

# Cabinet

**Thursday, 28 March 2024 at 10:30**

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

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## AGENDA

- |    |   |           |
|----|---|-----------|
| 1  | Minutes of the last meeting of Cabinet held on 8 February 2024                      | 3 - 6     |
| 2  | Apologies for Absence   |           |
| 3  | Declarations of Interests by Members and Officers:- (see note below)                |           |
| 4  | Annual Delivery Plan 2024-25  | 7 - 40    |
| 5  | Implementing the Roll Out of Family Hub Networks in Nottinghamshire                 | 41 - 60   |
| 6  | Nottinghamshire Healthy Families Programme  | 61 - 70   |
| 7  | Adults Technology Enabled Care Strategy 2024-27                                     | 71 - 94   |
| 8  | Adult Social Care Market Annual Fee Uplifts and Charging for Financial Year 2024-25 | 95 - 108  |
| 9  | Building and Office Rationalisation Programme Update                                | 109 - 116 |
| 10 | Governance Restructure of Scape Group Limited                                       | 117 - 124 |

### Notes

- (1) Councillors are advised to contact their Research Officer for details of any Group Meetings which are planned for this meeting.
- (2) Members of the public wishing to inspect "Background Papers" referred to in the reports on the agenda or Schedule 12A of the Local Government Act should contact:-

Customer Services Centre 0300 500 80 80

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

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

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

Meeting CABINET

Date Thursday 8 February 2024 (commencing at 10.30 am)

membership

### **COUNCILLORS**

Ben Bradley MP (Chairman)  
Bruce Laughton (Vice-Chairman)

Chris Barnfather  
Matt Barney  
Scott Carlton  
Neil Clarke MBE  
Keith Girling  
Richard Jackson  
Sam Smith  
Tracey Taylor

### **OTHER COUNCILLORS IN ATTENDANCE**

#### **Deputy Cabinet Members**

Reg Adair  
André Camilleri  
John Cottee  
Tom Smith  
Gordon Wheeler

#### **Other Councillors**

Richard Butler  
Jim Creamer  
Boyd Elliott  
Kate Foale  
Glynn Gilfoyle  
Paul Henshaw  
Mike Pringle

### **OFFICERS IN ATTENDANCE**

Adrian Smith	Chief Executive
Marjorie Toward	Chief Executive's Department
Nigel Stevenson	
Carl Bilbey	
Isobel Fleming	
Keith Ford	

Phil Rostance

Melanie Williams                      Adult Social Care and Public Health Department

Colin Pettigrew                      Children and Families Department

Derek Higon                      Place Department

**1.     MINUTES**

The minutes of the last meeting of Cabinet held on 21 December 2023, having been previously circulated, were confirmed and signed by the Chairman.

**2.     APOLOGIES FOR ABSENCE**

None

**3.     DECLARATIONS OF INTERESTS BY MEMBERS AND OFFICERS**

None.

**4.     FINANCIAL MONITORING REPORT PERIOD 8 – 2023-24**

**RESOLVED 2024/001**

That:

- the individual portfolio revenue budgets for 2023-24 be noted;
- the contingency request, as detailed in paragraph 21 of the report, be approved;
- the summary of capital expenditure to date, year-end forecasts and variations to the capital programme be noted;
- the Council's Balance Sheet transactions be noted.

**5.     (a) RESPONSE TO OVERVIEW COMMITTEE'S CONSIDERATION OF BUDGET UPDATE AND MEDIUM TERM FINANCIAL STRATEGY PROPOSALS**

The Leader invited members of Cabinet to debate agenda items 5(a) and 5(b) together as they were interrelated (separate votes were taken on each item).

**RESOLVED 2024/002**

That the issues raised by Overview Committee and the subsequent response of the Cabinet Member – Finance and Resources, as detailed in Appendix 1 to the report, be noted and given due consideration by Cabinet.

## **(b) BUDGET SURVEY 2024-25**

### **RESOLVED 2024/003**

That the report be noted and the following recommendations be submitted to Full Council:-

- a) The Annual Revenue Budget for Nottinghamshire County Council is set at £638.835 million for 2024/25.
- b) The principles underlying the Medium-Term Financial Strategy are approved.
- c) The Cabinet be authorised to make allocations from the General Contingency for 2024/25.
- d) That the 2.00% Adult Social Care Precept is levied in 2024/25 to part fund increasing adult social care costs.
- e) The County Council element of the Council Tax is increased by 2.84% in 2024/25. That the overall Band D tax rate is set at £1,807.08 with the various other bands of property as set out in the report.
- f) The County Precept for 2024/25 shall be collected from the District and Borough councils on the dates set out in Table 8 of the report.
- g) The Capital Programme for 2024/25 to 2027/28 be approved at the total amounts below and be financed as set out in the report:

<b><u>Year</u></b>	<b><u>Capital Programme</u></b>
2024-25	£161.296m
2025-26	£69.711m
2026-27	£47.467m
2027-28	£48.601m

- h) The variations to the Capital Programme be approved.
- i) The Minimum Revenue Provision policy for 2024/25 be approved.
- j) The Capital Strategy including the 2024/25 Prudential Indicators and Treasury Management Strategy be approved.
- k) The Service Director – Finance, Infrastructure and Improvement be authorised to raise loans in 2024/25 within the limits of total external borrowings.
- l) The Treasury Management Policy for 2024/25 be approved.
- m) The Council delegates responsibility for the setting of Treasury Management Policies and Practices relating to Pension Fund cash to the Pension Fund Committee.

- n) The implementation of the savings options set out in Appendix B is implemented.
- o) The undertaking of future consultations on savings options where required is approved.

The meeting closed at 11.14 am.

CHAIRMAN

**REPORT OF THE DEPUTY LEADER AND CABINET MEMBER FOR  
TRANSFORMATION****THE NOTTINGHAMSHIRE PLAN – ANNUAL DELIVERY PLAN 2024/25****Purpose of the Report**

1. The purpose of this report is to seek Cabinet approval for the Council's Annual Delivery Plan for 2024/25.
2. This is a Key Decision due to the fact that it will have a significant effect on two or more electoral divisions.

**Information**

3. The Nottinghamshire Plan was approved by Full Council in November 2023. The plan established an ambitious, strategic vision for the future of the county and local authority, built on achieving a 'healthy, prosperous and greener future for everyone'.
4. To help meet and progress this overarching vision, an Annual Delivery Plan is produced each year, which details the work that is to be undertaken for the next financial year, against each of The Nottinghamshire Plan's 10 core ambitions. More detail about each of the ambitions is available on the [Council website](#).
5. The Council has a strong track record in delivery on our priorities as evidenced by previous Annual Reports, which detail the progress made in year to support the people and communities of Nottinghamshire. The latest of which can be [viewed here](#).
6. The Annual Delivery Plan for 2024/25 sets out a range of actions that will help the Council work towards the ambitions of the Nottinghamshire Plan over the upcoming year, with key initiatives including our longer-term ambitions of driving local public service reform, reshaping our Council in a sustainable manner, strengthening the building blocks of good health and wellbeing in communities and re-defining our relationship with schools and academies.
7. This Annual Delivery Plan will also form the basis of Nottinghamshire's Productivity Plan, a new requirement for local authorities, announced by the Government in February 2024.
8. Below are just some of the actions which will support the Council in realising the longer-term Ambitions:

- Strengthen the building blocks of good health and wellbeing in communities – working with people, partners and communities to co-create solutions and new approaches to community-based interventions, so that available resources are focussed on the people and communities who will benefit the most from the support and services we offer and through this approach, to build resilience and independence, reducing demand over time for County Council statutory services, and those of other statutory public sector agencies.
- Work with partners to ensure that the needs led front door transformation projects result in improved Multi-Agency Safeguarding Hub services for children and families and adults, so that statutory obligations continue to be met and safeguarding concerns are identified and acted upon quickly, to ensure that people are supported to achieve the outcomes they have identified, and risks removed or reduced.
- Deliver on the aims of the Nottinghamshire Food Charter, working with local partners to adopt a Joint Food Plan, so that we address the causes of poor nutrition and food insecurity, improving residents' access to affordable healthy food in Nottinghamshire. This will improve the local food system for better health and wellbeing, as well as improved environmental and economic outcomes.
- Support childcare providers to increase the numbers of funded places offered to children from 9 months of age, as part of the new National Childcare Reforms, whilst ensuring that 2-year-olds from low-income households are still able to take up their funded early education entitlements, so that more children are able to access funded childcare, reducing the barriers to employment and supporting more parents into work.
- Deliver recruitment campaigns to encourage and support people to enter the adult social care sector, so that we can attract and retain individuals who are drawn to caring for others and share our values. This will help ensure that we have sufficient levels of staff, particularly in more difficult to recruit areas, and will develop a strong, passionate, sustainable workforce.
- Work with District and Borough partners to secure funding to create the infrastructure needed (such as schools, transport and roads), alongside housing and commercial development, so that Nottinghamshire's residents can access high quality services in their communities.
- Collaborate with Partners (such as Districts and Boroughs, East Midlands Development Corporation and the Freeport) to access funding available for 'levelling up' and to attract other investment in priority areas. We will support the delivery of these developments/initiatives that will create the conditions and opportunities for residents to thrive and prosper, so that we secure long term major public and private investment, jobs and increased prosperity for Nottinghamshire.
- Work with local partners to improve the reliability of local bus services and to provide services where and when people need them most, so that passengers are confident that they can make their journey, with access to key services being available.
- Work with partners across the County and City, in our role as the Department for Environment, Food & Rural Affairs (DEFRA)-appointed responsible authority, to develop and produce a Local Nature Recovery Strategy for Nottinghamshire and Nottingham, so



that priorities for nature recovery are established and locations to create or improve habitat are identified, that are most likely to provide the greatest benefit for nature and the wider environment, and in doing so contribute to the national Nature Recovery Network.

- Assess service delivery models, ensuring we provide or commission services that meet statutory duties as efficiently and effectively as possible. This will include increased use of new technologies and digital tools and delivery of our programme of approved savings/efficiencies through the Council's budget report, so that we are an organisation that continues to be fit for the future, represents value for money and is financially sustainable and that embraces new approaches, including new digital and partnership opportunities.
9. The Plan itself will be made available on the [Council's website](#), with regular quarterly assurance providing the opportunity for internal scrutiny and review. A publicly available Annual Report will be produced at the end of the financial year 2024/25, to outline the progress made in year against the actions themselves.
10. Where possible, the Plan has used the most recent, publicly available data. This will be reviewed/updated during the year as required.

### **Other Options Considered**

11. To not have an Annual Delivery Plan. This would hinder the Council's ability to track and monitor progress against the overarching Nottinghamshire Plan, whilst also limiting visibility for Members and residents alike, as to the priority actions for the year ahead.

### **Reason/s for Recommendation/s**

12. The Nottinghamshire Plan articulates the authority's strategic vision and acts as the framework for all Council activity and decision making. The Annual Delivery Plan sets out the actions to be taken in 2024/25 to continue work towards achieving this vision.

### **Statutory and Policy Implications**

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

### **Financial Implications**

14. Actions within the Annual Delivery Plan 2024/25 directly relate to the Council's most recent budget proposals, which have been presented to Members and are [available here](#).

### **Crime and Disorder Implications**

15. The Annual Delivery Plan includes actions that work towards Ambition 3 of the Nottinghamshire Plan, "Keeping children, vulnerable adults, and communities safe". This

includes Trading Standards' work to investigate and remove unsafe products from the market, as well as the development and implementation of an action plan to deliver the ambitions within the Nottinghamshire Violence Against Women and Girls (VAWG) Strategy 2023-2028.

## **Data Protection and Information Governance**

16. A high-level Data Protection Impact Assessment has been produced.

## **Human Resources Implications**

17. Actions across the plan have implications for recruitment and retention. These include delivering on our Resourcing Strategy; working with Derby, Derbyshire and Nottinghamshire to improve the recruitment, training and support available to foster carers through the DfE Recruitment and Retention Project; and delivering recruitment campaigns to encourage and support people to enter the adult social care sector.

## **Business Support Implications**

18. Ambition 5 – “Strengthening businesses to create more good quality jobs” – includes a number of actions to support businesses. This includes targeted support programmes and helping businesses meet new regulatory requirements.

## **Public Sector Equality Duty implications**

19. A high-level Equality Impact Assessment has been produced.

## **Smarter Working Implications**

20. Ambition 10 – “A forward looking and resilient Council” - includes the action to implement the Council's new Data Strategy; this will help employees improve skills and productivity. The Council is also working to deepen the scope of our Buildings and Office Rationalisation Programme.

## **Safeguarding of Children and Adults at Risk Implications**

21. There are a number of actions working towards Ambition 3 of the Nottinghamshire Plan, “Keeping children, vulnerable adults, and communities safe”. These include improving our Multi-agency Safeguarding Hubs; working together to better enable people experiencing severe multiple disadvantage to have access to suitable housing and effective, integrated support services; and developing and implementing an action plan to deliver the ambitions within the Nottinghamshire Violence Against Women and Girls (VAWG) Strategy 2023-2028.

## **Implications for Residents**

22. The Plan sets out the steps the Council will take over the next year to achieve the goal of a healthy, prosperous, and greener Nottinghamshire. The Plan will be available via the Council's website for residents to access, and a Q2 assurance report and end-of-year Annual Report will also be made available for residents so that they can stay updated on the progress we make towards the actions set out in the Plan.

## **Implications for Sustainability and the Environment**

23. Actions related to Ambition 9 – “Protecting the environment and reducing our carbon footprint” – help the Council to work towards becoming more sustainable. This includes working with partners to reduce the carbon emissions within the county’s housing stock; adopting a Joint Waste Local Plan with Nottingham City Council; developing renewable energy capacity across the Council’s estate; and working with partners across the County and City to develop and produce a Local Nature Recovery Strategy for Nottinghamshire and Nottingham.

## **RECOMMENDATION/S**

1) That Cabinet approves the Annual Delivery Plan 2024/25.

**Councillor Bruce Laughton**

**Deputy Leader and Cabinet Member for Transformation**

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

Dr Isobel Fleming, Service Director Transformation and Change 0115 854 6184

## **Constitutional Comments (LPW 28.02.2024)**

24. The recommendations fall within the remit of Cabinet by virtue of its terms of reference.

## **Financial Comments (SES 28.02.2024)**

25. 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.

- [The Nottinghamshire Plan 2021-2031](#)
- Annual Delivery Plan 2024-25

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

- All



# Nottinghamshire County Council Annual Delivery Plan 2024/25



*Healthy*

*Prosperous*

*Green*



**Nottinghamshire  
County Council**

## Welcome to our Annual Delivery Plan for 2024/25

This year's Plan is the third to be produced under our overarching Nottinghamshire Plan 2021-31 and continues to build on our excellent achievements over the last few years. Recently we have seen the Council continue to invest in transforming our services, focussing on prevention and earlier intervention and maintaining a focus on improving long-term outcomes for the people and businesses of Nottinghamshire. We have embraced opportunities to innovate, with a key example being our successful D2N2 devolution deal with the Government, securing over £4 billion to enable us to better tailor services to our residents' needs, securing long-term investment, jobs and increased prosperity for the region.

In this coming year, our work to transform and change will continue. This is in the context of ongoing changes in the patterns and complexity of the needs of our children, families and communities. We will continue to maximise the new and emerging opportunities for change and innovation, working even more closely with our system partners and exploring the value that enhanced use of data and digital developments could present for the Council in achieving our long-term outcomes. This Plan therefore outlines the action we will take, with people, communities and partners, to achieve the vision outlined in the Nottinghamshire Plan, building an organisation that continues to be sustainable and fit for the future. We will work as one Council to mobilise all the talent and creativity across the Council to innovate, reform and take advantage of new opportunities, whilst maintaining the delivery of high-quality services and mitigating the risks to delivery of our ambitions.

Whilst we benefit from a relatively stable financial position, our [budget report](#) still requires us to make some changes to enable us to deliver a balanced budget for 2024/25 and beyond. This Annual Delivery Plan captures the key actions required to deliver our savings and efficiencies, whilst also exploring and developing further options for change in future years. Key drivers of our work include our longer-term ambitions of driving local public service reform, reshaping our Council in a sustainable manner, strengthening the building blocks of good health and wellbeing in communities and re-defining our relationship with schools and academies.

You will find details on the following pages of our intentions for 2024/25. This Plan will also form the basis of Nottinghamshire's Productivity Plan, a new requirement for local authorities, announced by the Government in February 2024.



Cllr Ben Bradley MP

## Ongoing commitments

The Plan presented in the forthcoming pages sets out new actions and key areas for development in 2024/25. However, in addition to these we also have areas of work that continue on an ongoing basis, across a number of years. This ensures that the Council remains committed to delivering high quality services and embedding actions delivered in previous years. Some of these key areas of work can be seen below:

- Work with partners across Nottinghamshire and the Integrated Care System (ICS) to continue to support the implementation of the Nottinghamshire Joint Health and Wellbeing Strategy 2022-2026 and the delivery of the Nottinghamshire Integrated Care Strategy 2023-2027, with the latter including development of a joint commissioning plan for children and young people.
- Continue to embed strengths-based approaches in our Adult Social Care services, working with people to prevent, reduce and delay needs emerging and escalating, providing reablement services where people have experienced a crisis in their lives (for example, time in hospital or care) and continue to shape, develop and manage the adult social care market to improve stability.
- Continue to invest in community-based prevention roles, including our Community Health and Wellbeing Champions, Local Area Coordinators and Neighbourhood Coordinators.
- Work with partners, including the Safer Nottinghamshire Board, to prevent and continue to reduce violent crime - including residents' involvement with County Lines gang activity and violence against women and girls - alongside delivery of a coordinated community approach, with the Police and Crime Commissioner, to support survivors of domestic abuse.
- Continue working with partners to develop further projects following on from the end of the Miner2Major Landscape Partnership Scheme in June 2024, aiming to attract further investment in Nottinghamshire's landscape and heritage, as well as promoting access and enjoyment of green spaces.
- Continue to jointly review and develop an East Midlands County Combined Authority Local Transport Plan in line with awaited government guidance, and a revised 'active' travel (walking and cycling) approach.
- In line with our agreed Highways Strategy, the Council will continue with the deployment of right repair, right time patching techniques.
- Continue to make progress with our tree planting programme, with the aim to create 250 hectares of new woodland through the Trees for Climate programme, including planting 250,000 trees on Council land, by March 2025.
- Continue to develop the ways in which we engage with residents including the use of consultation, co-design and coproduction where possible. This includes embedding our coproduction approach including the development of the Local Account, Making It Real Forum and the Big Conversation.
- Continue to manage the Council's finances and resources effectively, working collaboratively across the Council and with partners, to continue the development and delivery of our cross-cutting transformation and savings programmes.
- Continue to increase the coverage and quality of broadband connectivity across the county, so that residents have access to fast and reliable broadband services. Where possible, this will also include the installation of better-quality, gigabit connectivity.

## Who we are

Nottinghamshire County Council provides more than 400 services, which are used by people living, visiting and working in Nottinghamshire. We operate as One Council, working effectively across teams and service areas to ensure that our services are available to all who need them, when they need them.

To help give you a sense of the scale of operations undertaken by the Council, below is a very brief snapshot of our four departments and their areas of influence. You can find out more about the Council's departments on our [website](#).

### Adult Social Care and Public Health

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Working closely with local community groups, the voluntary sector, carers and families, the overarching purpose of our Adult Social Care and Public Health Department is to promote and improve the health, wellbeing and independence of people in Nottinghamshire. The department provides and commissions advice, support and services which improve health and wellbeing, and prevent ill-health and loss of independence.

### Chief Executive's

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The Chief Executive's department is the strong core of the organisation, enabling the smooth running of all internal Council services and supporting the delivery of our services to the communities across Nottinghamshire. It is the engine room of our Council, facilitating the effective functioning of the Council, whilst also connecting the organisation with itself and enabling us to be creative and innovative.

### Children and Families

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Working directly with children and young people, together with families and our partners, the Children and Families department aims to give the consistent support and protection our young people need to be safe, happy, and secure and have opportunities to achieve. The department has a mix of directly delivered and commissioned services that are primarily designed around the needs of vulnerable children, families and communities.

### Place

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The Place department brings together a range of services with an ambition to create places that meet the needs and aspirations of the people of Nottinghamshire. The department is made up of two divisions - Investment and Green Growth Division, which is responsible for a range of functions to help drive the growth and prosperity agenda, as well as the Communities and Place Division, which is responsible for helping to make Nottinghamshire a great place every day.



## Measuring our progress

There are many factors which will influence how quickly we see progress towards the Nottinghamshire Plan ambitions. The Council has more control over some factors than others. For example, the Council cannot control the state of the economy, but we can make sure that the support we deliver to businesses is of a high quality. We can also work with partners and residents to make sure our joint actions make a difference. To understand whether we are making progress towards achieving this ambition, the Council will use different types of measures to understand:

1. The quality or impact of our services in achieving the ambition. These are factors over which the Council has more control. In this document, these are included under the heading Success indicators the Council owns.
2. Conditions in Nottinghamshire. These are factors that we work together with partners and residents to influence. In this document these are included under the heading Success indicators the Council works with partners to influence.

We also know that the ongoing impact of the rising costs of living, alongside the continued aftermath of COVID-19, continues to have a profound impact on our communities and our services. This will be reflected in the data we use to monitor the quality of our services and our progress towards achieving our ambitions. We have included baseline dates that are the most appropriate for each indicator and where there may be some irregularities in the data due to external factors, we will highlight this in our reporting. Wherever possible, we have also used the most recent, publicly available data. This will be reviewed/updated during the year as required.

- 'Good Means' data column: This identifies what success looks like, which will vary by individual measure. For example, with some measures 'down' will be appropriate, such as a reduction in the crime rate. For some measures 'up' will be appropriate, such as an increase in the uptake of a particular service.
- 'New for 24/25': Measures that have been included in our 2024/25 Annual Delivery Plan, which were not in last year's Plan.

This Annual Delivery Plan is supported by a range of Service and Project plans which set out more detail on the steps we will take in pursuit of the high-level actions contained in this Plan. These detailed plans inform individual employees' Personal Development and Reviews, so all of our employees can see the impact of their work on the overall ambition of the County Council. As One Council, we will work together and with other public and private partner organisations, as well as the voluntary sector, to ensure we deliver on our promises, to the benefit of residents across Nottinghamshire.

## Ambition 1 – Helping our people live healthier, more independent lives

Our ambition is that people in every community enjoy healthier, happier lives, whilst remaining independent for longer. We want people to live more years in good health, to see increased life expectancy in areas with the biggest inequalities, and for people to have reduced levels of anxiety. We will continue working with partners to effectively embed the positive work we are doing together in local communities. For more information, please see the relevant [webpage](#).

To help realise this Ambition, we will deliver specific actions during 2024/25, which reflect the progress we hope to see over time that will help achieve this long-term goal.

We will...	Intended impact
<b>1.1</b> Implement the carers strategy with all Integrated Care System (ICS) partners, including the ongoing development of the Carers Hub service, which involves ongoing co-production with peer led carer support groups. We will also continue to review and develop Short Breaks options for carers, simplifying the process for people to access short breaks and ensuring we have a broad and flexible range of short breaks options available.	So that carers are supported to care for and support their loved ones, that they have access to advice, guidance, support and signposting and that less crisis intervention is required.
<b>1.2</b> Deliver on the Nottingham & Nottinghamshire Smoking & Tobacco Alliance's long-term vision to help vulnerable groups quit smoking, ensuring effective regulation of tobacco and vaping products, reducing exposure to second-hand smoke and increasing focus on prevention and engagement with children and young people.	So that we make the harms of smoking a thing of the past for our next generation, so that all of those born in 2022 are still non-smokers by their 18 <sup>th</sup> birthday in 2040, and that smoking amongst adults reduces to 5% or lower by 2035, across Nottinghamshire and Nottingham City.
<b>1.3</b> Deliver on the aims of the Nottinghamshire Food Charter, working with local partners to adopt a Joint Food Plan.	So that we address the causes of poor nutrition and food insecurity, improving residents' access to affordable healthy food in Nottinghamshire. This will improve the local food system for better health and wellbeing, as well as improved environmental and economic outcomes.
<b>1.4</b> Work with the Integrated Care System partners and the Secretary of State for Health and Social Care, to expedite Nottinghamshire's ambition to extend the benefits of water fluoridation to everyone across the county.	So that oral health for all of Nottinghamshire's residents is improved.

<b>1.5</b> Implement the County Council's Housing Strategy, in partnership with local District and Borough Councils.	So that healthy and sustainable places are created, housing needs in Nottinghamshire are met, people can live and age well in their own homes and safe homes are provided for the most vulnerable in our communities.
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## Ambition 2 – Supporting communities and families

Our ambition is to ensure that our services are meeting demand and provide the best possible services for all our communities and families, in the most sustainable way. We want to promote volunteering and involvement in local organisations and to ensure that funding reaches community projects and initiatives that will best support our communities. We also want to improve the number of children ready for school and achieving a good level of development by the end of the reception year and to ensure children, young people and families can access services that are easy to navigate and are adaptive to their needs. For more information, please see the relevant [webpage](#).

To help realise this Ambition, we will deliver specific actions during 2024/25, which reflect the progress we hope to see over time that will help achieve this long-term goal.

We will...	Intended impact
<b>2.1</b> Implement Phase Two of the County Council's Registration Service, looking at services to register births, deaths, marriages and civil partnerships. This Phase involves a review of the service, examining current staffing levels and business needs.	So that the Council provides the best support we can for milestone moments in everyone's lives.
<b>2.2</b> Develop and maintain a set of agreed principles with our voluntary and community sector partners, which encourage joint working and collaboration to reduce duplication and maximise effective use of resources.	So that greater partnership working with the voluntary and community sector, as well as other statutory organisations, is realised.
<b>2.3</b> Maximise the Local Communities Fund to support volunteering across Nottinghamshire and help to build resilience in communities.	So that local communities, with the help of the voluntary community sector, can build capacity and long-term stability.
<b>2.4</b> Strengthen the building blocks of good health and wellbeing in communities – working with people, partners and communities to co-create solutions and new approaches to community-based interventions.	So that available resources are focussed on the people and communities who will benefit the most from the support and services we offer and through this approach to build resilience and

	independence, reducing demand over time for County Council statutory services, and those of other statutory public sector agencies.
<b>2.5</b> Establish multi-agency Family Hub Networks in priority neighbourhoods across Nottinghamshire, to offer joined up holistic services for families.	So that families are able to access the right support at the right time.
<b>2.6</b> Create a new multi-agency graduated response pathway with schools and education settings.	So that children and young people with additional needs have their holistic needs identified, met and reviewed effectively, and parents and carers understand how to access support to best meet their child's needs.
<b>2.7</b> Develop options and understand the most efficient methods to deliver good practice in relation to home to school transport and SEND transport.	So that the Council continues to deliver its statutory duties, in a way which is financially sustainable.

### Ambition 3 – Keeping children, vulnerable adults, and communities safe

We're working hard with partners like the police, district and borough councils, the NHS and Government agencies to keep all residents - especially children and vulnerable adults - safe and supported in our communities. We want to see crime levels reduced, as well as people who use our adult social care services feeling safe and secure. For more information, please see the relevant [webpage](#).

To help realise this Ambition, we will deliver specific actions during 2024/25, which reflect the progress we hope to see over time that will help achieve this long-term goal.

We will...	Intended impact
<b>3.1</b> Work with partners to ensure that the needs led front door transformation projects result in improved Multi-Agency Safeguarding Hub services for children and families and adults.	So that statutory obligations continue to be met and safeguarding concerns are identified and acted upon quickly, to ensure that people have the right support at the right time, are supported to achieve the outcomes they have identified, and risks removed or reduced.
<b>3.2</b> Investigate and remove unsafe products from the market. In particular, we will investigate alleged incidents of the illegal sale of vapes to minors.	So that residents, especially the most vulnerable in our communities, are protected from harm or fatal injury and that we reduce the exposure of young residents to potentially harmful products.

<b>3.3</b> Work together to better enable people experiencing severe multiple disadvantages, including homelessness, to have access to suitable housing and effective, integrated support services, which are co-produced by those with lived experience.	So that people experiencing severe multiple disadvantage experience better health and care outcomes and have a voice in shaping services to best meet their needs.
<b>3.4</b> Develop and implement an action plan to deliver the ambitions within the Nottinghamshire Violence Against Women and Girls (VAWG) Strategy 2023-2028.	So that the authority has a clear and consistent approach to opposing VAWG, including a range of policies and interventions that enable services to prevent and respond to VAWG, ensuring both our managers and employees are equipped to support and be supported respectively, and that the Nottinghamshire Health and Wellbeing Board will be a civic leader in prevention of VAWG.
<b>3.5</b> Work with Derby, Derbyshire and Nottinghamshire to improve the recruitment, training and support available to foster carers through the DfE Recruitment and Retention Project	So that more children are able to live in family-based placements, close to home.

## Ambition 4 – Building skills that help people get good jobs

Whatever stage people are at in their education, we will partner with schools, colleges, universities and training providers to ensure that the skills being taught match the needs of local businesses and new investors, while supporting the kinds of work our people want to do. We want our schools to be rated good or outstanding by Ofsted, vulnerable children to be less likely to miss education and have improved educational outcomes, with children and young people provided with sufficient early years provision and school places. We want the aspirations of our young people to be supported through to adulthood, with people leaving education with better qualifications and skills, and more people in higher paid and skilled jobs. For more information, please see the relevant [webpage](#).

To help realise this Ambition, we will deliver specific actions during 2024/25, which reflect the progress we hope to see over time that will help achieve this long-term goal.

We will...	Intended impact
<b>4.1</b> Revise the Nottinghamshire County Council School Improvement offer to reflect the changing role and responsibilities of local authorities and academy trusts, ensuring that schools and academies across Nottinghamshire have access to the necessary support and challenge required, to achieve and retain Good or Outstanding status,	So that children and young people in Nottinghamshire have access to good or outstanding schools where safeguarding, teaching and learning are effective.

with an increased focus on Special Educational Needs and Disabilities and safeguarding.	
<b>4.2</b> Develop and expand primary and secondary schools in the County, whilst providing additional special school places, satellite special school places and enhanced provision unit places.	So that there are sufficient school places and more children who require specialist educational places are able access these, in order to fulfil their potential.
<b>4.3</b> Support childcare providers to increase the numbers of funded places offered to children from 9 months of age, as part of the new National Childcare Reforms, whilst ensuring that 2-year-olds from low-income households are still able to take up their funded early education entitlements.	So that more children are able to access funded childcare, reducing the barriers to employment and supporting more parents into work
<b>4.4</b> Increase the quality and timeliness of education, health and care (EHC) plan assessments and reviews by improving the processes and pathways that families experience and ensuring there is sufficient capacity to meet needs.	So that children and young people with SEND who may require an EHC plan to have their needs met, experience this in a positive and timely way.
<b>4.5</b> Identify and facilitate pathways from training into employment, including identifying future skills strategies. These pathways will make clear how to best transition from education into work, and how to progress when in work.	So that we help people get the education they need as a basis, the training they need to get into work and then the ability to progress and succeed whilst in work

## Ambition 5 – Strengthening businesses to create more good quality jobs

We are helping businesses grow and be more profitable, but we're shaping them to be more sustainable too. These actions will benefit everyone, but we want to particularly support those communities that would benefit most from better job opportunities. We want to see employment levels increase, with Nottinghamshire enjoying increased economic activity. We want more businesses to start and survive, supported by high-quality advice, and for our adult social care market to be stronger and more sustainable. For more information, please see the relevant [webpage](#).

To help realise this Ambition, we will deliver specific actions during 2024/25, which reflect the progress we hope to see over time that will help achieve this long-term goal.

We will...	Intended impact
<b>5.1</b> Promote our Approved Venues and local suppliers, whilst supporting businesses across Nottinghamshire who wish to become licenced to hold civil ceremonies.	So that we increase exposure to the local community and visitors utilising our weddings fayres, website and social media platform, whilst providing professional advice to prospective new businesses. Supporting them with up-to-date statutory requirements, marketing and promotional opportunities.
<b>5.2</b> Support businesses to thrive through targeted support programmes, enabling more start-up businesses to succeed.	So that we support the generation of jobs, growth, and opportunity for local people, as well as supporting small independent businesses in Nottinghamshire.
<b>5.3</b> Support Nottinghamshire's businesses to help them transition to meet new regulatory requirements, including compliance with key Trading Standards legislative changes.	So that businesses are enabled to trade safely and raise consumer confidence, through the provision of up-to-date advice and guidance.
<b>5.4</b> Deliver recruitment campaigns to encourage and support people to enter the adult social care sector	So that we can attract and retain individuals who are drawn to caring for others and share our values. This will help ensure that we have sufficient levels of staff, particularly in more difficult to recruit areas, and will develop a strong, passionate, sustainable workforce.
<b>5.5</b> Create innovative business growth through the development at Top Wighay Farm. This will include the site being developed to create jobs and homes, and the construction of a new office building for the Council.	So that the new development delivers an economic boost to the region, enables a sustainable community to develop and provides a County Council office base in the area.

## Ambition 6 – Making Nottinghamshire somewhere people love to live, work and visit

Nottinghamshire has so many strengths, which we want to build on to make an even more attractive place to live, work and visit. We are working towards making more of these assets for both residents and visitors, and we are prioritising the places in Nottinghamshire that would benefit the most from regeneration. We want to see increased visits to our libraries, cultural and heritage venues, with people enjoying a wide range of leisure and cultural activities and visitors spending more money in our County. We want heritage assets protected and communities supported by good infrastructure, with people looking after and enjoying the local natural environment and more sites provided by the Council successfully and sustainably developed. For more information, please see the relevant [webpage](#).



To help realise this Ambition, we will deliver specific actions during 2024/25, which reflect the progress we hope to see over time that will help achieve this long-term goal.

We will...	Intended impact
<b>6.1</b> Work with District and Borough partners to secure funding to create the infrastructure needed (such as schools, transport and roads), alongside housing and commercial development.	So that Nottinghamshire's residents can access high quality services in their communities.
<b>6.2</b> Develop the offers available at our country parks and libraries, including through invest-to-save initiatives.	So that we can better support our visitor economy and local communities, by maximising the number of people who can access, use and, where applicable, stay on our sites, both from inside and outside of the county.
<b>6.3</b> Support the work of the priority investment areas, including the recently announced funding for long term plan for Kirby in Ashfield, Mansfield, Newark and Worksop.	So that we secure long term major public and private investment, jobs and increased prosperity for Nottinghamshire.
<b>6.4</b> Support and grow our visitor economy, using the emerging Visitor Economy Framework to guide investment decisions and priorities.	So that we can generate jobs, growth, and opportunity for local people, as well as supporting small independent businesses in Nottinghamshire.
<b>6.5</b> Further develop our land and buildings to generate investment in high quality housing and new jobs for residents.	So that we can be confident that our land holdings are being reviewed and managed to maximise benefit for Nottinghamshire residents.

## Ambition 7 – Attracting investment in infrastructure, the economy and green growth

We are working towards Nottinghamshire growing greener and improving jobs, opportunities, and quality of life for everyone, supporting a bright and prosperous future for Nottinghamshire. We want to see an increased amount of inward investment in the County, with increased economic activity and more high-quality jobs for residents. We want to see reduced carbon emissions and new green technologies progressed. For more information, please see the relevant [webpage](#).

To help realise this Ambition, we will deliver specific actions during 2024/25, which reflect the progress we hope to see over time that will help achieve this long-term goal.



We will...	Intended impact
<b>7.1</b> Collaborate with Partners (such as Districts and Boroughs, East Midlands Development Corporation and the Freeport) to access funding available for 'levelling up' and to attract other investment in priority areas. We will support the delivery of these developments/initiatives that will create the conditions and opportunities for residents to thrive and prosper.	So that we secure long term major public and private investment, jobs and increased prosperity for Nottinghamshire.
<b>7.2</b> Identify, scope, secure funding, facilitate and/or deliver large-scale infrastructure projects, such as the A614/A6097 corridor improvement, A46, Robin Hood Rail Line and Maid Marian Rail Line.	So that the County's infrastructure supports economic growth and prosperity.
<b>7.3</b> Support new and existing businesses with introducing green technologies and their journey to net zero, including the Spherical Tokamak for Energy Production (STEP) Fusion programme in North Nottinghamshire.	So that we generate jobs, growth, and opportunities for local people, as well as supporting established businesses in Nottinghamshire.

## Ambition 8 – Improving transport and digital connections

We will jointly develop an East Midlands County Combined Authority Local Transport Plan which will set out how we'll improve our transport networks, prioritising those areas that would benefit most from better connections and making use of the latest technology and data to keep Nottinghamshire moving and thriving. We want more people to travel around the County easily and safely, with more people walking, cycling, and using public transport. We want people to be satisfied with highways, footpaths, and bus services, to increase electric vehicle charging points, and to improve our superfast broadband coverage across the County. For more information, please see the relevant [webpage](#).

To help realise this Ambition, we will deliver specific actions during 2024/25, which reflect the progress we hope to see over time that will help achieve this long-term goal.

We will...	Intended impact
<b>8.1</b> Implement a three-year capital programme of highway improvements, ensuring that our investment represents good value for money.	So that we improve the County's local road, footway, cycling, and drainage infrastructure networks to enable residents to travel around the County easily and safely.

<b>8.2</b> Work with key delivery partners to deliver a programme of on-street electric vehicle (EV) charging network across the County, utilising external funding sources.	So that current EV owners have a range of options for charging their car across Nottinghamshire, reducing range anxiety. This will also allow the transition of individuals to EVs for those without access to off-street parking and their own charge points.
<b>8.3</b> Work with local partners to improve the reliability of local bus services and to provide services where and when people need them most.	So that passengers are confident that they can make their journey, with access to key services being available.
<b>8.4</b> Increase the use of technology to support travel across the County, including the offer of an integrated ticketing system, which works to keep costs low whilst improving passenger satisfaction.	So that trips across the network can be made easily, at a sensible cost and that passengers feel confident services are available and are operating.
<b>8.5</b> Seek to secure the provision of safe pick up and drop off facilities at new schools when commenting on major planning applications and through an update to the Nottinghamshire Highway Design Guide.	So that new developments are delivered in a manner that promotes safe and sustainable access to school whilst considering the needs of all users, including local residents.

## Ambition 9 – Protecting the environment and reducing our carbon footprint

We pledged to combat climate change and drive greener growth at a local level, to support the UK's 2050 Net Zero national target. We are working on further reducing emissions across our transport fleet, properties, and highways, whilst simultaneously supporting and improving biodiversity, reducing waste and increasing recycling. We want the County Council to be net carbon neutral in all its activities by 2030, with all street lighting converted to LEDs by 2026, and the energy used by the Council to be reduced by 5-10% each year. We want to reverse losses of biodiversity and protect the natural environment, and increase the amount of waste reused, recycled and recovered. For more information, please see the relevant [webpage](#).

To help realise this Ambition, we will deliver specific actions during 2024/25, which reflect the progress we hope to see over time that will help achieve this long-term goal.

We will...	Intended impact
<b>9.1</b> Work with partners (housing providers, District and Boroughs) to reduce the carbon emissions within the county's housing stock, through securing funding.	So that the housing stock across the County supports our net zero ambitions and so that people live in warm and energy efficient homes.

<b>9.2</b> Adopt a Joint Waste Local Plan with Nottingham City Council, to treat waste as a resource instead of simply disposing of it, whilst working with Veolia and the district and borough councils through the Joint Waste Management Board, to take a collaborative approach to improving reuse, recycling and recovery rates in line with the national “Simpler Recycling” proposals.	So that as much waste as possible is re-used, recycled, and as little waste is simply disposed of and sent to landfill, protecting the environment of Nottinghamshire.
<b>9.3</b> Progress with major traffic signal refurbishment works to replace all the signal equipment upgraded to Low Energy LED signals at several locations.	So that we can reduce energy consumption, carbon generation and the need for future maintenance works which also generate further costs and carbon.
<b>9.4</b> Develop renewable energy capacity across the Council’s estate.	So that we reduce our reliance on purchased energy and grid capacity, and to further the Council’s progress towards achieving our carbon neutral target by 2030.
<b>9.5</b> Work with partners across the County and City, in our role as the Department for Environment, Food & Rural Affairs (DEFRA)-appointed responsible authority, to develop and produce a Local Nature Recovery Strategy for Nottinghamshire and Nottingham.	So that priorities for nature recovery are established and locations to create or improve habitat are identified, that are most likely to provide the greatest benefit for nature and the wider environment, and in doing so contribute to the national Nature Recovery Network.
<b>9.6</b> Embed considerations for hybrid working within the delivery of our Buildings and Office Rationalisation Programme, working with services to ensure effective use of our retained estate, and to progress agreed disposal strategies for surplus buildings including County Hall.	So that the Council has a cost-effective sustainable estate and maximises the financial, social and economic benefits from disposal of surplus property.

## Ambition 10 – A forward looking and resilient Council

We continue to work together to build a resilient council which develops and changes, to meet the needs of Nottinghamshire’s residents and improve resident satisfaction. We want to retain and recruit a highly talented workforce, to ensure the Council has a balanced budget and valued services are protected, and to ensure that people can access information, advice, guidance, support and services more easily. We will also continuously work to improve our services, making the most of the opportunities that digital technologies offer us. For more information, please see the relevant [webpage](#).

To help realise this Ambition, we will deliver specific actions during 2024/25, which reflect the progress we hope to see over time that will help achieve this long-term goal.

We will...	Intended impact
<b>10.1</b> Assess service delivery models, ensuring we provide or commission services that meet statutory duties as efficiently and effectively as possible. This will include increased use of new technologies and digital tools and delivery of our programme of approved savings/efficiencies through the Council's budget report.	So that we are an organisation that continues to be fit for the future, represents value for money and is financially sustainable and that embraces new approaches, including new digital and partnership opportunities.
<b>10.2</b> Work to support the establishment and operation of the East Midlands Combined County Authority (EMCCA) through 2024-25, focussing on the delivery of core functions like transport, growth, and infrastructure.	So that Nottinghamshire residents gain the maximum benefits from the investment and opportunities generated by the new Combined Authority.
<b>10.3</b> Continuously improve how people are able to access information, advice, guidance, support and services. This will include improvements to Notts Help Yourself and the Council's website, trialling new technology to improve the customer experience whilst continuing to ensure that people are able to speak to someone over the phone or in person, where this best meets their needs.	So that support is provided through the most cost-effective channel, each of which will be quick, easy to use and designed to suit all needs and accessibility restrictions.
<b>10.4</b> Support our Adult Social Care and Public Health Department through a series of Equality, Diversity, and Inclusion Quests, to be one of five social care departments to pilot the Local Government Association Diverse by Design Framework.	So that we better understand and improve the lived experience of our workforce and people we support, as well as self-assess ourselves against the framework and then develop an improvement action plan.
<b>10.5</b> Deliver on our Resourcing Strategy, which will include opportunities for joint workforce arrangements where there are opportunities across public services.	So that we can ensure we maintain a diverse and sustainable skills pool to deliver the services that matter most to residents.
<b>10.6</b> Implement the Council's new Data Strategy and supporting Action Plan, including the review and development of secure, integrated data systems, improved reporting and performance systems and offering training and development for relevant employees.	So that we are able to strengthen our ability to make decisions based on robust data and analysis and use data and insights to improve performance, efficiency and enhance productivity.
<b>10.7</b> Review the Council's traded service to schools to ensure that they are effective, financially viable and support the Council's core	So that the Council continues to maintain a strong and positive relationship with Multi Academy Trusts and schools across the

responsibilities to support all children's access to high quality education that meets their needs.	County, and that the County Council services provided are appropriate.
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This document will be available online at [plan.nottinghamshire.gov.uk/our-progress/](https://plan.nottinghamshire.gov.uk/our-progress/) and will be updated in year as and when required.

For more information on the aims and ambitions under which these actions are based, refer to the Council's overarching plan, [The Nottinghamshire Plan 2021-31](#).

# Appendix

## Ambition 1 – [Helping our people live healthier and more independent lives](#)

Measure	Nottinghamshire Baseline (Latest data available for Notts)	Baseline Date (Period data is applicable to)	Good Means
<b>Success indicators the Council owns:</b>			
<b>ASCH Core Metric 18a:</b> Number of people reabled to higher levels of independence (people supported to regain independence after a period of ill health)	2,349	January 2024	<b>Up</b>
<b>ASCH Core Metric 18b:</b> Number of people enabled to higher levels of independence (people with disabilities supported to find greater independence)	550	January 2024	<b>Up</b>
<b>Success indicators the Council works with partners to influence:</b>			
<b>New for 24/25:</b> Average 3-year smoking prevalence (adults over 18)	13.6%	2020-2022	<b>Down</b>
<b>New for 24/25:</b> Number of successful smoking quitters (4 weeks)	1,637 quitters	2022-2023	<b>Up</b>
Healthy Life Expectancy Male	62.4 years	2018-2020	<b>Up</b>
Healthy Life Expectancy Female	60 years	2018-2020	<b>Up</b>
Inequality in life expectancy male	9.3 years	2018-2020	<b>Down</b>
Inequality in life expectancy female	7.7 years	2018-2020	<b>Down</b>
Self-reported wellbeing – % of people over the age of 16 reporting high levels of anxiety	20.23%	2022-2023	<b>Down</b>
The rate of suicide (per 100,000 population, aged 10+)	10	2020-2022	<b>Down</b>

<b>ASCH Core Metric 1:</b> Thinking about the good and bad things that make up your quality of life, how would you rate the quality of your life as a whole?	19.1	2022-2023	<b>Up</b>
<b>ASCH Core Metric 12:</b> Proportion of carers who reported that they had as much social contact as they would like	22.7%	2021-2022	<b>Up</b>
<b>ASCH Core Metric 13:</b> Proportion who use services who reported that they had as much social contact as they would like	44.9%	2022-2023	<b>Up</b>

## Ambition 2 – [Supporting communities and families](#)

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
<b>Success indicators the Council owns:</b>			
Number of organisations who have adopted the Community Compact	20	2024-2025	<b>Up</b>
Number of families supported making significant sustained progress through the Supporting Families programme	1,195	Q3 2023-2024	<b>Up</b>
Numbers of individual children and young people engaged in positive activities delivered by the Young People's Service	11,618	Q3 2023-2024	<b>Up</b>
Total engagements with library services	1,343,314	Q3 2023-2024	<b>Up</b>
Customer satisfaction with libraries	97%	Q3 2023-2024	<b>Up</b>
Number of Bookstart contacts	1,945	Q3 2023-2024	<b>Up</b>
<b>ASCH Core Metric 2:</b> Overall satisfaction of people who use services with their care and support	66.6%	2022-2023	<b>Up</b>
<b>ASCH Core Metric 3:</b> Overall satisfaction of carers with social services	33.5%	2021-2022	<b>Up</b>

Number of additional specialist places provided for children with special educational needs and disabilities (SEND)	83 (out of 413 planned for 2022-2026)	December 2023	Up
<b>Success indicators the Council works with partners to influence:</b>			
Foundation stage % achieving good level of development	67.4%	2022-2023	Up
The % of eligible 2-year-olds benefitting from funded early education	74.8%	2023	Up
<b>ASCH Core Metric 14:</b> Proportion of people doing things they enjoy in their community	36.2%	2022-2023	Up
Number of properties with enhanced levels of flood protection as a result of Nottinghamshire County Council (NCC) schemes.	5,425	2023-2024	Up

### Ambition 3 – [Keeping children, vulnerable adults and communities safe](#)

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
<b>Success indicators the Council owns:</b>			
Number of victims of doorstep crime and scams who have received advice from Trading Standards	40	March 2024	Down
% of children subject to a child protection plan for a second time within two years	23%	January 2024	Down
% of child protection cases reviewed within timescale	89%	January 2024	Up
% of looked after children in stable placements (the same placement for 2.5 years or more)	53%	December 2023	Up
% of looked after children in family-based setting	67%	January 2024	Up
<b>ASCH Core Metric 4:</b> Proportion of people who use services who say that those services have made them feel safe and secure	90.2%	2022-2023	Up



<b>ASCH Core Metric 5:</b> Proportion of adults where the outcome of a safeguarding assessment is that the risk is reduced or removed	82.6%	January 2024	<b>Up</b>
The number and value of unsafe products removed or prevented from entering the market	£70,000	Q3 2023-2024	<b>Up</b>
Number of interventions conducted in respect of controlling animal disease	47	2023-2024	<b>Down</b>
<b>Success indicators the Council works with partners to influence:</b>			
Total recorded offences per 1000 population (excluding fraud)	74.5	Q3 2023 (12 months ending)	<b>Down</b>
Self-reported feelings of safety (% feeling very/fairly safe)			<b>Up</b>
• Outside in the day	89%	December 2022 (12 months)	
• Outside after dark	59%		

#### Ambition 4 – [Building skills that help people get good jobs](#)

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
<b>Success indicators the Council owns:</b>			
% of children who are allocated a school preferred by parents/carers	99.6% (8,029) 97.1% (9,350)	2022-2023 (academic year)	<b>Up</b>
<b>ASCH Core Metric 15</b> Number of young adults supported to access employment, education, training or volunteering	730	January 2024	<b>Up</b>
Number of guided learning hours delivered through Inspire Learning	65,900	Q3 2023-2024	<b>Up</b>
Number of placements provided			
• Apprenticeships	300	March 2023-April 2024	<b>Up</b>
• Graduate Training	16		

Number of new Education, Health and Care (EHC) Plans issued within 20 weeks (excluding exceptions)	190	2023	Up
Percentage of new Education, Health and Care (EHC) Plans issued within 20 weeks (excluding exceptions)	28.8%	2023	Up
<b>Success indicators the Council works with partners to influence:</b>			
Number of schools classified as 'good' or 'outstanding' by Ofsted	303	January 2024	Up
% of children achieving a good level of development in the Early Years Foundation Stage	67.4%	2022-2023 (academic year)	Up
% of 3- and 4-year-olds benefiting from funded early education	96.9%	2023	Up
% of 2-year-olds from low-income households taking up their funded early education entitlements	84%	2023-2024 (academic year)	Up
% of pupils achieving a standard pass (grades 4-9) in English and Maths at Key Stage 4	65.3%	2022-2023	Up
% of pupils known to be eligible for free school meals achieving a standard pass (grades 4-9) in English and Maths Key Stage 4	38.5%	2022-2023	Up
Average Progress 8 score - pupils with a statement of special educational needs (SEN) or Education, Health and Care (EHC) plan	-1.45	2022-2023	Up
Average of Progress 8 scores for Looked After Children with Progress 8 scores at the end of Key Stage 4	-1.57	2021-2022	Up
% of Children in Need who are persistent absentees	47.3%	2021-2022	Down
% 16–17-year-olds NEET (not in employment, education or training) or their activity was not known	7.7%	2023	Down
% of care leavers in education, employment or training aged 19-21	53%	2022-2023	Up
% population qualified to degree level or above	33.2%	2021	Up

Gross average weekly earnings of full-time workers living in Nottinghamshire	£646	2023	Up
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### Ambition 5 – [Strengthening businesses and creating more good-quality jobs](#)

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
<b>Success indicators the Council owns:</b>			
Number of small businesses supported by the Growth Hub	264	July 2023-February 2024	Up
<b>Success indicators the Council works with partners to influence:</b>			
Jobs density (number of jobs in an area divided by the resident population aged 16-64)	0.68	2021	Up
Gross Value Added (GVA): All industries (£million)	£17.121 million	2021	Up
Gross Value Added (GVA): All industries per filled job	North Notts: £44,189 South Notts: £55,602	2020	Up
Business births per 10,000 population aged 16+	51.9	2022	Up
Business deaths per 10,000 population aged 16+	50.52	2022	Down
Business survival rate at one year (% of new businesses started in 2021)	94.7%	2022	Up
Business survival rate at three years (% of new businesses started in 2019)	62.1%	2022	Up

### Ambition 6 – [Making Nottinghamshire somewhere people love to live, work and visit](#)

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
<b>Success indicators the Council owns:</b>			

Country park user numbers: <ul style="list-style-type: none"> <li>• Rufford Abbey</li> <li>• Sherwood Forest</li> <li>• Holme Pierrepont/National Water Sports Centre</li> </ul>	238,549 203,395 185,514	April 2023-January 2024	<b>Up</b>
Number of volunteer hours contributing to conservation projects	6,530	2022-2023	<b>Up</b>
Numbers of children and young people accessing Outdoor and Environmental Education	21,873	Q3 2023-2024	<b>Up</b>
Number of events and activities held at libraries	4,621	Q3 2023-2024	<b>Up</b>
<b>New for 24/25:</b> Appointment Availability (registration services) - Customers offered an appointment within a satisfactory timeframe	Birth Appt within 5 days 28% Still Births within 2 days 100% Death Appts within 2 days 90%	2023-2024	<b>Up</b>
<b>Success indicators the Council works with partners to influence:</b>			
Median housing affordability ratio (residence-based)	6.96	2022	<b>Down</b>
Volume of tourism in Nottinghamshire (excluding Nottingham city) (millions)	20.96 million (day visits & overnight visits)	2022	<b>Up</b>
Average visitor spend per trip	£54.07	2019	<b>Up</b>

### Ambition 7 – [Attracting investment in infrastructure, the economy and green growth](#)

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
<b>Success indicators the Council works with partners to influence:</b>			
Jobs density (number of jobs in an area divided by the resident population aged 16-64)	0.68	2021	<b>Up</b>

CO2 emissions (commercial) per capita (tonnes per capita)	0.2 tonnes	2021	Down
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### Ambition 8 – [Improving transport and digital connections](#)

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
<b>Success indicators the Council owns:</b>			
% of A roads not requiring planned maintenance (by network length)	98%	2022-2023	Down
% of B and C roads not requiring planned maintenance (by network length)	96%	2022-2023	Up
% of unclassified roads not requiring planned maintenance (by network length)	69%	2022-2023	Up
<b>Success indicators the Council works with partners to influence:</b>			
% of Nottinghamshire homes/businesses that can access superfast services	98.8%	March 2024	Up
% of Nottinghamshire homes/businesses that can access gigabit-capable services	84.1%	March 2024	Up
% of Nottinghamshire homes/businesses that are unable to access at least 30Mbps (superfast)	1.2%	March 2024	Down
Change in average journey time per mile during the morning peak on the County's urban centre networks (indexed)	100	2019	Down
<b>New for 24/25:</b> Bus Service Reliability - actual bus miles operated vs scheduled miles operated in Nottinghamshire	97.2%	April 2023-January 2024	Up
<b>New for 24/25:</b> Bus Service Punctuality - average 'on time' rating for bus services in Nottinghamshire	74.7%	April 2023-January 2024	Down

<b>New for 24/25:</b> Passenger Growth – bus patronage data for Nottinghamshire	Baseline being established	Baseline being established	<b>Up</b>
<b>New for 24/25:</b> Passenger Satisfaction - overall satisfaction of bus journeys based on an ongoing Transport Focus survey	88%	April 2023-January 2024	<b>Up</b>
Change in levels of cycling (indexed)	-1.6%	2021-2022	<b>Up</b>
Number of people killed or seriously injured (KSI) on all roads in Nottinghamshire County (including trunk roads)	361	December 2022-December 2023	<b>Down</b>
Publicly available electric vehicle charging devices at all speeds per 100,000 population	52.4	October-December 2023	<b>Up</b>

### Ambition 9 – [Protecting the environment and reducing our carbon footprint](#)

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
<b>Success indicators the Council owns:</b>			
% household waste sent to reuse, recycling or composting	41.3%	2022-2023	<b>Up</b>
% household waste diverted from landfill	94.6%	2022-2023	<b>Up</b>
Energy consumption across Nottinghamshire County Council (NCC) Property Assets	22,692,584 kWh	2022-2023	<b>Down</b>
Number of local nature reserves on County Council land	7	2022-2023	<b>Up</b>
Number of Site of Special Scientific Interest Units managed by Nottinghamshire County Council in Favourable or Unfavourable Recovering condition	9 out of 10	2023-2024	<b>Up</b>
Total number of trees planted on Nottinghamshire County Council (NCC) land over the period 2020-2025	107,722	March 2024	<b>Up</b>
<b>Success indicators the Council works with partners to influence:</b>			
Total CO2 emissions in Nottinghamshire (Kt)	4,423.2	2021	<b>Down</b>

CO2 emissions per capita Nottinghamshire	5.4	2021	Down
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### Ambition 10 – [A forward looking and resilient Council](#)

Measure	Nottinghamshire Baseline	Baseline Date	Good Means
<b>Success indicators the Council owns:</b>			
% of respondents who are fairly satisfied or very satisfied with the way Nottinghamshire County Council runs things	43%	December 2023 (annual budget survey)	Up
% of staff satisfied with their health, safety and wellbeing at work	74.5%	2022	Up





**REPORT OF THE CABINET MEMBER FOR CHILDREN AND FAMILIES****IMPLEMENTING THE ROLL OUT OF FAMILY HUB NETWORKS IN  
NOTTINGHAMSHIRE****Purpose of the Report**

1. The report seeks approval to:
  - a) develop the use of Children's Centre buildings into Family Hubs offering services for families from conception to a young person's 18<sup>th</sup> birthday.
  - b) progress the Family Hub Networks model within Nottinghamshire in 2024/25.and shares the key findings of a recent consultation exercise focusing on Family Hub developments which supports this.
2. This is a Key Decision because it will have significant effects on two or more electoral divisions.

**Information****What are Family Hubs?**

3. Family Hubs, as described by the government, offer support from pregnancy, through the child's early years, later childhood and into young adulthood. They are not a statutory function and so the local offer from Family Hubs may vary from area to area. A key aim of Family Hub Networks is to provide a 'front door' to families, offering a 'one-stop shop' of family support services across their social care, education, mental health and physical health needs, with a comprehensive [Start for Life](#) offer for parents and babies at its core, and the underpinning principle that families should only need to tell their story once. The Family Hub core offer in Nottinghamshire includes target cohorts and age groups, as well as key themes for service delivery.
4. The Family Hub core offer will be provided by a range of existing services and organisations under the banner of local Family Hub Networks, this will include internal services such as the Youth Service and voluntary sector partners such as Citizen's Advice. There is no additional funding for Family Hub delivery so the intention is that partners will work together to assess and meet the needs of families through universal, early help and targeted interventions.

5. The implementation of Family Hub Networks will help to deliver the Council's commitment to early help and prevention outlined within the Nottinghamshire Plan 2021- 2031 and the approach to achieving this commitment, approved by Cabinet in November 2023. In line with the budget report to Cabinet in February 2024, Family Hub Networks will help to strengthen the building blocks of good health and wellbeing in communities by actively prioritising those which will benefit most from the support and services that each partnership network offers.
6. Family Hub Networks will bring together collective knowledge and insight from a range of local partners, families and communities to co-create solutions and new approaches to community-based interventions. Resources will be targeted to groups and communities who will benefit from extra support from the Council and partners.
7. It is proposed that Family Hub Networks be created in priority areas with all partners fully engaged. Each network will include at least one main physical Family Hub with several 'spokes' across a locality. 'Spokes' will be a mixture of physical and virtual access and service delivery points.

### **Family Hub Buildings**

8. A key proposal included in the consultation was to seek support to change Children's Centre buildings from solely working with families with children under the age of 5, but to expand their remit to host services for all families with children under the age of 18. If supported, this would mean that these buildings would become Family Hubs.
9. Any planned change of use of a Children's Centre is subject to public consultation with local families and stakeholders as detailed in the Statutory Guidance Section 5D, and outlined in the Apprenticeships, Skills, Children and Learning Act (2009). This report shares the findings of the consultation to seek formal approval of this change.

### **Family Hubs Consultation**

10. Consultation was launched on 1 October 2023, and closed on 3 December 2023. The exercise invited local parents, carers, professionals, young people and other stakeholders to provide their views and ideas about the development of Family Hub Networks in Nottinghamshire. There was a choice to complete the questionnaire online and through hard copies which were disseminated through Libraries, Young People's Centres and Children's Centres. The consultation findings are included in **Appendix 1**.
11. 708 responses were received, and the largest proportion of responses were from parents and carers (73%). 36% of parents and carers had children under the age of 5, and 38% had children of school age, and 30% of respondents had children with Special Educational Needs and Disabilities (SEND). 6 young people completed the questionnaire, so plans are in place to carry out specific work with young people through schools to gain their views following discussions with the Young People's Board in December 2023.
12. 82% of respondents agreed with the proposal to change Children's Centre buildings to become Family Hubs.
13. Those who did not agree or were unsure of the proposal gave the following reasons:

- Concerns about the resource and capacity required to deliver the services (10 responses)
  - More information is required before they can respond (8 responses)
  - Potential negative impact on existing services (7 responses)
  - The need to retain separate spaces for different age groups (6 responses).
14. Respondents also suggested additional community venues which could be part of each Family Hub Network. The highest response rates were for Community Centres (19%), Libraries (18%), Health Centres (17%), Schools (17%), and Young People's Centres (13%); sports and leisure centres were also suggested (10%). Most of the providers of these community assets are already engaging in Family Hub developments so a range of access points will be available in each Family Hub Network.
15. Access was important to respondents with suggestions to extend opening hours and provide services during weekends which will be progressed with partners wherever possible. Some of the comments received are listed below:
- *Make the centres open at more varied times and provide more groups*
  - *More drop in options would be massive as trying to juggle life with a baby is sometimes easier said than done and appointment times or strict slots are sometimes difficult to stick to and means missing out*
  - *I think possibly more support for working families. Not everyone can access Mon to Fri. So maybe do a 1 Saturday a month to help support them*
  - *You really need to find places that are open at weekends, after school and during school holidays*
  - *Anywhere that parents already visit and especially where they already have positive relationships*
  - *It would be helpful to be open at times that are convenient to working families, including evenings and weekends, and not just online access at those times. Also, practical things like having good parking.*
16. The consultation exercise was also used to better understand the information, advice and support needs of families and the professionals who work with them. This information will help to identify the appropriate services which need to be involved, to help with any workforce development needs and to ensure that information is available in a range of formats including the new Virtual Family Hub microsite.
17. Respondents stated that they prefer to access information through websites (603 responses), social media (415 responses), talking to a professional (395 responses), talking to friends and family (361 responses), this was followed by apps (210 responses), texting services (124) with telephone being the least popular method to access information (101 responses). Work is taking place with families to co-produce a Virtual Family Hub website/microsite and it is anticipated that this will be launched by April 2025. The Virtual Family Hub will include information, advice and guidance for parents and carers and will ensure that information about services is maintained and up to date.
18. Respondents were positive about green spaces and local amenities (41%), as well as local services, support, and community assets (29%) and things to do in the local area (12%). However, respondents also identified the following areas for consideration:

- Promoting how to find the right advice and support
  - Identifying activities in local areas for families with children for all ages
  - How to access support for families where a child has Special Educational Needs and Disabilities
19. The most popular websites were NHS sites (35%), council websites (21%), Schools (17%) and the Notts Help Yourself website (13%). There was little awareness of other local websites such as NottAlone (7%), Health for Under 5's (5%), Health for Kids (4%) and Health for Teens (33%). Additional websites were suggested by families, and the Council will endeavour to include links to recommended websites through the Virtual Family Hub. The aim is to create a Virtual Family Hub which will be the 'go to' place for families and professionals.
  20. When asked about which social media platforms are used, the most popular responses included Facebook (45%) followed by Instagram (25%). Further work with young people will take place to explore the use of TikTok which has been suggested by the Young People's Board.
  21. The most popular apps used were the NHS App (78%), followed by the Council's My Notts App (16%).
  22. The consultation asked what help and support families need, and the most popular response was helping to improve emotional health and wellbeing for children and parents/carers (323 responses), followed by advice on managing children's behaviour (273 responses), crafts, play and learning activities to do in the home (262 responses), drop in services for parents and carers (244 responses), starting nursery, school or college (242 responses). A breakdown of responses is included in table 1 in **Appendix 1**.
  23. The consultation asked what information young people need. The most popular response was information to improve emotional health and wellbeing (106 responses), followed by finding things to do (93 responses), living with Autism or ADHD (89 responses). A breakdown of responses is included in table 2 in **Appendix 1**. As so few young people completed the survey, responses largely reflect the views of parents/carers and professionals only. This question will be asked again of young people as part of the ongoing dialogue with them in developing the proposals.
  24. Professionals reported that Family Hub Networks should prioritise support for multiple needs (20%), mental health and special educational needs or disabilities (19%), and pregnancy and parenting information (14%). A breakdown of responses is included in table 3 in **Appendix 1**.

## Areas for Further Development

25. Findings have provided additional areas for further consideration in Family Hub Network developments, summarised in the table below.

Improve promotion of support services and sources of information.	<p><b>Actions:</b></p> <p>Improve promotion of local services and existing websites to families through regular communications using social media, and local publicity, with clear plans for promotion of the new Virtual Family Hub.</p> <p>Design the new Virtual Family Hub with families and seek their ideas for sustained promotion.</p> <p>Provide briefings and training to frontline workers to enable them to navigate services with families.</p>
Reduce stigma associated by attending some services.	<p><b>Actions:</b></p> <p>Explore possibilities to host some universal services in our buildings and locate services in universal settings such as schools and GP practices.</p> <p>Improve promotion of services to ensure that families understand a wide range of needs can be addressed.</p>
Improve access to emotional Health and Wellbeing services and interventions.	<p><b>Actions:</b></p> <p>Continue to work with local mental health services to ensure that local professionals have the skills and confidence to support children and young people as emotional health and wellbeing as issues emerge; and reduce demand on specialist services.</p>
Reach out to underrepresented groups.	<p><b>Actions:</b></p> <p>Continue to work with a range of partners and internal services to engage vulnerable children and families and those who require extra support.</p> <p>Family Hub Networks will provide outreach services to engage underrepresented groups.</p>
Increase promotion of low cost/no cost activities for families including activities to do in the home or local parks.	<p><b>Actions:</b></p> <p>Increase promotion of existing social media channels (e.g. Families Information Service) which promote and share local activities for children and families, as well as useful activities that could be done in the home.</p> <p>Continue to work with the Voluntary and Community Sector to help promote their activities for families.</p>

26. Findings have been shared with the Family Hubs Partnership for consideration and will be explored further with families and stakeholders during local co-production work for each Family Hub Network.

## Proposed Next Steps

27. Following approval, the Council and its partners will progress the creation of Family Hub Networks, including changing the use of Children's Centre buildings to dedicated Family Hub sites in priority areas. The findings of the consultation have led to the following proposed actions:
- Progress a consultation exercise with young people through schools and young people's services to help shape a digital offer and services within priority areas.
  - Continue to facilitate local co-production activities with families and stakeholders to shape local Family Hub Network development in priority areas.
  - Proactively engage universal services such as schools and Primary Care Networks to explore participation in the Family Hub Network and improved access for families, including the creation of Family Hub access points in Health Centres and Leisure Centres.
  - Progress additional work with SEND and mental health services for children and young people to better understand the knowledge gaps that parents, carers and professionals may have.
  - Ensure Family Hub Networks provide a mixture of building based, home based, digital and outreach programmes to reach underrepresented groups such as fathers, and target groups such as foster carers.
  - Further development of social media work and the Virtual Family Hub microsite working with families to ensure their information and support needs are addressed. This work will include a substantial focus on the promotion of existing services to enable families and professionals to navigate the services they need. The Virtual Family Hub will be launched in 2024/25.

### **Other Options Considered**

28. The option to retain the Children's Centre Service and merely change the service name to 'Family Hubs' was considered; however, this will result in Nottinghamshire's Family Hubs focusing on services for families with children aged 0-4 with no or little integrated early help support for families with children of school age.

### **Reasons for Recommendations**

29. The development of Family Hub design sites is included in the Nottinghamshire Plan 2021-2031 with the aim to improve access to family support services for local residents and ensuring children get the best start in life.
30. Family Hubs bring together family support services providing support early, when families need them. These include universal and targeted services, including access to the intensive support of a keyworker where appropriate.
31. The Early Intervention Foundation (EIF) has estimated that the cost of late intervention is almost £17 billion a year, suggesting that providing family support early can lessen the demand for statutory intervention or acute services later on. Implementing successful Family



Hub Networks will provide early interventions to reduce the burden on statutory and specialist services in the longer term.

## **Statutory and Policy Implications**

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

## **Financial Implications**

33. Partners in the delivery of Family Hub Networks will be asked to use their own resources to help shape and improve services and interventions for children and families; no additional funding has been provided to support the implementation of Family Hubs.
34. New local authority Family Hub teams would need to be developed using available budgets and resources. Other Council teams who will work under the umbrella of Family Hub Networks will also be funded using their available budgets.
35. Properties owned by the council which become Family Hubs will continue to be managed and paid for by Property Services in the Place Department.

## **Consultation**

36. The Family Hubs consultation delivered a statutory duty to consult families if changes to Children's Centre buildings are proposed. It also provided an opportunity to share Family Hub proposals with families and stakeholders and seek their views to inform further Family Hub developments across Nottinghamshire.

## **Crime and Disorder Implications**

37. Some of the signs that children and young people may be at greater risk of involvement in crime are present from birth. By using evidence-based practice to target and engage children at risk of poor outcomes, Family Hubs will be able to respond appropriately to these signals of risk and when required provide additional support at the earliest opportunity.

## **Data Protection and Information Governance**

38. Information sharing and General Data Protection Regulation compliance will be central to Family Hub developments and implementation. Information sharing agreements, data protection impact assessments and Privacy Notices will therefore be progressed.

## **Human Resources Implications**

39. Some existing roles will be reviewed to enable the service to provide interventions and information, advice and guidance to families who have children of school age. This will

include managers and some frontline roles. Consultation with affected staff and Trade Unions will proceed as proposals about job roles are firmed up.

### **Public Sector Equality Duty implications**

40. The creation of Family Hub Networks across Nottinghamshire will not have a negative impact on anyone with protected characteristics; this will however have a positive impact on children and young people with a disability, expectant parents and new parents, women, and families with children over the age of 4 (as well as continuing to support families with preschool children). An Equalities Impact Assessment has been published and will be updated as plans progress.

### **Safeguarding of Children and Adults at Risk Implications**

41. Safeguarding children and families will continue to be a key priority within Family Hub developments. All partners involved in Family Hubs are encouraged to access Nottinghamshire Safeguarding Children Partnership training and have policies and procedures to safeguard children and vulnerable adults.

### **Implications for Residents**

42. The successful delivery of Family Hubs will be beneficial for children, young people and families by being accessible, better connected and relationship centred so that needs can be identified and addressed early.
43. All families will have access to information they need, when they need it: through a digital platform, as well as virtual and telephone offers around the needs of the family. Families who need additional help will be supported through a range of virtual and face to face support.
44. Local families will have an accessible, single point of reference that families can use to navigate local services.

## **RECOMMENDATIONS**

That:

- 1) in line with the findings of the consultation exercise, the use of Children's Centre buildings be changed to Family Hubs to offer/host services for families from conception to a young person's 18<sup>th</sup> birthday.
- 2) the roll out of the Family Hub Networks within Nottinghamshire in 2024-25 be progressed, within available funding, including delivery of the Proposed Next Steps and Actions outlined in the report.

**Councillor Tracey Taylor**  
**Cabinet Member for Children and Families**



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

Irene Kakoullis

Group Manager, Early Childhood Services

T: 0115 977 4431

E:

**Constitutional Comments (KA 15/01/24)**

45. As set out in this report, the requirement to undertake a consultation on the proposals has been met. Following consultation, the decision maker is required to take into consideration the representations made. As clearly set out in the report and the appendix to the report, due regard is being given to the outcome of the consultation, as part of the decision-making process.

**Financial Comments (CDS 04/01/24)**

46. Partners in the delivery of Family Hub Networks will be asked to use their own resources to help shape and improve services and interventions for children and families; no additional funding has been provided to support the implementation of Family Hubs.
47. New local authority Family Hub teams would need to be developed using available budgets and resources. Other Council teams who will work under the umbrella of Family Hub Networks will also be funded using their available budgets.
48. Council owned properties which become Family Hub sites will continue to be managed and paid for by Property Services in the Place Department.
49. In summary, there should be no financial implications arising directly from this report.

**HR Comments (BC 09/01/24)**

50. The staffing implications are contained within the body of the report. Any future staffing structure changes will be the subject of a separate report and appropriate staff and trade union consultation.

**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.

[Budget 2024-25 Proposals for Submission to Full Council - report to Cabinet 8 February 2024](#)

[Implementing the roll out of Family Hub Networks across Nottinghamshire – report to Cabinet 9 November 2023](#)

[The Council's Prevention and Early Help Approach - report to Cabinet 21 September 2023](#)

[Family Hub Developments in Nottinghamshire – report to the Nottinghamshire Health and Wellbeing Board 15 September 2023](#)

[Best Start Strategy Annual Progress Report 2022-2023 – report to Health and Wellbeing Board 5 July 2023](#)

[Implementing Family Hubs in Nottinghamshire – report to Children and Young People's Committee on 13 December 2021](#)

[Proposed changes to Retford Central Children's Centre – report to Children and Young People's Committee on 13 December 2021](#)

[Nottinghamshire Family Hubs Implementation Equalities Impact Assessment November 2021 Completed Equality Impact Assessments \(EqiAs\) | Nottinghamshire County Council](#)

[Proposed Consultation on the use of Retford Central Children's Centre – report to Children and Young People's Committee on 13 September 2021](#)

### **Electoral Divisions and Members Affected**

All.

CF0139

2023

## Family Hubs Consultation

# Nottinghamshire Family Hub Network

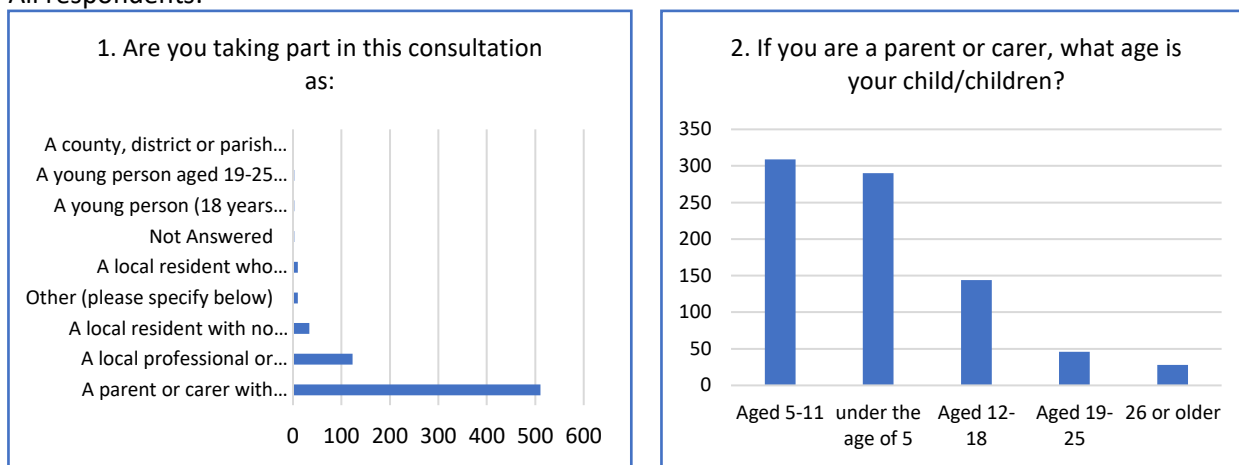
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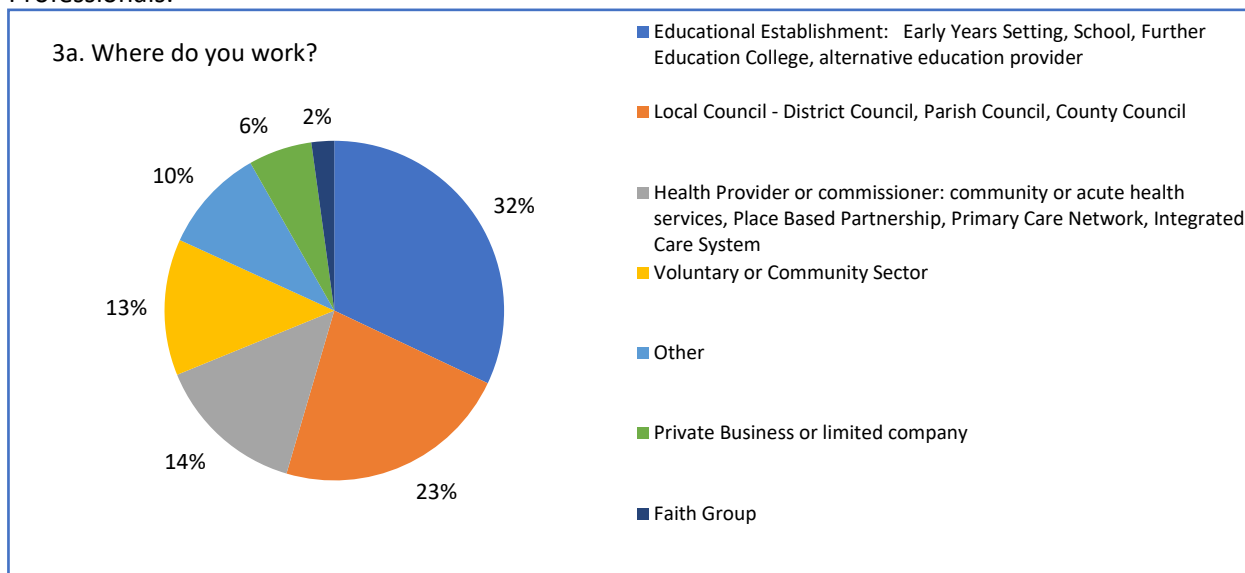
## Demographic Data

- 708 responses in total.
- The largest proportion were parents/carers (73%).
- The majority have children aged 5-11, followed by those who have children under the age of 5.
- Overall, 30% of parents/carers have children with SEND.
- Responses from professionals were evenly spread across districts.
- Mansfield based professionals had the highest response rate at 18%
- Most professionals also work in educational establishments at 32%
- 51% of people have given their details to be involved in developing Family Hubs!

All respondents:

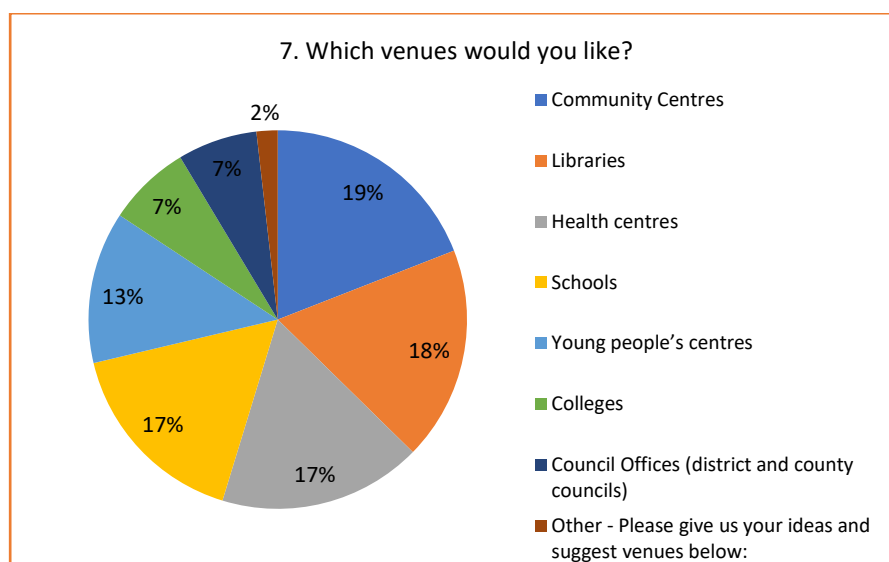
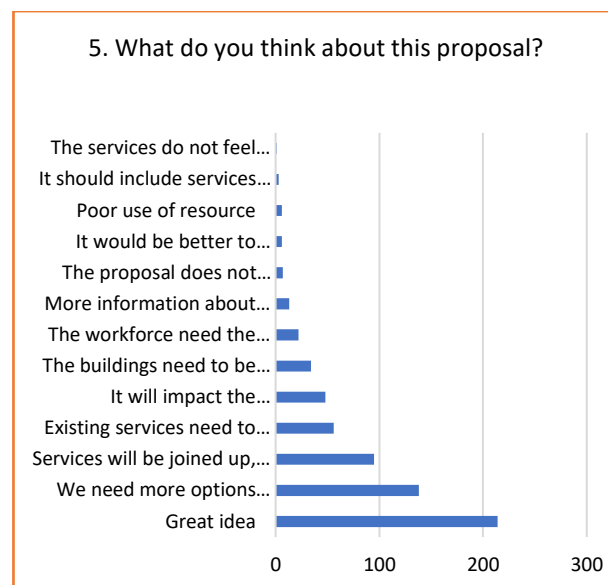
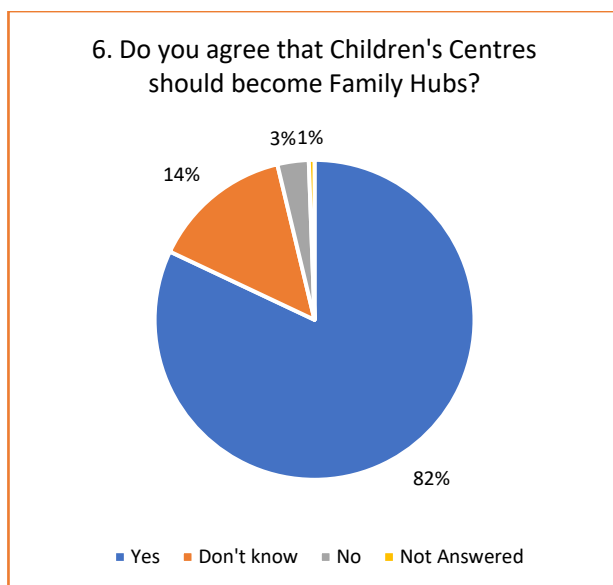


Professionals:



## Proposal

- 82% of respondents agreed that Children's Centres should become Family Hubs.
- Most thought it was a great idea, wanting more options for older children and support with SEND.
- They were also open to accessing services in a range of venues.



## Proposal Comments Across Themes

### Great idea

"Sounds great to me."

"Brilliant Idea and overdue"

### We need more options for older children and support with special educational needs or disabilities

"I think this is a good idea as it doesn't feel like there is much support for families with children over the age of 5 or if there is it isn't very well advertised."

"This service needs to actively go through to 25 if disabled with an EHCP and not as an afterthought in service provision. Otherwise, I think a one stop local hub is great".

### Services will be joined up, visible and easier to access

"I think it makes sense to centralise and amalgamate services into one physical place. It makes it easier to turn up and get support as you're not second guessing where to go or who to contact."

"It is more helpful to have 1 place to refer parents to rather than having to navigate through lots of different services to find them the help they need."

**Existing services need to be retained**

"A good idea, assuming the early years support continues as it was - have been invaluable for support for my youngest two".

**It will impact the community positively**

"I think it will be great for the community and help those families whose children have aged out of getting help from the current children's centre service."

**The buildings need to be accessible with opening hours considered**

"Sounds good. I work fulltime so have never really even able to access services."

**The workforce need the right training, capacity and resource to deliver this.**

"I think it will make good use of the buildings but will put pressure on already pressured services as they won't have enough time and staff to resource this."

**It would be better to have separate areas for different ages**

"Rather concerned though that substance mis use people mixing in the same building as young people. What will they see/ hear?"

**Poor use of resource**

"It's a good idea but I don't think it will be widely used more money should go into schools".

**It should include services for older adults**

"Personally, I think more services should be provided for the elderly."

**The services do not feel relevant to my situation**

"We wouldn't use many if any of these services."

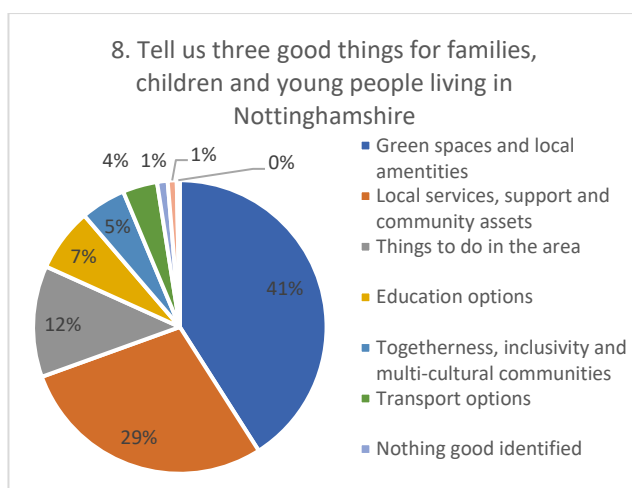
## Three Good Things About Nottinghamshire

41% of people highlighted green spaces and local amenities such as sports centres and swimming pools as a good thing for families, children and young people living in Nottinghamshire.

The top 3 improvements were improved access to advice and support, accessible activities for families of all ages and greater support for SEND and specialist services including mental health.

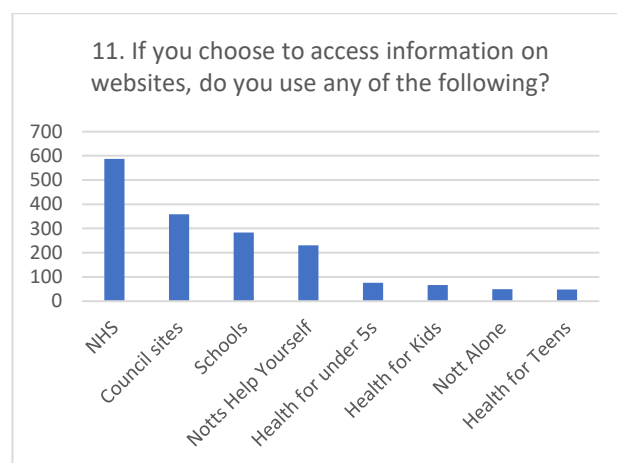
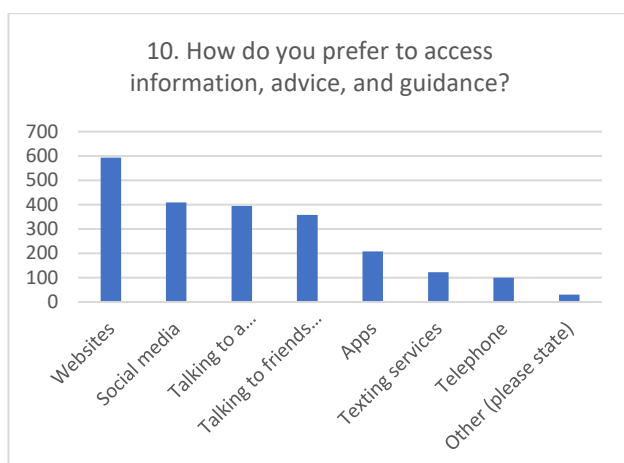
People said that...

- *"The good quality parks and green spaces for children and their families to have a free day out together."*
- *"Strong community spirit in many localities"*
- *"Lots of support for families struggling".*



## Information, Advice and Guidance (IAG)

- Most people answered that they use Facebook (45%) and Instagram (25%) for social media platforms.
- 78% used the NHS and My Notts (16%) apps.



## Help and Support for Parents, Carers, Young People and Professionals

Table 1 Parents and Carers

<b>Parents and carers - what help and support if any, do you or your family need?</b>	<b>Count</b>	<b>%</b>
Information to improve emotional and mental health for me/my child/ren	323	8%
Advice on managing children's behaviour	273	6%
Crafts, play and learning activities to do at home	262	6%
Drop-in services to access information, advice and guidance on a range of topics	244	6%
Starting nursery, school, college or university	242	6%
Information about being a parent of children aged 5 to 11 years	240	6%
Information about childcare funding and different types of childcare	235	5%
Parenting advice such as toilet training, getting my child to sleep	219	5%
Information about being a parent of children aged 0 to 4	201	5%
Information about being a parent of teenagers	194	5%



Information on children's talking and communication	187	4%
Information about keeping me/my child safe online	165	4%
Guidance on how to support my child with special educational needs or disabilities	158	4%
Information on family health and wellbeing, such as healthy eating, breastfeeding, stopping smoking	149	3%
Information on work, training and volunteering	141	3%
Being a new parent	127	3%
Information on benefits	133	3%
One-to-one family support	131	3%
Information about healthy lifestyles	127	3%
Guidance on how to manage bullying and exploitation	114	3%
Information to help me manage my finances	106	2%
Information to help my relationship with my partner/family members	103	2%
Pregnancy	76	2%
Information on housing	77	2%
Not applicable	40	1%
Other (please specify below)	19	0%
Total	4286	100%

Table 2 Young People

<b>Young people - What help and support, if any, do you need?</b>	<b>Count</b>	<b>%</b>
Information to improve my emotional and mental health eg anxiety, self-esteem, eating disorders, self-harm, anger management	106	8%
Not applicable	115	9%
Finding things to do	93	7%
Living with autism or ADHD	89	7%
Information about keeping safe online	78	6%
Information on health and wellbeing, such as healthy eating, exercise, smoking	73	6%
Bullying and peer pressure	72	6%
Work, training and volunteering	70	6%
Information to help my relationships with friends or family	64	5%
Starting or changing school, college or university	64	5%
Drugs, alcohol, smoking/vaping	53	4%
Disagreements at home	43	3%
Sex and relationships	40	3%
Living independently	37	3%
Exploitation	36	3%
Puberty	35	3%
Contraception	34	3%
Living with a physical disability	31	2%
My sexuality or gender	29	2%
Caring for a parent or brother/sister	26	2%
Being fostered or adopted	22	2%
Pregnancy and being a parent	20	2%

Leaving care	16	1%
Other (please specify below)	7	1%
Total	1253	100%

\* Only 3 young people completed the questionnaire, so these answers are based on what parents/carers and professionals state young people need

Table 3 Professionals

Professionals - what help and support do you think Family Hubs should prioritise?	Count	%
Multiple needs	49	20%
Mental health, special educational needs or disabilities	47	19%
Pregnancy and parenting information	33	14%
Signposting and joined up support	23	9%
Early intervention and targeted help	19	8%
Employment and financial advice	14	6%
Community and parenting groups or activities	10	4%
Health and wellbeing	11	5%
Support for families with older children and young people	10	4%
Accessible services	10	4%
Child care provision and family friendly spaces	5	2%
Community groups and relationship building	4	2%
Other	4	2%
Speech and language services	1	0%
Young carers	1	0%
Kinship care	1	0%
Electively home educated children	1	0%
Total	243	100%

## Recommendations

- **Improve promotion of support services and sources of information:** A recurring theme in the findings was a lack of awareness of what services and information sources are available. Provision is currently available through Notts Help Yourself website which includes the SEND Local Offer.
- **Reduce stigma associated by attending some services:** Some respondents assumed that current services were only for families on low incomes, so some families feel excluded, in particular those who work.
- **Improve access to emotional Health and Wellbeing services and interventions:** Mental health was a topic identified by parents/carers and professionals as a priority to address through Family Hub Networks.
- **Improve access and promotion of information for parents/carers with children who have SEND/Concerning Behaviours** – some respondents struggle to find information and advice, and pathways are confusing
- **Reach out to underrepresented groups:** Some groups were mentioned by respondents as they need extra help or information targeted to their needs e.g. fathers

- **Increase promotion of existing low cost/no cost activities:** There is a perceived gap in the availability of activities for children and families, this is worth exploring further.

## Next Steps

1. Increase promotion of local services and existing websites to families through regular communications using social media, and local publicity, with plans for sustained promotion of the new Virtual Family Hub.
2. Ensure services are linked to and use the new Virtual Family Hub – update listings, link to service websites, links from services/schools to the Virtual Family Hub
3. Provide briefings and training to frontline workers to enable them to navigate services with families.
4. Host more universal services in LA buildings and provide FH info/access points in universal settings such as schools and GP practices. Sign up more universal services to be part of Family Hub Networks in localities.
5. Improve promotion of a wide range of services and ensure families understand what is available for all families and what is needs led/what the thresholds are e.g. for CAMHS.
6. Work with a range of partners to engage vulnerable children and their families and those who require extra support.
7. Work with the Voluntary and Community Sector to help promote their activities and provide opportunities to use Family Hub buildings for delivery.
8. Work with local mental health services to ensure that local professionals have the skills and confidence to support children and young people as emotional health and wellbeing as issues emerge; and reduce demand on specialist services.



**REPORT OF THE CABINET MEMBER, COMMUNITIES AND PUBLIC HEALTH****NOTTINGHAMSHIRE HEALTHY FAMILIES PROGRAMME****Purpose of the Report**

- 1) To respond to the recommendations from Overview Committee in relation to the delivery of the Nottinghamshire Healthy Families Programme.
- 2) To note that a Key Decision on the short-term future delivery of the current Nottinghamshire Healthy Families Programme (HFP) contract will be taken by the Cabinet Member for Public Health and Communities.

**Information**

1. The Council is committed to ensuring children and families have the best possible start in life, as a key building block for a healthy and prosperous Nottinghamshire. Giving children the best start in life is a fundamental part of improving health and reducing inequalities. Nottinghamshire's Best Start Strategy (2021-2025) sets out key steps towards a vision for every child in Nottinghamshire to have a good start in life. It is a priority in the Nottinghamshire Health and Wellbeing Strategy (2022-2026) and supports the delivery of several ambitions in the Council's Nottinghamshire Plan (2021-2031).
2. On 9<sup>th</sup> March 2023, Cabinet received a [report](#) about the future arrangements for the Nottinghamshire HFP titled 'Nottinghamshire Healthy Families Programme: 2024 and beyond'. As set out in 9<sup>th</sup> March [report](#), the Nottinghamshire HFP is a public health nursing service that supports families to provide their children with the best start in life through a range of nursing and health interventions. The service promotes early intervention by identifying and delivering targeted support to families in need. Critical to identifying opportunities to support families is the programme of health and development reviews by public health nurses. As nursing professionals involved with the families, they are able to provide guidance which is relevant and effective in supporting child development, parenting and healthy choices.
3. On 22<sup>nd</sup> June 2023, following a call-in process, Cabinet received a further [report](#) about the future arrangements for the Nottinghamshire HFP. This report set out additional work undertaken regarding service delivery options and intended engagement with a proposed joint scrutiny working group, reporting to Overview Committee. On 22<sup>nd</sup> June 2023 Cabinet agreed to:

- (i) Progress the design and development of a new contract for delivery of the Nottinghamshire HFP for a period of up to nine years and based on the indicative costs detailed in the financial implications section of the report via a co-operation arrangement between the Council and Nottinghamshire Healthcare NHS Foundation Trust (NHFT) subject to the satisfactory and affordable outcome of further negotiation and service design and development activity and following consideration by Cabinet of any recommendations which may be made by the Overview Committee,
- (ii) The extension of the current contract to 30<sup>th</sup> September 2024.

## **Statutory responsibilities**

- 4. Local Authorities have a statutory responsibility, under the Health and Social Care Act of 2012, to provide public health nursing services to their local population of children, young people, and families, including the Healthy Child Programme and the National Child Measurement Programme, which weighs and measures children in school. More specifically, as part of the Healthy Child Programme, five universal health visitor reviews, from late pregnancy to age 2.5 years, are mandated for delivery.

## **The joint scrutiny process**

- 5. In April 2023 Overview Committee was requested by Cabinet to establish a joint scrutiny working group comprising of key members of the Adult Social Care and Public Health Select Committee, the Children and Families Select Committee and the Health Scrutiny Committee, and the following key lines of enquiry were agreed:
  - What will be the impact of the newly recommissioned service on outcomes for children and families (including how the service design will support the Best Start strategy objectives)?
  - What flexibility will there be within the contract to facilitate continual transformation and alignment with the Council's Early Help offer?
  - How has engagement with stakeholders, children and families been used to shape how the service will be delivered?
  - How will the Council's ambition for place-based working and partnership working with relevant services to support children's outcomes be supported by the re-commissioned Nottinghamshire HFP?
- 6. Over the last nine months, a programme of service design and development activity has been undertaken in partnership with colleagues from NHFT and the wider system, to shape a revised service model for the Nottinghamshire HFP. As part of this process a range of engagement activity has been carried out with stakeholders including children, young people, and their parents/carers. This was followed by formal consultation with families, parents, carers, young people, and those working with families on the proposed model. Members of the joint scrutiny review group received detail on this activity via written evidence, presentation, and informal meetings.
- 7. The joint scrutiny working group was established by Overview Committee on 7<sup>th</sup> September 2023 and met twice in November 2023 to examine the design of the new Nottinghamshire HFP and inform a series of recommendations to be considered as part of the development of the Nottinghamshire HFP for 2024 and beyond.

8. The recommendations made by Overview Committee in relation to the Nottinghamshire HFP are helpful and are welcomed. It is recommended that Cabinet accepts in principle the recommendations made by the joint scrutiny working group as approved by Overview Committee. **Appendix One** sets out the recommendations and describes how each recommendation will be implemented in the future long-term service delivery of the Nottinghamshire HFP.

### **Current position and future delivery of the Nottinghamshire Healthy Families Programme contract**

9. There have been further developments with NHFT since the recommendations from Overview Committee were produced that need to be considered urgently. On Monday 29<sup>th</sup> January 2024, the Council was informed that a 'rapid review' under Section 48 of the Health and Social Care Act 2008, had been announced by the Secretary of State for Health and Social Care into mental healthcare at NHFT. That review will be undertaken by the Care Quality Commission (CQC) and will run alongside the Independent Mental Health Homicide Review ordered by NHS England to examine the case of Valdo Calocane.
10. The initial outcome of the Section 48 review is due to be reported to the Secretary of State in late March 2024, and it is possible that further actions will then be taken by the CQC or the Secretary of State. The Council has concerns about the possible impact of this on NHFT and the delivery of the HFP. It is therefore proposed to pause and reflect on the current plan to enter into a new contract for the Nottinghamshire HFP via a co-operation agreement with NHFT from 1<sup>st</sup> October 2024.
11. Continuing with the current course of action by entering into a new long-term contract in October 2024, with a service provider that is currently undergoing significant scrutiny, presents a potential risk to the quality of HFP service delivered and the subsequent outcomes for children and families in Nottinghamshire. It is therefore necessary for the Council to urgently agree a course of action to ensure continued high quality service delivery in the short term.
12. It remains essential that the Council fulfils its statutory responsibility, under the Health and Social Care Act of 2012, to provide the Healthy Child Programme and the National Child Measurement Programme to its residents. This is delivered locally through the Nottinghamshire HFP. The early intervention and prevention role that the Nottinghamshire HFP plays is vital in ensuring that children, young people, and families in need of additional support are identified. The service also plays a significant role in identifying children and young people who are at risk of harm.
13. In order to ensure the short-term delivery of the Nottinghamshire HFP beyond 30<sup>th</sup> September 2024, the provider of the Nottinghamshire HFP is in a position to continue the current cost-effective service that can integrate with the wider early help system and continue to improve health and well-being outcomes for Nottinghamshire's children, young people, and families.
14. This report proposes to delegate the decision regarding the approach to the short-term future delivery of the 0-19 Healthy Child Programme to the Cabinet Member for Public

Health and Communities. The Cabinet Member will consider the available service delivery options and proposed next steps for delivery including a possible extension to the current contract.

15. Given the need to address the short-term position in the manner set out above, the joint scrutiny group and Overview Committee members will be briefed about the impact of this short-term position and how the work done by Scrutiny will be included in any service delivery mechanism that underpins the longer-term future of this service.

## **Other Options Considered**

16. The option to reject the recommendations of Overview Committee was not considered in any detail as the Scrutiny process and the recommendations that emerged are welcomed.

## **Reasons for Recommendations**

17. Accepting the recommendations from Overview Committee helps ensure that the Council secures positive outcomes for children, young people, and families in Nottinghamshire through the long-term service delivery arrangements for the Nottinghamshire HFP.
18. By pausing, reflecting, and delegating a decision to the Cabinet Member for Public Health and Communities on the short-term delivery of the Nottinghamshire HFP, this enables the Council to:
  - ensure it is able to fulfil its statutory duty to provide the Healthy Child Programme and National Childhood Measurement Programme to its resident population,
  - make an informed decision regarding the options for future service delivery following the outcome of the planned CQC 'rapid review' Section 48 inspection of adult mental health services and other reviews within NHFT.

## **Statutory and Policy Implications**

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

## **Financial Implications**

20. There are no direct financial implications arising from the response to the recommendations of Overview Committee. Financial implications will be considered as part of future decision making for the delivery of the Nottinghamshire HFP.

## **Data Protection and Information Governance**



21. The Council does not process personal data in relation to the delivery of the Nottinghamshire HFP. NHFT share fully anonymised information with the Council for performance monitoring, evaluation, and data analysis purposes as per the terms of the contract. The response to recommendations set out in this report will have no effect on these arrangements.

### **Public Sector Equality Duty implications**

22. When making decisions, decision makers must consider the Council's Public Sector Equality Duty under the Equality Act of 2010. This requires the Council to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under the Equality Act 2010; and
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.

23. Consideration of equalities issues in relation to a service is intended to set out the actual or potential positive and/or negative outcomes and impacts currently identified for relevant groups and/or individuals, and consider what, if any, action should be taken.

24. The equality implications of the proposals set out in this report to implement the Overview Committee recommendations, have been considered and no adverse implications identified in relation to those particular decisions.

### **Safeguarding of Children and Adults at Risk Implications**

25. The Nottinghamshire HFP plays an important role in safeguarding and promoting the welfare of unborn babies, children, and young people. These responsibilities are clearly defined in the service specification within the contract between the Council and NHFT.

### **Implications for Residents**

26. The recommendations from Overview Committee will continue to support improved service delivery outcomes for children, young people, and families through the Nottinghamshire HFP.

### **RECOMMENDATION/S**

It is recommended that Cabinet:

- 1) Notes and welcomes the recommendations made by Overview Committee in relation to the Nottinghamshire Healthy Families Programme and approves the proposed actions in response to those recommendations in order to help secure positive outcomes for children, young people, and families in Nottinghamshire.
- 2) Notes the further intended briefing for Scrutiny members to update them on the current position in light of recent developments.
- 3) Delegates the decision on the short-term future of the current Nottinghamshire Healthy Families Programme contract to the Cabinet Member for Communities and Public Health

following discussions with the appropriate Corporate Director and the Group Manager for Legal Services or their nominee/s.

**COUNCILLOR SCOTT CARLTON**  
**CABINET MEMBER – COMMUNITIES AND PUBLIC HEALTH**

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

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**Constitutional Comments** (SF 13/03/2024)

Cabinet has the authority to consider the report and determine the recommendations within it, since they are matters within the Terms of Reference of the Cabinet (Constitution Section 5, Part 2).

**Financial Comments** (MM 15/03/2024)

There are no direct financial implications arising from this report.

**Background Papers and Published Documents**

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

- Report to Cabinet – Nottinghamshire Healthy Families Programme 2024 and beyond dated 9 March 2023 ([published](#)), which had as background papers the following:
  - Healthy Child Programme 0 to 19: health visitor and school nurse commissioning (commissioner guidance), Public Health England, 2016 (updated March 2021), available [here](#).
  - Nottinghamshire's Best Start Strategy, 2015-25, available [here](#).
  - The Best Start for Life, a vision for the critical 1,001 days, HM Government, 2021, available [here](#).
- Report to Cabinet - Outcome of Call-in decision – Nottinghamshire Healthy families Programme – 2024 and beyond dated 20 April 2024 ([published](#))
- Report to Cabinet - Nottinghamshire Healthy Families Programme 2024 and beyond – consideration of call-in outcome dated 20 April 2023 ([published](#)).
- Report to Cabinet – Nottinghamshire Healthy families Programme – 2024 and beyond dated 22 June 2023 ([published](#))
- Report to Overview Committee – Outcomes of the Joint Scrutiny Review of the Recommissioned Healthy Families Programme dated 25 January 2024 ([published](#))

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

- All

## Appendix One: Scrutiny recommendations and proposed actions

	Recommendation	Response	Proposed action
1.	<p>That the high-quality engagement activity that has been carried out to inform the development of the recommissioned Healthy Families Programme be commended</p> <p>and,</p> <p>that targeted, high quality consultation and engagement activity should be carried out at regular intervals throughout the period of the contract to support continual service development through effective coproduction.</p>	Accepted	<p>The terms and conditions of all future contracting arrangements will aim to ensure that service user engagement and co-production are embedded in continual improvement and transformation.</p> <p>Both NHFT and NCC recognise that service user engagement is important to support the design, monitoring and evaluation of service provision. This will also be reflected in the quality and performance monitoring arrangements in all future contracting arrangements.</p>
2.	That the proposed enhancements and changes to the delivery of the Healthy Families Programme that have been developed through the thorough engagement work with service users and service providers be supported.	Accepted	<p>This will be fully implemented as proposed.</p> <p>Engagement with service users will continue throughout the life of the current contract and in all future contracting arrangements.</p>
3.	That the addition of a Healthy Families Service visit for first time parents when their child is 3 – 4 months, and the benefits that this will deliver for families and children, be particularly welcomed.	Accepted	This will be fully implemented as a face-to-face contact and will be reported through the performance monitoring arrangements in all future contracting arrangements.
4.	<p>That a comprehensive set of key performance indicators to monitor the delivery and impact of the mandated health visitor reviews be developed and included in the performance management processes for the Healthy Families Programme.</p> <p>and</p>	Accepted	A comprehensive set of performance indicators will monitor delivery and impact and will build on and enhance the current performance indicators. These indicators will be reported quarterly and scrutinised at quarterly service review meetings, quarterly quality and contract review meetings and will support continual improvement and transformation.

	that reporting on these key performance indicators be included in the “Adult Social Care and Public Health Performance, Risks and Financial Position” report that is received at each meeting of the Adult Social Care and Public Health Select Committee.		Reporting of a set of key performance indicators will be submitted to all meetings of the Adult Social Care and Public Health Select Committee.
5.	That on the new elements of Healthy Families Programme service provision that are being introduced under the new contract, enhanced levels of performance monitoring and engagement activity with families and service providers should be carried out to assess their impact and to support further service development and refinement.	Accepted.	<p>New elements of service provision implemented within the current and/or all future contracting arrangements will be subject to additional scrutiny and monitoring through performance monitoring arrangements, quality visits and engagement with service users.</p> <p>These arrangements will be reflected in the quality and performance schedules that form part of the contract.</p>
6.	That in addition to the performance management activity delivered through the monitoring of quantitative key performance indicators, there should also be a focus on establishing a comprehensive range of qualitative performance indicators that will enable the real-life impact that the Healthy Families Programme is making on children and families to be monitored and understood.	Accepted	The performance monitoring arrangements for all future contracting arrangements will include qualitative indicators, including evidence of service user experience and case studies and there will be a greater focus on qualitative performance indicators within the future service offer for the Nottinghamshire HFP.
7.	<p>That the membership of the Healthy Families Programme Multiagency Board should incorporate as broad a membership as possible made up from wider service delivery partners,</p> <p>and,</p> <p>consideration should be given to holding meetings of the Healthy Families Programme Multiagency Board</p>	Accepted	<p>A multi-agency Healthy Families Programme Board will be established alongside any new contract and is likely to include senior leads representing:</p> <ul style="list-style-type: none"> <li>• NHFT</li> <li>• Public health</li> <li>• Children’s social care</li> <li>• Family Service</li> <li>• Family Hubs</li> <li>• Early Childhood Services</li> </ul>

	every six months to maximise the opportunities to improve outcomes for children and families by reducing duplication and in identifying potential efficiencies.		<ul style="list-style-type: none"> <li>ICB</li> </ul>
8.	That the established pathways that will be in place between the Healthy Families Programme, children's social care and the Multi-Agency Safeguarding Hub and that will support the delivery of effective safeguarding activity be supported.	Accepted	A multi-agency steering group has led the development of the safeguarding offer and this will be incorporated into any future contracting arrangement. The safeguarding activity agreed by this group will be fully implemented as proposed.
9.	That the activity that is required to fully integrate the provision of the Healthy Families Programme with the delivery of Children's Centres and the Early Help offer (and when fully operational, Family Hubs), to provide a joined up and responsive service for children and families across Nottinghamshire be a priority area of focus in the delivery of the Healthy Families Programme.	Accepted	<p>Delivering a fully integrated offer will be a priority area of focus within all future contracting arrangements,</p> <p>Efforts to align the provision of the Nottinghamshire HFP with the delivery of Children's Centres and the Early Help offer (and when fully operational, Family Hubs) will continue to progress.</p>
10.	That a report on the delivery and performance of the Healthy Families Programme be considered at a meeting of the Adult Social Care and Public Health Select Committee when the recommissioned service has been in operation for one year.	Accepted	Public health commissioners are happy to support this recommendation which we understand will be reflected on the Adult Social Care and Public Health Select Committee forward plan.



## **REPORT OF THE CABINET MEMBER FOR ADULT SOCIAL CARE**

### **ADULTS TECHNOLOGY ENABLED CARE STRATEGY 2024 – 2027**

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

1. The report seeks approval of the Adults Technology Enabled Care Strategy 2024 – 2027, attached as **Appendix 1**.
2. This is a Key Decision because it will result in expenditure of over £1 million and have a significant effect on two or more electoral divisions.

#### **Information**

3. Nottinghamshire County Council has provided a Technology Enabled Care (TEC) service to help adults maintain their independence since 2007. The service has expanded significantly since 2007 and currently supports over 4,000 people through a range of TEC solutions, including:
  - Telecare – a range of sensors to detect risks such as falls, incontinence, or a person with dementia leaving their home at an unusual time and which automatically alerts staff at a 24 hour monitoring service.
  - Carer TEC – a similar range of sensors to telecare that send automatic alerts to a carer in the same property, avoiding the need for the carer to be constantly monitoring the person they care for and to enable them to sleep better at night.
  - Activity Assessment Systems which use movement, door and object use sensors (e.g. kettle, taps, toilet) to build up a picture of how well a person is managing their independence at home, so that care can be better tailored to the person's needs and avoiding unnecessary admissions to residential care.
  - Reminder Aids – to support people with memory problems to complete daily tasks such as taking medication, drinking regularly or locking up before they go to bed.
4. The Adults TEC Strategy 2024 – 2027 (**Appendix 1**) has been produced on the basis of evidence and evaluation of the current TEC service, including an external diagnostic report which concluded that the TEC service performs well but benefits could be maximised in a range of areas including:
  - further embedding TEC as part of an initial offer and during assessment of need
  - increasing the use of TEC from 43% to 70% of social care recipients, as there are a range of cohorts of need that could benefit from further TEC support.

5. The Council has a benefits realisation method for measuring the financial and outcome benefits of the TEC it provides to people, which was described as '*an exemplar*' by external evaluators and achieved £3.31m of avoided care costs in 2022/23.
6. The TEC Strategy outlines nine ambitions, including a focus on staff confidence, maximising digital equipment that people already use, supporting people who are digitally excluded and maximising opportunities for partnership working, including across the Nottingham and Nottinghamshire Integrated Care System.
7. A £4.468m savings target over three years has been included in the Medium Term Financial Strategy (MTFS) which is based on implementation of the TEC Strategy.

### **Other Options Considered**

8. The option of not producing a TEC Strategy has been considered and ruled out for the following reasons:
  - An external evaluation of the Council's TEC service recommended that a clear strategic vision was required which defined the authority's objectives.
  - The absence of a TEC Strategy has meant that investment decisions have been taken as part of short term business cases and not tied to a coherent long term strategic approach to the use of TEC.
  - A clear strategic approach is needed to achieve the TEC savings target outlined in the MTFS.

### **Reason/s for Recommendation/s**

9. The Adults TEC Strategy 2024 - 2027 outlines a 'TEC First' approach and nine related ambitions which will enable the Council to support more people to remain safe and independent in their own homes for longer in accordance with Ambitions One and Three of the Nottinghamshire Plan 2021 – 2031.
10. Implementing the Strategy will also support the Council in meeting the £4.468m savings target for TEC use outlined over the next three years as part of the Council's Medium Term Financial Strategy.

### **Statutory and Policy Implications**

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



## Financial Implications

12. As outlined in Table 1 below, the Medium-Term Financial Strategy outlines additional investment in TEC to support strategy implementation and achieve a net savings target of £4.468m over the next three years.
- Savings in 2024/25 are based on the initial accelerated roll out of TEC as part of the delivery of 'Ambition One: Achieving a Cultural Shift in the Use Of TEC'. It is anticipated that some of the financial benefits attached to 'Ambition One' will also be realised in 2025/26.
  - During 2024-26 ongoing pilots of other TEC solutions will end and be evaluated. The insights will inform a further programme of work which will deliver the second wave of savings during 2026/27. The second wave will focus on delivering 'Ambition Two: Build on the current TEC offer' and 'Ambition Three: Transforming overnight and 1:1 care'.

**Table 1**

	2024/25 £	2025/26 £	2026/27 £	Totals £
Gross Saving	2,649,000	540,000	2,200,000	5,389,000
Loss of Income	0	0	0	0
Reprovision Costs	801,000	120,000	0	921,000
<b>Net Saving</b>	<b>1,848,000</b>	<b>420,000</b>	<b>2,200,000</b>	<b>4,468,000</b>

13. As part of the Nottingham and Nottinghamshire Integrated Care System, pooled funding across Nottingham City and Nottinghamshire County Councils of £943,000 has been secured from the Department for Health and Social Care's Accelerating Reform Fund from February 2024. A proportion of this joint funding is being used to accelerate implementation of new TEC solutions outlined in the Strategy.

## Consultation

14. Two consultation events attended by 149 staff and telephone interviews with 50 TEC customers have informed the strategy. In addition consultation has been undertaken with the NHS Digital Notts Team and the district and borough councils which provide TEC services. Where changes to service provision are made as a result of TEC Strategy implementation, these will be subject to individual consultation.

## Crime and Disorder Implications

15. Some TEC solutions can help to prevent crime, for example bogus caller devices, and can enable a potential victim of doorstep crime to alert a 24 hour monitoring centre if they need assistance.

## Data Protection and Information Governance

16. TEC systems, such as telecare, require data about people with protected characteristics to be stored on computer systems to ensure an appropriate response in the event of an emergency, for example, recording if a person has dementia if TEC systems report they

have left their home during the night. Where implementation of the TEC Strategy requires amendments to the existing Data Privacy Impact Assessment for TEC services, these will be updated in consultation with the Council's Information Governance Team.

### **Public Sector Equality Duty implications**

17. An existing Equality Impact Assessment for TEC services has been undertaken. Where implementation of the TEC Strategy leads to any material changes, an updated Equality Impact Assessment will be undertaken.

### **Safeguarding of Children and Adults at Risk Implications**

18. The use of TEC can support people at risk of harm by enabling automated or manual alerts to be sent to a 24 hour monitoring centre so that an appropriate intervention can be provided to prevent further harm.

### **Implications for Residents**

19. Greater use of TEC will enable people in Nottinghamshire who require social care support to remain independent in their own homes for longer and provide support to carers.

### **Implications for Sustainability and the Environment**

20. Where new TEC services are required to support implementation of the TEC Strategy, service specifications will require contractors to comply with any environmental legislation and good practice concerning the supply and recycling of TEC products.

## **RECOMMENDATION/S**

- 1) That the Adults Technology Enabled Care Strategy 2024 – 2027, attached as **Appendix 1**, be approved.

**Councillor Matt Barney**  
**Cabinet Member for Adult Social Care**

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

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### **Constitutional Comments (GMG 04/03/24)**

21. This report falls to the Cabinet to determine as it involves the approval of a new policy (see Section 5, Part 2, CA.2 on page 75 of the Council's Constitution).

## **Financial Comments (CMER 05/03/2024)**

22. Funding for this strategy has been established via the Accelerated Reform Fund, as well as a desire within the department to invest in this area in order to reduce costs over the medium and long term financial future.

## **Background Papers and Published Documents**

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

Nottinghamshire Plan 2021 – 2031:

[The Nottinghamshire Plan: Our plan for a healthy, prosperous and greener Nottinghamshire](#)

Equality Impact Assessment

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

All.

A0074



# Adults Technology Enabled Care (TEC) Strategy

2024-2027





# Background to the Adults Technology Enabled Care Strategy 2024-2027



**Summary:** Feedback from people who use TEC is it helps them to feel more independent, reduces admissions to residential care and reduces stress for carers. Evaluation of the service also shows it is a cost effective investment for the Council. Against this background the Adults TEC Strategy outlines our plans to further embed the use of TEC in our social care offer in support of the Council's Nottinghamshire Plan.

## Background

The Council has provided Technology Enabled Care (TEC) services since 2007. Since 2007 the service has expanded significantly and now supports over 4000 people to remain independent at home with a range of solutions:

- Activity monitoring systems, which use non-obtrusive sensors in a person's home to assess how well they are managing their independence, avoiding unnecessary residential care admissions and ensuring home care packages are tailored to need.
- Telecare – a range of sensors linked to a 24-hour monitoring centre, to alert to risks to independence, such as falls, fire, incontinence, or a person with dementia leaving their home at an unusual time.
- Standalone Assistive Technology – a similar range of sensors to telecare, but with alerts going to a pager system to support carers in the same home.
- Reminder devices – a range of TEC to prompt or remind people with memory problems to undertake daily tasks, such as taking medication, drinking regularly or locking doors at night.
- A Digital Inclusion Programme, which provides a tablet computer, data and training to support adults who are digitally excluded.

The best advocates for the benefits of TEC are the people who use it. A 2023 survey of Nottinghamshire people who receive our TEC service found:

**82%** felt more independent

**69%** said TEC made it less likely they would require residential care or be admitted to hospital

**89%** said TEC had reduced carer stress

You can view some video stories behind those statistics by using these links:

[Barbara's Story](#)  
[Young Adult](#)

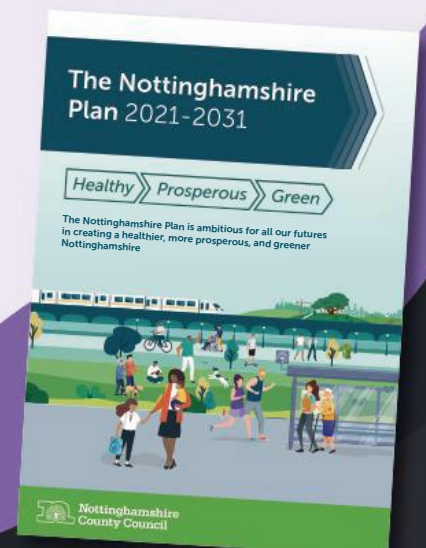


## The Nottinghamshire Plan 2021-2031

Underpinning this strategy is the [Council's Nottinghamshire Plan 2021-2031](#) which sets out how we intend to create a healthy, prosperous and greener future for the people of Nottinghamshire. This TEC Strategy supports key approaches outlined in the Nottinghamshire Plan to support independence, reduce inequalities, spend money wisely and make decisions based on evidence.

Implementing this strategy will play a significant role in supporting the following Nottinghamshire Plan Ambitions:

- **Ambition One**  
Helping our people live healthier and more independent lives. We have a significant evidence base to demonstrate that providing more TEC supports people to live independently in their own homes for longer.
- **Ambition Three**  
Keeping children, vulnerable adults and communities safe. Our TEC plans will help to tackle loneliness, isolation and vulnerability and support adults with learning disabilities, mental health issues, autism spectrum disorders and physical disabilities to live independently.





# Alice's Story



We have included some real life stories in our TEC Strategy to illustrate the transformative impact that TEC can have on people's lives. This is Alice's story...

Alice lives on her own in a small bungalow in Nottinghamshire. She has been diagnosed with dementia and receives four care calls a day to assist with getting washed, dressed and eating. She has poor mobility, but due to her dementia she sometimes forgets this and has experienced some falls.

She has a basic lifeline system so she can press a button to call for help when she has a fall. Unfortunately, due to her dementia, Alice forgot to use her lifeline button following a fall and was on the floor for several hours before her carers arrived. Her dementia also means that she is using her call button inappropriately, sometimes making as many as 100 false calls per day.

Her lifeline service provider has told family that the lifeline will need to be removed due to the excessive false calls and that she probably needs to go into a residential care home as her falls at home can no longer be reliably detected. Alice's family know that she always said that she never wanted to go into a care home, but they cannot see any alternative.



## How TEC helped Alice

Following a mental capacity assessment, a Best Interests meeting was held with professionals & family where a placement in long term residential care was initially proposed to keep Alice safe. NCC's TEC Team advised that the falls risk could be managed at home using technology enabled care. It was agreed to trial this, as family wanted to respect Alice's long held wish to stay in her own home.

The manual lifeline call button was removed and linked sensors were installed on her bed and chair so if she was absent from either for a period, an alert would be sent to a 24 hour monitoring team, as this would indicate she had fallen. Monitored smoke alarms were also installed as an extra safety message to alert the 24 hour monitoring team if there was a fire.

This solution stopped the false calls from Alice's lifeline system, but also correctly alerted when she had a fall so that help could be sent quickly. The outcome was Alice's wish to remain in her own home was honoured until she passed away.





# Strategy Overview: Adopting a 'TEC First' approach



**Summary:** This strategy is underpinned by a core approach called 'TEC First'. This means that where a person requiring social care support approaches the Council for help, or their support is being reviewed, we will consider first if a TEC solution can meet or improve their outcomes.

## ? Why are we doing this?

Evidence from over 4500 Nottinghamshire installations of TEC demonstrates it is effective in maintaining or improving outcomes, including keeping people independent at home for longer, delaying or reducing the need for residential and home care services, reducing carer stress and enabling safe and timely discharges from hospital.

An evaluation of 2928 people who received TEC solutions in 2022/23 found:

- 323 people assessed as at a high and immediate risk of admission to residential care, had their admission delayed or avoided through use of TEC to keep them independent at home
- 368 people assessed as at a high risk of carer breakdown were supported through use of TEC
- 719 people were supported to be safely & quickly discharged home from hospital
- £3.31m of care cost pressures were avoided

As of January 2024, the Council provides TEC services to 43% of people who receive our support to maintain their independence at home. An external review of our TEC Service recommended the Council should embed TEC as part of the first offer of Adult Social Care and aim to reach 70-80% of social care recipients after 3 years. Adopting this approach will maximise the number of people supported to be independent, improve outcomes for people and support the Council to manage its budgets. It will also help us to manage the pressures on the local social care workforce as demand for social care support increases.



## How will we do this?

- We will implement a 'TEC First' Approach governed by an underlying principle that we will use TEC where it meets two tests:
  - i. *It maintains or improves outcomes for people*
  - ii. *it is cost effective compared to alternatives*
- To embed 'TEC First' in our social care offer, this strategy sets out nine key ambitions.
- Achieving a cultural change in people's perceptions and understanding of TEC will be one of our core ambitions, so that our staff, other professionals and the public are aware of TEC's benefits and have access to information and advice about both Council and non-Council TEC solutions.
- We will work with other local partners including the NHS, district and borough councils, care providers and the third sector to ensure that TEC services complement each other and maximise the opportunities for improving the health and well being of the people of Nottinghamshire.
- We will monitor developments as new TEC solutions come to market during the life of this strategy, so we can provide the most cost effective solutions for maximising people's wellbeing and independence.



## How will we measure success?

We will:

- Set measurable targets for each of our TEC Ambitions
- Regularly monitor our performance against these ambitions
- Set overall targets for implementation of the TEC strategy to:
  - Reduce or delay admissions to long term residential care for 390 people per annum from April 2025 (20% increase on the 22/23 baseline).
  - Support 442 carers per year from April 2025 who have been assessed as at high risk of carer breakdown (20% increase compared to the 2022/23 baseline).
  - Reduce care cost pressures by a further 10% in 2024/25 and 20% in 2025/26 compared to the £3.31m 2022/23 baseline, in support of the Council's Medium Term Financial Strategy.
- Aim by April 2027 to be providing TEC services to 70% of people who receive social care support from us to maintain their independence at home.





# Ambition One: Achieve a cultural shift in the use of TEC

1

**Summary:** Explaining the benefits of TEC, skilling our local workforce and providing better information, will be key to ensuring the successful implementation of our 'TEC First' approach.



## Why are we doing this?

The strong evidence of improved outcomes and value for money from our TEC services demonstrates that we need to maximise the opportunities for using TEC to improve the quality of life for people with social care needs and their carers.

We recognise that some of our staff, partner organisations and the public may be apprehensive about services being delivered differently using Technology Enabled Care.

To address this apprehension, there is a need to promote the benefits of TEC with staff, partners and the public and have honest conversations about using TEC to deliver care and support differently.

A peer evaluation in 2023 of our internet information about TEC, concluded that we needed to improve and expand the information we provide to the public about TEC solutions.

Feedback from the people of Nottinghamshire during our 'Big Conversation' in 2023 identified that 46% of people did not feel they were given the right information to make informed decisions about the care and support they needed.



## How will we do this?

- Implement a significant and ongoing workforce training programme for both our own staff and with staff from external partners, including NHS colleagues and care providers.
- Make policy changes to embed use of the 'TEC First' approach in our social care offer and introduce guides for staff which outline when it is appropriate to use a TEC solution.
- Implement a roving programme of TEC support work with our social care teams to embed the 'TEC First' approach.
- Improve our online information to provide more detail about the TEC solutions offered by the Council, the options for self purchase and examples of the benefits of TEC.
- Engage with community groups and other partners to ensure that information about TEC is widely available, with a specific focus on providing information on the benefits of TEC to carers in support of Theme 5 of the [Joint Carers Strategy 2023-2028](#).
- Make changes to streamline the referral pathways for TEC when people who are not previously known to social care first contact our Customer Services Centre for help. This will enable TEC to be provided at an earlier stage in people's social care journey as part of an expanded preventative TEC First approach. It will also enable TEC activity monitoring systems to be installed quickly so that data from these systems can inform the formal assessment of people's care needs by our social care staff.



## How will we measure success?

- By July 2024 we will complete an interim update to the information we provide on the internet about our TEC services. Following implementation of a new TEC service contract in October 2024 we will provide a wider range of TEC information for the public by April 2025.
- By October 2024 we will make policy changes to embed the 'TEC First' approach in our social care offer, including making TEC training mandatory for new staff.
- By November 2024 we will implement changes to streamline the referral pathways for TEC for external organisations and for people who meet our eligibility criteria.
- By April 2025 we will deliver TEC training and support to a minimum of 1000 internal and external staff based on our 'TEC First' approach.





# Paul's Story

We have included some real life stories in our TEC Strategy to illustrate the transformative impact that TEC can have on people's lives. This is Paul's story...

Paul is in his early 80s and lives alone with his dog, Nelson. He is physically very fit and spends long periods walking his dog. Paul was diagnosed with dementia some years ago but has maintained his independence at home with the loving support of his daughter in law, with whom he has always had a great relationship. His daughter in law has been particularly successful at prompting and encouraging Paul to complete daily tasks such as getting washed and changing his clothes regularly. She has also helped Paul with getting meals ready.

Unfortunately, Paul's daughter in law suffered a stroke, leaving her unable to support him. A home care package was implemented but due to Paul's lack of insight and unfamiliarity with the carers he often refused to let carers help and they were only partially successful at prompting him to eat and drink. Sadly, shortly after the care package was started, Nelson passed away. Nelson had been a major part of Paul's life, staying close by him when they were at home. Nelson's passing had a devastating effect on Paul and his confusion appeared to increase. Professionals became very concerned that Paul was placing himself at risk by wandering out of the home looking for Nelson and neglecting his personal needs.

A crisis point was felt to be imminent, and the judgement was an admission to hospital or residential care would be needed to avoid severe risk to Paul.



## How TEC helped Paul

Specialist mental health support began daily visits to check on Paul and the home care service staff were asked to provide regular feedback. To assist with the assessment of how well Paul was managing his independence a Best Interests Decision was made to install a TEC activity monitoring system which uses a range of non-intrusive sensors to assess a person's activities at home.

The TEC system showed that Paul was very active at home during the day and that he also left home regularly during the day, but it was only for short periods and he always returned. Crucially the activity monitoring system showed Paul never left the home at night and that he had a regular pattern of going to bed at an appropriate time and being settled at night.

The reassurance provided by the activity monitoring system that Paul was more settled than originally thought, gave professionals the confidence Paul could continue to be supported appropriately at home. One of the professionals supporting Paul commented, "Without activity monitoring we would have been more likely to pursue a hospital or residential care admission".

# Ambition Two: Build on the current TEC offer

2

**Summary:** We have a strong evidence base that our existing TEC service improves outcomes for people and provides value for money. Building on these foundations we will implement steps to ensure that more people are kept independent by offering an expanded range of TEC equipment and solutions.

## ? Why are we doing this?

Data demonstrates that the TEC services we already offer improve outcomes for people who need social care support and their carers. It also provides a return on investment for the Council of 448%. Given this it makes sense for the Council to increase the number of people who benefit from TEC.

As of January 2024, the Council offers over 60 different pieces of TEC equipment, but we recognise there are TEC solutions on the market which are not part of our current portfolio and that more people could be supported both at home and when they are in the community if we offered a wider range of TEC equipment. This includes providing:

- GPS tracking solutions to support people with dementia and other cognitive impairments to be safe whilst away from their home.
- Smart home devices to enable people who are physically disabled to have control over their own home environment, rather than relying on others to do tasks for them.
- A wider range of TEC solutions to support people to self manage daily living activities

Currently we install TEC equipment to support hospital discharge within 2 working days. To further prevent delayed transfers of care and pressures on Nottinghamshire's hospitals we recognise the need to provide even faster installations of some TEC solutions.

In January 2024 TEC was provided directly by the Council to 43% of people receiving social care support. However, for people whose primary support need is a learning disability this falls to just 18% and for people with mental health issues it is 27%. An external evaluation of our TEC services advised that we should aim to increase the proportion of people receiving social care who benefit from TEC to at least 70%.



## How will we do this?

- We will commission a new TEC service delivery partner from October 2024 who can provide a wider range of TEC equipment and who can respond quickly as new TEC solutions come to market. In addition, we will commission external expertise to accelerate implementation of our TEC Strategy.
- We will set more challenging installation timescale targets for our TEC service delivery partner from October 2024 to enable faster installations of TEC equipment to support hospital discharge.
- We will evaluate and implement any learning from our 2023/24 'Takeaway Telecare' Pilot, which enables preconfigured TEC equipment to be handed to people with social care needs as soon as they are medically fit for discharge home from hospital.
- We will ensure there is a specific early focus in our TEC First cultural change programme on training and supporting staff who support people with mental health issues and learning disabilities.
- We will undertake work with colleagues in the Council's Children and Families department to provide access to TEC solutions, especially for young people who are preparing for adulthood and a transition to Adult Social Care support.



## How will we measure success?

- From November 2024 our TEC portfolio will include GPS tracking solutions and smart home devices as part of a wider range of TEC equipment.
- By April 2025 we will install TEC solutions within one working day of referral for 60% of people preparing for discharge home.
- We will set a target that from April 2027, 70% of people who receive social care support to remain independent at home will also benefit from a TEC solution. This solution may be provided by the Council, by people using their own digital devices to support their independence, or by other TEC service providers.





# Ambition Three: Transforming overnight and 1:1 care

3

**Summary:** Lack of night time support options is one of the main drivers for admission to long term residential care and also limits care choices for both younger and older adults. Using TEC to connect people with remote support and response teams can enable less intrusive care options and promote independence.

## ? Why are we doing this?

Evidence from other authorities shows that utilising TEC to deliver care less intrusively can lead to a decrease in distress and better quality of life for some people who currently feel overwhelmed by the level of supervision they receive.

Data from February 2024 shows that just 15% of people registered to use our 24 Hour Emergency Home Care Response Service are under 65, suggesting there is underutilisation of the service to support younger adults with social care needs.

A 2014 analysis of over 1000 older people admitted to long term residential care identified that 73% had night time needs which could not be met by regular care services. An evaluation of 24 people assessed as a high risk of requiring residential care found that 82% could be supported to remain at home for longer using a combination of regular home care, TEC and the 24 Hour Response Service.



## How will we do this?

We will develop a risk assessment policy and framework for our older and younger adult teams which outlines the types of risks and needs which can be effectively managed using a TEC solution. We will use this framework to inform individual discussions with people about how we may be able to provide overnight and 1:1 care differently.

We will provide enhanced mobile telecare & other portable TEC solutions so that people can be supported to be independent when they are away from home.

We will expand the capacity of our existing 24-Hour Emergency Response Service so that more proportionate options are available to manage 'just in case' risks that may currently be supported through an intrusive level of care, especially overnight. The service expansion will also enable more people to be supported at home, rather than require long term residential care.

We will explore options for implementing roving fast response teams where there is a cluster of supported living schemes in a local area.

We will work with our staff, care and support providers, families and people receiving overnight support and high levels of care to highlight the opportunities for providing greater independence through TEC. Where people agree that changes to their support can be made safely using TEC, we will explore refocusing some support time on more meaningful activities to improve quality of life.



## How will we measure success?

- Reduction in overnight and 1:1/2:1 support costs of £307k per year from April 2025.
- Reduce or delay admissions to long term residential care for 390 people per annum from April 2025 (20% increase on the 22/23 baseline).





# Barry's Story



We have included some real life stories in our TEC Strategy to illustrate the transformative impact that TEC can have on people's lives. This is Barry's story...

Barry has a learning disability and difficulty communicating verbally. He lives in his own flat but has an overnight sleep-in worker just in case he needs support in the night. In the past, Barry left his home at night and was unable to find his way home. Additionally, there were also concerns that he may not act appropriately in the event of a fire.

In recent months he has started to give non-verbal signs that he does not like having someone with him in his flat all the time, for example by closing his living room door when staff have moved out of the room so that he can watch the television alone.



## How TEC helped Barry

Barry liked superheroes so his support team explained that if he had a telecare system he could press a button and this would summon someone like a superhero to help him. A telecare system was introduced with a call button for Barry, monitored smoke detectors and sensors on his exterior doors which automatically switched on overnight to alert a 24 hour monitoring centre if his door was opened and he left home. Barry's support staff worked with him over several weeks so that he got used to pressing the button to call for help and understanding how this worked.

Once everyone was happy, Barry's overnight support was gradually withdrawn and a TEC activity monitoring system was also installed to assess the impact on Barry's behaviour on the nights he was left alone. For the first 2-3 nights he was alone the TEC showed that Barry was a little unsettled, but he then settled completely and eventually his overnight support ended. His support team subsequently reported that Barry was behaving more independently and was now indicating that he wanted to do more things by himself during the day.





# Ambition Four: Use data from TEC to prevent crisis and inform reviews

4

**Summary:** We will make greater use of data from TEC systems to assess needs, inform care reviews and identify people at an early stage who may be experiencing a decline in their health and wellbeing to prevent a crisis. We will explore options for combining TEC data with data from other partners' systems so that we can provide more responsive health and social care interventions to prevent crisis.

## ? Why are we doing this?

Data from TEC activity monitoring systems can provide insights to how well people are managing their independence at home 24 hours a day which is not possible using traditional assessment methods.

Our experience demonstrates that using data from activity monitoring systems for short assessment periods can:

- Ensure that ongoing care and support is better tailored to individual needs
- Prevent or delay admissions to long term residential care, particularly for people with dementia.

Low-cost activity monitoring systems can also be used on a long term basis to monitor some people remotely and alert if their pattern of behaviour changes, indicating that a care intervention is required to prevent a crisis.

Approximately 100,000 incoming and outgoing calls are made each year by our telecare alerting systems which monitor risks in the home, such as falls, incontinence and incidents where people with dementia may leave home at an unexpected time. Data from these calls is recorded using standard categories which could be used to automatically identify early changes in a person's welfare and trigger a health or care review before a crisis occurs, such as a hospital or short term residential care admission.

There are opportunities to combine using data from TEC systems with data from partner systems, such as NHS data so that health and social care professionals can be alerted using predictive analytics to people who are experiencing a decline in their well-being, which could be delayed or avoided with an early intervention.



## How will we do this?

We will:

- Make policy and practice changes to ensure that people with dementia or other cognitive impairment, who are initially assessed as at high risk of a long-term residential care admission, are assessed using an activity monitoring system.
- Make changes to the referral pathways at our Customer Services Centre, so that people who may benefit from a short term activity monitoring assessment are provided with this quickly to inform the formal assessment of their care needs.
- Embed use of activity monitoring systems in our reablement and review processes, where this data will be beneficial in ensuring that future care packages are better tailored to need.
- Evaluate the outcome of a current pilot (due to report March 2024) using activity monitoring systems to identify early decline and prevent crisis.
- Ensure that the contract with our new TEC service partner includes a project to make better use of telecare monitoring data to alert to a decline in a person's wellbeing and enable interventions to prevent a crisis.

We will ensure that where TEC data is going to be used to improve care, that people have provided their consent to this use, or where people lack the mental capacity to make decisions, we will assess what is in their Best Interests.



## How will we measure success?

- By October 2025, achieve a target to assess at least 350 people per year using activity monitoring systems, with a focus on people with cognitive impairment.
- By October 2025, establish a pilot project to evaluate the effectiveness of using telecare call monitoring data to predict and automatically alert to a decline in wellbeing which may prevent the need for a future hospital or residential care admission.
- By December 2026, complete an evaluation of the effectiveness of the telecare data analytics project to inform future service changes.



# Ambition Five: Introduce a 'Bring Your Own Device' project

5

**Summary:** As part of a strengths-based approach, the Council will build on the digital assets which people already own and maximise the opportunities for people and their carers to use these to meet their health and social care needs.



## Why are we doing this?

**60%** of people aged 75+ in England have a smartphone\*

**41%** of households in England have a smart speaker, including 19% of people aged 75+\*

OFCOM commissioned research\*\* published in December 2022 found that many people were struck by how much more could be done with a smart speaker than they had originally realised.

There are significant opportunities to support people through information and advice to make better use of their own digital devices, such as smartphones and smart speakers to meet their social care needs. For example, using devices for reminders, accessing media and instructional content, reducing social isolation through video calls and controlling smart home devices, such as lighting, for people with physical disabilities.

Providing information to people about using their digital assets to meet their needs when they first contact the Council for support will also strengthen our early preventative offer.

The Care Act 2014 and related guidance requires local authorities to consider people's own strengths and capabilities. Making use of people's own digital devices will help to further embed our strengths based approach to the provision of care and support.

\* Source: [OFCOM Communications Market Report 2023](#)

\*\* Source: [Smart Speakers Research With The Public](#)



## How will we do this?

The Council will change its referral processes to ensure that information on people's digital assets is collected routinely during social care contact (including at the Customer Services Centre) so this information is used to implement a strengths based 'bring your own device' approach to social care.

The Council will build on good practice examples from other authorities to create an online resource on using smart devices to meet social care needs. We will consider the best option for providing information on a range of approved and vetted device apps to meet social care needs, such as apps for medication reminders, anxiety management, GPS trackers and carer support.

Where people have long term social care needs, the Council will provide or build on people's own digital assets by providing additional smart devices, such as smart lighting and appliance controllers where this increases independence and is cost effective.

We will procure a new TEC service delivery partner who can supply, install and support the use of smart devices.



## How will we measure success?

By October 2024 we will change our TEC referral processes so that information on people's current digital assets is collected.

From October 2024 we will contract a new service delivery partner who can install and support smart devices.

By April 2025 we will have established a resource of information and guidance materials to enable people to make better use of their digital assets to meet their health and social care needs.





# Ambition Six: Address digital exclusion for people with social care needs

6

**Summary:** Evidence shows that older people, people who live alone and people with a limiting health condition are more likely to be digitally excluded. We will offer support to tackle the two main reasons for digital exclusion – access to a device/internet and lack of digital skills.

## ? Why are we doing this?

Whilst many people who use social care make use of the internet and smart devices, we know there are also people who are not online and feel digitally excluded.

A report in 2022, '[Digital exclusion - A review of Ofcom's research on digital exclusion among adults in the UK](#)' found:

- Older people, people living alone, the financially vulnerable and people with a limiting health condition were at greater risk of digital exclusion.
- 40% of people aged 70+ do not use the internet, this rises to 53% if the person also lives alone and to 60% if the person lives alone and has a limiting health condition.
- 10% of people don't have internet access, but this rises to 23% if people have a limiting health condition and to 28% for people living alone.
- 31% of people who are not online stated that using the internet was too complicated, but 49% had asked someone else to use the internet for them.

Introduced during the pandemic, our current Digital Inclusion Programme has supported 236 people (as at 01/12/23) to use a loaned tablet computer with mobile internet connection to access information, support, online shopping/banking and make video calls to friends, family, community support and professionals. An evaluation of this service in November 2021 evidenced that it prevented or delayed the need for additional social care support and proved life changing for some people – [you can view a video of how a NHS professional viewed the service using this link](#).

This ambition will also support Priority Two of the [Nottingham and Nottinghamshire ICS Digital Strategy 2023-2028](#) to tackle health inequalities and socio-economic disadvantage by increasing access to digital services for adults with social care needs.

## 🔍 How will we do this?

We will reform our current Digital Exclusion Programme so that as well as offering a loan device, internet data and support, the service will also support people to use their existing digital devices to meet their social care needs.

We will train Digital Champions from our own staff team who can provide basic support to people to use their own devices to meet their social care needs.

Our Bring Your Own Device Project (Ambition Five) will also help to tackle digital exclusion.

We will work with other local digital inclusion projects, including the Digital & Social Inclusion Coordinators implementing the Nottinghamshire ICS Digital Strategy, to ensure our work is coordinated.

## 🎯 How will we measure success?

- From April 2024 we will support a minimum of 150 people per year to use internet connected digital devices to access support with their social care needs.
- From April 2025 we will implement a new contract for our Digital Inclusion Programme so we can support people to make use of their own digital devices, as well as the loan devices provided by the Council.
- From April 2025 we will commence training Digital Champions among our own staff team who can support people to make better use of their own devices to meet their social care needs.





# Sharon's Story



We have included some real life stories in our TEC Strategy to illustrate the transformative impact that TEC can have on people's lives. This is Sharon's story...

Sharon is in her late 70s and has recently been discharged home after surgery in hospital. On her return home she has limited mobility and requires support to regain her confidence to undertake daily tasks such as dressing and preparing her meals.

Sharon is being supported by the Council's START reablement service and as well as relearning independent living skills, they have identified that Sharon is feeling isolated during her recovery from surgery.



## How TEC helped Sharon

Sharon was referred by her reablement worker to the Council's TEC Digital Inclusion Programme. This provides a loaned tablet computer, access to mobile internet data and support to learn how to use the computer and the internet. A few months after Sharon started receiving the service she provided this feedback,

"At first, I was dubious. It seems to take a long time for it to sink in, for me to remember what I should be doing or what I have done. But then once I get going into it I find it becomes quite addictive - in that I mean I'll pick it up and then look at the clock and suddenly realise that I've been on it for an hour. I like to keep in touch, so I'm seeing photographs and texts from family and reunited with old friends and finding out what their children are doing and getting photographs from places in Africa where their children now live and I feel like I'm now linked again.

The main reason why I mentioned this tablet was that I missed going to church on a Sunday morning and now I get myself ready for 10 o'clock and I sit and I watch the service and it's just like sitting in the church building and being in the service with everybody. For the first few weeks I had still been receiving the typed newsletter and then I learnt how to send messages to the vicar, so I sent him one to tell him that I was going to go online. And lo and behold when it came to church notices, he told everybody that today Sharon is watching and listening online so why don't you all get up and come and wave! So, I do feel connected back with them.

It has opened up a whole new world to me and I'm very glad and very pleased about that so all I can say is thank you".





# Ambition Seven: Evaluate providing an infrastructure to enable hybrid care delivery

7

**Summary:** Using technology to provide some aspects of care remotely may help the Council and local care providers to meet the current challenges of workforce recruitment and retention and increase capacity to deliver care.

## ? Why are we doing this?

Workforce recruitment and retention issues in the care market mean that we need to explore if there are more efficient ways to use care capacity to meet people's needs.

Using video care calls can increase capacity by removing the need to travel for tasks which do not require a physical intervention, such as observed medication prompting and welfare checks. Delivering care remotely can create job opportunities for people who may often be excluded from being a paid carer, for example people with limited mobility, or unable to drive.

There are a range of bespoke TEC devices on the market specifically designed to enable simple and secure video calling for care and support.

Some of these devices combine video calling with other TEC functions, such as sending real time telecare alerts to a 24 hour monitoring centre or automatically reminding people to undertake daily living tasks. These devices may provide an opportunity to invest in a single device to meet a range of TEC needs, simplifying solutions for people and enabling the Council to deliver more for the same investment.

More people are used to using their own digital devices and secure software platforms, such as WhatsApp, to have video calls with friends and professionals. This may offer opportunities for people's own devices to be used to provide some care remotely.



## How will we do this?

We will:

- Learn from existing pilot work using video care calls to explore if this is a cost effective solution to deploy in Nottinghamshire.
- Evaluate the range of devices and software solutions on the market to provide secure video care calls, with a particular emphasis on devices which can perform multiple technology enabled care functions and support the other Ambitions in this strategy.
- We will work with our Quality & Market Management Team, care and support providers and personal assistants to help inform our evaluation of suitable remote care solutions.



## How will we measure success?

- By April 2024, we will complete an initial review of video care call options.
- If the review concludes that providing a video care call option is beneficial for Nottinghamshire, we will include this in the specification for new TEC services to be introduced from October 2024 and run a pilot over the following 12 months to further evaluate its benefits.





# Ambition Eight: Complete the transition from analogue to digital telecare

8

**Summary:** The Council will address the challenges faced by the switch off of analogue telephone services by 31st December 2025 and embrace the opportunities for more advanced technology enabled care to be deployed over the new digital telephone network.

## ? Why are we doing this?

The UK telephone infrastructure is switching from an analogue to a digital infrastructure by 31/12/2025, with new analogue lines unavailable in people's homes from September 2023.

Current telecare alarms connect sensors in the home to alert to key risks, such as a fall, incontinence or a person with dementia leaving their home during the night, to a 24-hour monitoring centre. The digital switch means existing analogue telecare alarms provided by the Council may operate less reliably, or not at all.

Unlike analogue phone lines, digital phone lines do not carry any electrical current and in the event of a power failure, existing analogue telecare units will not work unless people have a battery back up for their home broadband router.

60% of NCC's telecare units are affected, with the remaining 40% able to use the new digital connections and able to work for a minimum of 24 hours without mains power, by connecting to mobile phone networks.

Digital telephony allows for faster and greater transmission of data, providing opportunities for more advanced and intelligent solutions, including multifunction TEC devices which combine traditional risk management telecare with enhanced data to inform care reviews and enable early identification that a person requires a health or social care intervention (see Ambition Four).



## How will we do this?

The Council has already ceased to offer analogue only telecare units for new customers and is investing in an upgrade programme to provide digital telecare to existing customers.

The Council will procure new TEC services from Oct 2024 which ensure that investment maximises the opportunities for implementing multifunction TEC devices which support risk management, remote care delivery, self care (e.g reminders) and provide greater opportunities for use of data to inform care reviews and identify early decline in a person's wellbeing.



## How will we measure success?

- All Council telecare customers are upgraded to a digital telecare hub by December 2025 with full digital connectivity to the 24-hour telecare monitoring centre.
- By October 2025, intelligent use is being made of data from telecare systems to inform care reviews and provide early warning signs of a decline in a person's wellbeing to prevent crisis, such as a hospital or residential care admission.





# Ambition Nine: Improve partnership working

9

**Summary:** The Council will work with the Nottingham & Nottinghamshire ICS, local TEC providers and other partners to ensure a range of TEC solutions for people with all levels of need are available, including for people requiring early stage prevention.

## ? Why are we doing this?

The Council has a duty under the Care Act 2014 to ensure people in Nottinghamshire have access to a choice of care services including provision for early-stage prevention needs. TEC services should be part of the care solutions available.

Five of the seven district/borough councils in Nottinghamshire provide TEC services, mainly lifelines which enable a person to contact a 24 hour monitoring centre for assistance in an emergency by pressing a button. These services often provide reassurance for people and their families from an early stage when a person's independence begins to decline, but the person is not eligible for funded social care.

Nottinghamshire County Council has Memorandums of Understanding with the five district services which allow additional telecare sensors to be added to existing customer's lifelines, minimising disruption for people as needs change. This approach also supports the continued financial viability of these local prevention services.

There are significant opportunities for the Council and other local partners to collaborate on TEC initiatives in support of the Nottingham and Nottinghamshire Integrated Care System (ICS) aims to improve health outcomes and tackle health inequalities. New TEC solutions on the market offer the potential for investment in TEC hubs in people's homes which can meet multiple needs, rather than the current service delivery model which uses different hubs to meet different needs. For example, the same HUB could provide real term alerts for risks such as falls and incontinence to a 24 hour monitoring centre, but also provide activity monitoring data for assessment purposes, collate data to identify changes over time in a person's normal pattern of behaviour and monitor a person's health metrics to alert clinicians if their vital signs require a medical intervention to prevent a hospital admission.



## How will we do this?

We will:

- Work in partnership with the ICS to review the opportunities for better joint working and explore developing an ICS wide TEC Transformation Plan.
- Continue to monitor the impact on local lifeline services of the need to upgrade equipment to meet the challenges of the analogue to digital telephone switchover.
- Explore options for procuring TEC equipment and call monitoring services jointly with local partners if this can achieve better value for money, particularly by purchasing multi use TEC hubs which can meet a range of health and social care needs.
- Ensure that our new TEC service delivery partner from October 2024 is able to support the continued operation of the Memorandums Of Understanding with the five district councils who provide lifeline services.
- Review how our TEC service operates so that it complements other local services, enables choice for local people, and provides options for people to access early-stage TEC prevention services.



## How will we measure success?

- By April 2024, confirm with local district and borough councils any approach to jointly procuring telecare equipment and call monitoring.
- From September 2024 we will consider developing an ICS wide TEC Transformation Plan.
- By October 2024, we will complete a review of the local telecare market and implement any recommendations from the review.







**REPORT OF THE CABINET MEMBER, ADULT SOCIAL CARE****ADULT SOCIAL CARE MARKET ANNUAL FEE UPLIFTS AND CHARGING  
FOR FINANCIAL YEAR 2024/25****Purpose of the Report**

1. The report:
  - (a) presents the rationale for determining the annual uplifts for Adult Social Care commissioned providers for the 2024/25 financial year.
  - (b) seeks approval to increase Adult Social Care fees in line with the proposed uplifts as outlined in the report with effect from 1 April 2024.
  - (c) seeks approval of the proposed service charges for the financial year 2024/25 for those Adult Social Care services accessed that incur a charge.
  - (d) seeks approval of the increases in the charges for transport, assistive technology, deferred payments, appointeeship and brokerage to be effective from 1 April 2024.
  - (e) seeks approval of the proposals for the use of the Market Sustainability and Improvement Fund 2024/25 in keeping with the Fund conditions.
2. This is a Key Decision because it will result in expenditure of £1 million or over and it will have significant effects on two or more electoral divisions.

**Information****Background**

3. The Care Act, 2014, places statutory duties on councils to ensure there are sufficient care and support services in the local care market to meet the needs of all people in the area who require care and support. This includes services for people who arrange and manage their own care and support services, through the use of Direct Payments, and for people who fund their own care and support.
4. The Care Act also places a duty on councils to ensure provider sustainability and viability. Section 4.31 of the Care Act statutory guidance relates to the role of councils, as part of their market shaping duties, in ensuring that fees paid to providers are sufficient to enable them to meet their employer duties and responsibilities.

*“When commissioning services, local authorities should assure themselves and have evidence that contract terms, conditions and fee levels for care and support services are appropriate to provide the delivery of the agreed care packages of care and agreed quality of care. This should support and promote the wellbeing of people who receive care and support, and allow for the service provider ability to meet the statutory obligations to pay at least the national minimum wage and provide effective training and development of staff. It should also allow for retention of staff commensurate with delivering services to the agreed quality, and encourage innovation and improvement. Local authorities should have regard to guidance on minimum fee levels necessary to provide this assurance, taking account of the local economic environment.” p48.*

5. The Care Act 2014 requires local authorities to manage and develop the market for care in their area and many use a local cost of care exercise to ensure they are paying their providers appropriately to have sufficient good quality local care.
6. Nottinghamshire County Council has committed, through the Nottinghamshire Plan and Annual Delivery Plan, to shaping, developing and managing the adult social care market to improve stability so that residents with care and support needs have appropriate choice to meet their needs.
7. The government released a grant, the Market Sustainability and Fair Cost of Care Fund, for 2022/23, to support local authorities to prepare for paying providers a fair cost of care. A fair cost of care exercise was carried out to evidence the cost of care for 65+ care homes and 18+ domiciliary care markets. These were published and shared with the Department of Health and Social Care (DHSC) according to the conditions of the Fund.

## **The Budget**

8. The Council’s net budget for the Adult Social Care and Health department in 2024/25 is £278.6m, with a gross budget of £563.7m. The vast majority of this is spent on care and support services that are commissioned externally from both private and voluntary sector providers through contractual arrangements.
9. The department’s gross budget allocations for externally provided care and support services for 2024/25 are broken down as follows:

<b>Area of service</b>	<b>Gross Budget</b>
Care Home placements – Ageing Well	£109.5m
Care Home placements – Living Well	£78.8m
Home Care & Extra Care services	£39.4m
Supported Living services	£74.1m
Direct Payments	£59.6m

## **UPLIFTS**

### **Rationale**

10. Each care sector has different pressures upon it that impact upon its financial viability, such as cost of staffing and the impact of increases to the National Living Wage,



competitive hourly rates offered by the non-care sector, fuel, energy, broadband, food, and insurance increases.

11. The Council must consider how to support its local care markets in a way that provides assurance to all stakeholders, including care providers, that arrangements for determining fees and uplifts are robust and provide value for money while delivering a balanced budget. The approach allows for uplifts to be considered on an annual basis, with consideration given to changes in business costs or conditions faced by providers.
12. The total number of people funded by the Council in long-term residential or nursing care placements was 2,959 as at the end of November 2023. This includes those individuals who are residents of the County but who have chosen to live in a care home in another part of the country.
13. The Council commissions a range of care and support services such as Home Care, Supported Living and Day Care services from independent sector providers to help people to remain living independently in their own homes. At the end of January 2024, there were 8,917 people receiving community-based care and support services (9,178 including those using External Day Care) based on their eligible needs, across all service user groups. People accessing care and support services are required to contribute to the cost of these services in accordance with their financial circumstances and based on a financial assessment. Some people will be meeting the full cost of their care.
14. The Council also commissions a range of carers support services which aim to help carers to continue with their caring duties. These services include information and advice and one-off support or on-going services, including short breaks provision, to approximately 4,000 carers. Many of these services are delivered through a Direct Payment.

#### **Proposals for fee increases from April 2024**

15. Consistent with national legislation the Council uplifts fees in line with the National Living Wage and other statutory changes.
16. For the 2024/25 year, in-year uplifts (i.e., those that occur away from the financial year) will not be considered routinely. Should a provider be in financial difficulties, they can request an open-book exercise to consider their position.
17. In April 2024 the National Living Wage will increase by 9.8% with the following rates:

	<b>23 and over</b>	<b>21 to 22</b>	<b>18 to 20</b>	<b>Under 18</b>	<b>Apprentice</b>
<b>April 2024 Rates</b>	£11.44	£8.60	£6.40	£6.40	<b>April 2024 Rates</b>

18. In Nottinghamshire the inflationary increases proposed have been calculated by directly applying the percentage increase in National Living Wage to the proportion of the current fee that is directly staff related. As a result, the proposed percentage uplifts by service vary from 5.87% to 9.08% after adjusting for the change in current National Insurance contributions with the detail of the percentage increase for each service.

## Ageing Well Residential and Nursing Care Home Fees

19. The Council's fee structure for care homes is based on four quality bandings with an additional Dementia Quality Mark\*\*. The quality bandings are known as Band 2 to Band 5. In the 2023/24 year, Band 1 was removed as it was recognised, through the cost of care exercise, to be low. In the same exercise, the higher bands were described as generous. Homes are assigned to bands following an annual quality audit of the homes. Care home contracts include an inflation-linked fee increase to be applied annually using indices that were agreed as a part of a previous 'Fair Price for Care' exercise. This increase is applied to all banded Ageing Well care home fees.
20. Since 2016 and the introduction of the National Living Wage, in addition to the inflation indices, the annual inflationary increase for Ageing Well Residential and Nursing Care home fees has also included an amount for the increase in the National Living Wage for the forthcoming year.
21. It is proposed that a 5.87% uplift is applied to Ageing Well residential and nursing homes' banded care home fees in respect of the increase in the National Living Wage direct costs. Ageing Well care homes will also receive a 2.56% uplift for the Fair Price for Care.
22. The table below outlines the proposed weekly fee levels to be applied from April 2024:

Care Home Banding	Proposed Fee 2024/25 Care Home	Proposed Fee 2024/25 Care Home including DQM Payment**	Proposed Fee 2024/25 *Nursing care	Proposed Fee 2024/25 *Nursing care including DQM Payment
Band 2	£694	£766	£777	£838
Band 3	£737	£805	£818	£882
Band 4	£754	£821	£836	£899
Band 5	£776	£845	£861	£919

*\*For all care homes with nursing, the above fee levels are net of Funded Nursing Care Contribution. The Integrated Care Board (ICB) administer this element of the fee.*

*\*\* DQM – Dementia Quality Mark Payment – those homes which provide high quality care and meet the Council's Dementia Quality Mark will receive an enhanced payment for those people whose primary care requires complex dementia care.*

## Living Well residential and nursing care home rates

23. Fee levels for Living Well residential and nursing care home provision are negotiated and commissioned via the Dynamic Purchasing System with the care home providers on an individual basis based on the specific needs of the service user. Care Cubed, an online tool that helps determine fair price for care, is also used to assist with the modelling of care costs.
24. Since 2016 annual increases have been approved in line with the increase in the National Living Wage and other statutory charges.

25. It is proposed that a 6.86% increase is applied to all Living Well in-county and out of county care home fees to cover the increase in the National Living Wage, except in the following circumstances, where the uplift will be decided on an individual basis:
- a) packages negotiated in the three months prior to this Cabinet decision. For these packages an uplift will not be automatically applied as the fees will reflect up to date costings. Where this is not the case, providers can contact the Adult Social Care department with the appropriate evidence that an uplift is required in order to meet the National Living Wage requirements.
  - b) packages over £1,500 per week. For these packages an uplift will not be automatically applied as fees should already be covering an enhanced pay level for the staff required to deliver these specialist services. Where this is not the case, providers can contact the Adult Social Care department with the appropriate evidence that an uplift is required in order to meet the National Living Wage requirements.

### **Home based care, Housing with Care and Supported Living rates**

26. Home based care, Housing with Care and Supported Living services are subject to market testing through competitive tender processes on a regular basis, usually every 3 - 5 years, and the current Home-based care contract has recently been extended for up to 5 years. Tendering processes provide the Council with the opportunity to test the market through an open and transparent competitive process to seek best value from providers.
27. Since 2018/19, the Council has been working with a 'Lead providers' model with each covering a large geographical area based on district council boundaries. 'Additional providers' are contracted to supply care to supplement the lead providers. There are also a small number of spot contracts from legacy arrangements that are reducing over time. The Dynamic Purchasing System can also be used to procure individual packages of care.
28. The above contracts do not require the Council to apply an annual inflationary increase.
29. Since 2016 annual increases have been approved in line with the increase in the National Living Wage and other statutory changes. The increase in the National Living Wage is only applied to the employees' costs and the profit element and has not included an increase for inflation on other overheads.
30. For the 2024/25 year, applying the increase in National Living Wage, it is proposed that a 7.00% increase is applied to:
- (a) 'Lead', 'Additional' 'Supplementary', Spot and DPS contracted home-based care
  - (b) Supported Living rates (standard, enhanced and non-standard packages)
  - (c) Supported living sleep ins
  - (d) Extra care providers.
31. When applying the uplift to the median district rates, this would result in the following median prices for the 2024/25 year for homecare.

Median per district	2023/24	Uplift	The uplift in £	2024/25
Bassetlaw	£22.24	7.00%	£1.55	£23.79
Newark & Sherwood	£22.86	7.00%	£1.60	£24.45
Mansfield & Ashfield	£22.21	7.00%	£1.55	£23.76
Gedling	£22.21	7.00%	£1.55	£23.76
Rushcliffe	£21.37	7.00%	£1.49	£22.86
Broxtowe	£21.38	7.00%	£1.49	£22.87

32. Where home-based care is currently >£25.50 in the 2023/24 year, no uplift is proposed for the provider in the 2024/25 year. Although providers are on the framework with rates >£25.50, none are being used currently.

### Day Care Rates

33. The Council has established matrix rates for day services, based on the following categories shown in the table below, reflecting their levels of need.
34. Since 2016, annual increases have been approved in line with the increase in National Living Wage and other statutory changes.
35. Applying the increase in National Living wage, it is proposed that a 7.67% increase is applied to all externally commissioned day services covering direct and indirect costs. The table below outlines the proposed weekly fee levels to be applied from April 2024:

	2024/25
Complex needs	£46.84 per session
High level needs	£24.16 per session
Medium level needs	£17.11 per session
Low level needs	£11.79 per session
1:1 support	£15.06 per hour
2:1 support	£30.12 per hour

36. There are some spot purchased arrangements which are negotiated on an individual basis.

### Shared Lives rates

37. Payments to Shared Lives carers are made at banded rates which are based on the complexity of the needs of the person placed with them. Nottinghamshire has a five banded rate schedule shown in the table below. For long term placements the payment to the carer is made up of three elements. These are room rent, which is usually paid through housing benefit; a personal contribution, which is a payment towards food and bills; and the payment made for care costs by the County Council.
38. Applying the increase in the National Living Wage, it is proposed that the current care rates are increased by 7.00% and further recommended that the contribution to food and bills that is paid by the service user, is increased to £11.20 per night (£78.40 per week). The proposed increase to the nightly charge is based on the increase of 6.7% to Universal Credit from April 2024. The table below shows the gross payment made up of these elements:

<b>Service User need level</b>	<b>Proposed gross payment to carers per week in 2023/24</b>
Basic	£289.62
Low	£433.57
Medium	£606.52
High	£790.31
Complex	£1,131.60

### **Direct Payments**

39. A Direct Payment is where the service user receives an amount of money directly from the Council for their care costs. They then employ Personal Assistants directly to support them. In Nottinghamshire, some Direct Payment recipients use a self-employed Personal Assistant to support their needs, and there are a number of agencies who also provide care via a Personal Assistant.
40. Since 2016 annual increases to the Personal Assistant rates under a Direct Payment have been approved in line with the increase in the National Living Wage and other statutory changes.
41. Under a Direct Payment the cost of a Personal Assistant is entirely staffing related so applying the National Living Wage increase, it is proposed to apply a 9.08% uplift to employed Direct Payment Personal Assistant packages.
42. There are no uplifts proposed for self-employed or agency employed Direct Payment packages. Should an uplift be required, these are considered on an individual basis using an open-book accounting model to verify the financial need for this.
43. The amount of increase applied for Direct Payments provided through home care agencies, or Supported Living providers, may vary depending on the providers' existing hourly rates, so where a home care provider's rate is above the rate of the Lead or Additional provider operating in the same geographical area, the Council will not automatically apply the rate increase. Any increase to be applied will be determined on a case-by-case basis depending on the needs and circumstances of the individual service user, at the point of review.

### **Sleep-in provision**

44. To ensure that the National Living Wage and on-costs can be paid for all hours covered by sleep-in provision, it is proposed to increase the rate by 7.00% to £124.43 per night.

### **Use of the Adult Social Care Market Sustainability and Improvement Grant 2023/24**

45. The Care Act 2014, places a general duty on local authorities to oversee the care market, ensuring that services are sustainable and can continue to meet the care and support needs of adults and their carers when a registered care provider becomes unable to carry on a regulated activity because of business failure.

46. The Market Sustainability and Fair Cost of Care Fund (2024/25) is included within the Adult Social Care and Public Health budget for 2024/25. This will be used to support the care market and for the following:

- (a) to maintain the increase in fees for home care and supported living agreed by Cabinet on 14 July 2022 (£5.35 million)
- (b) to mitigate for the National Living Wage uplifts as outlined in this report (£5 million)
- (c) the remainder of the fund will be used according to the grant settlement categories:
  - a. Increasing adult social care capacity;
  - b. reducing waiting times; and
  - c. increasing workforce capacity and retention

and decisions on the amount of the fund used for each category will be made by the appropriate decision maker.

47. Proposed use of the remaining Fund under the categories described in **paragraph 45 (c)** include:

Increasing adult social care capacity	<ul style="list-style-type: none"> <li>Increasing capacity to review care packages</li> <li>Roll out of tech at scale</li> <li>Practice leads for Occupational Therapy</li> <li>Support and reduce demand in Multi-Agency Safeguarding Hub (MASH)</li> </ul>	£735,000
Reducing waiting times	<ul style="list-style-type: none"> <li>Additional staff to support brokerage of placements in a more efficient way for all types of care, including direct payments and patient data tracking in the system.</li> </ul>	£1,200,000
	<ul style="list-style-type: none"> <li>Market shaping, development and support</li> </ul>	£450,000

48. Throughout the 2023/24 year care providers could apply to a Market Sustainability Pot to draw down support where business costs and pressures (indirect care costs) were consistently above that typically experienced by the providers prior to Covid, and given recent cost of living pressures, to a maximum of £1,500 per month. The Pot was drawn from a combination of the Contain Outbreak Management Fund (COMF) (£500,000) and the Market Sustainability and Improvement Fund (£800,000). Providers have used the Pot well, with claims of c.£1.3 million over the year. Claims were made for unprecedented fuel and transport costs, energy and food costs and increases to insurance costs for public liability.

49. For the 2024/25 year, it is proposed that the remaining Fund (c.£2.6 million) is used to support the care market. Two options are being put to the care market during the February 2024 provider forums and both are described below. Option A is the same model as last year; Option B was recommended by the market as an alternative.

50. Option A, the current approach, supports all providers in the County who have struggled with exponential rises in care costs regardless of whether they only have self-funders or out of county placements. Option B would be available for the providers who support Nottinghamshire County Council citizens in their care delivery.



<p><b>OPTION A</b></p> <ul style="list-style-type: none"> <li>• Apply for up to £1,500 per month, as currently.</li> <li>• Smoother process of applying.</li> <li>• Supports indirect cost pressures.</li> </ul>	<p><b>OPTION B</b></p> <ul style="list-style-type: none"> <li>• The allocated grant is divided by the number of citizens supported by adult social care providers in the County – currently 9,178 people.</li> <li>• Offer a grant fund that providers apply to based on the number of NCC citizens supported by the provider.</li> </ul>
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51. It is possible to have either option A or option B or a combination of both, though, if the latter, the budget would be shared proportionately. If the results of the voting is 70% or more in favour of one option, this will be the option chosen. If less, the budget will be split.

### **Governance of the Fund**

52. Although it is anticipated that the Fund will be spent on the areas identified above, it also needs to remain flexible in order to support market need. It may be necessary to divert money where need and demand arises.
53. On that basis, it is intended that monthly updates including any changes on the proposed use of the Fund will be reported to the Cabinet Member and Corporate Director to ensure ongoing compliance with the Fund conditions at all times and necessary DHSC returns.

### **Uplifts**

54. Other options are not being considered as the Council is following national guidance for the grant and the annual process for the application of annual inflationary increases for care and support services purchased from independent sector social care and support providers.
55. The Council has a legal duty under the Care Act 2014 to ensure a sustainable social care market across the County. The increases in the National Living Wage are also legally binding.

### **CHARGING**

56. The Council provides, or commissions, external services and, in using those services, there is a charge; for some services it is a one-off charge and for others there is a regular charge.

### **Transport**

57. It is proposed that there is a 5% increase in transport charge from £10.85 to £11.39 in line with inflationary cost increase from 1 April 2024.

### **Assistive Technology – Service Charge/Call monitoring**

58. It is proposed that the charges of £2.21 per week for telecare and £3.85 per week for mobile network telecare devices are increased by 5% in line with inflation to £2.32 per week and £4.04 per week from 1 April 2024.

## **Assistive Technology – 24 Hour Home Care Response service**

59. It is proposed that the charge of £10.57 per week is increased by 5% in line with inflation to £11.10 per week.

## **Deferred Payment Scheme**

60. The Deferred Payment Scheme charges a one-off fee of £215 for Legal support and £259 for administration on set up. It is proposed these are increased by 5% in line with inflation to £226 and £272.

## **Appointeeship charge**

61. Appointeeship is when the Council acts on behalf of an individual; it has responsibility for managing money, making and maintaining benefit claims, and reporting change of circumstances. To act as Appointee, the Council charges £13.21 per week if the client has over £1,000 in their account. It is proposed that the charge for this service remains the same for this financial year 2024/25.

## **Deputyship charge**

62. Deputyship has the same responsibility as being an Appointee but also the additional protection of managing someone's assets, savings, or property. These charges are set by the Court of Protection and remain as follows:

<b>Fee Type</b>	<b>Cost</b>
Application Fee	£371
Work up to date of Order	£745
Work up to 1 <sup>st</sup> anniversary	£775
Work up to 2 <sup>nd</sup> and subsequent anniversaries	£650
Property Fee, due on anniversary of Order and on completion of sale of property	£300
Annual Report Fee, due on submission of report	£216
Tax Return Fee	Use accountants
Winding Up Fee	£375
Short order	3.5% of net assets (if net assets are below £16,000)
Travel Cost	£40/hr

## **Brokerage charge**

63. The current brokerage charge for people needing help with managing their finances is £11.81 for a four-weekly charge equating to £153.53 per annum. It is proposed to increase this by 5% to £12.40. This equates to £161.20 per annum for the financial year 2024/25 from 1 April 2024.



## **Other Options Considered**

64. There is an option of not increasing these charges for this financial year, however this option is not being chosen due to internal inflationary increases aligned to those services listed in this report.

## **Reason/s for Recommendation/s**

### Uplifts and charging

65. The Council has a statutory duty to have in place a range of care and support services for people who meet national eligibility criteria, either directly through its internal services or through commissioned services from external providers. This statutory duty extends to ensuring that there is a viable and sustainable market of social care providers who can deliver the required services.
66. Consideration has been given to the current fee levels paid to care and support providers within the context of the increasing cost pressures arising from the impact of the National Living Wage. The proposed fee increases should help providers to continue to deliver care and support services at a time when they are facing substantial increases in their costs, most of which relate to staff pay and terms and conditions of employment.
67. The Council must ensure that, in all the services and support provided, there is the funding available and for the services highlighted in this report the costs incurred are covered in part, or fully, by the charges set out in this report.
68. Consultation has not been undertaken on these uplifts to discretionary charges as they are being uplifted in line with inflation to recover costs which have increased.

## **Statutory and Policy Implications**

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

## **Financial Implications**

70. £24.3m has been added to the Adult Social Care department's budget for 2024/25 to cover the cost of the annual rate increases arising from the National Living Wage increase, adjusted for the reduction in National Insurance contributions and Fair Price for Care inflation for Ageing Well care homes.
71. The ongoing cost pressures arising from the impact of the National Living Wage have been built into the Council's Medium Term Financial Strategy and were approved by Full Council in February 2024.

## **Public Sector Equality Duty Implications**

72. The Council must have due regard to the Public Sector Equality Duty implications when making a decision. The outcomes are expected to be broadly positive for those with protected characteristics. By increasing the rates, the likelihood of providers serving notice on those citizens they support is reduced and there are opportunities within the Market Sustainability and Improvement Grant, cited in the report, to continue to support the market, as necessary.

## **Implications for Residents**

73. The Council has a statutory duty to ensure there is sufficient provision of a diverse range of services to meet people's social care and support needs. An increase in fees paid by the Council to independent sector care and support providers will help to ensure that there are sufficient and viable services within the local market to meet current and future needs.

## **RECOMMENDATION/S**

That Cabinet:

- 1) approves the proposed distribution of £24.3 million fee increases to Adult Social Care fees in line with the proposed uplifts as outlined in the report with effect from 1 April 2024.
- 2) approves the proposed service charges for the financial year 2024/25 for those Adult Social Care services accessed that incur a charge with effect from 1 April 2024.
- 3) approves the increases in the charges for transport, assistive technology, deferred payments, appointeeship and brokerage to be effective from 1 April 2024.
- 4) approves the proposals for the use, and distribution, of the Market Sustainability and Improvement Fund 2024/25, in accordance with the grant conditions as outlined in this report.

**Councillor Matt Barney**  
**Cabinet Member, Adult Social Care**

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## **Constitutional Comments (CD 16/02/24)**

74. The recommendations proposed falls within the remit of Cabinet by virtue of the Terms of Reference set out in the Constitution.

## **Financial Comments (DG 12/02/24)**

75. The financial implications are contained within **paragraphs 70 and 71** of the report. £24.3m has been included within the Department's budget for 2024/25 and any costs over and above will be regularly monitored during the year. Use of the Market Sustainability and Improvement Fund for 2024/25 of £15.4m are contained within **paragraphs 45 to 51**.

## **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.

Published [Market Sustainability and Improvement Fund 2023 to 2024 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/market-sustainability-and-improvement-fund-2023-to-2024)

Published [Market Sustainability and Improvement Fund - Workforce Fund - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/market-sustainability-and-improvement-fund-workforce-fund)

Published [Market sustainability and fair cost of care fund 2022 to 2023: guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/market-sustainability-and-fair-cost-of-care-fund-2022-to-2023-guidance)

Published Social Care Reform White Paper:  
<https://www.gov.uk/government/publications/people-at-the-heart-of-care-adult-social-care-reform-white-paper>

Published [Adult Social Care Reform Impact and Risks Cabinet report dated 14th July 2022](https://www.gov.uk/government/publications/adult-social-care-reform-impact-and-risks-cabinet-report)

Published Section 5 of the Care Act – shaping the market and support services [Care Act factsheets - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/care-act-factsheets)

Published Care and Support Statutory Guidance (Sec 4.31) [Care and support statutory guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/care-and-support-statutory-guidance)

Published further background information on [Think Local Act Personal \(TLAP\)](https://www.gov.uk/government/publications/think-local-act-personal)

Autumn Statement in Detail - [CBP-9315.pdf \(parliament.uk\)](https://www.parliament.uk/document/cbp-9315)

Published [Market Sustainability and Fair Cost of Care | Nottinghamshire County Council](https://www.nottinghamshire.gov.uk/market-sustainability-and-fair-cost-of-care)

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

All.

A0081



## **REPORT OF THE CABINET MEMBER FOR ECONOMIC DEVELOPMENT AND ASSET MANAGEMENT**

### **BUILDING AND OFFICE RATIONALISATION UPDATE AND NEXT STEPS**

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

1. To provide an update on progress with the Building and Office Rationalisation Programme.
2. To set out the latest estimated costs (LEC) for the proposed new service premises at Worksop, which is the next project in the programme, and to seek approval to vary the capital programme for the funding required for this project.
3. This is a Key Decision as it results in expenditure of more than £1m.

#### **Overview**

4. At its meeting on 13<sup>th</sup> July 2023 Full Council considered a report on the Building and Office Rationalisation Programme; this report seeks to update on progress. At the meeting it was agreed that County Hall was unsuitable as a future core office base for the Council due to the cost, occupancy levels and environmental impact. In the light of this it was agreed to relocate the Council's civic, democratic and leadership functions to a new office site near Hucknall. Approval was also given to progress the development of formal options and the development of a more detailed business case for the future use of the County Hall site. The Cabinet Member for Economic Development and Asset Management approved commencement of engagement to inform an Outline Business Case for the future of County Hall by decision dated 6<sup>th</sup> March 2024 and this work is now underway, involving engagement with key stakeholders and residents. The report also updated on the position and strategy for the Council's other main office bases and presented a Hub model concept. This report provides a further update on progress at these locations:
  - Hub 1 – New office near Hucknall
  - Hub 2 – New office/contact centre at Worksop
  - Hub 3 – Repurposed accommodation at Retford post-16 Centre
  - Hub 5 – Mansfield Hub

#### **County Hall and New Office Near Hucknall**

5. The infrastructure and construction works are underway and progressing well on site at Top Wighay near Hucknall, with sod cutting having taken place in December 2023. Further updates to the relevant Cabinet Members will be provided as construction progresses. Wider updates for members and staff through the intranet and in person meetings are also now underway. The building works are due for completion on schedule in early 2025.
6. The building is designed to achieve the BREEAM (Building Research Establishment Environmental Assessment Method) Excellent standard, supporting the Council's declaration of a climate change emergency. The BREEAM Excellent rating will classify the building as being in the top 10% of new non-domestic buildings in the UK.
7. As engagement on the future of County Hall has now commenced work is underway to plan the relocation of staff and services currently based at County Hall to other suitable locations across the office estate. This ties in closely with the refresh of the Hybrid Working Strategy, to ensure that staff can work effectively to meet service delivery requirements. It is intended that County Hall will close to general staff use in Spring 2025. This will give a transition period with the new office near Hucknall due to be available in early 2025.
8. The Council will make more use of Trent Bridge House and a brief for improvement works has been prepared to deliver necessary changes to the building to support its wider use and access. The scope of these works includes changes to the reception area to improve accessibility, flexible space in the old canteen and the creation of some larger meetings rooms. These changes will be subject to necessary approval process and aimed to be complete for Spring 2025.

### **Mansfield Hub and Retford Post 16 Centre**

9. Collaboration with Mansfield District Council to develop a shared new office (Mansfield Connect) facility at the former Beale's site in Mansfield town centre is advancing well with the District Council expecting an updated cost estimate later this spring. This information will inform the development of a business case for the Council's potential occupation of part of the new offices that will support a decision based on best value principles to relocate services into the new office thus releasing other office accommodation in the Mansfield area. This work is advancing well, and further proposals will be brought forward for the relevant Cabinet Member in due course – likely in Autumn 2024.
10. In the meantime, by decision dated 15<sup>th</sup> January 2024 the Cabinet Member for Economic Development and Asset Management approved short term works at Meadow House which are underway and are scheduled to be completed by the end of June 2024. Works include redecoration, replacement flooring and refreshed furniture/equipment. This will support the front-line teams based at the site until the new proposed Mansfield Connect building is completed (scheduled for early in 2027). It is intended that the Council will take replacement space in this development that may release Meadow House for disposal. The current works will therefore ensure staff have a safe working environment in the short term and that the building commands best value if it is disposed of in the future.
11. The relocation of staff from the Chancery Lane office to the Retford Education Centre (Post 16) has been delayed, as the site is currently being used on a short term basis for Thrumpton Primary School, whilst its main school site is repaired after being flooded last

autumn. It is planned that the relocation will now take place in September/October 2024. It is intended to surrender the lease of Chancery Lane to the landlord, Bassetlaw District Council, thereafter.

## **Workshop Proposal**

12. Current social care provision for Children's and Families Services in Worksop, one of the largest urban concentrations in the north of the County, is limited to three small bungalows adjacent to the former, now demolished, Bassetlaw Learning Centre in Worksop, which provide essential family contact services and space. Service user postcode analysis has demonstrated the need for a base and conferencing facilities in Worksop, while retaining similar local provision in Retford.
13. The proposed new building will enable the delivery of integrated safeguarding and educational services to meet the needs of the most vulnerable children, young people, and families in the area. It will also support the Council's move to a more environmentally sustainable estate as noted in the Council Plan. The delivery of a new building at this location for this purpose has been included within the approved Investing in Notts/Building and Office Rationalisation Programme. The new site will provide an improved environment for Children and Families and in doing so will aid recruitment and retention.
14. This project will deliver a new building, providing a dedicated space for the contact service alongside family conferencing facilities and touchdown space for other services in the locality. The space for the contact service will provide functional and domestic style settings to allow for family time and assessments to take place. The requirements have been informed by meetings and interviews with colleagues from the services and current service provision.
15. The project scope includes:
  - 3 large contact rooms; internal and external access, to secure, shared outdoor space; internal access to a kitchen area
  - 4 medium contact spaces up to 7 people.
  - 2 small contact spaces with appropriate flooring for baby baths.
  - 1 bathroom for assessments including bath/shower and baby changing facilities.
  - Additional entrance space separate to that of the main entrance to allow for safe transfer of children to families/foster carers.
  - Secure outdoor space for children to play, all weather space, secure with high fencing, storage for toys.
  - An office/touchdown area to accommodate 6 – 10 desks.
  - Dedicated conference facility to accommodate up to 15 people with hybrid technology.
  - Bookable small and medium meeting rooms to accommodate up to 8 people.
  - Reception area with waiting space for up to 8 people
  - Kitchen and breakout area for staff
  - Staff WC facilities
16. The scope of the project also includes the construction of an access road to the Council's adjacent retained land being the remainder of the site of the former learning centre and the site of the current buildings. This will enable this land to be promoted for development and

by providing the access will de-risk the site for development and help maximise value. This additional investment will be recouped at the point of development and will remove the need for additional works to access the Council's new building being required at a later stage.

17. The demolition of the bungalow buildings currently being used to deliver services from is also included in the project. This will be done once the main building has been completed and resident services have moved across, but prior to the site infrastructure and welfare facilities being removed, allowing for costs to be saved compared to this being done at a later date. The site has a high risk of vandalism, so leaving the vacant bungalows in situ whilst the new centre is in operation would result in additional risk and cost.
18. Planning consent for the scheme is already in place and it is anticipated that the building will be commenced in Summer 2024 with completion due in late Summer 2025.
19. To demonstrate value for money Arc have completed a VfM/Benchmark assessment to ensure that the works packages are competitively priced by the contractor.

### Workshop Latest Estimated Costs

20. The latest estimated cost of the building and infrastructure works are set out below. The fees shown are for all professions involved in the project at all stages of RIBA 0-7 and associated professional services.
21. Fees also include all feasibility costs including site surveys and associated statutory fees, as well as Arc Partnership fees.
22. Furniture and equipment requirements will be met by reusing equipment from other locations, again aligning with cost saving and carbon reduction objectives.

#### Latest Estimated Cost – Workshop New Build

##### Outturn Prices)

	£
Building Works	4,431,150
Professional fees	405,450
<b>Total</b>	<b>4,836,600</b>

### Anticipated cash flow

	To Date	2023/24	2024/25	Total
	£	£	£	£
Building Works	79,580	320,420	4,031,150	4,431,150



Professional Fees	223,504	80,000	101,946	405,450
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<b>Totals</b>	<b>303,084</b>	<b>400,420</b>	<b>4,133,096</b>	<b>4,836,600</b>
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## Other Options Considered

**23.** Not delivering the Building and Office Rationalisation Programme would mean that the Council did not reap the benefits previously agreed in terms of efficiency, environmental improvement, financial savings and support to smarter working.

**24.** Other Council owned buildings in the Worksop locality were considered as to whether they could house the services, with a review taking place in early 2024. This review considered the Council's estate of service buildings in the town to see if they had both the spare capacity and design to provide suitable spaces and this failed to identify any viable alternatives. The do-nothing option has been discounted as the current accommodation is not up to an acceptable standard for service delivery.

## Reason/s for Recommendation/s

**25.** To provide an update on progress with the programme and to enable the Worksop new build scheme to progress to enable Council services to be delivered in new, purpose built accommodation in accordance with the Council's strategy for its office and service delivery estate.

## Statutory and Policy Implications

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

## Financial Implications

**27.** £2,820,000 funding for the works will be met from the Building and Office Rationalisation Programme, £74,000 from the site clearance programme with additional funding sought from the Capital programme of £1,942,600.

## RECOMMENDATION/S

- 1) To note the progress being made with the Building and Office Rationalisation Programme.

- 2) To approve the Latest Estimated Costs for the new premises at Worksop and for the project to proceed to the construction phase based.
- 3) To approve a variation to the capital programme of £1,942,600.

**Councillor Keith Girling**  
**Cabinet Member for Economic Development and Asset Management**

**For any enquiries about this report please contact: Phil Berrill, Team Manager, Property Commissioning, T: 0115 9774641, E: [phil.berrill@nottsc.gov.uk](mailto:phil.berrill@nottsc.gov.uk)**

### **Constitutional Comments (HD 8/3/2024)**

28. Cabinet is the appropriate decision maker in respect of this matter as it involves a variation to the Capital Programme in excess of £1million.

### **Financial Comments (GB 20/02/2024)**

29. It is proposed that £4,836,600 works set out in this report will be funded from the Building and Office Rationalisation capital programme (£2,820,000) and the Site Clearance programme (£74,000) both of which are already approved within the Economic Development and Asset Management portfolio capital programme. A capital bid seeking an additional £1,942,600 of funding from capital contingency has been supported by the Corporate Asset Management Group. It is proposed that, subject to the approval of this report, the Economic Development and Asset Management portfolio capital programme is varied by £1,942,600 to enable this project to be completed.

### **Background Papers and Published Documents**

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

Report to Full Council 13 July 2023: [BUILDING AND OFFICE RATIONALISATION PROGRAMME – UPDATE, FUTURE ARRANGEMENTS FOR COUNTY HALL, AND PROPOSALS FOR NEW OFFICES NEAR HUCKNALL](#)

Report to Policy Committee 12 February 2020: [Investing in Nottinghamshire: Making the Best Use of Council Premises](#)

Report to Cabinet Member for Economic Development and Asset Management titled '[Future of County Hall – Public and stakeholder engagement](#)' approved on 6<sup>th</sup> March 2024.

Report to Cabinet Member for Economic Development and Asset Management titled '[Meadow House, Mansfield refurbishment – latest estimated costs](#)' approved on 15<sup>th</sup> January 2024.

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

All.



**REPORT OF CLLR GIRLING, CABINET MEMBER FOR ECONOMIC  
DEVELOPMENT AND ASSET MANAGEMENT****GOVERNANCE RESTRUCTURE OF SCAPE GROUP LIMITED AND  
APPOINTMENT OF THE COUNCIL'S REPRESENTATIVE TO THE  
SHAREHOLDER OVERSIGHT BOARD OF SCAPE GROUP LIMITED.****Purpose of the Report**

1. This report sets out the proposed governance restructure of Scape Group Limited, which the Council is requested to endorse. In addition, the report sets out the process for appointing the Council's representative to the Shareholder Oversight Board of Scape Group Limited.

**Information**Background

2. The Council is one of the six (6) shareholders of Scape Group Limited (Scape) namely:
  - (1) Nottinghamshire County Council
  - (2) Nottingham City Council
  - (3) Warwickshire County Council
  - (4) Derbyshire County Council
  - (5) Derby City Council
  - (6) Gateshead Council
3. Scape is proposing a governance restructure which all members are requested to sign up to. The governance restructure requires the approval of all the shareholders pursuant to the agreed procedure outlined in the shareholders' agreement already in place. The governance restructure includes the revision of the following governance documents:

*a. Appointment Protocol*

The Appointment Protocol sets out the considerations to be taken into account by each Shareholder and the Board of Directors when appointing a Director under Article 16 of the Articles of Association and the process for doing so. It also specifies the principles that guide appointments to the Board of Directors. The Council obtained legal advice from Sharpe Pritchard solicitors on this item specifically, resulting in the Council requesting that the Appointment Protocol is followed for all directors appointed (not just those appointed by the Shareholders). The documents have been amended to reflect this request.

*b. Articles of Association*

A minor amendment has been made to the Articles that each non-executive Director appointed shall be required to resign on the fourth anniversary following the date of their appointment.

c. *Shareholder Agreement*

Minor changes have been made to the Shareholder Agreement as follows:

- I. Appointment of Directors by either the Shareholders or the Board of Directors shall be in line with the Appointment Protocol.
- II. Any Director appointed to the Board shall be different to the person appointed to the Shareholder Oversight Board (SOB Representative).
- III. Further detail around the process for appointments of alternate directors, including appointment of an alternative Director to replace any Director who has ceased to hold office.
- IV. A change of terminology from a "Shareholder Steering Group" to a 'Shareholder Oversight Board', comprising representatives from member Councils, to represent them as shareholders. Further details on this are below.

d. *Shareholder Oversight Board Protocol.*

This is the revised name for the existing Shareholder Steering Group. It is a body that will be made up of representatives of the Shareholders and its purpose is to facilitate and enhance involvement of the Shareholders with a view to consultation between the Shareholder Oversight Board and the Directors with representatives from the member Council to represent them as shareholders.

4. The Shareholder Agreement between the shareholders and Scape requires that a Shareholder Oversight Board (SOB) be set up. Clause 6.1(i) of the Shareholder Agreement states that:

*"The Company and the Shareholders shall establish a Shareholder Oversight Board (SOB) and the terms of reference and other matters relating to the governance of the SOB shall be determined by the SOB Protocol. In summary, the purpose of the SOB is to facilitate and enhance the involvement of the Shareholders in respect of the Company's business plans and strategic objectives through the SOB with a view to consultation and liaison between the SOB and the Directors."*

- a. Each shareholder is required to appoint a representative ("SOB Representative") to represent it on the SOB. Hence this report sets out the details of this requirement and the process by which the Council will make the appointment.
- b. The role of the SOB is very crucial to the successful operation of Scape's business. The SOB shall consult and liaise with Scape's Board of Directors in relation to all matters pertaining to the running of the business and the conduct of Scape's activities:

- a. establish and maintain appropriate and effective corporate governance foundations which govern the Shareholders' SOB Representatives' and the Scape's relationship.
  - b. promote effective objectives, business planning and performance against the Business Plan.
  - c. promote the organisational capability of Scape to deliver against its Business Plan.
  - d. promote effective leadership (high quality boards and senior management).
  - e. promote effective relationships between the Shareholders, SOB Representatives and Scape.
  - f. give its consent in writing of a majority in number of the SOB Representatives for any re-appointment of a Director of Scape.
- c. The SOB Protocol sets out how the SOB will be constituted, how it will operate, factors to be taken into consideration, and the process for each Shareholder to nominate its representative on the SOB. In accordance with the SOB Protocol, all nominations of SOB Representatives shall be made in accordance with the following principles:
- a. Each Shareholder shall appoint a suitable person from amongst their organisation to represent them and undertake to exercise all rights and obligations of that Shareholder under the Shareholders' Agreement and to serve on the SOB.
  - b. In making their appointment, the Shareholders shall consider the nature and purpose of Scape's activities and seek to appoint a willing, suitably qualified, and experienced person with an appropriate background and interest in Scape's activities (or similar activities to those of Scape).
  - c. Shareholders shall ensure that their respective SOB Representatives are fully acquainted with all matters and are in receipt of all relevant knowledge and information in relation to the business and affairs of Scape to participate fully in the workings of the SOB.
  - d. The Shareholders shall ensure that their respective SOB Representatives are fully authorised to act on their behalf in all matters relating to the exercise of their rights under the Shareholders' Agreement.
  - e. The SOB Representative's appointment shall last for a period of 4 years (or such lesser period as the Shareholder shall decide), but with the option of further extensions.
  - f. If the SOB Representative leaves their post prematurely, the relevant Shareholder shall appoint a replacement within 14 days of their departure.
  - g. The name and contact details of the SOB Representative (or any replacement) shall be notified to Scape's Company Secretary within 14 days of their appointment.



- h. The SOB Representative shall be responsible for discharging the responsibilities of the Shareholder and will seek regular input from the Shareholder.
- i. Ideally, the SOB Representative nominated by a Shareholder should be an elected Council member, to facilitate a demarcation between (a) the possible wider interests of each individual Shareholder and (b) the more specific legal duties of the statutory director appointed by that Shareholder to act in such a way as to promote the success of the Company.

## **5. Appointing the Council's representative on the Shareholder Oversight Board**

- a. The Council should carefully consider the individual it appoints as they will hold the full authorisation to act on behalf of the Council as one of Scape's shareholders.
- b. Although, under the Council's internal governance, the Council's appointed SOB representative will exercise their authority on behalf of the Council subject to due internal consultation, consideration and approval, it is vital that in appointing the individual, the Council considers the significant degree of authority the SOB representative will exercise on its behalf. The individual will, subject to prior approval from the relevant body of Council, undertake to exercise all rights and obligations of the Council and will therefore be the sole individual for discharging the consents, permissions and other responsibilities required from the Council in relation to Scape.
- c. For the reasons set out in paragraphs 5.1 and 5.2 above, it is recommended that the Council's SOB Representative should be an elected Council member. As set out in the SOB Protocol (see paragraph 4(3)(i) above), having an elected Council member as the Council's SOB Representative will *"facilitate a demarcation between (a) the possible wider interests of each individual Shareholder and (b) the more specific legal duties of the statutory director appointed by that Shareholder to act in such a way as to promote the success of the Company"*.

## **Other Options Considered**

- 6. None – the Council's agreement to the proposed changes is required in order for them to occur and the representatives appointed will be the most appropriate to act on behalf of the Council.

## **Reason/s for Recommendation/s**

- 7. A sound and up to date Governance structure of Scape is vital for the effective operation of the activities of the company. To have a voice as shareholder, the Council needs to appoint a representative to act on its behalf on the Shareholder Oversight Board.
- 8. The revised Governance Structure of Scape is vital to the proper running of the company. The Governance arrangements requires that all six shareholders set up a Shareholder

Oversight Board and appoint a SOB Representative from each authority acting on behalf of that authority. It is in the interest of the Council to appoint a SOB Representative to the SOB.

### **Statutory and Policy Implications**

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

### **Consultation**

10. Given the significance of the proposed governance changes and the significance of the role of the Council's SOB Representative, it is advisable that consultation on this report is undertaken with the Leader of the Council, the Cabinet Member for Business Management the Cabinet Member for Economic Development and Asset Management, the Service Director for Green Growth, Investment and Assets, as well as the Board of Directors of Scape.

### **Public Sector Equality Duty implications**

11. The Council must have regards to its duties under the Equality Act 2010 when reaching decisions. No impacts on people with protected characteristics are identified in connection with this matter.

## **RECOMMENDATION/S**

It is recommended that the Cabinet:

- a. Supports the proposed Appointment Protocol, SOB Protocol and the amendments to the Articles of Association and Shareholder Agreement as summarised in the report.
- b. Authorises officers to sign the Deed of Amendment and Restatement of the Shareholder Agreement.
- c. Authorises officers to sign the Written Resolution to amend the Articles of Association of Scape,
- d. Appoints a representative to act on behalf of the Council on the Shareholder Oversight Board of Scape, including voting on behalf of the Council as shareholder, subject to the appointed representative taking both legal and financial advice and obtaining prior approval, where appropriate, from the relevant body of Council on matters which the advice indicates are likely to be significant which are to be voted on by the Shareholder Oversight Board.

**Wayne Bexton**  
**Service Director - Green Growth, Investment and Assets.**

**For any enquiries about this report please contact: Wayne Bexton, Service Director - Green Growth, Investment and Assets: [wayne.bexton@nottsc.gov.uk](mailto:wayne.bexton@nottsc.gov.uk)**

#### **Constitutional Comments (KA 26/01/2024)**

12. The recommended decisions are within the overall remit of the Cabinet. Whilst the Cabinet Member for Business Management has authority under the Council's constitution to appoint representatives to outside bodies, the Cabinet, on behalf of the Council as shareholder, has the authority to make decisions in relation to the Council's role as a shareholder of Scape.

#### **Financial Comments (GB 01/02/2024)**

13. There are no 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.

- Scape Group Limited - Re-enacted Shareholder Agreement.

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

- 'All'



