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES

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

ON OTHER ORGANISATIONS / PARTNERS

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

ON OTHER PARTS OF THE COUNTY COUNCIL

No significant impact.

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

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

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

Y

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

36,108

NET
£000

30,841

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

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

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

3.2%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

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

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

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

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

0.0

9. Risks and mitigating actions

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

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

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

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

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

Mitigation - target providers where further savings are more likely.

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

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

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

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

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

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

10. Chief Officer Signoff

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



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

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

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

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

Y

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

3,730

NET
£000

2,903

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

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

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

5.5%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

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

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

2016/17 2017/18 2018/19

0.0 0.0 0.0

0.0

9. Risks and mitigating actions

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

10. Chief Officer Signoff

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

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

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

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

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

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

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

The Component is paid at 2 levels :

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

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

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

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

Savings

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

This would mean:

20% of £3.73m = £0.75m

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

Total saving = £0.58m

Notes :

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

Charging for Transport

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

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

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

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

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

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

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

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

4. Why this option is being put forward

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

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

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

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES

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

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

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

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

ON OTHER ORGANISATIONS / PARTNERS

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

ON OTHER PARTS OF THE COUNTY COUNCIL

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

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

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

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

Y

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

3,730

NET
£000

2,903

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

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

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

20.0%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

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

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

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

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

8. Projected Permanent FTE Reductions

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

0.0

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

2016/17 2017/18 2018/19

0.0 0.0 0.0

0.0

9. Risks and mitigating actions

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

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

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

10. Chief Officer Signoff

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

Signature

David Pearson

Date Signed

Nov 2015



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

Development of new internal Processes

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

Market Development

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

Auditing and Quality Assurance processes

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

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

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

ON OTHER ORGANISATIONS / PARTNERS

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

ON OTHER PARTS OF THE COUNTY COUNCIL

- To work with Economic Development where appropriate.

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

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

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

Y

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

42,813

NET
£000

42,715

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

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

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

4.7%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

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

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

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

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

2016/17 2017/18 2018/19

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

0.0 0.0 0.0

0.0

9. Risks and mitigating actions

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

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

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

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

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

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

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

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

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

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

10. Chief Officer Signoff

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

Signature

David Pearson

Date Signed

Nov 2015

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

Evidence shows that:

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

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

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

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

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

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES

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

ON OTHER ORGANISATIONS / PARTNERS

Potential increase in demand for services from partners from appropriate signposting

ON OTHER PARTS OF THE COUNTY COUNCIL

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

No

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

Y

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

33,541

NET
£000

28,079

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

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

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

1.3%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

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

Venue/room hire costs.

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

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

0.0



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

Referrals for this service come from a number of sources:

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

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

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

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

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

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

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

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

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES

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

ON OTHER ORGANISATIONS / PARTNERS

None

ON OTHER PARTS OF THE COUNTY COUNCIL

None

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

Y

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

Y

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

345

NET
£000

205

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	112	112	0	224
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	134	134	0	268

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

130.7%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

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

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

11.0

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

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Option for Change

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

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

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

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

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

4. Why this option is being put forward

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

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

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

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

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

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

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

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

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES

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

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

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

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

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

ON OTHER ORGANISATIONS / PARTNERS

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

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

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

ON OTHER PARTS OF THE COUNTY COUNCIL

No significant direct impact envisaged at this stage.

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

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

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

Y

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

100,053

NET
£000

85,457

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

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

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

2.9%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

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

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

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

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

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

0.0

9. Risks and mitigating actions

1. Risk: Double counting with other project savings

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

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

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

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

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

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

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

Effect: Reduced savings and target not met.

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

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

Cause: Insufficient baseline information, insufficient viable service users to review, current trend can't be sustained.

Event: cannot meet savings target.

Effect: either will take longer to achieve savings (slippage) or, more likely, savings will be compromised.

Mitigation: proposal builds in discover and analyse phase which will ensure baseline information is robust and reviews targeted where it will be most effective.

4. Risk: Savings not sustained

Cause: Changed needs or the changes to packages were unsustainable

Event: On validation, package costs will have increased post review

Effect: Savings not sustained over the longer-term

Mitigation: due to the nature of some of the target group, i.e. Older Adults, there is always going to be a constant change in Service User need. However, by utilising the existing knowledge and experience built up by the Central Reviewing Teams, and information to be gleaned from the discover and analyse phase, this should help manage this risk.

5. Risk: Service users, circles of support and providers may not support the changes proposed.

Cause: stakeholders being resistant to the changes proposed.

Event: In some cases stakeholders may dispute decisions to change care packages, and there may be potential legal challenge.

Effect: delays. As a last resource, some support may need to be re-commissioned unless the service user wishes to pay the difference where they choose care and support which is more expensive than care that can be procured by the Council.

Mitigation: reviews will be underpinned by the support planning process, which will ensure that any decisions to change care packages are informed by current service user needs and are appropriate.

6. Risk: Lack of capacity within the community to provide alternatives.

Cause: community and/or voluntary sector groups are unable to offer support.

Event: The demand for alternative support may out-strip the capacity of the voluntary and community sector which may result in needs not being met or the Council having to commission services.

Effect: This may result in individuals' needs not being met or the Council having to commission higher cost services.

Mitigation: Work will be undertaken with voluntary and community organisations as part of the independent sector to stimulate and develop the market.

10. Chief Officer Signoff

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

Signature

David Pearson

Date Signed

Nov 2015

		Option Ref	C08
1. Service Area	Adult Social Care, Health & Public Protection		
2. Option Title	Further expansion of Assistive Technology (AT) to promote independence		
3. What we propose to do and how we propose to do it			
<p>This proposal is based on further investment in Assistive Technology (AT) equipment, which will be targeted to ensure that more people are able to remain independent at home. Benchmarking data from 25 local authorities shows the average saving on care costs is £2.94 for each £1 invested in AT. The Council's current spend on AT equipment is 60% of the average, but figures show there is an above average rate of return on investment.</p> <p>Chartered Institue of Public Finance and Accountancy (CIPFA) benchmarking data from 2013/14 shows that the County Council's return on investment in AT equipment was 19% above average, and it is proposed that an extra £89k per year investment in AT equipment is carefully targeted at the most vulnerable people to ensure that this higher than average rate of return is maintained. More specifically it is proposed to:</p> <ol style="list-style-type: none">1. provide short term intensive AT staff input to the Short-term Assessment & Reablement Team (START), Older Adult and Reviewing Teams to embed cultural change around use of AT, initially piloting this approach in one locality.2. undertake targeted reviews of some of the 2500 low cost care packages to identify AT solutions to help people self-manage aspects of their care, in line with the Adult Social Care Strategy.3. provide short term intensive AT service support to carers and families to set up and embed use of devices to support self-management of daily living activities for people with dementia and other cognitive impairments.4. use lifestyle monitoring systems (which to date have been used by the Council for short term assessment purposes only) to enable tailored care management of people with dementia and provide reassurance to families. For example, using monitoring technology to determine if a person with dementia who receives a home care call to prompt them to bed, has already gone to bed, and therefore is best left undisturbed. <p>Approval of this proposal will be subject to an interim evaluation of the deliverables from the current AT project.</p>			
4. Why this option is being put forward			
<p>Evidence from CIPFA benchmarking data of 25 comparator local authorities shows that average return on investment in AT is £2.94 for each £1 spent. The Council's investment in AT equipment is 60% of the average of benchmarked authorities, indicating that there are opportunities for further savings from AT if additional resources are carefully targeted at social care needs.</p>			

Additional investment in specialist AT staff has already been agreed as part of a previous proposal, and this will be focused on supporting the more intensive targeted approach outlined in the previous section. However, the extra demand this will create will require an estimated additional £89k per annum investment in AT equipment to support vulnerable Service Users.

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES

The proposal will lead to changes in the way that care and support is delivered to some vulnerable people, notably people with dementia. The aim of this will be to increase independence and reduce intrusive and unnecessary care visits. This approach is consistent with the aims of the current Adult Social Care Strategy and the Care Act.

ON OTHER ORGANISATIONS / PARTNERS

None specifically.

ON OTHER PARTS OF THE COUNTY COUNCIL

The impact of this option should be achievable within current authority capacity.

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

Yes

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

Y

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

90,244

NET
£000

77,079

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	129	129	129	387
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	-89	-89	-89	-267
NET SAVING	40	40	40	120

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

0.2%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

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

8. Projected Permanent FTE Reductions

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

0.0

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

2016/17 2017/18 2018/19

0.0 0.0 0.0

0.0

9. Risks and mitigating actions

1. Some return on investment benchmarking data from other Local Authorities may be estimates, rather than actuals, undermining the projected savings.

Mitigating Action: The Council's savings data is based on evaluation using a method approved by the East Midlands Regional Joint Improvement Programme. Implementation of the current AT savings option will be subject to a review before this further proposal is approved. The additional investment and intensive support approach outlined above will be piloted in one locality first to enable analysis of the return on investment before a decision is made to roll out the approach countywide.

2. Further adoption of AT solutions by staff and Service Users does not progress in line with the additional investment.

Mitigating Action: There is already agreement in place to temporarily increase staffing in the AT Team which will enable more intensive support to be provided to key staff teams and Service Users. The intensive support approach will be piloted in one locality initially to assess impact on investment return.

10. Chief Officer Signoff

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

Signature

David Pearson

Date Signed

Nov 2015

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		Option Ref	C09
1. Service Area	Adult Social Care, Health & Public Protection		
2. Option Title	Increase meal charges within Day Services		
3. What we propose to do and how we propose to do it			
<p>Day Services offer Service Users the opportunity to purchase a freshly cooked two course lunch for £3.95. We propose to increase the cost of this meal by 30p (a 7.5% increase), and charge £4.25 per lunch with effect from April 2016.</p> <p>We also propose to keep further charges in line with inflationary pressure as it arises.</p>			
4. Why this option is being put forward			
<p>The Council recognises the significant health benefits associated with eating well - both from a nutritional perspective as well as the social benefits gained from sharing a meal in a communal setting. The provision of meals within Day Service is a very important aspect of the service, as it may be the only time when a vulnerable person has a freshly cooked meal.</p> <p>Whilst recognising the importance of these meals, we have a duty to ensure that they provide good value for money for both Service Users and the Council. The Council currently subsidises the cost of catering within Day Services. The subsidy for Day Services' catering for 2014-15 was £152,743 and the budgeted subsidy for 2015-16 is £133,770.</p> <p>Furthermore, the Council has not increased the cost of meals since 2011 - the last increase was from £3.75 to £3.95 - and therefore believes this increase is justifiable.</p> <p>This proposal therefore supports the long-term sustainability of offering this valuable element of Day Service provision on a cost effective footing and helps ensure Service Users can continue to benefit from the choice and convenience of meal provision, whilst providing additional reassurance for families and carers.</p>			
5. What is the impact?			
ON SERVICE USERS AND COMMUNITIES <p>Service Users (in conjunction with families and carers) would need to decide whether they are happy to pay the additional cost. If they do not wish to do so, alternative arrangements would need to be made to ensure adequate hydration and nourishment is accessed. This could include Service Users purchasing drinks and snacks from the coffee bars, or bringing a packed lunch.</p>			

ON OTHER ORGANISATIONS / PARTNERS

Not applicable.

ON OTHER PARTS OF THE COUNTY COUNCIL

Not applicable.

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

Yes. This proposal will affect Older Adults and Younger Adults with disabilities (physical disabilities, learning difficulties and mental health conditions). The Equality Impact Assessment outlines mitigating action for any disproportionate, adverse or negative impact this proposal may have on these client groups.

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

Y

6. Projected Net Savings to the Budget**WHAT IS THE PERMANENT BUDGET?**GROSS
£000

416

NET
£000

134

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

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

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

14.2%

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

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

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

10.4

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

2016/17 2017/18 2018/19

0.0 0.0 0.0

0.0

Please note this full time equivalent (FTE) reflects that of Day Services' catering staff (Cooks and Catering Assistants only).

9. Risks and mitigating actions

Risk: The price increase may have a detrimental impact on the number of meals purchased by Service Users.

Mitigation: When communicating the price increase to service users (if approved), ensure that the multiple benefits of this service are emphasised.

10. Chief Officer Signoff

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

Signature

David Pearson

Date Signed

Nov 2015

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1. Service Area	Public Health
2. Option Title	Public Health Grant Realignment Changes
3. What we propose to do and how we propose to do it	

The Public Health grant released £8m through a combination of staffing reductions, contract efficiencies, and some reductions in commissioned services during the period 2013-15. This resource was used to support other services of the Council which were identified as having potential to deliver Public Health outcomes, and so was considered to be a valid use of Public Health grant.

All of the budget lines benefitting from this realigned money have been reviewed and changes are proposed as set out in the tables below. The total maximum saving that could be delivered from these proposals is £1.65m. This proposal is still subject to further discussion with the relevant Departments.

Proposal 1 – 7.8% reduction

<i>Activities</i>	<i>Total Public Health Realignment</i>	<i>Proposed reduction</i>	<i>Reason/ Impact</i>
Handy Persons Adaptation Scheme	95,000	7,410	Proportionate 7.8% reduction Comparatively small
Older People Early intervention service	165,000	12,870	As above
Information Prescriptions	28,000	2,184	As above
Stroke	13,000	1,014	As above
Supporting people: Homelessness Support	1,000,000	78,000*	Reduction is 7.8% of realigned Public Health grant but could impact on service
Children's Centres	2,490,000	194,220*	Reduction is 7.8% of realigned Public Health grant but could impact on service
Family Nurse Partnership	100,000	7,800	Proportionate 7.8% reduction Comparatively small
Supported accommodation for young people	460,000	35,880	As above
Young Carers Children, Families and Cultural Services	100,000	7,800	As above

C Card Scheme	80,000	6,240	As above
<i>Sub-totals</i>	<i>4,531,000</i>	<i>353,418</i>	

Proposal 2 – removal of underspends.

<i>Activities</i>	<i>Total Public Health Realignment</i>	<i>Proposed reduction</i>	<i>Reason/ Impact</i>
Community Resources to Support People	200,000	150,000	Removal of underspend – no impact
Substance misuse	420,000	420,000	Removal of underspend – no impact
Young Carers Adult Social Care & Health	240,000	150,000	Removal of underspend – no impact anticipated
<i>Sub-total</i>	<i>860,000</i>	<i>720,000</i>	

Proposal 3 - reduce four realignment lines where there are concerns about whether the activities deliver Public Health outcomes.

<i>Activities</i>	<i>Total Public Health Realignment</i>	<i>Proposed reduction</i>	<i>Reason/ Impact</i>
Mental Health Coproduction service	206,000	67,716*	Uncertainty over delivery of Public Health outcomes. Would have service impact.
Moving Forward Service	800,000	270,866*	Uncertainty over delivery of Public Health outcomes. Would have service impact.
Youth Offending Team	380,000	190,000*	Uncertainty over delivery of Public Health outcomes. Would have service impact.
Substance misuse (young people)	48,000	48,000	Uncertainty over delivery of Public Health outcomes. Would have service impact.
<i>Sub-total</i>	<i>1,434,000</i>	<i>576,582</i>	

The proposals are still subject to detailed discussion with Departments who would be affected by these changes to the realigned funding.

For the reductions marked with * in the tables above, the amounts that are planned to be reduced in 2016/17 will be offset by contributions from reserves so that the reductions are from 2017/18. This is to enable the timescale for implementation to be deferred for one year.

4. Why this option is being put forward

Public Health transferred into the Council on 1 April 2013 along with associated financial resources in the form of £36m of ring-fenced Public Health grant. The grant was ring-fenced, and is only to be spent on activities which would deliver Public Health outcomes. The Public Health service supported the Council's budget reductions targets through the release of efficiencies from recommissioning services. The total level of savings delivered (£8m) was about 25% of Public Health grant.

The £8m released savings were used as follows:

- £1.1m of costs from other parts of the Council were absorbed into Public Health contracts (domestic violence services).
- £6.9m was realigned to other parts of the Council. The realignment was to a range of Council services assessed as having potential to deliver Public Health outcomes. The realignment was always identified as being subject to performance in delivery of Public Health outcomes, and also contingent on the level of Public Health grant remaining at the same level.

The Public Health budget of £36m has been reduced by £2.6m (or 6.2%) in 2015/16, as part of a national reduction to the grant of £200m. 5% of the Public Health grant has also had to be returned to the NHS Clinical Commissioning Groups (CCGs) as part of a rebasing adjustment. The majority of the Public Health grant is spent on services delivered through commissioning, where contracts have either been let, or budget envelopes have been set in response to market testing and analysis. It will be difficult to achieve further reductions on top of the 25% savings already identified and removed from these services, especially since so many contracts are let on a payment by results methodology.

Additional savings have already been identified in Public Health proposals related to contract efficiencies and a staffing restructure, leaving only realignment budget lines to explore for further savings.

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES

Reductions in realignment lines would potentially impact directly on service users and communities, since the realignment lines are being used to pay for direct services. The scale of the impact varies by realignment line.

Proposal 1 - Most lines will have a proportionate 7.8% reduction, which is relatively small. The following activities would have this relatively small reduction:

Handy Persons Adaptation Service
Older People Early intervention service
Information Prescriptions
Stroke

Supporting people: Homelessness support
Children's Centres
Family Nurse Partnership
Supported accommodation for young people
Young Carers Children, Families and Cultural Services (CFCS)
C Card Scheme

Proposal 2 - For three realignment lines, it is proposed to remove significant underspends which have occurred over the last couple of years. Removal of underspend will not affect service users.

Community Resources to Support People – it is proposed to reduce this budget from £200,000 to £50,000. Staff have spent two years exploring options and piloting small scale approaches, but not yet identified a value for money approach and are currently in discussion with local CCGs who are also keen to pilot evidence based options. Planning is affected by a lack of evidence over initiatives which will address the issue and which will also lead to future cost savings. Mitigating actions: none proposed. The Joint Strategic Needs Assessment (JSNA) for loneliness will summarise the evidence and make recommendations on the way forward. The £50,000 proposed to remain for allocation against this line will enable some further development work to take place.

Substance misuse - £420,000 of activity originally delivered by Adult Social Care and Health (ASCH) Department has since been subsumed into the Public Health substance misuse contract and so is no longer required from realignment. No effect on service users

Young Carers ASCH – It is proposed to reduce the allocation by £150,000, as it has been underspent owing to the availability of personal budgets to meet requirements. No effect anticipated on service users.

Proposal 3 - there are four realignment lines where there are concerns about whether these activities deliver Public Health outcomes. It is proposed to reduce realignment funding to these lines. This has potential to have a major effect on the services concerned, depending on how significant the realignment element was as a proportion of the budget for the affected services, and whether there were alternative budgets that could be drawn on to meet the costs, for example use of personal budgets instead of Realignment funding. The activities affected are:

Mental Health CoProduction
Moving Forward Service
Youth Offending Team
Substance misuse (young people)

ON OTHER ORGANISATIONS / PARTNERS

Some of the identified realignment lines for reduction are used to deliver partnership services, support external providers, or third sector organisations. Reduction or removal of this funding would negatively impact on those partners, providers or organisations.

A positive impact of the proposal is that it would concentrate the realigned resources on areas which demonstrably deliver Public Health outcomes and hence fulfils the obligations of Public Health grant

ON OTHER PARTS OF THE COUNTY COUNCIL

Reductions in realignment lines will affect the identified parts of the Council. The reductions imply additional cost pressures, or they could potentially lead to redundancies.

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

Y

Depends on the individual realignment lines, but some are used to pay for services for older people or for pregnant women, or women with children. If the impact of removing realignment was the cessation or reduction of services, there would be disproportionate impact.

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

Y

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

6,825

NET
£000

6,825

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	1,650	0	0	1,650
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	1,650	0	0	1,650

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

24.2%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

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

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

0.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

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

0.0

9. Risks and mitigating actions

1. Withdrawal or reduction in services. Mitigating actions: explore with departments; consider use of Public Health reserves as temporary measure to cushion the impact, so that reductions can be tapered to allow time for further planning and resource reallocation.
2. Reputational risk. Mitigation: explore with departments; consider use of Public Health reserves as temporary measure to cushion the impact, so that reductions can be tapered to allow time for further planning and resource reallocation.

10. Chief Officer Signoff

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



Option Ref		C11
1. Service Area	Support to Schools – Home to School Transport	
2. Option Title	To provide Statutory School Transport only in relation to mainstream and Post 16 Transport	
3. What we propose to do and how we propose to do it		
<p>It is proposed from 2018/19 academic year to make significant savings on the Home to School Transport budget by ceasing to provide discretionary travel services, this proposal will save a total of £770k.</p> <p>The Council would continue to fulfil its statutory duty and provide travel assistance for those children who are assessed as having an entitlement.</p> <p>The new service proposed will provide home to school transport for those children who have a statutory entitlement. The transport for these children will be provided using the most cost effective method which will include a combination of local and school bus contracts, tickets on commercial services, taxis and parental reimbursements.</p> <p>Children from low income families have additional statutory entitlements which will be protected under these proposals. For primary school pupils, free travel will be provided for all children travelling beyond 2 miles to their catchment or nearest available school.</p> <p>For secondary age children, free travel will be provided to 1 of 3 nearest qualifying schools between 2 and 6 miles from their home. For children attending their nearest suitable school preferred on grounds of faith, they will receive free travel where the school is between 2 and 20 miles (primary) or 2 and 25 miles (secondary) from their home.</p> <p>As part of this proposal it is proposed that £100k of the savings are used to establish a hardship fund, which can be used on a discretionary basis to support parents and families affected by this proposal.</p> <p>The savings time scale will be linked to the cessation of the Preferred Travel Scheme.</p>		
4. Why this option is being put forward		
<p>Nottinghamshire County Council has continued to provide home to school travel support to children and young people that exceeds the statutory minimum that is required in law. In the current financial climate the Council is challenged to provide services within a decreasing budget and is therefore focussing the majority of expenditure on statutory services and provision for the most vulnerable in society.</p> <p>The proposed option will fulfil the statutory obligation of the Council with regards to home to school transport provision and will also meet the current objectives of the Council.</p> <p>Several Councils, including some of our neighbouring authorities have reduced their transport provision over the past 3 years and now provide the statutory minimum.</p>		

5. What is the impact?

ON SERVICE USERS AND COMMUNITIES

(incl. considerations relating to vulnerable people and communities & equality)

There will be an impact on pupils currently accessing school transport who are not entitled to free statutory travel. This will affect pupils attending a preferred school including preferred faith schools and any child living under the statutory walking distance attending their designated school but who are still using school transport.

- The Council will not continue to provide bus services that do not carry statutory travellers. Where transport is provided to a school, the capacity on this transport will be reduced to accommodate only statutory travellers.

Post 16 students will have no access to local authority funded school bus services as these will be restricted to under 16 statutory travellers.

ON OTHER ORGANISATIONS / PARTNERS

- Some bus services may be withdrawn and capacity on routes reduced.
- Removing free or subsidised travel may alter where parents choose to send their children to school.

ON OTHER PARTS OF THE COUNTY COUNCIL

- Proposals build on continued network efficiency savings led by the Council's Transport and Travel Services (TTS). Children Families and Cultural Services and TTS will work in collaboration to further scope cost and implement any decisions following these proposals

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

Y – age and religion. This is detailed fully in the accompanying Equality Impact Assessment.

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

Y

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS £000 **6,217**

NET £000 **5,947**

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	99	0	952	1,051
LESS Loss of Income	-15	0	-194	-209
LESS Costs of Reprovision	0	0	-72	-72
NET SAVING	84	0	686	770

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

12.9%

2018/19 savings reflect the full saving; however, it is proposed that the policy is implemented with effect from 2018/19 academic year after the preferred travel scheme is fully phased out (July 2018). Therefore the full saving will not be met until 2019/20. Re-provision costs are administration costs for the contract changes.

7. Estimated Implementation Costs

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Capital Costs	0	0	0	0
Revenue Costs	0	0	23	23

Revenue costs are staff costs for undertaking route planning and surveys.

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

2.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

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

0.0

9. Risks and Mitigating Actions

Risk: Legal challenge.

Mitigating Action: The post 16 travel scheme proposal could only go forward following legal advice regarding the duty of the County Council in this area. Ensure processes including consultation are followed correctly to mitigate legal challenge.

Risk: Financial impact on families.

Mitigating Action: Ensure all low income families are aware of their entitlements through communications with parents and schools.

Risk: Charges could impact on school or college attendance. (NB The Home to School Transport Policy ensures that the statutory entitlements of children and young people are met, including some provision for low income families).

Mitigating Action: Work with the Council's schools and academies, in some circumstances helping/enabling schools to take ownership of school transport to their school providing their own subsidised services to enable non statutory travellers to attend their school (already implemented in 4 schools in the County). Ensure parents are well informed during the admissions process regarding travel entitlements to their preferred school choices.

Risk: Post 16 – rise in cost of travel may make studying at an appropriate establishment prohibitive.

Mitigating Action: Ensure all low income families are aware of their entitlements through communications with parents and schools.

Risk: Changes could see journey times increase.

Mitigating Action: Proposals to reduce / alter routes would be subject to individual risk assessment prior to recommendation.

10. Chief Officer Signoff

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

Signature



Date Signed

17/11/15

		Option Ref	C12
1. Service Area	Highways		
2. Option Title	Reduction of provision of parking, traffic management and small-scale community works service.		
3. What we propose to do and how we propose to do it			
<p>Nearly 9,000 customer requests are received each year to investigate and provide small-scale parking, traffic management or community works. These range from; minor kerbing or drainage works, tidying-up small areas of landscaping, white lines around parking areas or double yellow lines. Many of these requests come from Elected Members following representations from individuals or local communities.</p> <p>This proposal would reduce the funding for this service by 19% and mean that a number of customer requests for schemes such as double yellow lines would have to be considered for priority as part of a future year's Local Transport Plan Integrated Transport Measures Capital programme.</p>			
4. Why this option is being put forward			
<p>There is some overlap between this Community Works revenue budget and the Local Transport Plan Integrated Transport Measures Capital programme for the provision of small-scale improvements such as double yellow lines and parking schemes.</p>			
5. What is the impact?			
ON SERVICE USERS AND COMMUNITIES Small-scale works are often important within local communities.			
ON OTHER ORGANISATIONS / PARTNERS Small-scale works to assist businesses such as double yellow lines to facilitate access to industrial areas, or changes to limited waiting would have to compete for priority with other Integrated Transport Measures as part of a future year's programme.			
COULD THERE BE A DISPROPORTIONATE IMPACT ON PEOPLE WITH PROTECTED CHARACTERISTICS? (Y/N) (<i>age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation</i>)			
No disproportionate adverse or negative impact envisaged.			
DOES A FULL EQUALITY IMPACT ASSESSMENT ACCOMPANY THIS OPTION FOR CHANGE? (Y/N)			N

6. Projected Net Savings to the Budget

WHAT IS THE PERMANENT BUDGET?

GROSS
£000

368

NET
£000

368

WHAT ARE THE PROJECTED NET SAVINGS TO THE BUDGET?

	2016/17 £000	2017/18 £000	2018/19 £000	TOTAL £000
Gross Saving	0	70	0	70
LESS Loss of Income	0	0	0	0
LESS Costs of Reprovision	0	0	0	0
NET SAVING	0	70	0	70

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

19.0%

7. Estimated Implementation Costs

WHAT ARE THE ESTIMATED IMPLEMENTATION COSTS?

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

8. Projected Permanent FTE Reductions

WHAT IS THE CURRENT PERMANENT FTE STAFFING?

16.0

WHAT ARE THE PROJECTED PERMANENT FTE REDUCTIONS?

2016/17 2017/18 2018/19

0.0 1.5 0.0

1.5

9. Risks and mitigating actions

- Additional pressure on the existing recently reduced Integrated Transport Measures allocation.
- Lack of community support – could be mitigated by improving information on the website about what works can be funded e.g. large-scale works and highway maintenance schemes and the need to prioritise small-scale improvements as part of a future year's programme.

10. Chief Officer Signoff

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

Signature



Date Signed

17.11.15

REPORT OF CHAIRMAN OF COMMUNITY SAFETY COMMITTEE.**HATE CRIME POLICY****Purpose of the Report**

1. To invite the Policy Committee to adopt the proposed Hate Crime policy.

Context

2. Hate Crime is defined by Nottinghamshire Police as any incident (which may or may not constitute a criminal offence) which is perceived by the victim or any other person as being motivated by prejudice or hate. A crime is deemed as Hate Crime when it is committed against a person or property and it is motivated by the offender's prejudice against a person because of their protected characteristic and also other aspects of their life and character which give rise to criminal actions based on prejudice and hostility.
3. Agreement to develop a model Hate Crime Policy was made by the Safer Nottinghamshire Board Hate Crime Executive Group which includes representatives from Nottinghamshire Police, the three County Community Safety Partnerships, Crown Prosecution Service, Office of the Police and Crime Commissioner and Nottingham City Council.
4. A model local authority Hate Crime Policy has been developed by the Community Safety Team in partnership with Human Resources. This builds on good practice developed by the Community Safety Partnership in Ashfield and Mansfield.
5. The Public Sector Equality Duty which is set out in the Equality Act 2010 requires public authorities to have due regard to the need to: Eliminate unlawful discrimination, harassment and victimisation; Advance equality of opportunity between people who share a protected characteristic and those who do not; foster good relations between people who share a protected characteristic and those who do not. This Policy will improve how the Council reports, records and responds to hate crimes and incidents. In particular it will provide guidance to council employees on how to deal with hate incidents to ensure that they are dealt with promptly, appropriately and effectively. It focuses on the appropriate ways in which staff should react when dealing with incidents on council premises, during the delivery of any service by (or on behalf of) the council and any hate crime within the community that a member of the public wishes to report.
6. The County Council's Corporate Leadership Team has given unanimous support to the implementation of the Policy and a report recommending its formal adoption by the County

Council was taken to the November Community Safety Committee. A copy of the Policy is attached as **Appendix 1**.

Other Options Considered

7. None

Reason/s for Recommendation/s

8. To provide a clear policy framework for how the County Council tackles hate crime in Nottinghamshire.

Statutory and Policy Implications

9. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health only), the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.
10. As part of the process of developing the proposed Policy, advice has been sought from colleagues across the County Council including: Human Resources (Environment and Resources), Equalities Team (Planning and Corporate Services), Achievement and Equality service (Children Families and Cultural Services).
11. The draft Hate Crime Policy has been discussed with the trade unions at the Central JCNP who welcomed this approach to early discussion and engagement and welcomed the drafting of a Hate Crime Policy. They have also provided a number of comments which have been incorporated into the proposed Policy document.

Financial Implications

12. There are no financial implications contained within this report

Recommendations

It is recommended that the Policy Committee agrees:

- to the adoption of the proposed Hate Crime Policy
- that the Policy be kept under review and further developed in line with emerging legal and operational issues.

Cllr Glynn Gilfoyle
Chairman of Community Safety Committee

For any enquiries about this report please contact: Sarah Houlton, Team Manager Trading Standards & Community Safety x 72460 or Andy Peacock, Community Safety Officer, Trading Standards & Community Safety x 74893.

Constitutional Comments (SMG 30/11/2015)

The proposals set out in this report fall within the remit of this Committee.

Financial Comments (KAS 01/12/15)

There are no financial implications contained within the report.

Background Papers and Published Documents

None

Electoral Division(s) and Member(s) Affected

All

Hate Crime Policy

Context

1. The Nottinghamshire County Council Strategic Plan 2014 - 2018 commits to a core value of treating people fairly and a strategic priority of supporting safe and thriving communities.
2. This policy sets out the County Council's commitment to tackling Hate Crime and how it will support this through its decision making, service delivery and by the actions it will develop to implement the Policy.
3. NCC recognises the seriousness of Hate Crime in all its forms and its impact on the victim/s and community and has committed to the 'No to hate!' pledge (Appendix A).
4. NCC will not tolerate any form of hate crime. Everyone who visits, lives or works in Nottinghamshire has the right to be treated with dignity and respect and live without fear or discrimination.
5. NCC has a duty to act positively to create and promote access to services to all citizens, irrespective of age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, ethnicity/culture, religion or belief, gender or sexual orientation.

Scope of this policy

6. This Policy is relevant to:
 - Victims;
 - Witnesses;
 - any third parties (e.g. trade unions) representing victims and witnesses.
7. The Policy relates to any Hate Crime occurring:
 - on NCC premises;
 - during the delivery of a service by NCC;
 - during the delivery of a service on behalf of NCC;
 - within the community that a member of the public wishes to report.
8. Associated guidance will ensure NCC employees know what to do and how to respond when:
 - they are a victim of a hate incident, have witnessed a hate incident (by another NCC employee or member of the public) or told about an incident from an employee or member of the public (third party) who do not want to report it themselves;
 - a resident or visitor to Nottinghamshire wants to report to NCC that they are the victim of a hate incident, they have witnessed a hate incident or are told about an incident from someone who does not want to report it themselves;
 - managers know what to do when an employee is a victim of a hate incident.

9. The Policy gives due regard to other existing NCC policies and procedures including:

3

Harassment Complaints Procedure;
Disciplinary Procedure (including the Code of Conduct);
Corporate Health & Safety Policy;
Equality Policy;
Grievance Procedure;
Safeguarding vulnerable adults and children's policies and procedures.

10. NCC operates a Code of Conduct which stipulates employees who fail to adhere to the Code may be subject to disciplinary investigation and action. Therefore, if an allegation of a hate crime is believed to have been perpetrated by one employee or employees against another employee(s) or service user(s), this will be addressed by the appropriate existing Human Resources Policy and not the Hate Crime Policy.

Principles and Commitments

11. **The purpose of this Policy is to:**

Raise awareness within NCC of what a Hate Crime is and why reporting is important.

Provide guidance to all employees on how to respond to a Hate Incident they witness or are subject to, and the procedure to follow. To ensure that all such incidents are reported and are dealt with promptly, appropriately and effectively.

Raise awareness across Nottinghamshire to encourage users of NCC services to report the incident and ensure they have confidence in the response received, regardless of who in the Council they report it to.

To improve the response to a hate incident to ensure any victims or witnesses are supported appropriately and individuals' needs are met.

Provide a consistent approach across NCC for recording, reporting, investigating and monitoring a hate incident; including triggering a multi-agency approach.

Ensure that hate incidents are proactively identified, managed and challenged within the NCC.

Ensure that hate incidents are properly recorded to build up a complete picture of hate incidents within NCC operations.

Ensure NCC and Partner resources are targeted appropriately, and to improve community cohesion.

Ensure that how NCC tackles hate crime is linked into NCC's commitment under the Public Sector Equality Duty to eliminate discrimination, promote equality of opportunity and foster good relations through the NCC Strategic Plan 2014 – 2018 and the core value of 'treating people fairly'.

What is a Hate Crime?

12. Nottinghamshire Police define Hate Crime as (any incident which may or may not constitute a criminal offence) which is perceived by the victim or any other person as being motivated by prejudice or hate.
13. A crime is deemed as Hate Crime when it is committed against a person or property and it is motivated by the offender's prejudice against a person because of their protected characteristic and also other aspects of their life and character which give rise to criminal actions based on prejudice and hostility. Prejudice can be based on:

- Race/ethnicity and nationality;
- Gender or gender identity;
- Disability;
- Religion, faith or belief;
- Sexual orientation;
- Age;
- Appearance/lifestyle;
- Marriage and civil partnership;
- Pregnancy and maternity.

14. Types of behaviour which could be classed as Hate Crimes are listed below: (this list is not exhaustive)

- Verbal abuse;
- Threatening or abusive behaviour towards any person;
- Harassment;
- Damage or threats of damage to property (including arson);
- Writing threatening, abusive or insulting messages by letter, graffiti or on social media;
- Distributing and or displaying racist leaflets, posters or notifications and posts on social media (Twitter, Facebook etc.);
- Physical assault;
- Jokes/'banter';
- Malicious phone calls or text messages;
- Bullying at school/college or in the workplace.

The Impact of Hate Crime

15. Anyone can be a victim of a Hate Crime. Hate Crime can cause a person to feel humiliated, embarrassed or angry. Repeated episodes may lead to severe distress, making life intolerable; in extreme circumstances they can cause death or injury and will almost certainly cause stress, ill health and fear.
16. They can create a climate of fear and can stop people from taking part in everyday life. Incidents of Hate Crime are not only significant for an individual, family or group; they have widespread implications for the whole community.

Key actions to meet the commitments set out in the policy

Reporting Hate Incidents

17. NCC wants everyone to feel safe at home, at work or school/college and during the course of their day to day living. Only by recording incidents can NCC build up a picture of hate incidents and do something about them. NCC also wants to ensure victims and witnesses are supported and appropriate action is taken.
18. NCC has a separate, associated, procedure for the reporting by employees of Hate Crime, including those who:
 - witness them (this includes seeing, hearing or reading them);
 - have incidents reported to them by victims or witnesses;
 - have strong suspicion or evidence of a Hate Crime.
19. If the complaint is identified as being criminal in nature it should immediately be reported to the Police for them to follow up and investigate. In these circumstances, any collection of evidence should only be carried out by the police officer in charge of the investigation.

Independent reporting of Hate Crime

20. For those who wish to report Hate Crime but prefer not to contact NCC or the Police Service an independent 24 hour third party online reporting service for witnesses and victims of Hate Crime is provided by True Vision. This reporting service is independent of NCC and the police and information will only be passed to the police if the caller wishes for this to be done on their behalf.

Training

21. NCC will ensure that all employees are aware of this Policy and the role they play in reporting and recording Hate Crime through use of e-learning modules and other appropriate materials. Managers will make appropriate arrangements with none office based staff or staff that require additional support.

Victim Care

22. In order to protect victims, a Health and Safety Risk Assessment will be completed in cases of Hate Crime reported to NCC (with consent provided) and investigated by the Council. This will ensure that incidents which may at first sight appear to be low level, take account of the impact upon the victim when deciding on the action to be taken.
23. In cases where the risk is assessed as 'high' a referral will be made to the Community Safety Partnership's Vulnerable Persons Panel known as 'VPP'. This is a multi-agency forum where all information relevant to the case will be shared with partners to agree the most appropriate response, responsibilities and actions.
24. The purpose of the VPP meeting is to share information to increase the safety, health and wellbeing of victims and witnesses of Antisocial Behaviour and Hate Crime.

GLOSSARY OF TERMS

Biphobia	Fear and dislike for people who identify themselves as bisexual. A biphobic incident is any incident that is perceived to be biphobic by the victim or any other person.
Disability	A physical, mental or sensory impairment that has substantial and long term adverse effect on a person's ability to carry out day to day activities.
Gender	Refers to male, female or transgender people.
Homophobia	Fear and dislike for people who identify themselves as lesbian, gay or bisexual. A homophobic incident is any incident that is perceived to be homophobic by the victim or any other person.
Protected Characteristics	The term protected characteristics is used in the Equalities Act 2010 to describe the following: Age; Disability; Gender reassignment; Marriage and Civil Partnership; Pregnancy and Maternity; Race; Religion or belief; Sex; Sexual Orientation.
Racially and religiously aggravated crime	Those offences are where the offender demonstrates hostility towards the victim of the offence, based on the victim's membership of a racial or religious group; OR where the offenders are motivated by hostility towards members of racial or religious group based on their membership of that group.
Racism	In general terms consists of conduct or words or practices which disadvantage or advantage people because of their colour, culture or ethnic origin.
Racist Incident	Any incident that is perceived to be racist by the victim or any other person.
Religion	Refers to faith and worship of religious groups and includes people with no religious belief.
Third party reporting	Any crime or incident that is reported by someone other than the victim directly to the police or indirectly to an organisation which has agreed to act as a third party reporting centre.
Transphobia	Fear and dislike for people who identify themselves as transgender. A transphobic incident is any incident that is perceived to be transphobic by the victim or any other person.
Transgender	A generic term to include anyone whose gender identity does not conform to their physical sex or who may adopt a gender role, either full or part time, that does not conform to their physical sex. Consequently it includes; Transsexual people – those who have chosen to adopt the gender role opposite to their physical sex on a permanent basis; Transvestites – those who wear clothing appropriate to the opposite sex, normally on an intermittent basis.

APPENDIX A

NOTTINGHAMSHIRE COUNTY COUNCIL HATE CRIME PLEDGE

In Nottinghamshire we recognise that everybody has a role to play in tackling hate and discrimination and in promoting communities which are safe for all.

By signing this pledge, we are committing ourselves and the organisations for which we work, whether they are from the statutory, voluntary, community or private sectors, to create a Nottinghamshire that says "No to Hate!".

Say 'No to Hate!' Organisational Pledge

I pledge on behalf of Nottinghamshire County Council that we will:

- Tackle prejudice and stop those who, because of hate or ignorance, would hurt anyone or violate their dignity;
- Be aware of our own prejudices and seek to gain understanding of those who we perceive as being different from ourselves;
- Speak out against all forms of prejudice and discrimination;
- Reach out to support those who are targets of hate;
- Share information about hate crimes that come to our attention with the Safer Nottinghamshire Board Hate Crime Steering Group to contribute to creating a better picture of hate crime in the County and City;
- Ensure that our policies and procedures deal effectively with hate crime or incidents that occur, whether against members of the public or staff or between employees in the workplace;
- Think about specific ways our organisation and all those who work for us can promote respect for all people and make Nottinghamshire a place where people feel safe;
- Train all our staff to be aware of hate crime issues and how to respond appropriately to victims who report incidents;
- Implement policies that promote diversity and equality and challenge all forms of discrimination.

I know that I can make a difference and that everyone within my organisation has a part to play in achieving equality and social justice.

By signing this pledge, I commit myself to leading my organisation in the steps that will ensure we create a Nottinghamshire that says 'No to Hate!'

REPORT OF THE SENIOR INFORMATION RISK OWNER**INFORMATION COMMISSIONER'S OFFICE AUDIT REPORT AND ACTION PLAN****Purpose of the Report**

1. To inform members of the outcome of the Information Commissioner's Office (ICO) audit undertaken in August of this year and the action plan that has been developed in response to the recommendations made.

Information and Advice**2. Background**

- 2.1. Following a data breach at the end of December 2014 the ICO wrote to the Council inviting participation in a consensual audit during 2015 relating to its data protection responsibilities. The audit was undertaken in August of this year.
- 2.2. An ICO audit provides an assessment of whether an organisation is following good data protection practice and can assist in improving understanding and meeting data protection obligations, drawing on the experience of the ICO audit team and at no cost to the Council.
- 2.3. The Council is committed to continuous improvement in this important area as it relates to how the Council protects and manages the personal data of its services users, customers and its staff, in line with prevailing legislation and guidance.

3. The Audit

- 3.1. The scope of the audit was agreed with the ICO before their visit and comprised three areas: training, access to records requests (i.e. subject access requests (known as SARs)) and data sharing arrangements, with particular reference to activities at the Multi Agency Safeguarding Hub (MASH).
- 3.2. The ICO auditors requested significant documentation from the Council about the areas to be audited in advance of their onsite visit and reviewed these as part of their preparation.

- 3.3. Two auditors attended various offices of the Council and undertook a schedule of interviews with relevant staff and managers.

4. The findings

- 4.1. The ICO gave an overall assurance level of “Limited Assurance” which means that they have identified scope for improvement in existing arrangements to reduce the risk of non-compliance with the Data Protection Act. Officers had been aware of some of these issues and work was already in progress to improve the Council’s processes.
- 4.2. The ICO identified some areas of good practice:
- officers undertaking specific roles within the Council’s Information Management framework have received specialist training;
 - there is a process to ensure SARs are valid, and the requester has a legal basis for making the request;
 - there is a peer review process in relation to SARs
 - there is an appropriate information sharing agreement in place for the MASH.
- 4.3. The ICO made a number of detailed recommendations a number of the actions arising from these were already in train. These can be summarised as follows:
- Training – the training materials need to give more detail in relation to the requirements of the Data Protection Act. Training needs to be delivered early in the induction process. Monitoring of training completed by staff should have a formal route for escalation to senior officers to ensure the Council has effective oversight of the level of compliance being achieved.
 - Subject Access Requests – processes and procedures need to be updated and more formally captured. Key Performance Indicators should be established and reported to a senior officer level. Some amendments to documentation and communication materials were also recommended.
 - Policies and Standards – current policies should be reviewed and updated including in relation to information sharing. Improved information about and oversight of information sharing agreements is required along with the development of a process for the completion of privacy impact assessments (PIAs) where data is being shared. (PIAs are a process to assist an organisation to identify and minimise the privacy risks of new projects or policies.)

5. The Action Plan

- 5.1. A summary of the action to be taken is attached at Annex A. The action plan is scheduled to be completed by April 2016.
- 5.2. The ICO has asked for a progress report, against the plan in April 2016.

6. Publication by the ICO

- 6.1. The ICO has published the executive summary (attached at Annex B) from the audit report on their website.

Other Options Considered

7. None.

Reason/s for Recommendation/s

8. To inform members of the outcome of the audit and the intended future actions.

Statutory and Policy Implications

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

RECOMMENDATION/S

- 1) The outcome of the ICO audit be noted.
- 2) The action plan be approved.
- 3) A further report updating on the progress of the action plan be brought back to Policy Committee in April.
- 4) Any new or updated policies will be brought to Policy Committee for approval.

Jayne Francis- Ward

Senior Information Risk Owner; Corporate Director Resources

For any enquiries about this report please contact: Jo Kirkby, Team Manager, Complaints and Information Team, 9772821

Constitutional Comments (HD 13/11/2015)

10. The report and its recommendations fall within the terms of reference of Policy Committee

Financial Comments (SES 20/11/15)

11. 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.

- ICO audit report

Electoral Division(s) and Member(s) Affected

- 'All'

ANNEX A

Summary ICO audit action plan

Training		Implementation date
1	Assign Information Management Group responsibility for monitoring training provision and ensure adequate monitoring arrangements are in place.	By January 2016
2	Review the Training Strategy and develop a needs based training matrix	By December 2015
Policy		
3	Review the Information Managements and Data Quality Policy and amend as necessary	By March 2016
4	Produce and adopt a Subject Access Request Policy and ensure it is well communicated to staff.	By January 2016
5	Update Data Protection Policy to reflect Subject Access Request procedure and Data Sharing requirements	By March 2016
6	Finalise the Information Asset Register and Retention Schedule	By January 2016
7	Agree Key Performance Indicators for response times to Subject Access requests and formalise a monitoring process	By January 2016
8	Produce and agree a Data Sharing process and ensure it is well communicated to staff	By March 2016
9	Review all existing Data Sharing agreements to ensure compliance with Policy including within the MASH	By March 2016
10	Update the Privacy notice on the Council's website to clarify when the Council may share information with third parties	By November 2015
11	Develop a process for undertaking Privacy Impact Assessments.	By January 2015
12	Develop a process for responding to information requests outside formal data sharing arrangements	By January 2016

Nottinghamshire County Council

Data protection audit report

Executive summary
October 2015

1. Background

The Information Commissioner is responsible for enforcing and promoting compliance with the Data Protection Act 1998 (the DPA). Section 51 (7) of the DPA contains a provision giving the Information Commissioner power to assess any organisation's processing of personal data for the following of 'good practice', with the agreement of the data controller. This is done through a consensual audit.

The Information Commissioner's Office (ICO) sees auditing as a constructive process with real benefits for data controllers and so aims to establish a participative approach.

In January 2015, following a data security incident reported to the ICO, Nottinghamshire County Council (NCC) agreed to a consensual audit by the ICO of its processing of personal data.

An introductory meeting was held on 24 June 2015 with representatives of Nottinghamshire County Council to identify and discuss the scope of the audit.

2. Scope of the audit

Following pre-audit discussions with Nottinghamshire County Council it was agreed that the audit would focus on the following areas:

Training and awareness – The provision and monitoring of staff data protection training and the awareness of data protection requirements relating to their roles and responsibilities.

Subject access requests - The procedures in operation for recognising and responding to individuals' requests for access to their personal data.

Data sharing - The design and operation of controls to ensure the sharing of personal data complies with the principles of the Data Protection Act 1998 and the good practice recommendations set out in the Information Commissioner's Data Sharing Code of Practice.

3. Audit opinion

The purpose of the audit is to provide the Information Commissioner and Nottinghamshire County Council with an independent assurance of the extent to which Nottinghamshire County Council, within the scope of this agreed audit, is complying with the DPA.

The recommendations made are primarily around enhancing existing processes to facilitate compliance with the DPA.

Overall Conclusion	
Limited assurance	<p>There is a limited level of assurance that processes and procedures are in place and delivering data protection compliance. The audit has identified considerable scope for improvement in existing arrangements to reduce the risk of non compliance with the DPA.</p> <p>We have made three limited assurance assessments where controls could be enhanced to address the issues.</p>

4. Summary of audit findings

Areas of good practice

Information Asset Owners (IAOs) and the Senior Information Risk Owner (SIRO) have undertaken specialist role-based training, which was sourced by the Information Manager.

The Council ensures that Subject Access Requests (SARs) are valid by verifying requesters' identities and ensuring that those who make requests on behalf of another individual have a legal basis for doing so; e.g. they have the data subject's consent to request information or a legal power to do so, such as a power of attorney.

Complaints Information and Mediation Officers (CIMOs) peer review each other's SAR responses and Senior Practitioners conduct ad-hoc cold case reviews on SAR responses to ensure that they are appropriate.

The Multi Agency Safeguarding Hub (MASH) that the Council is involved in, has an appropriate Information Sharing Agreement setting out information sharing arrangements and responsibilities and an Information Security Protocol setting out the means by which information should be shared to ensure it is done in a secure way.

Areas for improvement

Information Governance training does not sufficiently cover key aspects of the Data Protection Act 1998 such as the eight principles, the recognition and handling of SARs and data sharing.

For many staff, Information Governance training is not carried out before they are granted access to personal data.

Key staff responsibilities in relation to SARs handling and corporate SAR response procedures have not been formalised within a corporate policy.

KPI's relating to SAR compliance are not currently reported to Board level to provide oversight and drive improvement.

The Council do not have a clearly defined corporate approach to data sharing; this is reflected in its lack of a corporate data sharing policy.

There is insufficient oversight of current data sharing arrangements and the Council has not identified all of the data sharing arrangements that are ongoing.

The matters arising in this report are only those that came to our attention during the course of the audit and are not necessarily a comprehensive statement of all the areas requiring improvement.

The responsibility for ensuring that there are adequate risk management, governance and internal control arrangements in place rest with the management of Nottinghamshire County Council.

We take all reasonable care to ensure that our audit report is fair and accurate but cannot accept any liability to any person or organisation, including any third party, for any loss or damage suffered or costs incurred by it arising out of, or in connection with, the use of this report, however such loss or damage is caused. We cannot accept liability for loss occasioned to any person or organisation, including any third party, acting or refraining from acting as a result of any information contained in this report.

REPORT OF CHAIR OF THE HEALTH AND WELLBEING BORAD**THE ROLE OF THE NOTTINGHAMSHIRE COUNTY COUNCIL MENTAL
HEALTH CHAMPION****Purpose of the Report**

1. To provide an overview on:
 - The role of the Nottinghamshire County Council Mental Health Champion
 - The Mental Health Champion key actions to date and future plans

Information and Advice

2. Mental health problems are very common. At least one in four adults and one in ten children will experience a mental health problem in any one year and are responsible for more workplace sickness absence than any other illness. Mental health problems can exacerbate social inequalities because it impacts on employment and housing status.
3. In order to improve mental health outcomes in Nottinghamshire a proactive approach is required. In October 2014 the Nottinghamshire Health and Wellbeing (HWB) Board signed off the No Health without Mental Health, Nottinghamshire Mental Health Framework for Action (FfA) 2014-2017. The key actions within this FfA are to build mental resilience, prevent mental ill health, intervene early, improve physical health and promote recovery for those with mental health problems.
4. A key programme in preventing and supporting mental health in the workplace is the Nottinghamshire County 'Wellbeing at Work' Workplace award scheme, led by Nottinghamshire County Council Public Health. The scheme works across key statutory, private and voluntary partners and community businesses to effectively reduce absenteeism by reducing stress and promoting mental wellbeing in the workplace.
5. In 2015, the HWB Board allocated each board member to act as a Champion for each of the HWB Board strategic priorities. Councillor Joyce Bosnjak was allocated the HWB Board champion role for Mental Health.
6. Therefore, in driving the FfA, the 'Wellbeing at Work' Workplace award scheme and HWB Board mental health priority forward both within the council and the wider Nottinghamshire County communities the key role of a Mental Health Champion includes:
 - Providing leadership within the council to raise the profile of mental health
 - Identifying at least one priority each year for focused work
 - Seeking the views of people with lived experiences of mental ill health when identifying priorities and concerns

- Working respectfully, sensitively and empathically with people with mental health problems at all times.

7. The Mental Health Champion achievements to date include:

- Raised awareness of mental health issues by:
 - Supporting the development Nottingham County Council's (NCC) Mental Health, Suicide Prevention and Workplace Health FfAs
 - Led on two themed HWB Board workshop events with the focus on Children, Young People and Young Adults Mental Health and Wellbeing. These events enabled the HWB board to understand the needs and concerns of mental health service users and voluntary groups locally
 - Tackled myths and misperceptions about mental health in the local community through mental health, suicide prevention and stress management in the workplace media campaigns
 - Agreed and supported the Public Health commissioning of the Mental Health and Suicide Prevention awareness and training provider
- Led on discussions on mental health issues within NHS organisations in the local area; e.g. led on the Confirm and Challenge on the proposed mental health rehabilitation bed closures
- Provided leadership to the HWB Board to ensure that mental health is given equal status to physical by identifying and supporting specific 'all ages' mental health priorities
- Represented the council as the NCC signatory for the Mental Health Crisis Concordat Partnership.

8. The Mental Health Champion future plans include:

- Provide local presence and leadership for mental health within council
- Continue to tackle myths and misperceptions about mental health in the local community through mental health, suicide prevention and stress management in the workplace media campaigns
- Support the on-going development of the NCC's Mental Health, Suicide Prevention and Workplace Health FfAs associated action plans
- Seek the views of people with lived experiences of mental ill health when identifying priorities and concerns
- Ensure the County Health Scrutiny and Joint Health Scrutiny Committee has a view to mental health in their work plans
- Develop an understanding and confidence that will enable councillors to talk to constituents who may be experiencing mental health problems

Other Options Considered

9. None

Reason/s for Recommendation/s

10. A proactive coordinated approach is required that will promote mental wellbeing and reduce associated stigma. The role of the NCC Mental Health Champion is in a position at a strategic level, to promote mental wellbeing for everyone.

Statutory and Policy Implications

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

RECOMMENDATION/S

That the Policy to Committee:

- 1) Notes the content of this report.
- 2) Supports the work of Council's Mental Health Champion.
- 3) Agree that further update reports be submitted to the Health and Wellbeing Board on an annual basis

Report author:

Dr Chris Kenny
Director of Public Health
Email: chris.kenny@nottsccl.gov.uk

For any enquiries about this report please contact:

Susan March
Senior Public Health Manager
Email: susan.march@nottsccl.gov.uk

Cheryl George
Senior Public Health Manager
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Constitutional Comments (ADK6 01/12/15)

12. The Policy Committee has delegated authority within the Constitution to note and agree the recommendations in the report.

Financial Comments (KAS 01/12/15)

13. There are no financial implications contained within 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.

- No Health without Mental Health, Nottinghamshire Mental Health Framework for Action – 2014-2017 (published)
- Nottinghamshire Suicide Prevention Framework for Action – 2015-2018 (published)
- Nottinghamshire Workplace Health Framework for Action – 2015-2020 (published)

Electoral Division(s) and Member(s) Affected

All

REPORT OF THE CORPORATE DIRECTOR OF RESOURCES

USE OF URGENCY PROCEDURES

Purpose of the Report

1. To update Policy Committee on the use of the Council's Urgency Procedures in the last six months (May-October 2015).

Information and Advice

2. The Constitution sets out procedures to deal with events which require a decision outside of a committee's normal cycle of meetings. The use of these procedures should periodically be reported to Policy Committee.
3. The procedures enable urgent decisions by committee, calling an additional meeting of a committee or an urgent decision by the Chief Executive. Such decisions are reported to the next meeting of the relevant committee.
4. The following decisions were taken using the urgency procedures in the period May-October 2015:-

URGENT DECISION BY COMMITTEE

<u>Date</u>	<u>Committee</u>	<u>Decision taken</u>	<u>Reason for Urgency</u>
20/7/15	Finance & Property	Mercury House Staff Accommodation Requirements	To enable the legal work to progress over the Summer period.
8/9/15	Economic Development Committee	Renewal of Beeston Business Improvement District (BID) for 2016-20	The ballot papers were received after the publication of the agenda and the ballot closed before the date of the next Committee meeting.

ADDITIONAL MEETING

<u>Date</u>	<u>Committee</u>	<u>Decision taken</u>	<u>Reason for Urgency</u>
15/7/15	Adult Social Care & Health	Retford Extra Care Scheme	Decision needed before next scheduled meeting of Committee.

URGENT DECISION BY CHIEF EXECUTIVE

Date	Decision taken	Reason for Urgency
2/10/15	Response to Culture, Media and Sport Select Committee inquiry into establishing world class connectivity throughout the UK	Officers were only made aware of the inquiry after the September meeting of Economic Development Committee and the deadline for responses was before the next meeting of the Committee.

5. Use of the Urgency Procedures has been limited and appropriate and these procedures have only been utilised when it was in the public interest to do so. Of the three available procedures, Option A (to add an item to a committee's existing agenda) is the preferred option and it can be seen that this procedure has been the most used.

Other Options Considered

6. None – Members are asked to note the update.

Reason/s for Recommendation/s

7. To enable the Committee to be updated on the use of the urgency procedures, in line with the Council's Constitution.

Statutory and Policy Implications

8. This report has been compiled after consideration of implications in respect of finance, the public sector equality duty, human resources, crime and disorder, human rights, the safeguarding of children, ways of working, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATION

- 1) That the use of the Council's urgency procedures in the last six months, to enable urgent decisions to be taken where appropriate, be noted.

Jayne Francis-Ward
Corporate Director - Resources

For any enquiries about this report please contact: Keith Ford, Team Manager, Democratic Services Tel: (0115) 9772590 E-mail: keith.ford@nottsc.gov.uk

Constitutional Comments

As the report is for noting only, no Constitutional Comments are required.

Financial Comments (SES 11/11/15)

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

Background Papers

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

- Submission of Urgent Item Forms and reports to the Committees listed above (published).
- Record of Urgent Decision by Chief Executive

Electoral Division(s) and Member(s) Affected

All

REPORT OF THE LEADER OF THE COUNTY COUNCIL**APPOINTMENT TO OUTSIDE BODY – CONSTABLE’S FIELD FOUNDATION****Purpose of the Report**

1. To seek approval to add Constable’s Field Foundation to the Council’s Outside Body appointment list and to appoint a representative on that body.

Information and Advice

2. Constable’s Field Foundation is a local charity which dates back to the early 20th Century. The Foundation makes relatively small grants to support young people from the Arnold area to purchase books and equipment for use in further and higher education.
3. The Foundation draws its income from a small piece of land to the North of Killisick called Constable’s Field, for which it has traditionally issued grazing licenses. Due to problems with a growth on the land which prevented grazing, the Foundation has been moribund in recent years and therefore a County Council appointee has not been sought for a number of years.
4. The Foundation’s membership consists of six Trustee places as follows:-
 - The Vicar of Arnold (effectively of St. Mary’s)
 - Four Gedling Borough Council representatives
 - One Nottinghamshire County Council representative.

The Borough and County Council representation is not limited to elected Members.

5. Trustees have overall responsibility for the fund and its distribution and all decisions relating to the Foundation and its operation rest with the trustees.
6. In light of the Foundation’s objectives it is proposed that one of the local members for Arnold, Councillor Roy Allan, be appointed as the County Council’s representative.

Other Options Considered

7. Policy Committee could decide not to add this body to the Council’s list of Outside Bodies.

Reason/s for Recommendation/s

8. To enable the Foundation's required Trustees to be appointed in line with the requirements detailed in the Board of Education Order which established the Foundation in 1908.

Statutory and Policy Implications

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

Financial Implications

10. None arising from the report.

RECOMMENDATIONS

- 1) That the Constable's Field Foundation be added to the Council's list of Outside Bodies.
- 2) That Councillor Roy Allan be appointed as the Council's representative.

COUNCILLOR ALAN RHODES LEADER OF THE COUNCIL

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

Constitutional Comments (SLB – 01/12/2015)

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

Financial Comments (SES – 01/12/2015)

12. 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.

- Board of Education Order - 1908

Electoral Division(s) and Member(s) Affected

- All

REPORT OF THE CORPORATE DIRECTOR OF RESOURCES**WORK PROGRAMME****Purpose of the Report**

1. To review the Committee's work programme for 2015/16.

Information and Advice

2. The County Council requires each committee to maintain a work programme. The work programme will assist the management of the committee's agenda, the scheduling of the committee's business and forward planning. The work programme will be updated and reviewed at each pre-agenda meeting and committee meeting. Any member of the committee is able to suggest items for possible inclusion.
3. The attached work programme includes items which can be anticipated at the present time. Other items will be added to the programme as they are identified.
4. The Policy Committee will be asked to determine policies, strategies and statutory plans developed or reviewed by other Committees of the Council. Committee Chairmen are invited to advise the Policy Committee of any additional policy reviews that are being considered.
5. The following changes have been made since the work programme was published in the agenda for the last meeting:-
 - a. The following items were withdrawn from the agenda of the December Policy Committee meeting and have been rescheduled as follows:-
 - i) Boundary Review update – to be considered by Full Council instead.
 - ii) Response to petition requesting a School Hall at East Markham Primary – to be considered by Finance & Property Committee instead
 - iii) Healthwatch Contract – deferred to January 2016 to enable further discussions with Healthwatch.
 - b. The following item has been withdrawn from the work programme:-
 - i) Nottinghamshire Child and Family Poverty Strategy - the Strategy itself is not being updated (only the related action plan).

- c. The following new items have been scheduled for the 9 December 2015 meeting (these are new items of business that are being submitted to Policy Committee to enable consideration by Members at the earliest opportunity):-
 - i) Outside Bodies – Appointment to Constable’s Field Trust
 - ii) Information Commissioner’s Office Audit and Action Plan
- d. Nottinghamshire Annual Residents Survey 2015 – new item added to January 2016.
- e. Policy and Process Guidance for Discretionary Payments towards the provision of adaptations to homes of Foster Carers, Adoptive Parents and Special Guardians – new item added to January 2016.
- f. Nottinghamshire Family and Parenting Strategy 2015-17 – new item added to January 2016.
- g. Social Media Policy – update on implementation – new item added to May 2016.
- h. Mid-Nottinghamshire Alliance Development Leadership Board Progress Report – new item added to March and June 2016
- i. Update on use of Urgency Procedure – new item added to June 2016
- j. Update on City of Nottingham and Nottinghamshire Economic Prosperity Committee and the Local Enterprise Partnership – new item added to February 2016
- k. Update on East Midlands Councils – new item added to February 2016
- l. Smarter Working programme – new item added to May 2016

Other Options Considered

- 6. None.

Reason/s for Recommendation/s

- 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 finance, the public sector equality duty, human resources, crime and disorder, human rights, the safeguarding of children, ways of working, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATION

- 1) That the Committee's work programme be noted, and consideration be given to any changes which the Committee wishes to make.

Jayne Francis-Ward
Corporate Director - Resources

For any enquiries about this report please contact: Keith Ford, Team Manager, Democratic Services Tel: (0115) 9772590 E-mail: keith.ford@nottsc.gov.uk

Constitutional Comments (SLB)

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

Financial Comments (NS)

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 26 NOVEMBER 2015)

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>Lead Officer</u>	<u>Report Author</u>
6 January 2016			
Healthwatch Contract	Consideration of extension of the Council's contract with Healthwatch.	Sally Gill	Cathy Harvey
Accessibility Strategy	Approval of Strategy.	Derek Higon	Christine Buck
Policy and Process Guidance for Discretionary Payments towards the provision of adaptations to homes of Foster Carers, Adoptive Parents and Special Guardians	Approval of Policy and Process Guidance.	Colin Pettigrew	Steve Edwards
Nottinghamshire Family and Parenting Strategy 2015-17	Approval of Strategy.	Colin Pettigrew	Derek Higon
Nottinghamshire Annual Residents Survey 2015	Outcomes of survey for Members' consideration.	Martin Done	Raj Sharma
10 February 2016			
Performance Reporting on the Strategic Plan 2014-18 and Redefining Your Council	To consider progress and performance against each of the Strategic Plan priorities and the programmes within Redefining Your Council	Nigel Stevenson	Celia Morris
Update on City of Nottingham and Nottinghamshire Economic Prosperity Committee and the Local Enterprise Partnership	Update report as requested by Policy Committee on 11 November 2015.	Tim Gregory	Matt Lockley
Update on East Midlands Councils	Update report as requested by Policy Committee on 11 November 2015.	Jayne Francis-Ward	

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>Lead Officer</u>	<u>Report Author</u>
9 March 2016			
Mid-Nottinghamshire Alliance Development Leadership Board Progress Report	Quarterly progress report on the work of the Board (as agreed at Policy Committee on 11 November 2015)	David Pearson	Wendy Lippmann / Sue Batty
20 April 2016			
18 May 2016			
Performance Reporting on the Strategic Plan 2014-18 and Redefining Your Council	To consider progress and performance against each of the Strategic Plan priorities and the programmes within Redefining Your Council	Nigel Stevenson	Celia Morris
Social Media Policy update	Update on the implementation of the Social Media Policy (as agreed at Policy Committee on 11 November 2015)	Martin Done	Clare Yau
Mid-Nottinghamshire Alliance Development Leadership Board Progress Report	Quarterly progress report on the work of the Board (as agreed at Policy Committee on 11 November 2015)	David Pearson	TBC
Smarter Working Programme	Six Monthly update report (as agreed at Policy Committee on 11 November 2015)	Jayne Francis-Ward	Iain Macmillan
15 June 2016			
Update on use of Urgency Procedure	To update Policy Committee about the number of occasions the Urgency provisions have been used and the reasons for their use.	Jayne Francis-Ward	Keith Ford
Mid-Nottinghamshire Alliance Development Leadership Board Progress Report	Quarterly progress report on the work of the Board (as agreed at Policy Committee on 11 November 2015)	David Pearson	Wendy Lippmann / Sue Batty
13 July 2016			
Review of Senior Management Structure	Review following interim structure agreed by Policy Committee on 15 July 2015. Page 172 of 174	Anthony May	Anthony May

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>Lead Officer</u>	<u>Report Author</u>
Rural Services Network – Review of Membership	Following the initial review by Policy Committee on 15 July 2016.	Sally Gill	Heather Stokes
County Life – Evaluation Report	Annual evaluation report – as agreed by Policy Committee on 15 July 2015.	Martin Done	Martin Done

