

Policy Committee

Wednesday, 18 September 2013 at 10:30

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

AGENDA

- | | | |
|----|--|---------|
| 1 | Minutes of last meeting held on 17th July 2013 | 5 - 8 |
| 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) | |
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NOTES:-

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

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

Customer Services Centre 0300 500 80 80

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

Members or Officers requiring clarification on whether to make a declaration of interest are invited to contact Ruth Rimmington (Tel. 0115 9773825) or a colleague in Democratic Services prior to the meeting.

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

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minutes

Meeting POLICY COMMITTEE

Date Wednesday, 17th July 2013 at 10:30am

membership

Persons absent are marked with 'A'

COUNCILLORS

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

Reg Adair		Diana Meale
Richard Butler		Philip Owen
Kay Cutts		Liz Plant
Glynn Gilfoyle		Martin Suthers OBE
Kevin Greaves		Gail Turner
Stan Heptinstall MBE		Muriel Weisz
Richard Jackson		John Wilkinson
David Kirkham	A	Jason Zadrozny
John Knight		

ALSO IN ATTENDANCE

Councillor Roy Allan	Councillor Kate Foale
Councillor Alan Bell	Councillor Darren Langton
Councillor Nicki Brooks	Councillor Sybil Fielding
Councillor Steve Calvert	Councillor Sheila Place
Councillor Steve Carroll	Councillor Yvonne Woodhead

OFFICERS IN ATTENDANCE

Carl Bilbey	(Policy, Planning & Corporate Services)
David Ebbage	(Policy, Planning & Corporate Services)
Jayne Francis-Ward	(Policy, Planning & Corporate Services)
Deborah Hinde	(Policy, Planning & Corporate Services)
Chris Holmes	(Policy, Planning & Corporate Services)
Jo Kirkby	(Policy, Planning & Corporate Services)
Marie Lewis	(Policy, Planning & Corporate Services)
Nicola McCoy-Brown	(Policy, Planning & Corporate Services)
Anthony May	(Children, Families & Cultural Services)
Hannah O'Callaghan	(Environment & Resources)
John Slater	(Children, Families & Cultural Services)

Gill Thackrey (Children, Families & Cultural Services)
Andy Wallace (Environment & Resources)
Michelle Welsh (Policy, Planning & Corporate Services)

MEMBERSHIP OF THE POLICY COMMITTEE

The following changes to the membership were reported:-

Councillor Kevin Greaves had been reappointed in place of Councillor Steve Calvert
Councillor Liz Plant has been appointed in place of Councillor John Peck.
Councillor John Wilkinson has been appointed in place of Councillor Jim Creamer.
Councillor Richard Butler has been appointed in place of Councillor Stuart Wallace.

MINUTES

The Minutes of the last meeting held on 19th June 2013 having been previously circulated were confirmed and signed by the Chairman subject to Councillor Yvonne Woodhead being included in the list of the members also in attendance.

APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Jason Zadrozny due to personal reasons.

DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS

None

FREEDOM OF INFORMATION LOG

RESOLVED 2013/053

That the publication of the log be approved and the development be noted.

SUPERFAST BROADBAND FOR NOTTINGHAMSHIRE

RESOLVED 2013/054

That approval be given for delegated authority to be granted to the Corporate Director for Policy, Planning & Corporate Services (as the programme's Senior Responsible Officer) following consultation with the Chair of the Economic Development Committee to:-

- 1) agree any amendments to the contract arising from the clarification process, provided these do not materially alter the parameters of the eventual contract offering.
- 2) authorise the County Council to enter into the contract at the conclusion of the approval processes.

IMPROVEMENT PROGRAMME OVERVIEW

RESOLVED 2013/055

That the report be noted.

UPDATE ON FLOOD RISK MANAGEMENT AND THE LOCAL FLOOD RISK MANAGEMENT STRATEGY

RESOLVED 2013/056

- 1) That the progress for delivering new responsibilities for flood risk management be noted.
- 2) That the continued development of the Local Flood Risk Management Strategy be approved.

DISCRETIONARY TRAVEL TO PREFERRED SCHOOLS

RESOLVED 2013/057

- 1) That approval be given to undertake a public consultation regarding a proposal that the rollout of the Discretionary Travel Scheme for children travelling to preferred schools be discontinued with effect from September 2014.
- 2) That a further report for decision about the future of the scheme be brought to Policy Committee on 18th September 2013

WORK PROGRAMME

RESOLVED 2013/052

That the Committee's work programme be noted.

The meeting closed at 11.50 am.

CHAIRMAN

REPORT OF THE LEADER OF THE COUNCIL

STRATEGIC PLAN 2014 - 2018

Purpose of the Report

1. This report invites Policy Committee to consider the Council's Draft Strategic Plan 2014 – 2018 prior to public consultation to inform the final development and approval of the Plan.

Background

2. The function of the Strategic Plan is set out in the Council's constitution. It is intended to:

Provide a clear statement of the Council's priorities, promises and values;

Enable agreed political objectives and statutory requirements to drive the Council's activities;

Enable the communication of the Council's priorities to staff, partner organisations and the community of Nottinghamshire as a whole;

Provide a broad framework of objectives and targets to allow the performance management of the Council and on which other key strategies and policies of the Council can be based including the Medium Term Financial Strategy and Asset Management Plan;

Meet the expectation of key external inspection agencies

3. The Council's current Strategic Plan covers the period 2010 - 2014 and has provided a focus for the strategic work of the Council internally and in projecting externally the ambition and sense of purpose of the Council. The current plan is due to expire in March 2014.
4. The development of the Strategic Plan 2014 – 2018 is against a difficult and prolonged financial backdrop coupled with a rising demand for our services. The Strategic Plan aims to reflect the priorities of the new administration and to focus our efforts on the people who need it most.

Development of the Strategic Plan

5. In drafting the Strategic Plan account has been taken of a number of key influences on the County Council, these are:

The political priorities following the May 2013 elections;

Key national policy initiatives and developments;

The Council's performance, particularly in areas of increasing demand and where the Council needs to improve.

6. Development of the draft Strategic Plan and its priorities has involved input from Members and senior officers. The Council's employees have been informed of the draft plan by the Chief Executive through his Chief Executive's Bulletin.
7. The draft Strategic Plan is structured around five priorities:
 - Supporting safe and thriving communities;
 - Protecting the environment;
 - Supporting economic growth and employment;
 - Providing care and promoting health;
 - Helping you to achieve your potential
8. These priorities are supported by a number of outcomes that we want to achieve, how we will assess how we have done this and what the role of the County Council is in achieving outcomes. The plan has been drafted in such a way that makes it easier to performance manage with clear outcomes and measurables defined to ensure we can demonstrate progress.
9. The Council's new Strategic Management Framework proposes to introduce an annual delivery plan for the whole council. The delivery plan will provide additional detail on the actions and activities to be undertaken each year in support of the outcomes set out in the Strategic Plan.
10. To inform further development of the draft Plan, the 2014-15 Budget Challenge public consultation includes a commitment to consult on the draft Strategic Plan. The Budget Challenge will enable the Council to seek views on whether we have the right priorities for the next four years and how we plan to deliver them.
11. Policy Committee is invited to consider and agree the draft strategic plan 2014 – 2018 to be consulted on. It is intended that the draft Strategic Plan be reviewed following consideration of feedback received through the public consultation, prior to final approval of the Strategic Plan by Members.

Other Options Considered

12. None.

Reason/s for Recommendation/s

13. In accordance with the Policy Framework, Policy Committee required the development of a new Strategic Plan which reflects the vision and priorities of the Council for the next four years. The recommendations advance the development of the Strategic Plan 2014-18.

Statutory and Policy Implications

14. 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, 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.

15. The final Strategic Plan will direct and/or advance the Council's policy in respect of a number of these areas. The Council will also need to have regard to any statutory and policy considerations in the future development of the key plans that will be required through the implementation of the Strategic Plan.

RECOMMENDATION/S

It is recommended that

1. The Policy Committee agree the draft Strategic Plan for public consultation.
2. The draft Strategic Plan be reviewed following public consultation and presented to Members for decision.

Councillor Alan Rhodes
Leader of the Council

For any enquiries about this report please contact:

Celia Morris, Group Manager Corporate Strategy x 72043

Constitutional Comments (NAB 04/09/2013)

13. Policy Committee has authority to approve the recommendation set out in this report by virtue of its terms of reference.

Financial Comments (SEM 06/09/2013)

14. 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.

Nottinghamshire County Council Strategic Plan 2010 - 2014

Electoral Division(s) and Member(s) Affected

All



Nottinghamshire
County Council

Strategic Plan

2014 - 2018

treating
people fairly

value
for money

working
together



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Introduction

Nottinghamshire County Council has never before faced such a difficult financial outlook with reducing Government grants and rising need for our services. All of this is against a backdrop of a long period of austerity with many households facing their own financial struggles.

Despite this picture, we still have a budget in excess of £500m per year and remain a key provider of services. The County Council is committed to ensuring that we provide life enhancing services, focusing our efforts on those people who most need our support.

We have a duty to rise to the financial challenge ahead and make sure that we cut our cloth accordingly to our diminishing means. This will involve some very tough choices, considering options that would have been unthinkable just a few years ago.

Our decisions will only be made after listening to your views and we will continue to support the most vulnerable in our society. While we have to make tough decisions, we will strive to make the right ones by being guided by the right values. Within the limits of the reduced amount of money available, we want to build the best possible

future where people develop the right skills to get jobs and ensure that the county's economy gets moving again.

Ensuring that Nottinghamshire thrives is our over-riding ambition: a place where people can achieve a good life for themselves through hard work; a place where vibrant and active communities flourish; a place where public services help improve people's lives and protect the most vulnerable.

Economic Growth will be key to securing this future and we want to ensure that this Council does everything it can to kick-start the economy and give this County the future that its residents and businesses truly deserve.



Councillor Alan Rhodes
Leader of the County Council



Mick Burrows
Chief Executive

Our **vision** for
Nottinghamshire is

**To be a
better place
to live, work
and visit**

Our values

Our plans will be built on three clear values which we will use to guide our decision-making through the years ahead. In working to deliver our plan we will need to be innovative and creative. We will enable our staff, utilising their skills and experience, to find innovative and creative approaches and new ways of working.

Treating people fairly

We will create a culture which treats people fairly and where resources are targeted to meet the needs of the most vulnerable and disadvantaged.

We will make sure that we focus on improving the lives of those least able to help themselves – the most vulnerable children, young people and adults in our communities.

We also want to make sure that those who need the most support get it so that everyone gets the opportunity to fulfil their potential

We will deliver high standards of customer care and respond to what we hear from our customers.

Value for Money

We have already heard that the amount of money available to spend is reducing considerably. In order to protect front-line services as much as we can, we will need to make sure that every penny is spent wisely and effectively.

Above all though, we have to live within our means. Many of our choices will be forced upon us due to the worsening financial position that we are being placed in.

There is a cost to running any Council but we will continue to make sure that all spend is cost-effective.

Working together

The County Council acts as a community leader for Nottinghamshire and we will work with our partners and residents to ensure we prioritise our resources to get the best for our communities. We will make choices only once we have listened to what communities want and need.

One of the ways that we can also be more efficient is to work more closely with our partners across the public, business and voluntary sector. By joining forces with others we can make sure that we deliver improved outcomes.



Our funding

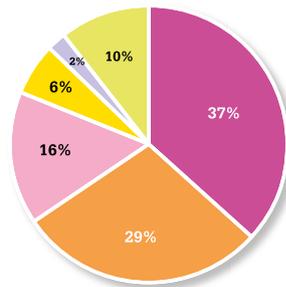
Funding from Central Government has been cut over successive years and this trend looks likely to continue into the future. In the last four years Nottinghamshire County Council has delivered over £100m of savings to deal with cuts in grant and allow for reinvestment in essential frontline services.

The latest Government spending review shows that total Government Grants have reduced from £274m in 2011/12 to £255m in 2013. It's estimated that there will be a further £79m cut to our income over the next 3 years.

The cuts come at the same time as unprecedented demand and spiralling costs for council services for the elderly and vulnerable children, due to people living longer and a substantial increase in the number of children being taken into care. Spending on Adult Social Care and Health and Children's services already accounts for two thirds of the County Council's entire budget.

Over the next 3 years we anticipate the cost for these services to increase further with £37m of pressures affecting the whole Council.

By 2017 the County Council expects to receive in the region of £480m through Council Tax and Government Grants. However it is estimated it will need approximately £634m to deliver all of the services that it currently provides, leaving a funding gap of £154m.



Breakdown of the Council's budget:-

For 2013/14

Care for vulnerable adults and the elderly	£217m
Care and support for young people	£171m
Roads, waste and the environment	£92m
Public Health	£35m
Cultural services, including libraries	£14m
Other services	£61m
Total	£590m

Reducing our costs

We are committed to maximising spend on front-line services to ensure that local people have access to good, value for money services that they want and need. To do this we will strive to be as efficient as possible and minimise our running costs, wherever possible exploiting opportunities to share services with other organisations.

We will get best value from our assets, maximise use of technology and ensure our workforce has the right skills, is empowered to make decisions and actively contributes to the continuous improvement of services.

Specifically we will:

- Review the way we work to ensure that our processes are centred on the customer and are as streamlined as possible
 - Improve integration between our services and with other service providers to maximise the use of resources and share costs
 - Learn from the expertise of others and be creative in adopting a more commercial approach
 - Make use of new technology in order to improve services, increase efficiencies and help our customers to access our services on-line
 - Continue to maximise value with our suppliers through improved procurement and contract management
- Fully explore the potential to share services with partner organisations in order to maximise value for money
 - Actively manage recruitment to ensure that only the most essential posts are filled
 - Continue to reduce our office accommodation, freeing up surplus buildings and reducing costs
 - Introduce modern working environments and practices to enable our staff to be as effective and efficient as possible whilst reducing costs.
 - Explore opportunities to develop the income generating potential of our assets, such as through advertising
 - Adopt a more integrated and rigorous performance management system to enable managers to make timely decisions and improve service outcomes

Our priorities

This Strategic Plan sets out what the County Council is planning to achieve, how we will measure our progress and the role we will take to help achieve each outcome. We feel that if we do the right things in the right way, we can prioritise our resources to make a real difference for all our residents.

We have proposed the five Strategic Priorities below; these priorities will be consulted on as part of the wider 'Budget Challenge' consultation process during September and October 2013, before a formal decision is made. We are aware there are key services that our residents really value; we will work to transform these services to ensure they make the most from the available budget.

- Supporting safe and thriving communities
- Protecting the environment
- Supporting economic growth and employment
- Providing care and promoting health
- Helping you reach your potential

These priorities represent what we plan to do, with each service we provide making a contribution to achieving our planned outcomes and through the work we will do in partnership with others.

Priority one

Supporting safe and thriving communities

Having strong communities that are safe and thriving is one of the County Council's top priorities. We can only achieve this by working in partnership with local communities, the police and voluntary sector. We recognise the important contribution made by the voluntary and community sector in Nottinghamshire, both in providing valuable services and ensuring that local communities have a voice. We will continue to provide grant aid to voluntary groups to support the provision of non statutory services which complement our strategic priorities.

Protecting vulnerable children, young people and adults accounts for a large proportion of our budget and is one of our most important areas of work. We will change the ways in which we operate to improve the coordination and effectiveness of our Safeguarding arrangements. Protecting the health of all local people is also a priority, making sure our communities are resilient and any emergency response is coordinated to help keep people safe.

As demands on the road network continue to grow, it is increasingly important to manage the network effectively to enable improved connectivity and ensure the efficient movement of people and goods. We will undertake a thorough review of the condition of our roads and pavements. We will assist more children to be able to walk and cycle to and from school in a safer environment, by reducing the speed limit outside of schools to 20 mph.

The safety of wider communities is also a priority and we will ensure that we work closely with the Police & Crime Commissioner to introduce measures that will help reduce crime and the fear of crime.

Finally a safer trading environment and the protection of rights of the consumer and legitimate businesses will continue to be championed. We will innovate and adopt new ways of working, which promote working in partnership with businesses to make Nottinghamshire a fair and safe place to do business.

What we will deliver

outcome

how we will measure progress

role of the Council

The most vulnerable children and adults will be effectively protected and supported

Improve the quality and robustness of our Safeguarding Plans

We will work with our partners from the Police, Health, Education and other agencies to ensure our Multi-Agency Safeguarding Hub is a success

The public are confident that Nottinghamshire is a safe and secure place to live and work

Improve the perception of how safe people feel in their local area

Work with the Police and Crime Commissioner to reduce crime and the fear of crime

Casualties on Nottinghamshire's roads continue to reduce

Reduce the number killed or seriously injured on Nottinghamshire's roads

We will maintain roads in a serviceable condition and seek to change behaviour through engineering measures, awareness raising and enforcement.

Nottinghamshire is a fair and safe place to do business

Increase the number of partnerships with businesses to support the local economy and help them to trade lawfully

We will champion the rights of the consumer and target our support to protect the vulnerable

The health and safety of local people are protected by organisations working together

A multi-agency plan is agreed to lead a response across partners to health emergencies from infectious diseases, environmental, and chemical hazards.

Through the Director of Public Health, we will provide leadership across partner organisations to protect the health and safety of local people.

Priority two

Protecting the environment

Nottinghamshire is a unique county with a heritage and countryside that we all want to protect and promote. We will ensure our environment is well managed and our countryside is protected. We need road and transport systems that are fit for purpose and help companies to invest in Nottinghamshire. We will provide a reliable transport system which supports a growing economy whilst encouraging sustainable and healthy travel. We will ensure we are well prepared during severe weather by gritting major roads and bus routes to help both residents and businesses carry on as normal.

Looking after the environment is the responsibility of us all. We can influence some key aspects of this environmental protection through determining major planning permissions for new developments such as schools, libraries, elderly person's homes and roads. We will also seek to deliver our services in new ways that limit the environmental impact of our properties, vehicles and resources. We will continue to invest in sustainable technology that helps to reduce our carbon footprint. We aim to minimise the impacts of transport on people's lives, maximise opportunities to improve the environment and help tackle carbon emissions.

We want to ensure that the county's heritage is preserved and can be enjoyed by all. Our country parks and open spaces provide an attractive environment that we will promote for both residents and visitors.

However some protection is best provided by working in partnership with other agencies. For example, by ensuring our Emergency Plans are robust and we respond well to help communities recover from the effects of emergencies, such as flooding. Delivering this protection involves ensuring that we provide leadership but act in partnership with other agencies.

We are committed to helping ensure that all residents of Nottinghamshire have the opportunity and means to protect and enjoy the environment. We will work with our partners and residents to reduce the amount of household waste generated and increase the percentage that we recycle. We will encourage people to get involved and help to protect, restore and improve our countryside by volunteering with a local wildlife group or conservation organisation.

What we will deliver

outcome

how we will measure progress

role of the Council

The countryside is protected and promoted

Increase satisfaction levels with our Country Parks and most visited sites (Rufford and Sherwood)

Work with partners to act as a champion protecting the environment within Nottinghamshire

People are encouraged to help protect the environment in Nottinghamshire

The amount of household waste that is recycled will increase and the amount sent to landfill will reduce

Work in partnership with district councils and the private sector to provide waste management facilities and encourage changes in behaviour

More people in local communities will work to improve the environment

The environmental impact of providing County Council services is reduced

Reduce our level of carbon dioxide emissions, especially from the use of energy in our buildings and street lighting

Act as a community leader, by using the resources and expertise of the council to reduce our environmental impact

The roads and transport infrastructure in Nottinghamshire is fit for purpose

Maintain the condition of roads and footways

Deliver a road and transport infrastructure that seeks to meet the needs of our residents and businesses

Connectivity across the county and into the region will be improved

Work to improve bus punctuality and ease congestion on key routes within the county

Work in partnership with bus companies and community transport providers to improve usage of public transport

Priority three

Supporting economic growth and employment

Economic prosperity has a crucial impact on people's quality of life, health and wellbeing. The County's economy has experienced major restructuring over the last 20 years presenting challenges to businesses, communities and individuals alike. Economic performance is now broadly comparable to the East Midlands and United Kingdom however there are significant differentials in economic performance in parts of the county and issues that require attention. Income levels across the county are lower than the UK average; business failures recently have been higher than business start ups; low skill levels remain a significant concern in some areas and access to training and employment is a particular challenge for young people.

We want to see a county where jobs are created, skills are developed, young people have a better chance of employment and wage levels are lifted. As one of the largest employers in the county we will pay the Living Wage and encourage other employers, including our suppliers, to adopt good working practices. In areas where councils have implemented the Living Wage it has provided an important boost to the local economy. It increases the spending power of people and as lower paid workers tend to spend a greater proportion of their income on necessities locally, this all helps our economy.

Whilst economic growth is largely generated through business creation and expansion the County Council will work with the Local Enterprise Partnerships (D2N2 and Sheffield City Region) to create the right conditions for growth. We will provide improved road and broadband infrastructure; unlock physical redevelopment such as new employment and housing sites; encourage investment opportunities; support local businesses to take advantage of the support and finance available to grow and create an environment for new business start ups. We will ensure Nottinghamshire receives its fair share of government and European funding to support economic growth.

Youth unemployment has been growing since 2005 and the transition from learning to work has become increasingly difficult. Ensuring our young people have the right skills and are prepared for the world of work is a key priority and we will create more apprenticeships and training opportunities and work with schools to ensure young people are 'work ready' and can make the right career choices for them.



What we will deliver

outcome

how we will measure progress

role of the Council

Unlock employment sites to create growth

Increase the number of employment sites

To lead on securing additional investment from the government, D2N2 and Europe to unlock physical redevelopment and invest council resources in key capital investments that deliver growth

Improved visual appearance of towns and increased economic vibrancy

The number of new physical redevelopment schemes in town centres

To identify relevant towns and work in partnership with town centre groups to co-ordinate activities

Improved infrastructure across the county minimising barriers to growth

Increase the % of people with access to high speed broadband

The number of major local transport schemes

Champion for growth in the county – influencing the government, business community and partners to create the best conditions for sustainable growth

Our centrally employed staff will be paid the living wage with effect from April 2014

Living wage implemented

To be a good employer and encourage other employers in the county to adopt good employment practices including payment of the living wage

Training and apprenticeship opportunities for the local workforce are provided that reflect the needs of businesses

An increase in the number of apprenticeships and training opportunities

The council will use its procurement of goods and services to drive sustainable business, improved local supply chains and more opportunities for a skilled workforce

More young people will be in work, education or training.

Reduce the % of children not in education, employment or training (NEET)

We will work with partners to increase the competitiveness of Nottinghamshire by creating the conditions to grow an increasingly skilled and productive workforce. We will provide additional apprenticeship places for young people.

Closer working between schools, higher education, further education and employers to develop young people for early identifiable career pathways

Priority four

Providing care and promoting health

The health of people in Nottinghamshire is improving but not at the same rate for everyone. Some groups have worse health outcomes that are a consequence of where they are born, live, work and age. This health inequalities gap between advantaged and disadvantaged groups will continue to widen unless action is taken with partners to address differences in local need. Working with the Health and Well-Being Board we will improve integration between health and social care providers.

The provision of quality social care and health services for children, adults and the vulnerable has always been a priority for the County Council. However the provision of these services is facing the new challenge of increasing demand due to an ageing population with the positive expectation of people being supported to live longer, healthier and more independent lives. Demand is also increasing in terms of services for Younger Adults, due to positive advances in medical care for those with disabilities and complex needs.

This means we have unprecedented demand for services at a time of significant financial constraints. We will always consider the needs and preferences of the individual, but we have a responsibility to balance this against the effective and efficient use of resources.

We will develop individual and community resources to prevent, delay and reduce the need for care and support. We will support more people to live at home and encourage and stimulate an efficient, diverse, affordable and high quality social care and health market. Providing services in a different way means working in partnership with NHS, private and voluntary colleagues to integrate care and health services. It also requires increased prioritisation of our limited resources to the areas of greatest demand and inequality across the county.

For many older people, traditional residential care does not meet their needs. We need to find alternative solutions, such as building additional **Extra Care Housing** across the County that will offer independent living with added security of health and assistance on hand when required. With an ageing population, where Alzheimers and Dementia are becoming an increasing problem, we need to develop a strategy that ensures all our services are delivered with **care and compassion**.

We will expect to share responsibility with individuals, families and communities for their health and well-being. The formal provision of services by council and health employees is often underpinned by informal support provided by Carers. The variety of people who act as Carers in Nottinghamshire is broad and ranges from the very young to older people with their own health concerns. The type of support a Carer requires can also vary dramatically; we therefore need to ensure we work with partners to provide appropriate support – especially for young carers. The role and reliance on Carers will only increase with an ageing population and an emphasis on enabling people to continue to live at home.

What we will deliver

outcome

how we will measure progress

role of the Council

People with health and social care needs are able to maintain a satisfactory quality of life

Improved feedback from service users and use of surveys.

We will provide leadership, with an emphasis on developing individual and community resources, designed to prevent, delay or reduce the need for care and support

Enable people to live independently and reduce their need for care and support

Gradual reduction in the number of people in long-term residential care

We will work together with partners to develop the social care market in Nottinghamshire, offering more affordable and high-quality choices in the types of care available to enable people to live independently in their own homes for longer.

People have a positive experience of care and health support

More people living independently in their own home for longer

We will regularly consult and involve local people to ensure that they have more say in the type of care and how they receive it

Health care is better co-ordinated and integrated with partners to provide better services that are delivered according to greatest local need

Improve the satisfaction of people using services and carers

We will use our influence and set an example to encourage people to change their behaviour and positively affect their health and well-being

People have improved health and well-being and there is a narrowing of the health inequalities gap

Effective health and well being interventions are targeted to where they are most needed

We will work in partnership to maximise the use of resources to target the areas of greatest need, highest demand and tackle inequality

Priority five

Helping you achieve your potential

We want Nottinghamshire to be a place where everyone enjoys a good quality of life and where people can achieve their potential. We will need to ensure that our services that support attainment and achievement are primarily designed around those young people, families and communities in greatest need.

Educational attainment has been a priority for Nottinghamshire for many years and exam results are progressively improving for all age groups. However, there are still inequalities and the outcomes for some groups of pupils are not as high as they could be. We are committed to securing excellence in education for all and we want to enable all young people in Nottinghamshire to fulfil their potential. We also want to support young people to choose the right learning pathway for them – whether this is, further education, higher education, apprenticeship or employment.

We will work with all schools to encourage strong partnership working and a focus on outcomes. We will prioritise significant funding to invest in schools to ensure the provision of school places where they are most needed. We will continue to fund the refurbishment and renovation of our school buildings to ensure they provide a safe and suitable learning environment.

We aim to tackle child poverty and social exclusion by working with parents-to-be, parents, carers and children to promote physical, intellectual and social development of babies and young children so they have the best start in life. Youth services enable young people to have a voice and a positive place in their communities and society and provide young people in Nottinghamshire with something to do, somewhere to go and someone to talk to in the form of young groups, mobile youth projects and events.

What we will deliver

outcome

how we will measure progress

role of the Council

Our children and young people will attain higher educational standards than the national average in good and outstanding schools

Increase the % of children achieving 5 or more A* to C grades at GCSE - including both maths and english

We will work with schools to challenge poor standards and provide support to help deliver improvements

We will continue to close the attainment gap in educational achievement for all ages

Narrow the attainment gap at ages 11 and 16 between pupils eligible for free school meals and the rest

We will ensure that support is targeted where there are the most profound gaps in educational attainment

Additional school places will be available where they are most needed

Increase the number of children getting their first choice primary school

We will identify areas with the greatest pressure and demand for school places and prioritise these schools for future investment

Children and young people will receive early help and support they require to be safe and thrive

Increase the proportion of children achieving a 'good level of development' in the Early Years Foundation Stage

We will target our resources to provide services that help children and young people to thrive to areas of greatest need

Young people are supported to reach their potential

Reduce the % of children not in education, employment or training (NEET)

We will ensure that effective advice and guidance is available to support children in choosing the most appropriate career pathway



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REPORT OF THE LEADER OF THE COUNCIL

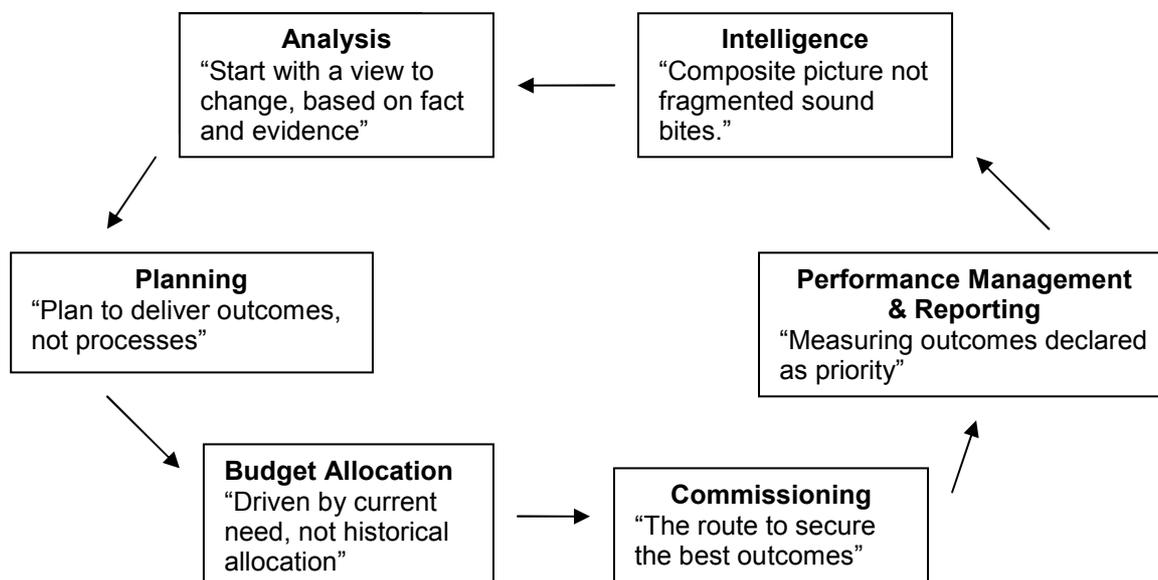
STRATEGIC MANAGEMENT FRAMEWORK

Purpose of the Report

1. This report details proposals to introduce a new approach to strategic planning and performance management across the Council through the implementation of a Strategic Management Framework (SMF).

Information and Advice

2. In June 2013 Policy Committee agreed that the Council should develop a Strategic Management Framework to deliver an integrated and intelligence based approach to service planning, service commissioning and performance management. A draft Strategic Management Framework is attached as an appendix to the report for consideration by Policy Committee.
3. The approach outlined in the Framework is designed to ensure that planning and performance cycles are better integrated and that strategic decisions based on priorities and spend are based on sound business intelligence. It will enable robust, rigorous and evidence based decision making. This form of prioritisation is of particular importance given the current, as well as the forecast financial position for local government.
4. The framework can be expressed as an ongoing cycle of activity;



5. The cycle will be supported by the production, implementation and monitoring of a number of key plans including a Strategic Plan, an annual Delivery Plan and Service Plans.
6. These plans will be supported by a number of resource strategies setting out how key support services will be focusing on supporting the achievement of the Council's outcomes.
7. Through the Framework the Council will also affect improvements to performance management to ensure consistent and timely report to Members and Managers of information relevant to the delivery of the Council's outcomes.
8. The Council will review the information currently available to ensure that performance measures are both useful and cost effective. This information will then be considered together with cost and financial data to improve performance management and inform service planning. A greater use of benchmarking – consideration of how the council compares to others – will also be built into service planning and performance management to ensure that the Council provides value for money.

Other Options Considered

9. None.

Reason/s for Recommendation/s

10. Policy Committee requested the development of a new performance management framework as part of the action plan agreed in September 2012 following a peer challenge. The recommendation progresses this requirement.

Statutory and Policy Implications

11. 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, 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

It is recommended that

1. The Policy Committee agree the Strategic Management Framework.

Councillor Alan Rhodes

Leader of the Council

For any enquiries about this report please contact:

Matthew Garrard, Policy, Performance and Research Team Manager Ext 72892

Constitutional Comments (NAB 09/09/2013)

12. Policy Committee has authority to approve the recommendation set out in this report by virtue of its terms of reference.

Financial Comments (SEM 06/09/2013)

13. 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.

Nottinghamshire County Council Strategic Plan 2010 - 2014
Nottinghamshire County Council LGA Peer Challenge – September 2012
Nottinghamshire County Council Performance Management Framework

Electoral Division(s) and Member(s) Affected

All

REPORT OF THE LEADER OF THE COUNTY COUNCIL

PAYMENT OF THE LIVING WAGE

Purpose of the Report

1. The purpose of this report is to seek the agreement of Elected Members to the payment of the Living Wage as a minimum rate of pay to the County Council's lowest paid centrally employed staff in order to demonstrate the Council's commitment to preventing in-work poverty and as the largest employer in Nottinghamshire to lead by example. The payment of the Living Wage will form a key part of a new wider employee benefits package.

Background

2. As the largest employer in Nottinghamshire with 22,836 employees overall (as at 1st July 2013), 9,404 of whom are centrally employed, the County Council wishes to contribute to building a more prosperous local community in Nottinghamshire by modelling good employment practice, including in the way that it pays and rewards its existing and future employees. This includes taking active steps as an employer to raise the living standards of our lowest paid employees.
3. The Council also wishes to be an attractive source of potential employment to job seekers across its community and is committed to using its resources to create meaningful and properly remunerated employment opportunities for local people.
4. This will have the effect of improving spending power to stimulate economic growth across the County, creating greater community cohesion by reducing unemployment.
5. It was a key manifesto commitment of the current administration to pay the Living Wage to the Council's directly employed staff.

The Living Wage

6. The Living Wage is an hourly rate of pay, set independently by the national Living Wage Foundation (part of the Citizens UK charity), and updated annually which is calculated according to the basic cost of living in the UK. The aim is to ensure that people in work and their families can

achieve a standard of living which ensures that they can live free from poverty.

7. Employers can opt to adopt the payment of the Living Wage on a voluntary basis and many local authorities in the Country have either already adopted payment of the Living Wage or are actively working towards this. The Living Wage is distinct from the national minimum wage which is set by statute.
8. In order to demonstrate the Council's immediate commitment to the principles of the Living Wage; Nottinghamshire County Council intends to implement the Living Wage as its minimum pay rate for all centrally employed staff, with effect from 1st April 2014, regardless of age or weekly working hours. This includes employees directly employed by the Council working in a range of front line roles such as cleaning, catering, caring for older people and school crossing patrols.
9. The Living Wage will be paid as an allowance on top of existing pay rates which will involve a supplementary payment (the Living Wage Allowance or LWA) to make up pay equivalent to the Living Wage rate for the 2,211 employees affected. That is employees in posts where the spinal column point of the evaluated grade falls below the Living Wage which is currently points 5-10 on the Council's existing pay scale.
10. An employee postcode analysis has evidenced that paying the Living Wage to its lowest paid employees will assist the Council to reduce inequalities as the majority of these employees live in the areas of greatest social deprivation within Nottinghamshire:

	Distribution of NCC employees permanent addresses by district	Distribution of NCC employees affected by the Living Wage by district	NCC employees affected by the Living Wage as a percentage of the whole workforce
Ashfield	11.0%	14.5%	3.7%
Bassetlaw	11.1%	17.3%	4.4%
Broxtowe	7.6%	9.9%	2.5%
Gedling	11.7%	11.0%	2.8%
Mansfield	11.9%	14.2%	3.6%
Newark & Sherwood	12.2%	12.1%	3.0%
Nottingham City	11.4%	7.9%	2.0%

Rushcliffe	11.2%	8.7%	2.2%
Outside Nottinghamshire	12.0%	4.4%	1.1%

(Based on most recent English Indices of Deprivation, 2010, the Governments preferred measure of deprivation which ranks areas of the country according to the relative levels of deprivation. Of the 326 LA's in England the Nottinghamshire districts are ranked: Mansfield 36, Ashfield 54, Bassetlaw 86, Newark & Sherwood 147, Gedling 196, Broxtowe 219 and Rushcliffe 318 where the area ranked 1 is the most deprived and 326 the least deprived).

11. Formal Licence of Accreditation is granted by the Living Wage Foundation to those employers who are committed to an agreed timetable of implementation through the award of the “Living Wage Employer” mark. To be accredited as an official “Living Wage Employer” an organisation must:

- i. Pay all of its direct staff at least the Living Wage rate
- ii. Commit to adjusting this within 6 months of the annual updating and
- iii. Demonstrate progress towards requiring existing and new Contractors and Sub-Contractors to do the same.

12. The Council will immediately fulfil the first two of these requirements at the implementation date and will consider accreditation on a phased basis by taking an active role in strongly encouraging businesses that currently hold major contracts to deliver goods and services to the Council to be good employers and encourage economic growth by ensuring that their employees are, as a minimum, also paid the Living Wage. This will be the subject of further consultation and discussion with current and potential contractors.

13. The Council’s position on this matter is the subject of further discussion at the September meeting of the Schools Forum. The decision as to whether to adopt payment of the Living Wage ultimately sits with the individual Governing Body. It is proposed that schools will be encouraged to consider adopting the Living Wage as a minimum pay rate and that the Council will offer support and advice to those schools opting to do so.

Employee Benefits Package

14. Nottinghamshire County Council has an established range of pay and non-pay benefits available to its direct employees, and those based in maintained Schools, the majority of which have not been reviewed for some time.

15. Re-positioning, re-presenting and adding to these provisions as a refreshed overall Employee Benefits Package will enhance the reputation of the Council as a good employer which supports those with caring responsibilities to remain in work and enables all its employees to achieve a healthy work/life balance. It will also support the motivation

and more effective engagement of employees with the work of the Council thus improving outcomes for citizens.

16. The availability of an extended “menu” of employee benefits will also ensure the Council’s future ability to recruit and retain appropriately skilled and engaged staff in order to continue to provide value for money and quality services to the people of Nottinghamshire.
17. It is proposed that the elements of the new employment package will include the following benefits:

Buy back of additional annual leave

18. In order to further support employees to achieve a healthy work life balance and further support employees with caring responsibilities; active consideration is being given to providing employees of Nottinghamshire County Council with the option to request the “purchase” of additional annual leave each year. This would be for a specific purpose and on agreed dates to allow managers to be able to plan for the absence and would operate as a salary sacrifice scheme.
19. This additional flexible working provision would therefore further support employees in fulfilling their roles and responsibilities at work and in the wider community and provide potential financial benefits to the County Council.

Other support for caring responsibilities

20. As part of its commitment to support employees with caring responsibilities; the County Council is also considering accreditation under the Carers Standard. Accreditation is awarded by the Nottinghamshire based Carers Federation in respect of a wide range of caring responsibilities. This would involve reviewing and refreshing existing provisions and improved promotion of these as part of the wider employment package to existing and potential employees.

Employee Discount Scheme

21. Research is currently being undertaken into the wide range of external providers who can offer local authority staff Countywide access to a discounted package of locally based, activities, goods and services; including entertainment, sport, food, ICT equipment, wellbeing and retail. Employees would be able to access these benefits at no additional cost to the County Council. If the focus of the package is local suppliers then this would further contribute to the growth of the local economy.
22. A further report will be taken to the Personnel Committee detailing these proposals as part of the overall employment package. It is anticipated

that this would be implemented with effect from the beginning of the next full leave year, that is 1st April 2014. The new provisions of the Council's employment package as set out above will be reviewed and added to on an on-going basis to assess take up and ensure their continued relevance and affordability.

Other Options Considered

23. Consideration has been given to alternative Living Wage implementation models:

- **Phased implementation:** this would involve an incremental increase to the points on the Council's agreed pay scale which fall below the Living Wage over a defined period of time, both medium and longer term. Whilst this would lessen the immediate impact of the implementation cost, it would not demonstrate a real and current moral commitment to improving the earnings of the Council's lowest paid employees, or significantly enhance the Council's reputation as a good employer.
- **Reviewing the Council's existing pay scale to build in the Living Wage rate** as an alternative to paying the difference as an allowance. However this would undermine the objective analysis of the relative value of job roles achieved through Single Status which has ensured equal pay across the Council and mean moving away from the national pay spine. This approach was not supported by trades union colleagues and could incur significant liabilities in respect of any potential future equal pay claims.

Reason for Recommendations

24. Becoming a Living Wage employer in practice at the earliest possible opportunity will enable the Council to improve the standard of living and spending power of its lowest paid employees, approximately 2,211 of its directly employed workforce. This will have benefits for the Council in terms of the motivation and retention of these key, front line, employees and supporting the growth of the local economy.

25. The overall Employee Benefits Package is designed to enhance the reputation of the Council as a good employer and ensure its ability to recruit and retain appropriately skilled and engaged staff in order to continue to provide value for money, quality services to the people of Nottinghamshire, now and for the future.

Statutory and Policy Implications

26. 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, 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.

Financial Implications

27. The national Living Wage is currently set at £7.45p per hour (outside London) and is subject to annual increase each November. The increase from November 2013 is yet to be announced.
28. Estimated costs are based on the current, known, Living Wage rate and take into account the 1% Local Government pay award which includes the removal of spinal column point 4 of the local government pay scale and is backdated to 1st April 2013.
29. On this basis, the estimated annual cost to the Council of the implementation of the Living Wage for its permanent and temporary centrally employed staff will be in the region of £1.36 million. These costs include contractual hours and employer pension contribution.
30. There would be a direct cost to schools' budgets, which will vary dependent on the type, relative size and staffing establishment of the individual school, for those schools which decide to adopt the Living Wage. This will be the subject of separate discussions with schools.

Equalities Implications

31. The payment of the Living Wage to those in the County Council's workforce will provide equity and fairness by ensuring that all employees can achieve a basic standard of living above the poverty threshold. As the majority of employees currently earning less than the Living Wage live in the three areas of highest economic deprivation in the County this will also have a positive impact on tackling social inequality. The majority of workers in the groups affected by the proposed payment of the Living Wage are predominantly women, part time workers who are often the main earner in their household. The method of implementation set out in this report will preserve the Council's Single Status agreement and protect the equal pay integrity of its pay scales and structure.

Human Resources Implications

32. The proposals set out in this report have been the subject of formal consultation with the recognised trades unions at Central Joint Consultative and Negotiating Panel on 22nd July and 29th August 2013. The trades unions have indicated their specific support for the payment of the Living Wage and a collective agreement has been reached in principle in relation to the proposed payment of the Living Wage to centrally employed staff. The trades unions will continue to be consulted on the detailed implementation leading up to April 2014.

RECOMMENDATIONS

It is recommended that:

1. Elected Members agree to the payment of the Living Wage to centrally employed staff with effect from 1st April 2014 as set out in the body of this report.
2. The position in relation to schools be the subject of further discussion with individual schools and via the Schools Forum with a view to consideration of the adoption of the Living Wage by individual school governing bodies.
3. Further work be undertaken on the wider employee benefits and rewards package, including consultation with the recognised trades unions, for consideration by Personnel Committee at a future meeting.

Councillor Alan Rhodes
Leader of the Council

For any enquiries about this report please contact: Marjorie Toward
Service Director HR and Customer Service. (marjorie.toward@nottscc.gov.uk)

Constitutional Comments (GDR 05/09/13)

33. Pursuant to the Council's constitution Part 4, Part A, Terms of Reference, section 2, the Policy Committee has the delegated authority to adopt the recommendations as set out within the report. In respect of school based staff, where schools appoint to new posts, following the implementation of the Living Wage, then schools may only appoint on the applicable pay scales of Nottinghamshire County Council. In respect of existing school based staff, there is no legal obligation upon a school to adopt any proposed changes, although it is noted that the report stipulates that there will be further discussions via the Schools Forum with a view to encouraging the adoption of the Living Wage by individual school governing bodies.

Financial Comments [PDS 09/09/13]

34. As set out in this report, the estimated cost of implementing the Living Wage within Nottinghamshire County Council is £1.36m. Of this, an estimated 78% (£1.1m) relates to Catering, Cleaning and Facilities Management staff. These services operate on a quasi-commercial basis whereby the costs of providing services, are recovered in fees and charges. The costs of the Living Wage have been factored into the Council's financial planning assumptions, and will be incorporated into

the report to Policy Committee on 13 November, where the Consultation on the Council's budget proposals for 14/15 and beyond, will be launched.

Background Papers and Published Documents

Equality Impact Assessment.

Response to proposals from the recognised trades unions.

Electoral Division(s) and Member(s) Affected

All

REPORT OF CHAIR OF TRANSPORT & HIGHWAYS COMMITTEE**STREET LIGHTING ENERGY SAVING – UPDATE****Purpose of the Report**

1. The County Council spends just over £4.8M each year on energy for street lighting, illuminated road signs, bollards and traffic signals, this makes up 15% of the total highway revenue budget. With the on-going rise in energy prices, the Council is continuing to implement a programme of street lighting energy saving measures to control this cost. The measures previously included part-night lighting in appropriate residential areas, dimming or switching off street lighting where appropriate on main roads (dimming is not cost effective to install on existing lower power street lights in residential areas) and the introduction of LED (low energy) lanterns where street lighting columns are due for replacement.
2. The County Council has received many concerns from local residents and their elected representatives regarding the part night lighting project. However, the pilot locations for use of LED (low energy) lanterns have received good support from residents and there have been no comments received regarding the dimming of high power lanterns.
3. Therefore, the purpose of this report is to consider a proposal to revise the street lighting energy saving project to stop the part-night lighting programme, except where local communities specifically request it, to turn lights back on where communities request this and to progress the LED and dimming programme to reduce energy costs. On this basis, the project is expected to save approximately £700,000 by 2016/17

Background

4. The part-night lighting programme, which was launched in October 2010, has raised concerns around the perceived risk of crime and personal safety from residents in some of the areas where it has been introduced. These concerns included for example some elderly residents who felt more vulnerable without street lighting and some residents working shifts who set off or returned from work without street lighting. Over the last three years, advances in energy saving lighting technology and the reduction in their cost have been significant, and alternative measures to part-night lighting are now viable in order to meet the required energy and carbon dioxide (CO₂) savings. The measures comprise of dimming initially 4,200 of the 14,000 lights that are

greater than 150 watts and converting lights to dimmable LED when they are due for replacement.

5. There are currently 6116 street lights which have been converted to part-night lighting in the county. Should it be considered appropriate to return these to all night lighting, the cost will be in the region of £110,000, with a loss of £80,000 per year in energy saving. Whilst dimming and LED substitutions may be possible on some of these columns to mitigate the increase in energy used, a significant number of columns will require converting to their original state.

Scheme Principles

6. To ensure the community receives the level of lighting they require whilst maintaining the required energy saving, it is proposed that, should a community request the reinstatement of all night lighting and the local Member supports this proposal, this will be implemented as soon as possible, noting that, should alternative energy saving equipment be viable as an alternative to the part-night lighting cell, this will be replaced at the time of conversion to all night lighting. This will include the representations already received and supported by the local Member and Chair of Transport and Highways Committee.
7. To ensure the energy saving programme is delivers its targets, a programme of dimming and dimmable LED conversions will continue. Partner organisations in road safety and crime reduction will continue to be consulted and local County Councillors advised through their monthly highways bulletin. However, under these proposals lights will remain lit and trials have shown there will be little, if any, impact on residents and road users.

Benefits for Sustainability and the Environment

8. The County Council is committed to reducing CO2 where possible through the delivery of its services. The Carbon Reduction Energy Efficiency Scheme (CRCEES) is proposed to be implemented in 2014 and authorities will be penalised for the amount of CO2 used. Dimming and the use of alternative light sources will result in a reduction in CO2 and subsequent penalties. It is proposed that County Councils who show that they are reducing CO2 may have the opportunity to bid for alternative funding for energy reduction schemes in the future.

Financial Implications

9. The costs of reversing the part-night lighting programme as outlined in paragraph 4 will need to be found from the energy saving budget. It is noted that the project is still forecast to save £700,000 by 2016/17.

Statutory and Policy Implications

10. This report has been compiled after consideration of implications in the Public Sector Equality Duty and in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, 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.

RECOMMENDATIONS

11. It is recommended that Committee:

- a. Approves the switching back on of street lights (reversal of part night lighting schemes) where supported by the local County Councillor and Chair of Transport and Highways Committee
- b. Approves the continued introduction of dimming, following consultation with partners in road safety and crime reduction
- c. Approves the use of dimmable LED wherever appropriate

COUNCILLOR KEVIN GREAVES CHAIRMAN OF TRANSPORT AND HIGHWAYS COMMITTEE

For any enquiries about this report please contact:
Suzanne Heydon – Group Manager Safety, Signals and Lighting

Constitutional Comments (SHB 10/09/13)

Committee have power to decide the Recommendation

Financial Comments (TMR 09/05/2013)

The financial implications are set out in paragraph 9 of the report.

Background Papers

Cabinet Report 8th September 2010 – Street Lighting Energy and Cost Saving

Electoral Division(s) and Member(s) Affected

All

REPORT OF THE LEADER OF THE COUNCIL

COMBINED AUTHORITIES – CONSULTATION ON A PROPOSAL TO ESTABLISH A COMBINED AUTHORITY FOR THE AREAS OF BARNESLEY, DONCASTER, ROTHERHAM AND SHEFFIELD

Purpose of the Report

1. The purpose of this report is to confirm receipt of a consultation from the Department of Communities and Local Government regarding a proposal by nine Councils within the Sheffield City Region Local Enterprise Partnership to establish a scheme for a combined authority.

Combined Authorities

2. The report offers further details on the status of combined authorities, reflects on the outline implications for the County Council of this particular consultation and seeks this Committee's approval to delegate this Council's response to the Corporate Director for Policy, Planning & Corporate Services in consultation with the Leader.
3. Combined Authorities (CA) are separate legal structures designed to lead collaboration between two or more local authorities and enable strategic decision making on economic development, regeneration and transport issues. They can be set up with approval from the Secretary of State, who must make an Order for the CA to come into existence; prior to this, full consultation must take place with the interested parties.
4. Prior to submitting a proposal to become a CA, the authorities involved must carry out a Review to underpin the proposal to recommend the establishment of a CA, this is then followed by the publication of a Scheme detailing the mechanisms of the CA. The proposal to establish a Combined Authority for the areas of Barnsley, Doncaster, Rotherham and Sheffield (hereafter referenced in this report as the South Yorkshire CA and abbreviated to SYCA) is now at the stage of formal consultation by the Secretary of State, with views sought by the 7th October 2013. If approved, it is anticipated that the SYCA will be established on the 1st April 2014.
5. Members should note that :
 - As it stands, it is not possible for only part of a principal Council (such as the County Council) to form part of a CA;

- The functions of an integrated transport authority can be transferred into a CA as long as the integrated transport authority is covered wholly by the CA;
- CAs have a version of the general power of competence;
- Further powers could be devolved to CAs;
- While the drive towards CAs has come from or involved the Local Enterprise Partnerships (LEPs) the proposed CA is not always coterminous with the local LEP.

The SY Combined Authority Proposal

6. The legal structure for the SYCA will be based on the four metropolitan borough councils, namely Barnsley, Doncaster, Rotherham and Sheffield, known as “constituent councils”. The Sheffield City Region (SCR) LEP covers these four boroughs plus a set of district councils from a wider area being Bolsover, Chesterfield, Derbyshire Dales and North-East Derbyshire (within the Derbyshire County Council area) and Bassetlaw from within Nottinghamshire. Members will also be aware that the above referenced district councils all lie within an area of overlapping LEPs, being within both the SCR LEP and the D2N2 LEP.
7. As referenced above, it is not possible for only part of a county council area to become part of a CA. The district councils in Nottinghamshire and Derbyshire cannot therefore be full members of the combined authority structure but under the consultation, are defined as “non-constituent councils” and as such are not technically within the area of proposed SYCA. Thus, for clarity, no part of Nottinghamshire is to be within the SYCA as the legislation currently applies.
8. The core elements of the proposed SYCA may be summarised as follows :
 - **Constitution.** The SYCA will be made up of 6 elected members from the four constituent councils. One elected member from each of the five non-constituent councils will also be members. However, non-constituent councils will be non-voting members unless the constituent councils resolve to grant them “...on certain issues.”
 - **Funding.** The costs of the CA in exercising its economic development powers would be met by the constituent councils; the non-constituent councils *may* make contributions. A CA may be given the power to issue a levy in respect of its transport (but not its economic development) functions. The CA would not be in receipt of levy powers beyond those of the existing integrated transport authority.
 - **Functions.** The SYCA will have powers to drive strategic economic growth which may include specific responsibilities such as setting the area’s growth and economic development strategies; managing investment funding decisions and co-ordinating inward investment approaches.
 - **Relationships.** The proposal states that the SYCA would act as the SCR LEP’s accountable body to hold the various funding streams and the SCR LEP would “work alongside” the CA to “...provide leadership of particular projects and work streams” and “...carry out the practical decision-making role in respect of certain functions as required by government.”

Considerations

9. Members may wish to consider the following matters in considering any response to the consultation.
10. As noted in paragraph 4, the development of these proposals has been the subject of a Review and the publication of a Scheme. The proposals were also the subject of a reference within the Sheffield City Deal, approved by Government in September 2012. Original proposals appeared to promote a CA for the wider SCR LEP area and the suggestion that certain strategic powers of Derbyshire and Nottinghamshire County Councils would be transferred to a SYCA. That does not appear to be referenced explicitly in the actual consultation documentation but clarity could usefully be sought on this issue.
11. Given the proposed SYCA will not cover any part of the County Council's area, it would appear that the SYCA proposal does not prejudice any proposals that may be developed by the Councils in Nottinghamshire (and separately in Derbyshire) to explore the equivalent or similar arrangements. These arrangements would potentially see the delegation of resources by the D2N2 LEP to sub-LEP governance arrangements. Given the Bassetlaw District area is covered by two LEPs, it is suggested that a collaborative approach be maintained on economic development, highways and transport and related matters. As proposals for new governance arrangements are proposed and effected at local government and LEP-levels both within the South Yorkshire and Nottinghamshire / Derbyshire areas, the relationships can be reviewed at that time. In this light, the Council may be supportive of the CA principle at least.
12. However, a number of points merit particular reference as follows :
 - Paragraph 7 confirms the current legislative position. It is understood that changes to the Local Democracy, Economic Development and Construction Act 2009 are being considered within government which may allow for districts in two-tier areas to become full constituent members of a CA where that CA covers only part of the county authority. Should this be the case, and CA arrangements were being considered within two over-lapping areas, a district would likely have to choose to which CA it would be a full constituent member as a local authority cannot be a full constituent member of both. This Council may therefore wish to reserve its position, subject to consideration of the impact of any future changes to legislation that could effect the Council's position going forward. The same issues will apply within Derbyshire.
 - There is a lack of clarity on the nature of constituent and non-constituent membership of the CA and how this inferred two-tier approach will work in practice in its coverage of this part of the County. This is compounded by the lack of clarity about the position with over-lapping LEPs, with both the D2N2 and SCR LEPs having responsibilities for economic development in this part of the County. As it stands, the consultation makes no reference to Nottinghamshire County Council's potential involvement in the CA in any

form. Significant clarification in terms of specific responsibilities, inter-agency relationships and accountabilities would be required.

- Finally, related to the above, the interchangeable use of different names for the CA may be of concern.

13. With these particular points of principle offered for consideration by the Committee, it is proposed that a final response to the SYCA be delegated to the Corporate Director for Policy, Planning & Corporate Services in consultation with the Leader.

Other Options Considered

14. The Council may choose not to respond to the consultation.

Reason/s for Recommendation/s

15. The deadline for responses to the consultation is the 7th October and there will be no opportunity prior to this date for members to consider this matter in full. The proposal is therefore to delegate this matter to the Corporate Director for Policy, Planning & Corporate Services in consultation with the Leader.

Statutory and Policy Implications

16. 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, 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.

Financial Implications

17. There are no immediate financial implications associated with the contents of this report.

RECOMMENDATIONS

18. It is recommended that approval is given to :
 - (a) a response to the consultation being sent to the Government in accordance with the analysis set out in this report;
 - (b) the development of the response being delegated to the Corporate Director for Policy, Planning & Corporate Services in consultation with the Leader;
 - (c) a copy of the final response being circulated to all Committee members.

Councillor Alan Rhodes
Leader of the Council

For any enquiries about this report please contact:

Geoff George, Economic Development, Ext 72046

Constitutional Comments (SLB 10/09/2013)

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

Financial Comments (SEM 10/09/13)

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

Background Papers

“Proposal to establish a combined authority for the areas of Barnsley, Doncaster, Rotherham and Sheffield” Consultation. Department for Communities and Local Government (August 2013)

Electoral Division(s) and Member(s) Affected

All and particularly those Divisions located in the Bassetlaw District area of the County.

REPORT OF THE LEADER

BUDGET CONSULTATION 2014/2015

Purpose of the Report

- 1 To inform Policy Committee of the indicative timetable for the 2014/2015 budget consultation process and seek approval of the methodologies put forward.

Information and Advice

- 2 The aim of the budget consultation process is to balance the various interests and needs of the council and its stakeholders, and to produce a soundly based financial plan for the future. The budget process is set against the background of the council's Medium Term Financial Strategy (MTFS), which in turn uses information from the government's spending reviews.
- 3 Budget consultation is a very important process, and it is imperative that the public (as well as council staff and councillors) are, and feel to be, fully engaged in the process. Consultation is undertaken to engage with and listen to as many local people as possible so that reliable and robust evidence can be provided to help inform decision making.
- 4 The consultation process aims to deliver the following outcomes:
 - Raised awareness of the financial pressures the Council is under and the limited resources available to fund public services;
 - Residents and local businesses have a broader understanding and appreciation of the many diverse community needs and competing demands placed upon the County Council;
 - The views of Nottinghamshire residents on specific proposals;
 - New and perhaps unanticipated budgeting ideas generated;
 - Decisions informed by a range of public opinion;
 - Understanding and support for the budget decisions which are ultimately made;
 - The Council is recognised as listening and responding to consultation feedback.
- 5 Consultation best practice principles will be adopted, namely Integrity, Visibility, Accessibility, Transparency and Disclosure.

- 6 The consultation programme will attempt to reach the following audiences:
- Nottinghamshire residents
 - Young people
 - Older people
 - Town and Parish Councils
 - Black Minority Ethnic communities
 - Disability groups
 - Business Community
 - Service users
 - Voluntary and Community sector
 - Nottinghamshire citizens' panel
 - Council employees
- 7 Attention will be given to accessibility and engagement to ensure the budget challenge campaign is participatory and no one is precluded from taking part. A proactive approach will be taken to consulting with voluntary and community organisations. This will include articles in community information sheets, tapping into existing networks and hosting local events to ensure a wide range of respondents from all age groups and backgrounds have been engaged.

Consultation process for 2014/2015

- 8 For the first time, a consultation document has been produced which sets out the challenge ahead and how residents can get involved (appendix A). This document will be available on line, reference copy available in libraries and paper copies available on request.
- 9 It is proposed that the 2014/2015 consultation process be conducted in three stages:

Stage 1:

Objective: To set the scene, raise awareness and inform the public about the budget challenges ahead. To seek views on how residents would deal with the challenges.

Questions:

- “Having read the consultation document, do you feel more informed about the Council’s budget challenge?”
- “Given that the Council has to reduce its budget, if you were in charge of the Council which services would you stop or reduce?” (*list of services provided*)
- “Given the severity of the Council’s budget situation and the inevitable impact on services, what would you be prepared to do?” (*list of options provided*).

Stage 2:

Objective: To promote and seek local people’s views on the values (overarching principles) and strategic priorities detailed in the County Council’s draft new Strategic Plan.

Questions:

- “To what extent do you agree that the five key priorities in the draft new Strategic Plan are the correct priorities for the Council to focus its budget and resources on?” (*written explanation of each priority to be provided*)

- “Are these the right priorities against which the difficult budget decisions should be made?”
- “What do you consider to be the most important priority?”
- “Having considered the five priority areas – do you think there is anything else the Council needs to focus on over the next 12 months?”

Stage 3:

Objective: To seek the views of residents on the proposals for service reductions.

- 10 The County Council has a statutory duty to consult with the Business Community regarding expenditure plans for the coming financial year. It is proposed that this is conducted through the Business Engagement Group (which includes the Federation of Small Businesses and the Chamber of Commerce), Business Clubs, and on-line.
- 11 The cost of publicity for the 2014/2015 budget consultation will be approximately £6,000 and will be met from the 2013/2014 Communications and Marketing budget.
- 12 The table below details the different approaches for consulting with residents as part of the 2014/15 budget consultation process:

Methodology	Output
General information/awareness raising	
<p>Using the Council’s web site is the simplest way to raise awareness. Along with the main consultation document, web pages and on-line forms will be designed to cover the three stages of the campaign. The Council’s web pages will be kept up to date with the latest information and developments.</p> <p>Nottinghamshire residents’ who do not have access to the internet will be able to access information via libraries or by contacting the Customer Service Centre. Information will also be cascaded through schools, childrens centres, colleges, public information points etc. Members of the public will be able to request information in other formats by telephoning the Customer Service Centre.</p> <p>Face to face engagement with Nottinghamshire residents’ will take place through the Nottinghamshire annual residents survey and via community/neighbourhood meetings.</p>	<p>The Council needs to show residents it is faced with conflicting challenges - an ongoing reduction in available resources set against increasing demand for services as well as increasing costs.</p> <p>The Council also wants to seek residents’ views on its strategic priorities and give them an opportunity to have their say on specific budget proposals.</p>
Social media	
<p>The advantages of using social media are that we are engaging in a space where people are already talking. It is proposed that the following channels will be maximised to engage people in the budget challenge debate:</p>	<p>Social media will support the budget challenge campaign throughout all stages of the consultation. However, it is acknowledged that not all residents may have access to social media or use it. Therefore, the Council will not be using social media in isolation, it will</p>

<ul style="list-style-type: none"> • Twitter • Facebook • Pinterest • Flickr • YouTube • Google+ • Search optimisation • Consistent use of a publicised hashtag 	<p>be just one of the methodologies used as part of the consultation process.</p> <p>Google+ will be used as a way of boosting search optimisation (a Google+ community can be set up specifically about the budget challenge to link with the discussion forums, particularly at stages 2 and 3). As an alternative to the live twitter chats, a Google+ 'hangout' (essentially an online video chat) could be offered.</p> <p>Work will be undertaken to optimise the ranking of key terms like 'Nottinghamshire County Council budget challenge' etc to make sure people are being directed to the right web pages when searching online.</p> <p>Live Q&A Tweet/webchat sessions/public discussion forums with Leader/Committee Chairs about specific service areas will be considered.</p>
Local community groups/community organisations/voluntary sector/other agencies	
<p>Council officers are involved in a variety of community activities on a daily basis and have established dialogue and networks with a number of communities and groups we consider 'hard to reach'. It is suggested these officers use their established links to encourage communities to get involved in the budget setting process.</p> <p>The campaign will also be promoted via local community newsletters/community information sheets and promoted via Networking Action Voluntary Organisation (NAVO) who has connections with Hard to Reach groups across the county.</p> <p>There are a large number of community groups and local neighbourhood meetings (including luncheon clubs / Sure Start parents' groups / neighbourhood watch groups and older peoples' groups) which already meet on a regular basis out in communities across the county. These existing networks can be used to promote this year's budget consultation.</p> <p>Existing networks with OPAG and other stakeholders will continue to be used.</p>	<p>These officers are well placed to engage with the community in a variety of ways, making use of the numerous community resource centres across the county. Using established networks will encourage residents who do not normally engage to get involved.</p> <p>Emailing community based organisations and voluntary groups in Nottinghamshire directing them to the Council's website is a way of communicating at little cost. Where appropriate meetings will be held with organisations who prefer to engage on a face-to-face basis.</p>
Budget workshops in schools across the county / engaging with young people	
<p>For the past few years, in order to engage with young people, budget workshops have taken place in schools across the county. These workshops were extremely successful in engaging students in the tough decisions the Council has to make. It is suggested that more workshops take place this year and we invite all schools, via 'Wired', to express an interest in</p>	<p>As well as raising awareness of the challenges facing the Council, this is an opportunity for Members and Officers to be on hand to answer questions and encourage discussion with students and young people.</p>

<p>taking part.</p> <p>Engagement with young people will also take place via posters in youth centres, directing them to the Council's website.</p> <p>It is also suggested a presentation on the budget proposals take place at a meeting of the Young Peoples Board (date to be arranged) followed by a question/answer session aimed at exploring young people's priorities.</p>	
Engaging with older people	
<p>It is proposed that engagement with older people take place through the Council's existing networks such as the Older People's Advisory Group (OPAG) and 'Ageing Well' Group, in addition to engagement through local community groups.</p>	<p>As well as raising awareness of the challenges facing the Council, this is an opportunity for older people to collectively discuss the issues affecting them and respond as a collective group.</p>
On-line Budget simulator	
<p>A free version of the budget simulator designed by the London Borough of Redbridge (in partnership with the Local Government Group and YouGov) has been used previously to enable respondents to make choices on which services they would allocate funding to. It is suggested that this methodology be used again during this year's budget challenge campaign.</p>	<p>This tool is designed to raise awareness and engage citizens in the difficult decisions that arise from budget reductions. The tool gives an understanding of broad budget choices which help the Council identify priorities.</p>
Comment cards in libraries, public information points and at community events	
<p>This method is very successful in engaging residents who don't have/want computer access.</p> <p>Budget challenge key messages will also be displayed on the Council's video screens in libraries, and Mansfield bus station etc.</p>	<p>Quick response comment cards can be distributed at libraries and public information points etc. They can be collected in boxes positioned in libraries etc.</p>
DIY downloadable engagement toolkit	
<p>This option provided popular last year as a way of providing a framework for groups to conduct their own discussions at a time and place that suits them.</p>	<p>Developed to gather deeper insight than the quick response comment cards, the toolkit is aimed specifically at community groups, to engage and consult with those groups who may otherwise be missed.</p>
Engagement with Business Community	
<p>It was useful last year to engage with the business community early in the process through the Business Engagement Group and Business Clubs. This year it is suggested that we build on these links and promote the 2014/15 budget challenge campaign by officer attendance at scheduled meetings throughout November 2013 and January 2014.</p>	<p>Attendance at the Business Engagement Group and Business Clubs to promote and cascade information to the business community is a way of raising the profile of the Council's budget challenge campaign. Also by providing links on LinkedIn (social network used by the business community) we are able to reach over 10,000 members.</p>
Engagement with Town and Parish Councils	
<p>It is suggested posters be displayed on parish notice boards informing residents how they can get involved in the budget challenge campaign.</p>	<p>By posting notices on parish notice boards it is hoped that we can encourage more residents to get involved.</p>

Engagement with communities via planned Marketing Campaigns	
Various Council campaigns are taking place across the county during November, December 2013 and January 2014. It is suggested that officers attending these campaigns take the opportunity to promote the 2014/15 budget challenge campaign.	Having a presence at campaigns such as the Aurora Lights Festival and Rufford Craft Fair may encourage residents who otherwise might not get involved to take part.
Engagement with Nottingham citizen's panellists who have provided email addresses	
Just under 1,500 panellists have provided the Council with their email addresses and said they are happy to be contacted this way. It is suggested these panellists be sent an email directing them to the Council's budget challenge web pages.	Emailing panellists and directing them to the Council's website is a way of contacting residents at little cost.
Engagement with members of the public who have provided us with an email address and expressed a wish to be informed of Nottinghamshire County Council events and campaigns	
As part of our evaluation process following Council events and festivals, a number of residents have provided their email addresses agreeing to be contacted about future Council events and campaigns. It is suggested these residents be sent an email directing them to the Council's budget challenge web pages.	Emailing residents and directing them to the Council's website is a way of contacting residents at little cost.

- 13 Consultation on the 2014/15 budget challenge campaign will take place between 2 September 2013 and 17 January 2014 (20 weeks).

Activity	Timescale	
	Commence	Close
Stage 1: 2014/15 Budget challenge campaign launched.	2 September 2013	17 January 2014
Stage 2: Policy Committee - approval to consult on draft new Strategic Plan (overarching principles and priorities)	18 September 2013	25 October 2013
Consultation returns considered by Members	28 October 2013	1 November 2013
Stage 3: Policy Committee - approval to consult on specific budget proposals	13 November 2013	17 January 2014
Consultation returns considered by Members	20 January 2014	24 January 2014
Reporting:		
Policy Committee - budget proposals considered	5 February 2014	
Full Council – budget proposals approved	27 February 2014	

Other Options Considered

- 14 The Council has a legal duty to consult on the setting of its budget.

Reason/s for Recommendation/s

15 To set out how the Council will meet its statutory obligations with regard to consultation.

Statutory and Policy Implications

16 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, 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.

Financial Implications

17 These are set out in paragraph 11 above.

Equalities Implications

18 Equalities implications have been considered as part of compiling this report. As there are no negative impacts on any protected group, an Equality Impact Assessment has not been deemed necessary.

RECOMMENDATIONS

It is recommended that Policy Committee:

- i) Approves the consultation strategy as detailed in the report.
- ii) Notes the programme timetable for the 2014/15 budget consultation.

COUNCILLOR ALAN RHODES Leader of the Council

For any enquiries about this report please contact: Angela Smeeton, Senior Consultation Officer. Telephone: 0115 9772937. Email: angela.smeeton@nottsc.gov.uk

Constitutional Comments [SLB 30/08/2013]

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

Financial Comments [PS 2/9/13]

This consultation covers the whole of the Council's budget for 2014/15. The consultation itself will cost approximately £6,000 and will be met from the 2013/2014 Communications and Marketing budget.

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.

Budget Challenge Consultation Document

Electoral Division(s) and Member(s) Affected

All



**Nottinghamshire
County Council**

The Budget Challenge

Making tough decisions together

We urge you to have your say so the right choices are made on the things that matter to you, your family and your business.

Nottinghamshire County Council is being forced to save £154m*, as a result of Government cuts and rising demand for services.

Whether you have responded to the Council's budget consultation before or this is your first time, it's never been more important to get involved.

The reality is that all options will need to be considered. Many Council services will be reduced or delivered differently.

This is the most difficult budget challenge ever faced by the Council. We're committed to listening to you to help us plan how our reduced budget will be spent.



*Over the next three years 2014/15, 2015/16 and 2016/17.

Meeting the challenge together

Have your say on the biggest budget challenge the County Council has ever faced.

Nottinghamshire County Council is facing exceptional financial challenges. Cuts in Government grants and increasing demands for our services mean that we will need to find £154m of savings over the next three years in order to balance the books.

We know you will understand these pressures, with households across the county sharing the challenge of making ends meet as living costs continue to rise and money coming in is harder to find.

We have already transformed the way we work, reducing our back office costs by over £17m in the last three years. We are now working more efficiently with fewer resources and will continue to make savings wherever possible. However with over 90% of our budget spent directly on delivering services it is inevitable that some of them will have to be reduced.

We have a duty to rise to the financial challenge and this will involve some very tough choices. Our decisions will only be made after listening to your views and we will continue to support the most in need and vulnerable in our society.

Despite this bleak picture, Nottinghamshire County Council is committed to ensuring that we provide life enhancing services, focusing our efforts on those people who most need our support.

This document sets out the challenge ahead and how you can get involved. These are important decisions that will affect you and your family's lives so we urge you to have your say and join us in meeting the challenge.



Councillor Alan Rhodes
Leader of the County Council



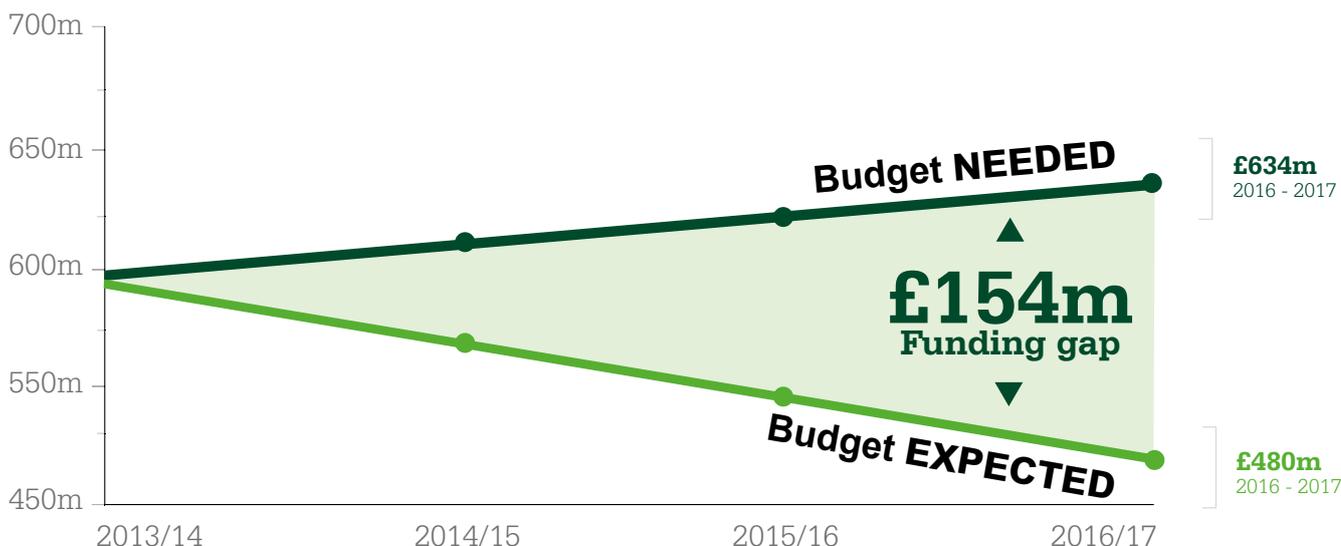
Mick Burrows
Chief Executive



The size of the problem

With reduced Government funding and increasing demand for Council services, we are facing a challenging funding gap of £154m over the next three years.

The graph below shows how this year's funding gap is projected to widen to £154m by 2017.



By 2017 the County Council is expecting to receive in the region of £480m through Council Tax and Government grants.

However we have estimated we will need approximately £634m to deliver all the services that we currently provide, leaving the funding gap of £154m.

This financial challenge is largely due to four factors:

- 1:** Funding from Central Government has been cut over successive years and this trend looks like it will continue into the future. Total Government grants have reduced from £274m in 2011/12 to £255m in 2013, with estimates of a further £79m in reductions to our income over the next three years.

- 2:** We have estimated that demand for vital care services, including support for vulnerable adults and children in the community, will increase by £37m over the next three years. This is in addition to £36m of reinvestment in services in 2013/14.

- 3:** An additional £23m of pressures due to inflation.

- 4:** Temporary funding of £15m will end after 2013/14.

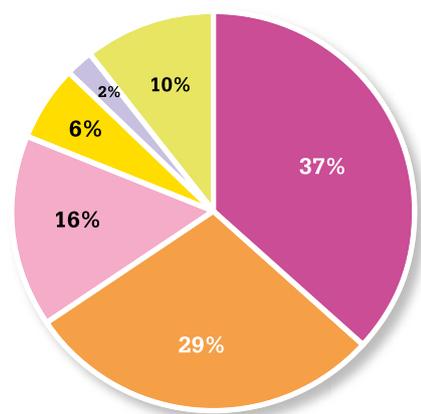
These issues will not go away anytime soon. Therefore, it is necessary for us to prioritise now what the people of Nottinghamshire need and make the tough decisions together.

Where our budget comes from

Around half of the Council's funding comes from Government grants, with the rest from Council Tax and a small proportion from using the Council's reserves. This year (2013/14) this amounts to £590m. This is made up of:

- Council Tax - £274m
- Government grant - £238m
- Other grant income and reserves - £78m

What we spend it on



Breakdown of the Council's budget:-

For 2013/14

Care for vulnerable adults and the elderly	£217m
Care and support for young people	£171m
Roads, waste and the environment	£92m
Public Health	£35m
Cultural services, including libraries	£14m
Other services	£61m
Total	£590m

How much our services cost

Here are some examples of how much it costs to provide some of our public services:

Average cost of running a large library	£4,726 per week
Providing care for one vulnerable child	£900 per week
Repairing a pothole	£55 per square metre
Providing day care for one person	£11,725 average per year
Paying for a residential care place for one person	£24,300 per year
Providing 140 school crossing patrols	£265,000 per year
Providing 92,658 street lights	£6.6 million per year

Services we currently provide

Did you know your County Council provides over 500 services to 785,000 Nottinghamshire residents?

Here are just some of the services we provide:



Support and care for over 18,500 adults



Serve 36,000 school meals every day



Home care for 4,700 disabled and older people every year

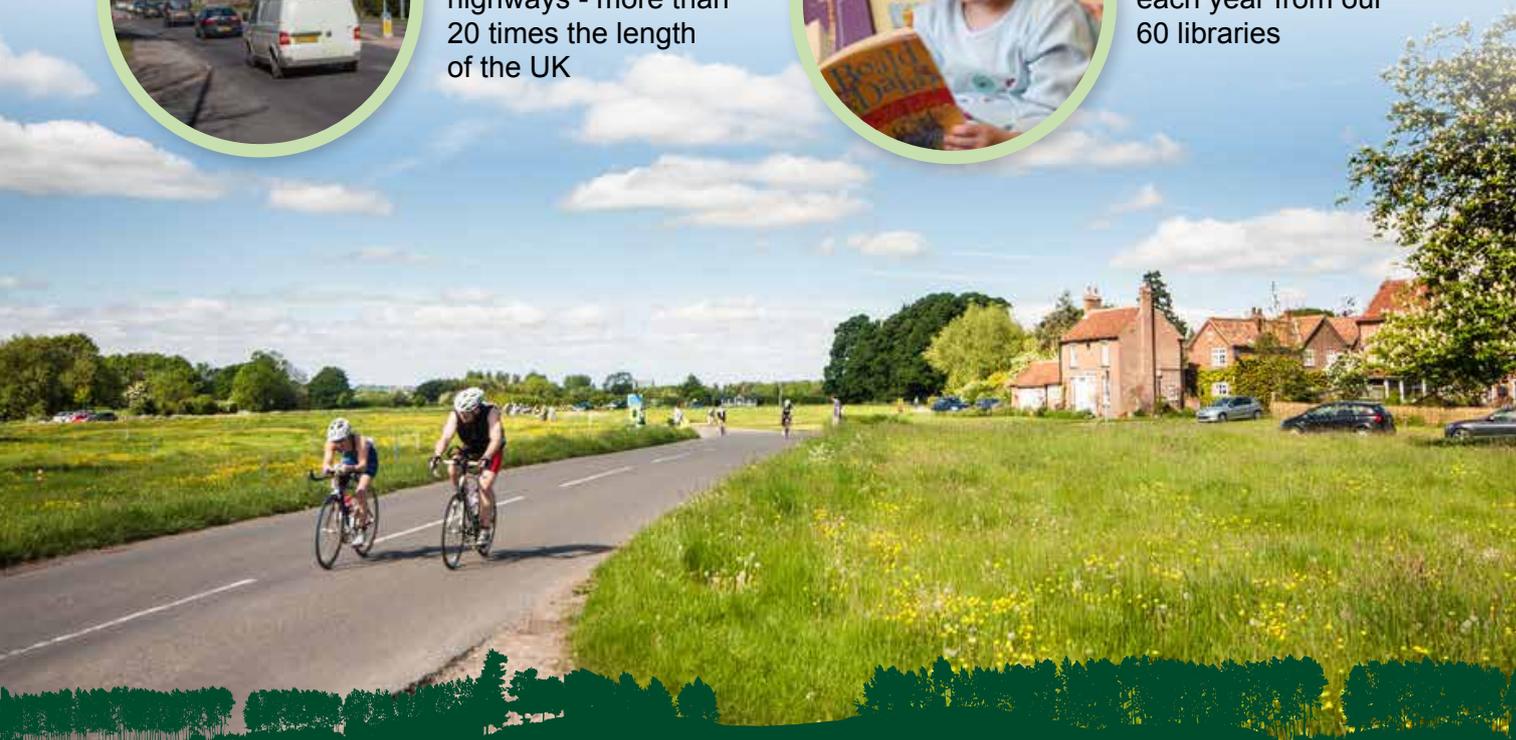
Process 80,000 tonnes of waste each year at our 14 recycling centres



Maintain over 12,000 miles of highways - more than 20 times the length of the UK



Loan 3.6 million books each year from our 60 libraries



Have your say on the challenge

There are **THREE** chances to have your say. At every step we urge you to make your views known.

Step 1 - Budget position

2 September 2013 to 17 January 2014

Tell us if you understand the challenge and what services you would reduce to balance the books. Given the severity of the budget situation, what would you be prepared to do from the options presented?

Step 2 - Strategic Plan

18 September 2013 to 25 October 2013

Share your views on the draft Strategic Plan and tell us if we've got it right or what you think we should focus on. The Strategic Plan sets out the Council's priorities for the next four years and how we plan to deliver them.

Step 3 - Budget proposals

13 November 2013 to 17 January 2014

Now's the time to have your say on how individual services could be affected and to what degree. All responses will be considered before decisions are made by the Council on 27 February 2014.

How to get involved

At every step we want your views. Simply go online and do one of the following:

complete the online form:

www.nottinghamshire.gov.uk/budget



join the debate [facebook.com/nottinghamshire](https://www.facebook.com/nottinghamshire)

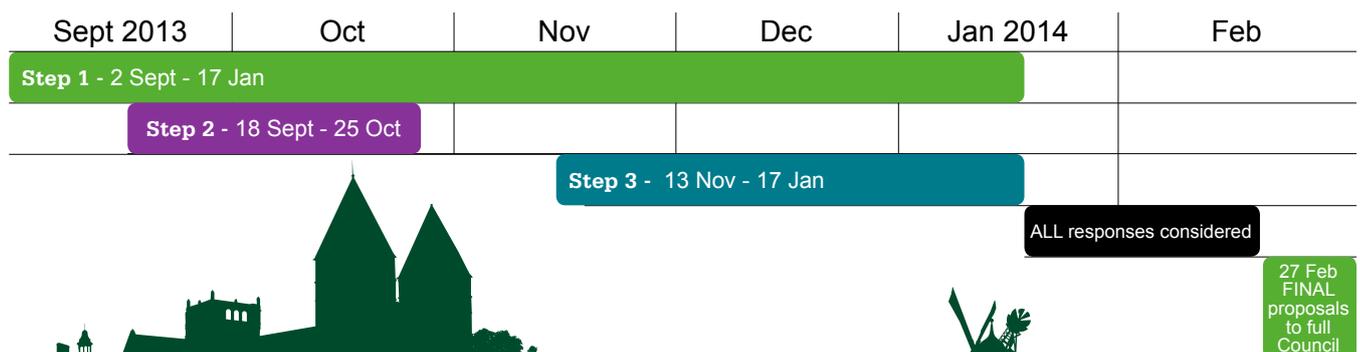


join our Twitter feed [@nottsc](https://twitter.com/nottsc) and/or use [#nottsbudget](https://twitter.com/nottsbudget)

If you're not online, you can still tell us what you think by:

- Calling our Customer Service Centre on **0300 500 80 80**
- Completing a comment card at your local library
- Completing the FREEPOST form in this booklet
- Writing to us at:
FREEPOST
RLUR-UXJJ-ETZZ
Nottinghamshire County Council
County Hall, West Bridgford,
Nottingham NG2 7QP

Budget timeline - what happens when



Questions

As set out in the Budget Challenge consultation document, the Council is facing a £154m shortfall.

Q1: Having read the consultation document, do you feel more informed about the Council's budget challenge?

- Yes No Don't know

Q2: Given that the Council has to reduce its budget, if you were in charge of the Council, which services from the list provided below would you reduce?

- | | |
|---|---|
| <input type="checkbox"/> Support for older people (inc adults with physical or learning disabilities / mental health needs) | <input type="checkbox"/> Providing country parks and open spaces |
| <input type="checkbox"/> Support for children and families | <input type="checkbox"/> Providing library services |
| <input type="checkbox"/> Support for young people | <input type="checkbox"/> Maintaining roads and pavements |
| <input type="checkbox"/> Improving road safety and reducing traffic congestion | <input type="checkbox"/> Protecting the environment (i.e. improving air quality, recycling) |
| <input type="checkbox"/> Tackling crime and anti-social behaviour | <input type="checkbox"/> Subsidies for local bus and community transport services |
| <input type="checkbox"/> Creating job opportunities and economic growth | <input type="checkbox"/> Trading standards and consumer protection/advice |
| <input type="checkbox"/> Tackling drug and alcohol misuse | <input type="checkbox"/> Providing street lighting |

Q3: Given the severity of the Council's budget situation and the inevitable impact on services, would you be prepared to:-

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
Accept a reduced level of service (e.g. reduced opening hours or days)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accept reduced eligibility to access services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Travel further to access services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Become part of a community group that takes over the running of some services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pay more for services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please turn over for instructions on how to return this form.

About you

The Council is committed to ensuring that our services are delivered fairly. To enable us to check that what we are providing is fair and effective, we would be grateful if you would answer the questions below. The questions in this section are voluntary but the more information you provide, then the more we can learn about customers' views of our services.

What is your postcode? (eg NG2 7QP)

Are you? Male Female

Which age group do you belong to?

Under 16 16-25 26-35 36-45 46-55 56-65 66+

Do you have a long-standing illness or disability?

Yes No

To which of these ethnic groups do you consider you belong? Tick one box only

White Black Asian Mixed Chinese Other _____

The Council is committed to delivering its services fairly and complying with the Public Sector Equality Duty. If you or a member of your family have a specific need which affects the way you access our services, please give details below.

Data Protection: Personal data supplied on this form will be held on computer and will be used in accordance with the Data Protection Act 1998. The information you provide will be used for statistical analysis, management, planning and the provision of services by the County Council. Nottinghamshire County Council will not share any personal information collected as part of this survey.

Please detach this page, put in an envelope and return to the freepost address given opposite by 17 January 2014.

Alternative formats of this document can be made available on request.

**FREEPOST
RLUR-UXJJ-ETZZ
Nottinghamshire County Council
County Hall, West Bridgford
Nottingham NG2 7QP**

REPORT OF THE LEADER OF THE COUNCIL

INCOME GENERATION THROUGH ADVERTISING AND SPONSORSHIP

Purpose of the Report

1. To recommend a whole council approach and core principles for income generation that will maximise revenue from council owned assets through sponsorship and advertising.

Information and Advice

What is advertising and sponsorship?

2. Advertising is the promotion of a product, service, or message using paid-for media. Council-owned advertising platforms could include publications, its website, lamp post banners, digital TV screens etc.
3. Sponsorship is a mutually beneficial form of sales promotion. A company will help fund an event or support a business venture usually in return for publicity.

What can advertising and sponsorship achieve?

4. The Council's primary purpose is not to generate income but to deliver value for money services. However, advertising and sponsorship can deliver a range of benefits, including:
 - **Income to offset costs** – for example: service running costs; money for service development; income to offset subsidy shortfalls; redistribution of overheads; and money to offset against savings targets. Basically, to help support the financial sustainability of services.
 - **Local economic growth** – resulting from offering value for money advertising and sponsorship opportunities to local businesses.
 - **Enhanced reputation** – providing advertising platforms to help other public services to get their messages across.

What approach should the Council take?

5. A one-Council approach to income generation should be taken. This means establishing the following principles:

- Compliance with the Council's Advertising and Sponsorship Policy (approved by Policy Committee in July 2012 and attached as a background paper) and procedures. This gives a list of clear standards which must be adhered to and clarifies what is likely to be deemed as unacceptable types of advertising and sponsorship.
- Prioritise income generation opportunities according to a professional judgement which equally balances four criteria:
 - The strength of potential to generate income and savings
 - Any budget required to deliver income generation
 - The cost/impact of the human resources required to deliver income generation
 - The potential to protect or enhance the Council's reputation (managing risk)
- Use a SWOT (strengths, weaknesses, opportunities and threats) analysis to inform income generation strategy. This will take account of the Council's financial position, Strategic Plan objectives and market conditions and will be done at least annually.
- Clear governance arrangements for income generation through advertising and sponsorship are already set out in the Council's Advertising and Sponsorship Policy. This highlights the role of the Communications and Marketing service to provide expertise and be the guardian of the Advertising and Sponsorship Policy.
- The Communications and Marketing service will manage relevant advertising contracts and sponsorship arrangements, working closely with procurement and service colleagues. This central approach will ensure best value for money, transparency, consistency, fair fees and charges.
- The Communications and Marketing service will normally lead negotiations with and any potential advertiser or sponsor. Exceptions to this may be desirable – for example, an individual or service which is not part of Communications and Marketing could lead on negotiations – but this must be agreed from the outset by the Service Director Communications and Marketing.

What is the Council currently doing?

6. Some income has been generated from adverts in corporate publications and a pilot to sell advertising on digital TV screens in libraries.

How much income could be realised?

7. For the first time it is proposed that corporate advertising and sponsorship targets should be set, to ensure that there are clear expectations for income generation and momentum to achieving these is maintained.
8. Realistic targets (as market factors will be variable) are proposed as:
 - Year 1 (2014/15) - £24,000
 - Year 2 (2015/16) - £48,000
 - Year 3 (2016/17) - £72,000
9. Any income generated will be paid to the relevant service area, depending on which service owns the assets used to generate income. The Communications and Marketing team will receive a 10% share of any income generated for any new arrangements (with any existing arrangements being honoured until end of March 2014) which will be used to resource ongoing contract management or direct delivery of selling advertising and supporting sponsorship packages. This percentage has been determined following benchmarking with similar sized authorities which have established income share ranging from 5 – 25%.

Risks

10. Income generation through advertising and sponsorship is a long term endeavour. Expectations around the potential for income generation need to be realistic, given the range of variable factors on which this depends – many of which the Council cannot control.
11. Factors affecting income generation include the current economic climate, market forces and the attractiveness of the type and location of a platform (considering things such as audience reach, traffic flows and footfall). Depending upon the size and type of organisation or business, some of the Council's assets and locations will be more attractive and advantageous than others.
12. Another major risk is planning permission. Partners such as the District Councils could significantly influence the Council's ability to generate income through sponsorship and advertising where planning permission is needed. Currently, deemed consent is granted for Council messages, but this doesn't apply where the Council is selling space for commercial purposes.
13. It is also important to consider that income generated needs to be balanced against the rate of the return on investment. It takes resources to sell advertising and sponsorship opportunities, manage contracts and administer financial payments.

Resources and delivery model

14. As set out in paragraph 5 above, there is the need to balance the amount of potential income and the timescale for income to be realised, with any financial investment in advertising platforms and the human resources needed.

15. The Council does not have any dedicated resources to generate income from advertising and sponsorship.
16. The Communications and Marketing team currently supports services to generate income through promotion to achieve service take up and also helps services make savings. It did this successfully and this was outlined in a report to Policy Committee in June 2013 on marketing campaigns in 2012-13. However, the team does not have any designated capacity with regards to selling advertising or forming sponsorship packages.
17. In terms of a delivery model to sell advertising and sponsorship there are three options:
- In-house (the Communications and Marketing team)
 - External suppliers who are contracted to do this
 - A combination of in-house and contracted suppliers
18. The option of a combination of in-house and contracted suppliers is recommended, to ensure a mixed approach to maximise return on investment.
19. If Policy Committee approves the approach set out in this document, then further consideration will need to be given to how the Council's income generation targets should be best resourced.

Next steps

20. The items listed below have been identified as priorities based on a scoping exercise:
- Advertising in key Council publications
 - Advertising in Council email marketing
 - Advertising on the Council's website
 - Advertising on the Council's lamp post banners
 - Advertising on the Council's digital tv screens
 - Roundabout sponsorship
 - Event sponsorship

Other Options Considered

21. Not to maximise the Council's platforms to generate income from advertising is not an option given the budget position. Many other Councils are already achieving significant income from advertising and the learning from other local authorities has been used to inform this document.

Reason/s for Recommendation/s

22. To maximise income from Council-owned assets through advertising and sponsorship, to assist with the Council's budget position.

Statutory and Policy Implications

23. 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, 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.

Financial Implications

24. Communications and marketing proposed income generation targets are on behalf of the whole council. Currently projects and work related to income generation has been done without additional resource, any additional investment needed to achieve the proposed income generation targets will be confirmed depending on the chosen model of delivery.

Equalities Implications

25. An Equality Impact Assessment has been produced. This is attached as a background paper.

RECOMMENDATION/S

- 1) Policy Committee notes the benefits and challenges around the maximisation of income generation through advertising and sponsorship.
- 2) Policy Committee approves the one-Council approach to income generation through advertising and sponsorship.
- 3) Policy Committee approves the commencement of work to achieve income through the channels outlined in paragraph 20 above, in order to begin to build a foundation to achieve the income generation targets set out in paragraph 8.
- 4) A report on income generation is presented to Policy Committee in April 2014.

Councillor Alan Rhodes
Leader of the Council

For any enquiries about this report please contact:

Clare Yau, Marketing and Engagement Group Manager

Constitutional Comments (NAB 21.08.13)

26. Policy Committee has authority to approve the recommendations set out in this report by virtue of its terms of reference.

Financial Comments (SEM 23/08/13)

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

Background Papers and Published Documents

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

Advertising and Sponsorship Policy
Equality Impact Assessment

Electoral Division(s) and Member(s) Affected

All.

REPORT OF THE LEADER OF THE COUNCIL

SOCIAL MEDIA POLICY AND PROCEDURE: SIX MONTHS ON

Purpose of the Report

1. To review progress six months after the Social Media Policy was implemented at Nottinghamshire County Council and to seek approval for a further controlled expansion of social media usage.

Information and Advice

2. Policy Committee approved the Social Media Policy and Procedure on 12 December 2012. Since then, the range of social media activity across the Council has continued to show a significant increase with a number of accounts on Twitter, Facebook, Flickr and Pinterest.
3. The Council uses social media platforms to communicate and interact with residents and drive up satisfaction levels with the authority.
4. In the past six months the number of followers of the Council's main Twitter account has risen from 8,800 to over 12,200. The number of new followers is growing at approximately 90 per week. The growth has been dramatic given that two years ago the Council's Twitter following was 2,600.
5. In total, the Council has over 14,600 followers across its four approved Twitter accounts, with a weekly 'reach' (individual users who see at least one of the Council's Twitter messages) of more than 200,000.
6. While social media continues to increase, the reach of traditional print media continues to decline. That said, the reach and influence of traditional media remains significant, so a mixed model of communications is currently adopted that seeks to use both mediums in order to maximise the reach of the Council's messaging.
7. The Council's 24 Facebook pages have more than 7,200 'likes', a figure which is expected to significantly increase following the imminent launch of a dedicated page for each of its 29 Young Peoples' Centres.
8. The Council's Flickr page now hosts over 1,100 photographs showcasing recent NCC events and campaigns.

9. Pinterest, a content-sharing service that allows members to “pin” images to an online pinboard, is also in use by the Council.
10. A number of case studies, highlighting the successful way in which the Council has used social media over the past six months to inform and engage with service users, are included in **Appendix 1**.
11. The Communications and Marketing service has reviewed and audited all social media usage across the authority, and finalised arrangements to ensure the continuation of joint-use administrative access to all those accounts which continue to be managed within service areas. Retrospective risk assessments have also been undertaken for social media accounts which were in place before the approval of the Social Media Policy and Procedure.
12. While the power of social media is unquestioned, there are also considerable risks to reputation and finance as highlighted by some recent high-profile defamation cases involving prominent figures.
13. A report by the Office for National Statistics shows that nearly half of the UK’s 33 million registered internet users access social media accounts on a daily basis. The number of Twitter users in the UK has more than doubled in the past two years with an estimated 34 million accounts now being live in the UK, while more than half the UK population now has a registered account on Facebook. A more detailed analysis, including figures showing the usage within Nottinghamshire, is included in **Appendix 2**.

Next Steps

14. As social media usage continues to grow so does the expectation of Nottinghamshire residents, with response time expectations to queries being much shorter than emails or letters.
15. The ability of the Communications and Marketing function to maintain and monitor all active accounts has reached a limit where, for a consistency of approach and quality of content to continue, a widening out of controlled social media usage within service areas is required.
16. There are a number of digital tools which provide for such a delegation of responsibility, while at the same time allowing for immediate, centrally-controlled access with an ability to view and respond to all social media activity within an organisation from a single dashboard.
17. The Council’s implementation of such a tool would have the following benefits:
 - Further the Council’s strategic vision and support its priorities through the co-ordination of campaign messages and service information across all social media accounts
 - Uphold the Council’s reputation and corporate identity by implementing online monitoring and insight while ensuring a uniformity of presentation and approach

- Provide a corporate social media framework with control measures by the securing of all social media accounts through tiered access and permission-based logins
- Ensure tracking of activity and security of content and publishing by implementing a full audit trail of every post.

Other options considered

18. A number of other options have been considered including carrying on as at present but that is likely to see a slowing down of growth. Another option would be to open up access to social media accounts without control but the reputation risk to the authority was considered too high.

Reason/s for Recommendation/s

19. To maintain control, consistency and co-ordination while ensuring an improved delivery of targeted service information and engagement with residents.

20. To mitigate the risk of complaints or legal challenge.

21. To safeguard the Council's reputation.

Statutory and Policy Implications

22. 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, 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.

Implications for Service Users

23. Service users will benefit from a more immediate and informed response from service areas.

Financial Implications

24. There is a cost associated with the implementation of any digital management tool. Full costings are dependent on licence agreement and numbers of user accounts, and will form part of any submitted report. It is intended that existing Communications and Marketing would be used for the purchase of the necessary licences.

Equalities Implications

25. Equalities implications have been considered as part of compiling this report. As there are no negative impacts on any protected group, an Equality Impact Assessment has not been deemed necessary.

RECOMMENDATION/S

It is recommended that Policy Committee:

- 1) Notes the six-monthly report on social media and the increase in usage and engagement.
- 2) Approves the controlled expansion of social media usage within service areas through the use of appropriate digital tools as outlined in the report.

Martin Done
Service Director, Communications and Marketing

For any enquiries about this report please contact:
Andrew Lowe, Senior Digital Officer. Telephone 0115 9772738,
email andrew.lowe@nottscc.gov.uk

Constitutional Comments (SLB 19/08/2013)

Policy Committee is responsible for the Council's internal and external communications policy and its implementation, and is the appropriate body to consider the content of this report.

Financial Comments (SEM 02/09/13)

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

Background Papers and Published Documents

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

None

Electoral Division(s) and Member(s) Affected

All

Social media case studies

Elections

The recent local elections on 2 May 2013 showed the power of social media to engage residents with local democracy.

A hashtag is used to collect together conversations on the same topic by creating a common search term. This allows a group conversation to take place between people who may not be following each other.

The hashtag #votenotts was used in the lead-up to election day to promote voter registration, to encourage voting and to advertise that we would be live tweeting the election results. Also on election day, the hashtag was used to encourage voting and when live tweeting the results the following day.

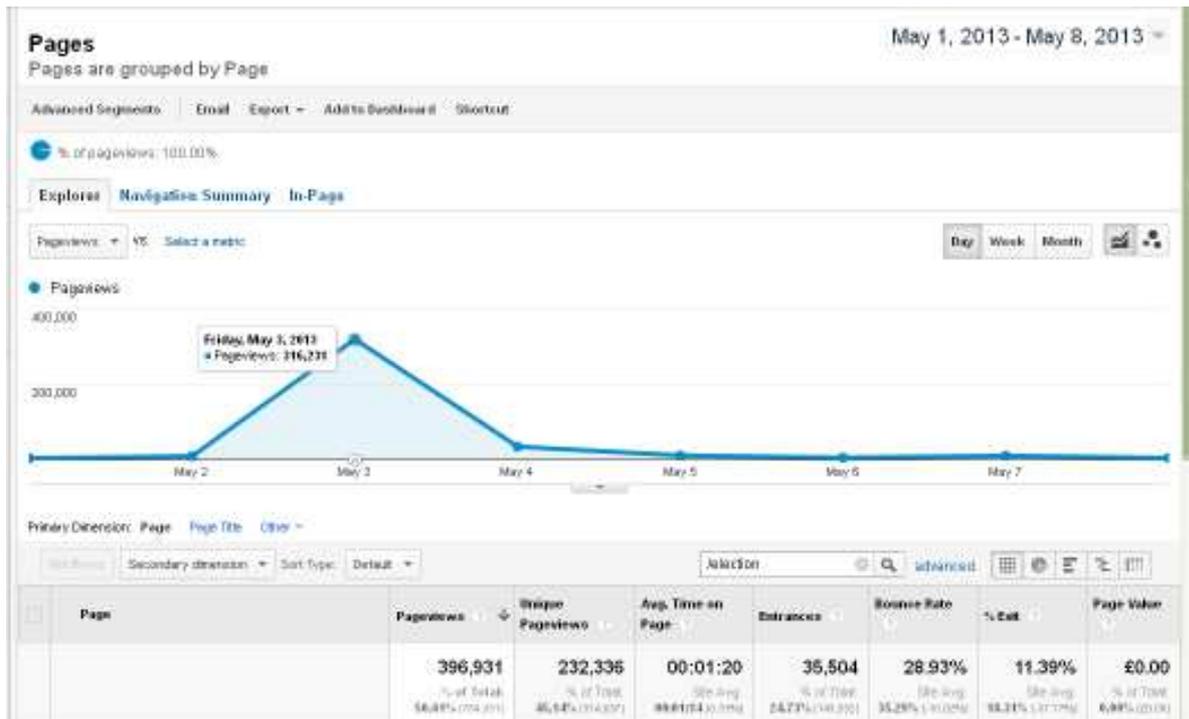
In the lead up to the elections, the media team promoted the use of the hashtag to and the Nottingham Post began using it both on the lead up and throughout election day, including creating a blog on their website which automatically listed anyone's comments using the #votenotts.

Other people also used the hashtag including journalists at other local newspapers, election candidates, district/borough councils and members of the public.

On results day, there were 122 tweets sent (by us and others) using the #votenotts. We received 505 retweets from 308 contributors and received 346 mentions. In total, this activity generated a reach (the number of unique Twitter users that tweets were delivered to) of 308,927 while impressions (tweets which were delivered to the Twitter stream of a particular account, not necessarily unique) totalled 1,883,565.

Both #votenotts and @nottssc were trending on Twitter in Nottingham during the course of the afternoon. Trending is a term given to the most popular conversations in social media.

This activity helped to draw 316,231 page views (165,410 unique) to the election web pages on Friday 3 May 2013, the day on which results were announced.



The graph shows the huge increase in pageviews of the dedicated election webpages on Friday 3 May 2013, the day on which results were announced. A large number of these visits were driven from direct links given in NCC-generated social media content, both on Twitter and Facebook.

Public feedback

Members of the public clearly found the live tweeting of results useful and interesting. Some of the feedback we received about our Twitter usage included:

[hollies42](#) [May 03, 9:56pm via Twitter for iPhone](#) [@NottsCC](#) great job keeping us informed of the result

[mattrooney](#) [May 03, 8:43pm via Twitter for iPhone](#) Big thumbs up to [@NottsCC](#). Brilliant tweeting all day long! [#thankyou!](#) Hope you're enjoying a beer

[carolinewson](#) [May 03, 4:19pm via Twitter for iPhone](#) Sterling work from [@NottsCC](#) keeping us up to date with the latest [#votenotts](#) news. Thanks for the swift updates!

[lizdales](#) [May 03, 4:15pm via Twitter for iPad](#) [@NottsCC](#) great tweeting today! Thanks

[beksta_w](#) [May 03, 1:41pm via Twitter for iPhone](#) Loving the voting updates from [@NottsCC](#)

Flooding

Between December 20 to December 31, 2012, Nottinghamshire experienced flooding of the River Trent along with other smaller bodies of water.

During this spate of flooding we were able to use social media, particularly Twitter, as a way to share information and updates with residents and motorists about the latest flooding situation.

We created a new Twitter list for flooding, which displayed flooding information from local organisations including Nottinghamshire Police, Nottinghamshire Fire and Rescue Service, Environment Agency Midlands, Highways Agency and district/borough councils. This brought all local information together in one place to make it easier for members of the public and local media to get the latest flooding updates quickly and easily.

The hashtag #floodaware was also used on our tweets, as suggested by the Environment Agency, to help form a national picture of flooding issues.

Working closely with the Highways division, the team were able to provide timely and accurate information to members of the public. This included publicising any school closures, road closures, flood alerts and photographs showing localised flooding.

The 12 days of flooding showed a 450% rise in retweets of tweets we sent from our @NottsCC Twitter account, compared to the previous 12 days. It also showed a 65% increase in 'mentions' and a 180% increase in the total reach (the total number of people who have potentially seen mentions/retweets about NCC).

The Digital Team also provided out of hours cover during the worst days of the flooding, continuing to update Twitter with the latest information.

An example of the power of social media to immediately inform residents is demonstrated by a single tweet which was sent out by the duty officer via the @nottscs Twitter account on the evening of Sunday 25 November 2012 at 10.17pm.

"We'll list main roads that are closed, but we can't list every road that is #flooded. Take care not risks <http://notts.cc/nccclosures>"

This message went out to our 7000 (at the time) followers. At 10.22pm, we received a retweet to 100 more, at 10.31pm 210 more, and so on until by just after 11pm more than 131,000 people had seen the original tweet in less than an hour. Signposting the website within the tweet also meant over 4000 people visited it for the flooding information.

Robin Hood Festival on Facebook

At a planning meeting for this year's Robin Hood Festival an idea was generated to promote the colourful characters that each year provide the entertainment at the Festival. The characters are well known and liked by festival goers and it was seen as a way to attract more people to our Facebook page and promote conversation.

It was decided to call the characters the 'Festival Folk' and to add a profile of each character to the Robin Hood Festival Facebook (www.facebook.com/robinhoodfestival) page on the lead up to the festival.

A member of the media team contacted each of the people behind the characters and composed a profile of their character, along with interesting facts, advice and questions that could be used on the Facebook page in the weeks prior to the festival.

The first profile – Sir Ralph of Epperstone – went live on the Robin Hood Festival Facebook page on 5 June 2013. There were 22 new 'likes' of the Facebook page on the day, along with a further 25 'likes' of the posts about Sir Ralph and the Festival Folk.

The Robin Hood Festival of Sherwood, Oregon 'liked' the posts and commented, asking Sir Ralph how Robin Hood died. Our media team contacted Sir Ralph, who provided an answer, which the digital team posted on the Facebook page. The media team also circulated this with the local media and information about Robin's death and the Festival Folk was subsequently published in some of the local papers, and even featuring in the Times of Malta.

Subsequent Festival Folk posts have drawn more likes and comments and less than two weeks on from the first Festival Folk profile being published, the Facebook page had gained over 600 new 'likes', with a page total as at 2 September of 1,752.

During the week of the Festival, the 'reach' (the number of people who view an individual post) averaged around 4,000 a day, with a peak of 8,881 on Wednesday 7 August, while 'total reach' (the number of people who view any activity on the page) peaked at 34,081 on the 4 August, the day before the Festival opened.

Comments on the page averaged around 50 a day during the Festival with contributors from as far afield as Australia, Brazil, America and India.

The Festival photo gallery on Flickr was linked to from the Facebook page and has received over 2,200 visitors since its publication on 16 August.

Social media usage within the UK and Nottinghamshire

The UK picture

Facebook

- There are around 33 million Facebook accounts (not necessarily active* accounts) in the UK, which is just over 52% of the UK population#
- This figure is up by 3 million on last year (1)
- 65% of the UK online population are active Facebook users (2), which equates to 28.2 million active* accounts.

Twitter

- Figures for Twitter usage and accounts vary but the most realistic figure is that 28% of the 43.5 million^ UK adult internet users are active* on Twitter (3).
- This equates to just over 12 million users, compared to 10 million last year.

Pinterest

- There are around 2 million Pinterest accounts in the UK (4), equating to just over 3% of the UK population, or 4.6% of the UK adult online population.
- This figure is up by 1.8 million on the previous year's figure of 200,000 accounts.(5)

LinkedIn

- There are around 12 million LinkedIn accounts in the UK (6), which is just under 19% of the UK's population, or 27.5% of the UK adult online population.
- This is up from 10 million last year.(7)

The Nottinghamshire picture

539,000 people used the internet in Nottinghamshire (excl. Nottingham) during the first quarter of 2013 - nearly 84% of the population of Nottinghamshire (8). Specific Nottinghamshire-based figures for social media channels are not available so the UK figures given above are used as a guideline.

Facebook

- 65% of the Nottinghamshire online population using Facebook would equate to 350,350 accounts.

Twitter

- 28% of the Nottinghamshire online population using Twitter would equate to 150,920 accounts.

Pinterest

- 4.6% of the Nottinghamshire online population using Pinterest would equate to 24,794 accounts.

LinkedIn

- 27.5% of the Nottinghamshire online population using LinkedIn would equate to 148,225 accounts.

Sources:

(1) Rose McGrory, Social Media Management:

<http://www.rosemcgrory.co.uk/2013/01/08/uk-social-media-statistics-for-2013/>

(2) YouGov: <http://yougov.co.uk/news/2012/02/17/social-media-growing-uk/>

(3) Emarketer/Kinetic Worldwide: <http://www.emarketer.com/Article/Twitter-Use-Drives-Up-LinkedIn-Stalls-UK/1009796>

(4) Semicast: http://semicast.com/en/publications/2013_07_10_Pinterest_has_70_million_users

(5) Visual.ly: <http://visual.ly/pinterest-usa-vs-uk>

(6) LinkedIn: <http://press.linkedin.com/about>

(7) LinkedIn: <http://blog.linkedin.com/2012/09/16/uk-10million/>

(8) Office for National Statistics:

- <http://www.ons.gov.uk/ons/taxonomy/index.html?nscl=Population>
- <http://www.ons.gov.uk/ons/rel/rdit2/internet-access-quarterlyupdate/2013-q1/stb-ia-q1-2013.html>
- <http://www.ons.gov.uk/ons/publications/re-referencetables.html?edition=tcm%3A77-303599>

Notes:

* An 'active' user is one who has used their account in the last month.

The UK population, according to the 2011 census, was 63.2 million.

^ According to the Office for National Statistics, in Q1 2013, 43.5 million adults in the UK had used the internet.

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

DISCRETIONARY TRAVEL TO PREFERRED SCHOOLS

Purpose of the Report

1. The purpose of this report is to recommend that the Discretionary Travel Scheme for children travelling to preferred schools in Nottinghamshire is stopped with effect from September 2014. Qualifying children and young people currently within the scheme or due to enter it in September 2013 will continue to benefit from free travel until they reach statutory school leaving age in year 11.

Information and Advice

2. The Discretionary School Travel Scheme was launched in September 2011 as *'an innovative enhancement in relation to young people's school travel'* (Cabinet Report 14 July 2010). The scheme was a wholly discretionary measure but not an entitlement, and whilst offering a benefit to some secondary school age service users, it had no impact on other home to school transport arrangements across the county.
3. The scheme was introduced under legislative powers of the Transport Act 1985, entirely separate from the Council's Home to School Transport Policy. As such, it complemented the menu of other statutory and non statutory provision described in the Policy. It offered an opportunity for free travel to some year 7 pupils who would not qualify for free transport by law and under the policy. It used only the existing school bus services, local bus services and special transport services for pupils with special educational needs or disabilities.
4. At the outset, prospective take up and costs of the scheme were understood to be difficult to predict. A review of the first year of operation resulted in a decision by the previous administration to continue to rollout the programme to further cohorts of year 7 pupils in the following years 2012 and 2013 with a view eventually to it being accessed by qualifying pupils aged 11 to 16 years.
5. From September 2013 the three year groups involved each yield an average of 425 pupils who access the scheme. This is in the region of only 5.05% of the total number of pupils in each of those years. It should be noted that over 70% of applicants for a school place express a preference to attend their catchment, designated school and so in relation to their transport options the

scheme has no relevance to them. In line with relevant statutory guidance, the scheme considers any school attended over the statutory walking distance of 3 miles, and which is not the child's catchment or designated school to be a 'preferred' school.

6. The approximate cost of the scheme in 2013 / 2014 is £505,170. Were the scheme to be fully implemented with all five secondary school year groups included, costs would be in the region of £860,000 to £906,000 every year.
7. In this period of austerity local authorities face significant financial challenges. In Nottinghamshire difficult budgetary decisions need to be made in order to protect frontline services and support those most in need. As a consequence a report to Policy Committee on 17 July 2013 sought approval to undertake a public consultation regarding the proposal to stop the rollout of the Discretionary Travel Scheme.

Consultation process and responses

8. The consultation was carried out before the start of the new academic year 2013 and in time for consideration by this Policy Committee, in order to give sufficient notice to parents and transport operators in the event of any changes. Parents and carers of pupils in year 6 are currently applying for secondary school places with effect from September 2014, and must submit their preferences by the closing date of 31 October 2013.
9. Information about the proposal was available on the County Council website and forwarded directly to the following:
 - all Nottinghamshire maintained schools and academies
 - the two faith schools outside the County boundary which have pupils currently on roll who benefit from the scheme
 - Children's Centres
 - Diocesan Authorities in the County
 - public libraries
 - Clinical Commissioning Groups in relation to surgeries and health centres
 - District Councils
 - NCC elected members
 - Members of Parliament with Nottinghamshire constituencies
 - parents and carers of all children who currently benefit from the scheme.
10. The review of the scheme was signposted in the 'Admissions to Schools Guidance' for parents and carers currently applying for secondary school places with effect from September 2014.
11. The consultation commenced on 18 July 2013 and closed on 23 August 2013 using an online survey. Correspondence was also received and acknowledged as part of the consultation.
12. The consultation sought views on a single proposal:

“The rollout of the Discretionary Travel Scheme for children travelling to preferred schools in Nottinghamshire be discontinued with effect from September 2014. Qualifying children and young people currently within the scheme or due to enter it in September 2013 will continue to benefit from free travel until they reach statutory school leaving age in year 11”.

13. Respondents were invited to give their postcode and district of residence and identify themselves as:
 - parent / carer
 - pupil
 - teacher
 - school governor
 - responding on behalf of another organisation
 - other
14. A summary of the responses collected through the online survey is attached as an **Appendix**. There were 336 responses via the survey. 73.4% of those who identified themselves were parents or carers. 39 letters and emails were received and one petition containing 70 signatures from Holy Trinity Catholic Primary and Nursery School, Newark. Predominantly respondents who commented were parents of children who currently benefit from the scheme, or with children who may have done so in future.
15. Of the comments in the online survey and in the correspondence received, concerns raised were largely in relation to the following issues:
 - travel to faith schools including on grounds of faith, and questions about discrimination in contravention of the Human Rights Act
 - free access, the right to choose a school and the comparative performance of schools
 - impact on siblings who would not be able to access the scheme alongside their older brothers or sisters
 - financial impact
 - other: including environmental reasons and safety.
16. A number of respondents and a petition received expressed concern that the availability of wider transport assistance and entitlement was under threat as part of this proposal; for example, that school buses were to be withdrawn, or that transport to catchment schools or schools over three miles was under threat. In fact many of these provisions stand outside the scheme; some are legal entitlements and are included in the Home to School Transport Policy which is not affected by this proposal. Where these concerns were raised in correspondence, clarification was given by return with sign posting to accurate information about the scheme and the proposal.
17. 91.3% of respondents to the online survey stated that they wanted the scheme to continue. From comments provided, a very significant majority of them benefit directly from the scheme, as parents of children who can now travel

free of charge. 7.5% agreed with the proposal to stop the scheme. 1.2% did not know.

18. Over 34.8% of responses were from the Newark and Sherwood district; 18.6% from Bassetlaw and 14% from the Mansfield area. This reflects particular local and personal concerns regarding access to schools and parental preference, for example, most notably the uptake of the scheme by children travelling to their preferred Catholic faith school. Between 25% and 30% of the children who travel under the scheme attend a faith school.

Summary of key issues raised

Travel to faith schools including on grounds of faith and questions about discrimination in contravention of the Human Rights Act:

19. A significant number of responses specifically articulated the concerns of Catholic families, staff at Catholic schools and members of the clergy regarding the impact on children attending schools on grounds of faith. Numerous issues were raised e.g. that attendance of and free transport to faith schools was a legal and / or moral entitlement; that the proposal was in breach of Human Rights legislation; that the Council was going back on an historical agreement in relation to travel to the All Saints Roman Catholic School: that there would be an impact on admissions to the RC schools creating difficulties regarding the availability of places in other schools.
20. These comments mirrored those received in 2006 in the course of a previous extensive consultation regarding the provision of free travel to faith schools under the then Home to School Transport Policy, and were responded to in the County Council Report of 20 July 2006: 'Denominational Home to School Transport'.
21. From 2007 free travel ceased to be available for children travelling to faith schools on faith grounds. This position is reflected in many other local authorities across England, although in Nottinghamshire transport has continued to be provided at a subsidised flat rate. The Discretionary School Travel Scheme was introduced four years after that policy change, and as an enabling opportunity rather than an entitlement. The scheme did not signal a reinstatement of automatic free travel to faith schools under the Home to School Transport Policy. Arrangements in Nottinghamshire in relation to transport to faith schools comply fully with the law including the provisions of the European Convention on Human Rights (ECHR). The Home to School Transport Guidance issued by the DfES (now the DfE) states:
22. Section 5, paragraph 134: *"In exercising their functions, local authorities will need to respect parents' religious and philosophical convictions as to the education to be provided for their children, in so far as this is compatible with the provision of efficient instruction and training, and the avoidance of unnecessary expenditure"*.

Free access, the right to choose a school and the comparative performance of schools:

23. Example comments:

“it would be unfair to future pupils who live out of catchment areas to have to pay for school travel to attend their preferred school. ...Parents should not be financially penalised for choosing the best school for their child”

“Government strategy is centred around parental choice. This proposal would seriously affect the right of a parent to send their child to a school of their choice”.

24. The Schools Policy of the County Council supports the principle of parental choice and the rights of parents and carers to information to help them to make informed decisions. This includes their right to express a preference in relation to a school place. However, the Local Authority is not required to provide free travel in support of that preference other than in the case of low income families where specific regulations apply. There is no automatic entry to a school be it a catchment or preferred school; faith or non faith school. Legislation regarding school admissions and home to school transport entitlement remains unchanged as does the Home to School Transport Policy, irrespective of the availability of the Discretionary School Travel Scheme. The excellent progress of Nottinghamshire schools is also recognised in the Schools Policy together with the commitment of the Council to work in partnership with schools in the continuing programme of school improvement. The year on year improvement in achievement at GCSE level has continued into 2013.

Impact on siblings who would not be able to access the scheme alongside their older brothers or sisters:

25. Example comments:

“Our son is going into year 5 this Sept. but when the time comes we would like him to attend the same secondary school as his sister and to benefit from having the free travel to his chosen school like his sister.”

“I live in a very rural area and with 1 child starting year 7 Sept 2013 and 1 child starting Sept 2015 obviously this will affect my youngest child. I would be very disappointed as we would incur this cost when there is no chance my child could walk to school.”

26. These family concerns are appreciated. However parents and carers are clearly advised to consider carefully how their child will get to school when they are applying for a school place and that they should refer to the Home to School Transport Policy which sets out transport entitlement. Availability of this discretionary scheme has at no stage been a guarantee. Applicants for free travel are only considered in terms of eligibility for the scheme when they do not qualify for any other travel assistance available. Where the nearest school

is over the three mile statutory walking distance, free travel must be provided by law, irrespective of the scheme.

27. Although a helpful enabling measure for some children in a position to access an existing bus route, this scheme is not a statutory entitlement. The disappointment of families in the situations described above is regrettable. However it can be argued that whilst the scheme has been a welcome advantage for those able to access it, there is insufficient justification to continue this discretionary expenditure when the resources available to the Council are so much reduced.

Financial impact:

28. Example comment:

“Discontinuing this service will mean that many including my son would not be able to attend their chosen school due to financial difficulties in funding the bus.”

29. The Council understands the pressures upon families in the current financial climate. This proposal includes provision for those children currently accessing the scheme to continue to do so until they reach statutory school leaving age at 16 years. It is the case however that there would be no new entrants to the scheme after the cohort of year 7 pupils in September 2013.

30. In 2008 legislation extended the arrangements regarding the right to free travel for low income families. The Council has a legal duty to ensure that children over 11 years of age from low income families can travel free of charge to one of the nearest three schools between 2 and 6 miles from home. Free travel is also currently available to low income families where a child is attending their nearest suitable faith school on faith grounds and is travelling between 2 and 25 miles to school. These reflect more favourable terms than the minimum travelling distances prescribed in law. These arrangements are unaffected by the scheme and sit as part of the Home to School Transport Policy. In addition, currently a range of subsidised travel options including commercial bus services are available around the county.

31. Whilst it is recognised that families across the county are facing difficult financial challenges, the Council also has difficult decisions to make and must ensure a right and justifiable balance between provision of education and reasonable public expenditure.

Other comments: including environmental reasons and safety:

32. Example comments:

“It is a much 'greener' option rather than each parent getting into their own vehicles to transport their children to school.”

“what about increase in traffic in and around school areas? ...so many families depend on that service to ensure their child / children’s safety.”

33. The scheme was devised with the proviso that additional routes would not be provided, and that transport would be on existing buses. In two cases additional seating capacity has been made by using a double deck coach rather than single deck. In one area of the county, the Council has purchased seats on bus transport provision commissioned by the school itself.
34. Although a small minority of parents wrote that the scheme had been a factor in their expression of preference for a school place, there is no evidence to suggest that it had had a wider significant impact on parental preference. There is no evidence to show a reduction in the number of private vehicles on the road as a result of the scheme. In many cases, pupils were able to take advantage of the scheme by travelling on the same bus to school that they would have used anyway, but without the scheme they would have been required to pay a subsidised fare. In some areas of the county where bus transport is unavailable, the scheme made no impact as families were not in a position to take advantage of it. On average, only 5.05% of children in the year group take advantage of the scheme. Others use a range of travel options to get to school, for example walking or by paying for a seat on a bus. If the free scheme stops, it will not change the existing duty of care of either the Council or parents themselves to ensure that children travel safely to and from school.

Other Options Considered

35. Consideration has been given to the continued roll out of the scheme. Over time this would incur annual costs to Nottinghamshire County Council in the region of £860,000 to £906,000 and possibly more subject to the variables and uptake of the scheme. Costs of the scheme in 2013/2014 alone will be in the region of £505,170.
36. The impact upon families with children who already qualify for the scheme and travel without charge has been carefully considered. It is recommended that existing commitments to those children and for new entrants to the scheme in September 2013 be honoured. In view of the financial pressures which the Council must address, and concerns about equitable use of resources, it is not considered viable to accept younger siblings into the scheme beyond that date. It would also be a concern that to do so would exacerbate inequity between those who travel free and those who do not.
37. Discontinuation of the scheme as described in the proposal would lead to accumulated savings in the region of £1,695,995 by 2017/2018 when there will be no further costs, as opposed to the accrual of continuing costs into the future. As a consequence, this option is seen to be the most responsible in relation to the sustainable use of public money.

Reason/s for Recommendation/s

38. The current financial climate makes it necessary for the County Council to consider carefully how to target its squeezed resources. Nottinghamshire is the only local authority in England to operate a discretionary free travel scheme for children and young people to travel to schools of their preference. An increasing number of authorities have reduced their transport offer to the statutory minimum in order to maintain essential services. Unfortunately the benefits of the scheme for a minority of children and families are outweighed by its wider disadvantages:
- the costs of the scheme from the public purse are unsustainable in the current financial climate
 - the scheme is only available to a minority of pupils and is taken up by relatively few in relation to the costs incurred. It does not provide an equitable offer across the county and can only be accessed where there are existing transport routes.
39. The County Council is required to protect the statutory entitlements of children and young people to home to school transport. This recommendation recognises that the scheme has no impact on those existing arrangements and duties. The Home to School Transport Policy secures the provision of free travel to catchment or designated schools over three miles for secondary school age pupils. Children from low income families qualify for free travel to preferred schools between two and six miles from home or to preferred faith schools between 2 and 25 miles.
40. The feedback from the consultation is noted. It is recognised that the scheme has been welcomed by the relatively small number of families able to take advantage of it and that there will be disappointment for some who hoped to do so in future years. The proposal seeks to protect current beneficiaries. Applicants for school places in year 7 from September 2014 will have notice of the decision before the closing date for applications in order for them to take this into account.

Statutory and Policy Implications

41. 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, 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.

Implications for Service Users

42. There would be no new entrants to the scheme with effect from September 2014. However, existing qualifying beneficiaries of the Discretionary Travel Scheme would continue to receive free travel to preferred schools until they reach statutory school leaving age in year 11. Information about the discontinuation of the scheme and signposting to the Home to School

Transport Policy will be available for parents, carers and schools following a decision by Policy Committee, in order that parents applying for secondary school places in September 2014 are fully aware.

Financial Implications

43. Discontinuation of the scheme on a phased basis as described will result in a budget saving of around £1.7m over four years, which will contribute to alleviating the budget pressures facing the Authority between 2014 and 2018.

Equalities Implications

44. The travel scheme has been operating in parallel to the Home to School Transport Policy through which the statutory entitlements of children and young people are protected. An Equality Impact Assessment has been conducted and noted the impact of the scheme in relation to age, as the scheme is specific to secondary aged pupils. The impact on children travelling to faith schools has been considered in the context of 'religion and belief' and in the context of all children who attend a preferred school in accordance with their parent's philosophical convictions.

Human Rights Implications

45. Cessation of the scheme will have no impact in relation to Human Rights legislation.

RECOMMENDATION/S

That:

- 1) the Discretionary Travel Scheme for children travelling to preferred schools in Nottinghamshire is stopped with effect from September 2014
- 2) qualifying children and young people currently within the scheme or due to enter it in September 2013 continue to benefit from free travel until they reach statutory school leaving age in year 11.

Councillor John Peck
Chairman of Children and Young People's Committee

For any enquiries about this report please contact:

Gill Thackrey
Group Manager, Business Development and Support
T: 01159773644
E: gill.thackrey@nottscc.gov.uk

Constitutional Comments (NAB 04/09/13)

46. Policy Committee has authority to approve the recommendations set out in this report by virtue of its terms of reference.

Financial Comments (KLA 09/09/13)

47. The financial implications of the report are set out in paragraph 43 above.

Background Papers and Published Documents

Denominational Home to School Transport: report to County Council 20 July 2006

Free Travel Scheme for Children Travelling to Preferred Secondary Schools: report to Cabinet on 14 July 2010

Discretionary Travel Scheme for children attending preferred secondary schools in Nottinghamshire - report to Cabinet Members for Children and Young People's Services and for Transport and Highways on 18 April 2012

Discretionary Travel to Preferred Schools: report to Policy Committee 17 July 2013

Public Consultation document: Discretionary Travel to Preferred Schools, 18 July – 23 August 2013

Online Survey – Compiled Responses

Equality Impact Assessment: Discretionary Travel Scheme Preferred Schools, August 2013

Nottinghamshire County Council Home to School Transport Policy
<http://www.nottinghamshire.gov.uk/learning/schools/schooltravel/>

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.

Electoral Division(s) and Member(s) Affected

All.

C0288

Discretionary Travel To Preferred Schools - Public Consultation

Q1. Do you think the rollout of the discretionary travel scheme should be discontinued from September 2014?

Answer Options	Response Percent	Response Count
Yes	7.5%	25
No	91.3%	304
Don't know	1.2%	4
	answered question	333
	skipped question	3

Q2. Please use the box below for any further comments you wish to make in respect of the Discretionary Travel Scheme.

Answer Options	Response Count
	252
answered question	252
skipped question	84

Q3. Are you responding to this consultation as:

Answer Options	Response Percent	Response Count
Parent/Carer	73.4%	243
Pupil	3.0%	10
Teacher	4.2%	14
School governor	6.3%	21
On behalf of an organisation (please specify below)	0.9%	3
Rather not say	4.2%	14
Other (please specify below)	7.9%	26
Comments		38
	answered question	331
	skipped question	5

Q4. Please indicate which district you live in

Answer Options	Response Percent	Response Count
Ashfield	5.5%	18
Bassetlaw	18.6%	61
Broxtowe	4.6%	15
Gedling	5.8%	19
Mansfield	14.0%	46
Newark and Sherwood	34.8%	114
Rushcliffe	13.4%	44
City of Nottingham	1.8%	6
Other (please specify below)	1.5%	5
Comments		8
	answered question	328
	skipped question	8

Q5. Postcode

Answer Options	Response Count
	328
answered question	328
skipped question	8

REPORT OF LEADER OF THE COUNCIL

OUTCOMES FROM THE COMPLAINTS PROCESS - APRIL 2012 TO MARCH 2013

Purpose of the Report

1. The purpose of this report is to present a summary of complaints made to the County Council and resulting outcomes between 1 April 2012 and 31 March 2013. The report also gives information about the complaints made to the Local Government Ombudsman (LGO) in the same period.

Background

2. Complaints are an excellent way for customer concerns to be brought to the attention of the council. They are a way of examining the processes and procedures employed by the council and a mechanism by which the council can learn from any mistakes that have been made and make changes to improve the services it provides.
3. The Council has three complaints processes – two are statutory processes – namely children’s and adults social care and one is a voluntary process which covers those services not covered by the statutory processes referred to as corporate complaints.
4. All 3 complaints processes categorise and record complaints under four broad areas; assessment, communication, service provision, staffing. A decision has recently been made to add a new category breach of confidentiality so that in future these complaints can be identified separately rather than being included in the communication category.
 - **Assessment/Decision:** this category covers issues regarding application of eligibility and assessment criteria; assessment/case management review; an unwelcome or disputed decision
 - **Communication:** this category relates to issues to do with; failure to communicate; inaccurate advice; misleading communication or poor/unsatisfactory response

- **Service Provision:** this relates to non delivery or delay; quality or appropriateness; quantity/frequency/change/cost and withdrawal of service
- **Staffing:** this relates to issues specifically regarding staff attitude, behaviour or conduct

Children's Social Care

5. It is important to understand complaints in the context of whole service provision. Children's Social Care dealt with 7,337 referrals in the period covered by this report. At the end of March 2013 there were 788 children on child protection plans, and 892 Looked After Children.
6. The table below highlights there has been a small decrease in the number of complaints received. It should be noted that the service reorganised during the year, which means that although the total figures are correct, the figures for service areas are not directly comparable year by year. The relative high number of complaints for social work services south reflects the fact that the assessment team is included in that area of business.

Children's Social Care Complaints by Service Area	2010/11	2011/12	2012/13
Access to Resources	8	10	6
Social Work Services North	37	51	65
Social Work Services South	127	169	151
Children's Disability Service	18	18	17
Safeguarding & Independent Review	1	4	10
	191	252	249

7. A break down of the last three years categories of complaints in Children's Social Care are detailed in the table below.

Category of Complaint	2010/11	2011/12	2012/13
Assessment / Decision	33	69	84
Communication	46	77	61
Service Provision	62	42	33
Staffing	50	64	71
Total	191	252	249

8. The children's social care complaints process contains three stages and it is encouraging to note that 220 complaints were concluded at the first stage of the process. Clearly the earlier a complaint can be resolved the better the outcome and the more cost effective the process.
9. The nature of the work in children's social care means that complaints are often specific to an individual family's circumstances; however issues arising from complaints have been regularly discussed at both management and team meetings. Common themes identified have included communication, alleged inaccuracies in reports, and the sharing the content of reports with families immediately prior to conferences etc, thus leaving the family little time to prepare.
10. In addition to actions taken to resolve specific issues highlighted in individual cases, some of the actions taken as a result of complaints include a revision of the escalation policy for Child Protection Coordinators to express concerns; issues identified in complaints were taken into account in a piece of work already underway to reviewing the process for managing allegations about foster carers; worker have also been reminded about the importance of case recording the rationale for decisions, including decisions not to take action.

Adult Social Care

11. Adult Social Care dealt with 33,140 referrals in 2012/13 and provided services to 11,066 older adults (65+) and to 4,817 younger adults. The support services to older adults include: help with mental health problems (2,452); help to people with physical disabilities (8,352); and support to other vulnerable adults (262). The support for younger adults includes: learning disability (2,261); physical disability (1,790) and remainder support to younger adults with mental health and other vulnerabilities (766).
12. Overall the number of complaints relating to Adult Social Care has decreased and it is particularly pleasing to note the decrease in numbers within the Joint Commissioning Quality & Business Change group which is attributable to the a reduction in numbers of complaints relating to Adult Care Financial Services. This reflects the work done in that area with an officer specifically working on improving communications and customer service.

Adult Social Care Complaints by Service Area	2010/11	2011/12	2012/13
Joint Commissioning Quality & Business Change	50	62	46
Personal Care & Support Older Adults	145	105	98
Personal Care & Support Younger Adults	58	51	53
Promoting Independence	2	31	21
Total	255	249	218

Complaints are categorised as outlined in paragraph 4 of this report – the break down of those received for Adult Social Care are detailed in the table below:

Category of Complaint	2010/11	2011/12	2012/13
Assessment / Decision	64	88	66
Communication	59	45	49
Service Provision	97	84	70
Staffing	35	32	33
Total	255	249	218

Corporate Complaints

13. The number of corporate complaints has increased in the past year primarily as a result of an increased number of complaints in Highways. There were 273 complaints in the period about Highways issues; however it is important to put the figures in the context of the number of enquiries dealt with by the Highways team and for the same period that was 63,682. Within this context it can be seen that the number of complaints is very small. It is interesting to note that in the previous year there were 41,818 enquiries dealt with by Highways staff.

Complaints received by Department	2010/11	2011/12	2012/13
Environment & Resources	207	280	426
Children Families & Cultural Services (excluding Children's Social Care)	50	54	67
Policy Planning & Corporate Services	21	18	11
Public Protection	4	15	10
Adult Social Care & Health	0	0	10
Total	282	367	524

14. The table below details the categories of corporate complaints received.

Category of Complaint	2010/11	2011/12	2012/13
Assessment / Decisions	86	87	84
Communication	34	72	100
Service Provision	96	133	238

Staffing	66	75	102
Total	282	367	524

15. As a result of complaints the Customer Services Centre are reviewing with Highways colleagues the escalation process for fault reporting. Highways managers are also ensuring that more detailed information is published on the Council's website and are actively seeking ways to manage public expectation about what is reasonable provision of service. During the past year all Highways staff have completed customer service training, and all the "standard" letters used have been reviewed and amended.

Statutory and Policy Implications

16. 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, 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/S

1) Policy Committee is asked to note the contents of this report.

Councillor Alan Rhodes
Leader of the Council

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

Constitutional Comments (SLB 06/09/2013)

This report is for noting only.

Financial Comments (SEM 27/08/13)

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

Background Papers and Published Documents

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

None

Electoral Division(s) and Member(s) Affected

All

REPORT OF THE LEADER OF THE COUNCIL

INFORMATION MANAGEMENT AND DATA QUALITY POLICY

Purpose of the Report

1. To present a revised information management and data quality policy for formal adoption.

Information and Advice

2. The current information management and data quality policies are contained in two separate documents, one of which is a policy and the other a strategy. The revised policy document attached at Appendix A combines these into a single document to reinforce the council's commitment to effective information management and to ensure consistency with the Council's Policy Framework.
3. The revised information management and data quality policy is predicated on compliance with the law and the vision statement below and commits the council to a robust regime for information management and data quality.

"The Council and all of its employees will manage the information that it holds in such a way as to ensure that it:

- Complies with the relevant legislation and policy frameworks
- Respects the privacy of individuals
- Safeguards its vulnerable residents
- Retains its organisational memory
- Manages its social, structural and financial responsibilities effectively and efficiently"

4. The Council is bound by a number of Acts of Parliament and statutory compliance frameworks that need to be complied with in order to confidently share information with partners. These also give our partners the confidence in our ability to protect their information to the same standard as they would.
5. Non-compliance with any of the Acts can have significant implications for the council, which include fines from the Information Commissioner, removal of our Public Services Network compliance and refusal by partner organisations to share information due to a lack of confidence in our information security.
6. The policy will be implemented through a structured programme of work which will deliver a management framework, reporting and compliance processes, and training for staff in the importance of information management and security. This programme of work will be overseen by the Information Governance steering group in the first instance and will then be embedded into day to day operation.

Other Options Considered

7. Not Applicable

Reason/s for Recommendation/s

8. The current information management policy is embedded within a strategy document which is due for review, and this is an ideal opportunity to reduce the number of policies applicable to this area by incorporating the data quality policy.

Statutory and Policy Implications

9. 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, 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

It is recommended that

- 1) Policy Committee approve the information management and data quality policy.

Councillor Alan Rhodes
Leader of the Council

For any enquiries about this report please contact:

Lesley Holmes, Information Manager, Ext. 72135

Constitutional Comments (SLB 06/09/2013)

10. Policy Committee is responsible for policy development and approval, and for the Council's information governance; it is therefore the appropriate body to consider the content of this report.

Financial Comments (SEM 06/09/2013)

11. 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.

Information Management Strategy (2011-14)

Electoral Division(s) and Member(s) Affected

All



Information Management and Data Quality Policy

Context

1. The purpose of this policy is to maximise the effectiveness of Nottinghamshire County Council by managing data, information and records as strategic corporate assets and ensure compliance with relevant legislation.
2. Effective data and information management (IM) makes service delivery more efficient, and supports transparency, collaboration across departments, and informed decision making in Council operations. It also preserves historically valuable information and records.
3. The introduction of standardised IM systems and data quality will enable the Council to deliver reductions in bureaucracy and raise the performance of all key business processes.

Scope of this policy

4. Information management - includes the management of information, data, documents and records
5. Data, information and records are corporate resources owned by the Council. All data, information, documents and records must be managed in accordance with this policy and associated documents.
6. This policy applies to all data, information and records held by the Council, regardless of format. This includes documents and records in electronic or digital form as well physical form (hardcopy).
7. This policy applies to all elected members, officers, volunteers, contractors and consultants. It will also be applied to data, information and records provided by the Council's partners.

Aim and Commitments

8. Information must be managed using sound processes. The aim of this policy is to create a framework for managing the Council's information, data and records. The Council therefore commits to the following :

To be compliant with all relevant legislation;

The creation and capture of accurate business information, data and records;

To review and appropriately dispose of information, data and records that are no longer required;

To ensure information security;

To conform to all legal and statutory requirements;

To ensure that all staff have been made aware of their duty of care and appropriately trained in order to deliver the commitments of this policy;

To ensure accuracy of all information, records and data held by the Council;

To collect information once, where possible and utilise it appropriately to deliver a range of services;

To only collect information that is necessary for the delivery of services.

Responsibilities

9. This policy establishes responsibilities which include;

All officers, volunteers, contractors, consultants and agency staff are responsible for applying IM principles, standards, and practices in the performance of their duties.

Team managers; Responsibilities of team managers accountable for implementing this policy include ensuring that the effectiveness of IM policy implementations are periodically assessed; and ensuring implementation of this policy and associated guidance.

Leadership and management teams; Responsibilities of management teams include promoting a culture that values information and its effective management; and allocating appropriate resources to support information management.

SIRO; the Senior Information Risk Owner is responsible for leading and fostering the organisational culture that values, protects and uses information for the public good. The SIRO also owns the overall information risk policy and risk assessment process.

Corporate leadership team; the corporate leadership team will be responsible for ensuring that this policy is supported at all levels within the Council.

Elected Members; Members of the Council are responsible for protecting the information and data which they have access to or are exposed to in the course of their County Council activities in accordance with the constitution, this policy, its supporting documents and relevant legislation.

Information manager; the information manager has specific roles and responsibilities related to the management of information, which include developing and promoting a framework for the management of information, including guidance, tools and best practices that support this policy; and for the provision of appropriate advice.

Information Governance Management Framework – this framework provides the reporting structure in respect of information management and governance activities within the departments as well as the supporting advisory and compliance structure.

ICT Services; are responsible for ensuring that information and data management facilities are appropriate; effective and secure in accordance with legislative and statutory requirements. This will include the undertaking, and documentation, of appropriate risk assessments in respect of system and database security. ICT services are also responsible for ensuring that ICT security policies are maintained and adhered to.

Internal Audit; The team will be responsible for ensuring that data quality meets the appropriate standard and that each audit undertaken has an element of challenge to ensure that information management and data quality are addressed in accordance with this policy and supporting documents.

Non-compliance with the policy

10. Appropriate training and support will be available to all employees so that they may be fully competent in managing and handling information, data and records. Any case of non – compliance with this policy may lead to disciplinary action under the current disciplinary procedure

11. Examples of deliberate non-compliance are:

Consistent disregard to data and information management improvement;

Disclosure of protectively marked, restricted, or confidential information to unauthorised sources;

Loss of data / information through negligence, carelessness or disregard of a clear duty of care;

Unauthorised use of data and/or sending defamatory information;

Creating, processing or use of any data known to be inaccurate, misleading or invalid particularly with external agencies or the public;

Use of data for illicit or illegal purposes which may include violation of any law or regulation or any reporting requirement of any law enforcement or government agency.

Legislation Compliance Statement

12. This policy along with other elements of the Council's information management policy framework has been drafted in accordance with all relevant legislation, including:
- Freedom of Information Act 2000;
 - Data Protection Act 1998;
 - Human Rights Act 1998;
 - Environmental Information Regulations 2004.
13. In addition this policy will establish a framework for compliance with a range of quality standards, including BSI ISO Information Management 15489: 2001 and BS 10008 – 1: 2008

Associated Documents

14. This policy statement overarches a range of procedures and guidelines. These documents provide more detailed instruction and guidance in relation to the implementation of the principles outlined in this statement. These documents include:
- L1-IM-PS-003 – IM Strategy.
 - L3-IM-CS-010 – IM Procedure & Standards.
 - L3-IM-CS-033 – Vital Records Standard.
 - L3-IM-CS-035 – Managing Electronic Documents & Records.
 - L3-IM-CS-011 – IM Admissibility of Electronic Documents & Records.
15. This policy should also be read in conjunction with the Constitution and the Council's policies on
- The Data Protection Act.

The Freedom of Information Act.

The Environmental Information Regulations.

The Regulatory Investigation Powers Act.



18 September 2013

Agenda Item:15

REPORT OF THE CHAIRMAN OF FINANCE & PROPERTY COMMITTEE

INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) FOR MEMBERS – REPORT OF COSTS

Purpose of the Report

1. To report the costs of the 2013 post-election ICT provision for elected Members.

Information and Advice

Background

2. ICT provision to elected Members has previously been provided via the Council's ICT department in order to benefit from our supplier discounts and experienced IT support staff.
3. In preparation for the provision of ICT equipment and support to Members following the May 2013 County Council elections, the following was approved by the Administration Committee meeting of 16 April 2013:
 - 3.1. That the proposed revised approach to ICT provision, whereby Members receive a maximum allocation of £2000 per four year term of office to cover all costs relating to ICT equipment and services, be approved.
 - 3.2. That Members purchase their own equipment and can purchase any equipment they currently use (as provided by the Council) at market value.
4. Following the May 2013 election, and the change of political administration, whilst the underlying principles of cost effectiveness and flexibility in the above resolution were recognised, there were a number of difficulties envisaged in the practical application of this approach.
5. An updated approach to ICT provision for Members was agreed at County Council on 16 May 2013, including the return to provision of ICT devices and services by Council ICT Services.

6. It was also agreed that the costs of the post-election provision of ICT to Members would subsequently be reported to Policy Committee to ensure that the revised approach was a cost-effective solution. This report fulfils that agreement.

7. ICT Provision

The following devices were provided to Members after the May 2013 election;

- 49 iPad devices,
- 1 laptop computer,
- 20 Get Connected solutions,
- 3 smartphones,
- 11 mobile handsets,
- 2 wireless printers and 6 data sticks

A review of remote ICT access solutions used both by Members and officers is being undertaken to ensure that they remain necessary, fit for purpose and best value.

8. ICT costs

8.1. The purchase costs for the post-election provision and refresh of ICT equipment and services (including support costs) to Members was £44,559.

8.2. The support costs for the above provision for 2014-17 will be £37,886 (£12,687 p.a.).

8.3. The average 4 year cost per Member is £1231.

There is provision within Democratic Services budget for these costs.

Other Options Considered

9. None at this stage

Reason for Recommendation

10. To ensure that Policy Committee is updated about the costs of providing ICT equipment to Members.

Statutory and Policy Implications

11. 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, 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.

RECOMMENDATIONS

- I. That the costs of post-election 2013 ICT provision to Members be noted.

Councillor David Kirkham
Chairman of Finance & Property Committee

For any enquiries about this report please contact:

Ivor Nicholson
Service Director - ICT
Ivor.nicholson@nottsc.gov.uk

Constitutional Comments (SLB 09/09/2013)

This report is for noting only.

Financial Comments (SEM 09/09/13)

The financial implications are set out in the report.

Background Papers

- Summary IT device and service costs

Electoral Division(s) and Member(s) Affected

All

REPORT TO THE CHIEF EXECUTIVE

LOCAL GOVERNMENT BOUNDARY COMMISSION FOR ENGLAND FURTHER ELECTORAL REVIEW OF NOTTINGHAMSHIRE

Purpose of the Report

1. To inform Policy Committee of the further Electoral Review of Nottinghamshire to be carried out by the Local Government Boundary Commission for England and to determine how the Council organises its response to the process.

Information and Advice

2. In July 2013 the Boundary Commission confirmed that an electoral review of the County Electoral Divisions in Nottinghamshire would be undertaken in 2014/15. The Commission can undertake Further Electoral Reviews of individual Local Authorities where there has been a significant change in population or localised increases in major housing developments, resulting in electoral imbalances.
3. The Commission's analysis of the 2012 electorate data for Nottinghamshire confirmed that significant imbalances exist in the county which meet their criteria for carrying out a further electoral review to improve electoral equality. The analysis showed that 18 (33.33%) of the 54 electoral divisions have an electoral variance from the average for the authority in excess of 10%.
4. The review will cover the entire county not just the electoral divisions where there is evidence of electoral inequality and consists of three phases:
 - 1) Preliminary Period – Information Gathering.
 - 2) Stage 1 – Council Size i.e. Proposals for the total number of councillors/electoral divisions.
 - 3) Stage 2 – Area Definition i.e. Proposals for revised boundaries and names of electoral divisions.
5. Work on the preliminary period of the review which requires a range of information to be provided to the Commission will need to be undertaken over the coming months. Data from various sources including the District/Borough Councils will be used to produce a range of information including:-
 - Summaries of current electorate by Polling Districts, Parishes, Parish Wards, Wards and Districts (2013).

- Projections of total electorate by Polling District, Parishes, Parish Wards and District (2017)
 - Details of Parish Electorate arrangements
 - GIS Maps generated using data from the electoral registers
6. This information will be used in stage two of the review to help determine the boundaries of electoral divisions although additional information particularly relating to communities will be taken into account.

STAGE 1 – COUNCIL SIZE

7. Stage 1 of the review requires the authority to submit proposals on the council size it considers necessary to run the council. The Commission's guidance on the first stage of the review states that council size should allow for effective and convenient local government by determining the appropriate number of members needed to allow the council and individual councillors to conduct the council's business most effectively. Arrangements also need to reflect communities and allow for fairness of representation.

NEXT STEPS

8. Once the council size is agreed, draft recommendations for future electoral arrangements for Nottinghamshire, including the proposed electoral division boundaries and names, will need to be submitted to the Commission. These will be the subject of a formal 8-12 week public consultation. Final recommendations will then be published and in place for the 2017 county election.
9. In preparing a response to the review it is proposed to establish a working group of relevant officers which would support a Member project steering group. The member project steering group would enable in-depth consideration of the issues prior to reports, as and when necessary, being presented to the Policy Committee/Full Council. This work will require additional specialist assistance over the review period and it is proposed that the Corporate Director Policy, Planning and Corporate Services be authorised to make arrangements for this following consultation with the Leader and Deputy Leader.

Other Options Considered

10. None - the Council is required to assist the Commission in undertaking the review.

Reason/s for Recommendation/s

11. To enable the Council to participate in the electoral review.

Statutory and Policy Implications

12. 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, 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.

RECOMMENDATIONS

- 1) That it be noted that a further electoral review of Nottinghamshire will be carried out by the Local Government Boundary Commission.
- 2) That a cross Party Member Project Steering Group comprising Leader and Deputy Leader, Chairman of Finance and Property Committee, Business Manager Majority Group, Leader of the Conservative Group, Leader of the Liberal Democrat Group and the Leader of the Independent Group be established to consider issues around the review prior to their consideration by Policy Committee/Full Council.
- 3) That the Corporate Director Policy Planning and Corporate Services be authorised to make arrangements for procuring additional specialist assistance to support the process, following consultation with the Leader and Deputy Leader.

Mick Burrows
Chief Executive

For any enquiries about this report please contact:

Chris Holmes Team Manager Democratic Services Tel 0115 9773714

Constitutional Comments (SLB 03/09/13)

13. Policy Committee is the appropriate body to consider the content of the report. It is responsible for functions relating to elections and local democracy which are not reserved to Full Council.

Financial Comments (SEM 06/09/13)

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

Background Papers and Published Documents

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

- Letter to Chief Executive 17th July 2013 from Local Government Boundary Commission.

Electoral Division(s) and Member(s) Affected

All

**REPORT OF CORPORATE DIRECTOR, POLICY, PLANNING AND
CORPORATE SERVICES**

WORK PROGRAMME

Purpose of the Report

1. To review the Committee's work programme for 2013/14.

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. As part of the transparency introduced by the new committee arrangements, committees are expected to review day to day operational decisions made by officers using their delegated powers. Such decisions will be included in the work programme on an annual basis and as specific decisions of interest arise.
5. 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.

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/S

- 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, Policy, Planning and Corporate Services

For any enquiries about this report please contact: Matthew Garrard, Team Manager, Policy, Performance and Research T: (0115) 9772892 E: matthew.garrard@nottsc.gov.uk

Constitutional Comments (SLB 30/04/2012)

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

Financial Comments (PS 2/5/12)

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

Background Papers

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

None

Electoral Division(s) and Member(s) Affected

All