

## Policy Committee

**Wednesday, 16 January 2013 at 10:30**

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

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### AGENDA

- |    |  |         |
|----|--|---------|
| 1  | Minutes of last meeting held on 12 December 2012   | 5 - 8   |
| 2  | Apologies for Absence  |         |
| 3  | Declarations of Interests by Members and Officers:- (see note below)<br>(a) Disclosable Pecuniary Interests<br>(b) Private Interests (pecuniary and non-pecuniary) |         |
| 4  | Award of the Highway Maintenance Contract.doc  | 9 - 30  |
| 5  | Six Months Strategic Performance Report  | 31 - 48 |
| 6  | Substance Misuse Services in HMP Whatton and HMP Ranby   | 49 - 52 |
| 7  | National Water Sports Centre- Future Management Arrangements   | 53 - 60 |
| 8  | Nottinghamshire Children's Centres - Outcome of Re-Commissioning Project   | 61 - 68 |
| 9  | Nottinghamshire Citizen's Panel - The Way Forward Post 2013  | 69 - 72 |
| 10 | Switch N Save: A Nottinghamshire Collective Energy Switching Scheme  | 73 - 76 |
| 11 | Looked After Children Strategy Update  | 77 - 80 |

12	Individual Electoral Registration Pilot	81 - 84
13	Planning Group - Development Management Team Staffing	85 - 88
14	Establishing Healthwatch Nottinghamshire - Progress Update	89 - 94
15	Evaluation of Lengthsman Scheme Pilot	95 - 110
16	Work Programme	111 - 114
17	Exclusion of the Public	

The Committee will be invited to resolve:-

“That the public be excluded for the remainder of the meeting on the grounds that the discussions are likely to involve disclosure of exempt information described in paragraphs 3 and 5 of the Local Government (Access to Information) (Variation) Order 2006 and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.”

**Note**

If this is agreed, the public will have to leave the meeting during consideration of the following items.

**EXEMPT INFORMATION ITEMS**

18	Award of the Highway Maintenance Contract - exempt appendix
19	Substance Misuse Services in HMP Whatton and HMP Ranby - exempt appendix
20	National Water Sports Centre - Future Management Arrangements - exempt appendix
21	Nottinghamshire Children's Centres - Outcome of Re-Commissioning Exercise - exempt appendix

**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 Chris Holmes (Tel. 0115 977 3714) 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.



## minutes

Meeting POLICY COMMITTEE

Date Wednesday, 12<sup>th</sup> December 2012 at 10:30am

### membership

Persons absent are marked with `A`

### COUNCILLORS

Mrs Kay Cutts (Chairman)  
Martin Suthers OBE (Vice-Chairman)

	Reg Adair		Philip Owen
	Joyce Bosnjak		Alan Rhodes
	Richard Butler		Ken Rigby
	Steve Carroll		Kevin Rostance
	John Clarke	A	June Stendall
	John Cottee		Andy Stewart
	Richard Jackson		Brian Wombwell
A	Stan Heptinstall MBE		Martin Wright
	Mick Murphy		

### ALSO IN ATTENDANCE

Councillor Mel Shepherd MBE

### OFFICERS IN ATTENDANCE

Mick Burrows	(Chief Executive)
Carl Bilbey	(Policy, Planning & Corporate Services)
Matt Dodd	(Policy, Planning & Corporate Services)
David Ebbage	(Policy, Planning & Corporate Services)
Martin Done	(Policy, Planning & Corporate Services)
Keith Ford	(Policy, Planning & Corporate Services)
Jayne Francis-Ward	(Policy, Planning & Corporate Services)
Marie Lewis	(Policy, Planning & Corporate Services)
Nigel Stevenson	(Environment & Resources)
Michelle Welsh	(Policy, Planning & Corporate Services)

### MINUTES

The Minutes of the last meeting held on 14<sup>th</sup> November 2012 having been previously circulated were confirmed and signed by the Chairman.

## **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor June Stendall (Apologies submitted – other reasons) and Councillor Stan Heptinstall MBE (Apologies submitted – other reasons).

## **DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS**

Councillor Richard Jackson declared a private interest in agenda item 5 – Local Authority Mortgage Scheme as a property owner who had rented out residential properties, which did not preclude him from speaking or voting on that item.

Councillor John Clarke declared a private interest in agenda item 5 – Local Authority Mortgage Scheme due to his involvement in the Gedling Borough Council Mortgage Scheme, and left the meeting for that item.

## **SHARED LIVES - UPDATE**

### **RESOLVED 2012/055**

- 1) That the progress made to develop the Shared Lives Service be approved;
- 2) That the Shared Lives Service Policy be approved;
- 3) That a report on the implementation of the Policy be reported to the adult Social Care and Health Committee in due course.

## **LOCAL AUTHORITY MORTGAGE SCHEME**

### **RESOLVED 2012/056**

- 1) That the County Council's involvement in the Local Authority Mortgage Scheme (LAMS) to the sum of £15 million, which would be drawn down in a number of tranches, be approved.
- 2) That Lloyds Bank be appointed the initial financial partner with an initial investment of £2 million;
- 3) That the Corporate Director for Environment & Resources, in consultation with the Corporate Director for Policy, Planning & Corporate Services and the Section 151 Officer, be authorised to appoint further financial institutions who had registered for LAMS, as deemed appropriate, and to arrange the further deposit of funds as required (including possible further deposits with Lloyds Bank);
- 4) That the LAMS be adopted in accordance with the outline provided within this report and that the following arrangements be approved:-
  - a. A total indemnity value of £15 million, which would be drawn in a number of tranches;
  - b. A maximum loan size for the authority of £142,500;

- c. The qualifying post codes would be provided to the Lender in a schedule to the indemnity deed;
- 5) That the Corporate Director for Environment & Resources be authorised to take all action and/or decisions he considered necessary to give effect to any matter relating to the proper functioning of the LAMS;
- 6) That approval be given to the County Council indemnifying the Monitoring Officer in respect of any personal liability incurred by providing an opinion and providing the Lender with the Opinion Letter in relation to each and every Scheme that the Council enters into;
- 7) That progress on the scheme be presented to a future meeting of Finance and Property Committee.

### **POLICY STATEMENT FOR SCHOOLS**

#### **RESOLVED 2012/057**

That the revised Policy Statement for Schools be approved.

### **ESTABLISHMENT OF A DISCRETIONARY NOTTINGHAMSHIRE WELFARE ASSISTANCE SCHEME**

#### **RESOLVED 2012/058**

- 1) That the Discretionary Nottinghamshire Local Welfare Assistance Scheme Policy and the proposal to establish a Nottinghamshire Local Welfare Assistance Scheme be approved;
- 2) That the procurement of a third party organisation to provide a managed service for the delivery of the Scheme, in accordance with the approach outline in the Committee report, be approved;
- 3) That the use of the full £2.1million Central Government allocation to fund the Nottinghamshire Local Welfare Assistance Scheme and to develop longer term solutions be approved;
- 4) That, taking into account the tight deadlines described in the Committee report, the Service Director for Promoting Independence and Public Protection in consultation with the Leader of the Council, the Service Director of Finance and Procurement and the Group Manager Legal Services, take the following decisions:-
  - sign-off the service specification for the Nottinghamshire Local Welfare Assistance Scheme;
  - award the contract;
  - determine the terms and conditions upon which the contract will be awarded;

- such other action which is considered necessary to achieve the outcomes outlined in the Committee report;
- 5) That the Service Director for Promoting Independence and Public Protection report to the Policy Committee on the first six months of operation and proposals for operation beyond April 2014.

### **PUBLICATION OF REVISED PROPOSALS FOR NEW PARLIAMENTARY CONSTITUENCY BOUNDARIES**

#### **RESOLVED 2012/059**

That the decision not to submit any comments to the Commission on their proposals be noted.

Councillors Joyce Bosnjak, Steve Carroll, John Clarke and Alan Rhodes voted against the above resolution.

### **SOCIAL MEDIA POLICY AND PROCEDURE**

#### **RESOLVED 2012/060**

- 1) That the Social Media Policy be approved;
- 2) That the importance of social media, as highlighted in the presentation to Committee, be noted;
- 3) That the Council's Communication and Marketing service provide a six-monthly report on social media usage to Policy Committee.

### **WORK PROGRAMME**

#### **RESOLVED 2012/061**

That the work programme be noted.

The meeting closed at 11.36 am.

CHAIRMAN  
M\_12Dec2012





**REPORT OF THE CHAIRMAN OF THE TRANSPORT AND HIGHWAYS  
COMMITTEE**

**AWARD OF THE HIGHWAY MAINTENANCE CONTRACT**

**Purpose of the Report**

1. The purpose of this report is to seek approval for the County Council to enter into a contract with the bidder who provided the most economically advantageous, best value and best quality, tender for the highway maintenance contract.
2. The County Council is seeking to improve the quality and value for money of highway works. The main contracts for highway works delivered by external contractors plus several areas of highway works currently delivered through in house teams are therefore being procured through a new, cost based contract with an estimated £160M value over 10 years, as approved by County Council on 30<sup>th</sup> June 2011 and Cabinet Lead Members for Transport and Highways and Property and Finance on 9<sup>th</sup> February 2012
3. The contract is designed to provide high quality highway services through rigorous performance management of the contract. Contract extension beyond the initial 5 year period will only be granted for proven high quality service delivery and will be evaluated during the second year of the contract. A key consideration for the Council is the local economy, the proposed award is to a contractor who has committed to delivering 90% of the work through local employment and local suppliers. The commitment to 90% delivery through the local economy is unusually high for a contract of this nature, this award is to the highest of the two contractors passing the quality assessment, and confirms the Councils own commitment to supporting the local economy.
4. Value for money will be delivered through arrangements where the contractor is required to operate on an open book cost basis and where the Council will take a share of all savings achieved by the contractor in delivering the works. There will also be an annual review of costs throughout the period of the contract. However the cost models submitted with this tender will at a minimum deliver cost savings of over £2M every year for this Council to reinvest towards further improving the condition of the County's highways.
5. This contract has been tendered by the Council's Highway division using an objective and rigorous procurement process supported by the Council's own procurement and legal team's expertise with external support where specialist advice is required. The total cost of the procurement is estimated at £400,000 compared to the over £2M a year saving that will be achieved.

6. Some information relating to this report is not for publication by virtue of Schedule 12A of the Local Government Act 1972. The exempt information is set out in the Exempt Appendix.

## **Procurement Process**

7. This form of contract is considered current best practice for procurement of highway services and is based on work undertaken by local highway authorities within the midlands working together through the Midland Highway Alliance (MHA). The Nottinghamshire contract will therefore form the basis of a standard term maintenance contract available for future use by all MHA authorities. The Nottinghamshire contract has also supported the development of a similar national best practice term maintenance contract recently launched by the DfT Highway Maintenance Efficiency Programme.
8. This procurement was undertaken using the restricted procedure - as defined in Regulation 16 of 'The Public Contracts Regulations 2006' – this route was chosen to avoid the Authority having to deal with an overwhelmingly large number of tenders. Further details of the tendering process and evaluation methodology are provided in Appendix A of this report.
9. Procurement law requires no publication of the winning contractor for 10 days following the award of the contract or until a challenge which may be raised against the award by a tendering contractor within that period is resolved.
10. The contractor to whom it is proposed to award this contract is therefore not for publication by virtue of Schedule 12A of the Local Government Act 1972. The exempt information is set out in the Exempt Appendix.

## **Background**

11. On the 30<sup>th</sup> June 2011 the County Council considered a report about the future delivery of highway services in Nottinghamshire. It was concluded that a range of works were to be evaluated to determine whether they should be offered to the market, this would allow the Authority to test the market, benchmark costs, identify new providers and provide some healthy competition between suppliers, whilst retaining a strong local supplier base.
12. Subsequently on the 29<sup>th</sup> of November 2011 the cabinet lead members for Transport & Highways and Finance & Property gave the Highways Division approval to proceed with an OJEU notice and invitations to tender for a new highway services term maintenance contract. The proposed contract is required to achieve the following:
  - to maximise the potential efficiency and cost savings a single provider is to be sought who has the capacity, capability and experience to deliver highway services in a term maintenance contract context;
  - the successful contractor must demonstrate use of local labour and a local supply chain where required and competitively available;
  - the contract will operate under the New Engineering Contract terms and conditions which are the current industry standard for highway services. The main options used will be target costing with actual cost payment and a pain/gain arrangement to both

incentivise innovation and efficiency and ensure the County Council shares the cash savings;

- the contract will be let for 5 years with the opportunity to extend by up to a further 5 years dependent on the performance of the contractor assessed during the 2nd year of the contract;
- to ensure value for money throughout the period of the contract Key Performance Indicators (KPI) will be used which give access to appropriately placed contract extensions. The proposed KPI will allow the County Council to bench mark the performance of its own contractor against that of others employed elsewhere in the region.

13. The evaluation of the services which were considered for inclusion in the proposed contract was undertaken during a series of workshops which were attended by a wide range of representatives from throughout the Highways Division. The workshops explored whether the in-house teams, external contractors or a mixed economy were the best methods for the delivery of these works. The outcomes of these workshops were calibrated to take account of the impact of the changes on the continued viability of the retained in-house Operations Group to operate on a commercial trading account, to balance resources for example between seasonal activities, and to provide a clear definition between in-house and externally delivered services to assist the establishment of more efficient commissioning processes.

14. The outcomes of the evaluation process were reported jointly to the Cabinet Members for Transport & Highways and Finance & Property on the 9<sup>th</sup> of February 2012, in summary approval was granted for the following services to be offered to the market (\* denotes service currently or partly delivered in house at present):

- Carriageway resurfacing
- Carriageway surface dressing
- Pre-surface dressing patching
- Road markings and studs (\*)
- Routine gully cleaning (\*)
- Planned street lighting column replacement (\*)
- Earthworks, boundary works & land reclamation (\*)
- Vehicle safety barrier
- High friction surfacing

15. Many of these services included in the proposed contract are already largely or completely delivered by external contractors this includes resurfacing and surface dressing however, some highway services (\*) are currently delivered by the County Council's in-house teams. The transfer of services from the County Council's in-house teams to the successful bidder will require the TUPE transfer of a number of County Council employees.

## Quality of Highway Services

16. To ensure the contractor awarded this contract will be the best placed to deliver high quality highway services the tenders were assessed on the basis of 60% by quality and 40% by price.
17. The tender established a threshold of 60% of the quality score available below which a contractor's financial submission would not be considered as set out in Appendix A. One of the three contractors assessed failed to meet the minimum quality threshold.
18. The technical (quality) submission comprises the answers to 14 questions which have been based on the European Quality Management Foundation model which is considered procurement best practice.
19. The Council seeks through this contract to continue to provide a highway service to best meet the needs and aspirations of all residents and highway users. Therefore the first question in the technical (quality) assessments asked how the contractor will approach this contract to provide the Council an assurance that members of the public will be satisfied with the highway service delivered. The answer provided by the contractor it is proposed to award the contract to is attached at Appendix B.
20. Three questions asked the contractors to set out their proposals to support the rigorous performance management arrangements required by this contract, performance of their obligations under the contract, and tested the contractor's understanding of risk management within the contract.
21. The Council is determined to ensure that this contract will support the local economy. To test this two specific questions were asked which required bidders to commit to a percentage of contract spend which they will release into the local economy and to provide details of their proposed suppliers / sub-contractors and to state under what terms these organisations will be engaged. The bidder's response will form the achievement criteria which must be honoured in the contract and represents a contractual commitment to pursue the stated payment terms, forms of contract, willingness to change practices to accommodate local companies etc.
22. Further questions tested the contractor's obligations to deliver works programmes, financial, health and safety, customer and contract management arrangements and control of the quality of the highway works delivered. Contractors were required to submit their proposed contract staffing proposals, how they would work with the Council to reduce cost of each project and coordinate delivery of works on the highway network. They were asked to set out mobilisation arrangements, environmental and sustainability practices, and proposals for operation of the open book cost management arrangements required by the contract.
23. As part of the technical (quality) assessment each contractor was also required to present to the tender evaluation team on how their organisation proposes to approach a collaborative relationship with the Council.

## Value for Money

24. The financial submission comprises a number of cost models which have been chosen to fully represent the scope of the works included in the contract, these models have been based on real historical schemes. The cost information for each model has been weighted to ensure that it reflects the true proportion of the different works.
25. The use of cost models has provided a very good comparison between current costs and those submitted by each contractor for real scheme situations. It has also enabled the Council to see in detail the make-up of each contractor's cost component including plant, labour, material costs and separately overhead and profit. This will provide contractually binding data through which the Council can ensure lowest cost and its share of any future cost saving achieved under this contract.
26. The tender set out that a minimum threshold of 60% of the available score for the technical (quality) assessment must be achieved before the financial assessment will be considered. Two of the three contractor's tender submissions passed this threshold and the estimated cost savings from the financial assessment are set out below.

	<b>Contractor A</b>	<b>Contractor B</b>
<b>Total Saving</b>	£2,152,712	£1,421,113

27. The total estimated saving of £2,152,712 each year comprises a capital saving of £1,735,411 and revenue saving of £417,301. The capital saving will be reinvested in further improving the condition of the County's highways and it is noted that £237,554 of the estimated revenue saving will be achieved during the third year of the contract with the introduction of an outcome specification gully cleaning service.
28. The highways capital programme for 2013/14 provisionally approved by Transport and Highways Committee on 13<sup>th</sup> September 2012 will be reviewed by that Committee at its meeting on 6<sup>th</sup> February 2013 and will include details of the additional maintenance and resurfacing schemes to be delivered through the reinvestment of the capital saving.
29. The contract also includes incentives for further efficiency savings to be delivered over and above this saving with a typical industry standard of 2 to 3% per annum.
30. It should be noted that this contract is tendered as a whole package and the Council may not "pick and choose" which elements of service to include at this stage. However, the contract includes robust mechanisms for challenging value for money including the use of these tender assessments.

## Tender Evaluation

31. A detailed explanation of the tendering and evaluation process is provided in Appendix A of this report however, the dates contained in the table overleaf may prove useful:

<b>STAGE OF PROCUREMENT</b>	<b>DATE</b>
Issue of ITT	21 September 2012
Closing date for bidder clarifications	26 October 2012
Deadline for tender submissions	9 November 2012
Tender evaluation concluded by the Employer	29 November 2012
Recommendation to Policy Committee	16 January 2013
Notification to preferred bidder	16 January 2013
Alcatel Period (statutory ten day standstill period) closes midnight	28 January 2013
Earliest award notice and contract signature	29 January 2013

32. To ensure that the County Council's requirements for the proposed contract will be met the bidders were required to complete both technical (quality) and financial (price) submissions. The bidder's scores for both submissions have been combined to arrive at a final score; the ratio of this final score is 60% quality and 40% price. The bidder who has achieved the highest final score is deemed to have provided the most economically advantageous tender.

33. A panel of technical and procurement officers from within the highways, procurement and corporate improvements teams supported by an external consultant has undertaken this tender assessment. Each question has been assessed by a minimum of three people.

### **Other Options Considered**

34. The County Council at its meeting 30<sup>th</sup> June 2011 considered the alternatives of retaining the status quo or competitively tendering the whole of highway operations. The status quo was not expected to achieve the necessary budgetary savings and the competitive tender was estimated with procurement costs in excess of £1M with potential savings not achieved for the following 2 years.

35. The Cabinet Members for Transport & Highways and Finance & Property on the 9<sup>th</sup> of February 2012 considered a report which set out the details and reasons for the inclusion of the specific service areas in the contract (mainly planned works) and the retention of in-house provision for other service areas (mainly reactive works) based on a series of staff workshops within the highways division.

## Reasons for Recommendation

36. The results of the tender evaluation process are as follows:

<b>Bidder</b>	<b>Technical (quality) Score</b>	<b>Financial (price) Score</b>	<b>Final score</b>	<b>Ranking</b>
<i>Maximum score available</i>	60	40	100	<i>n/a</i>
Contractor A	43.69	24	67.69	1
Contractor B	40.75	17	57.75	2

37. The reason for the recommendation is that the highest final score shown in the table above represents the most economically advantageous tender (as defined in the 'The Public Contracts Regulations 2006') for the works which fall within the scope of the proposed contract.

38. The contract will be started as quickly as possible with an earliest possible start date 1<sup>st</sup> April 2013.

## Statutory and Policy Implications

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

## Implications for Service Users

40. Question R1 of the technical submission tested the bidder's commitment to service users; Contractor's A response is provided in its entirety in Appendix B.

## Financial Implications

41. Based upon the information contained in this report the anticipated indicative saving is £2,152,712 per annum, with a capital saving of £1,735,411 and revenue saving of £417,301. The capital saving will be reinvested in further improving the condition of the County's highways and it is noted that £237,554 of the estimated revenue saving will be achieved during the third year of the contract with the introduction of an outcome specification gully cleaning service.



## **Human Resources Implications**

42. Under the auspices of the Transfer of Undertakings (Protection of Employment) Regulations 2006 there are currently eleven County Council employees who are liable for transfer to Contractor A. The number of transferring employees may be reduced if these members of staff choose to pursue employment opportunities elsewhere or alternative employment within the Authority.

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

43. In their technical submission Contractor A stated that it is their goal to achieve a “no waste” contract. Contractor A has a proven track record in the recycling and reuse of materials and a commitment has been received to establish a facility for the treatment of gully cleaning arising at an existing premise.

## **RECOMMENDATION/S**

44. That the proposed highway services term maintenance contract be awarded to Contractor A who has submitted the most economically advantageous tender
- with both the best cost and highest quality
  - including a commitment to reinvest 90% of the spend under this contract back into the local economy
  - delivering a saving to the Council of over £2M a year for reinvestment towards improving the condition of the County’s road network.
45. That details of the reinvestment of the capital savings arising from this contract are included in reports to Transport and Highways Committee on the Highways Capital Programme.

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

Andrew Warrington – Service Director for Highways

## **Constitutional Comments (CEH 02.01.13)**

46. The recommendation within the report falls within the remit of Policy Committee.

## **Financial Comments (MA 04/01/13)**

47. The estimated savings are as detailed in the report, with the capital element being reinvested as indicated, and incorporated in Capital Programme proposals to be approved by Council in February 2013. The potential revenue savings will be considered as part of the 2013/14 budget proposals and Medium Term Financial Strategy. The implications of the reduction in the level of in house provision, with particular reference to overhead recovery, will be considered as part of a broader piece of work currently underway.



## **Background Papers**

48. 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.

- County Council Report 30<sup>th</sup> June 2011
- Cabinet Lead Member Report 29<sup>th</sup> November 2011
- Cabinet Lead Member Report 9<sup>th</sup> February 2012

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

All



# Tender and Evaluation Processes

## Procurement strategy

1. The procurement strategy for the project was to ensure that sufficient suitably qualified Tenderers were invited to tender to meet the requirements of the Council. A two stage Restricted procurement process was employed.
2. The recommendation is that contracts will be awarded to the highest scoring Tenderer subject to satisfactory due diligence check being completed. The unsuccessful Tenderers will be provided with the opportunity to receive a debrief.

## Information Seminars and visits

3. The tender engagement was started with a PQQ seminar, designed to draw out the critical aspects of the tender and so encourage the best possible submissions.
4. Information was advertised in European and local tendering portals, and communications via email to the incumbent service providers. These channels were selected to encourage responses from as wide a range of organisations as possible.
5. At the ITT stage, a similar 2 hour engagement seminar took place with the shortlisted tenderers held on 05/03/2012. This time the emphasis was to explain to the tenderers the critical aspects of the tender documentation pack.
6. At the ITT Stage, site visits to the NCC Bilsthorpe depot were requested by May Gurney and Tarmac. These visits duly took place and were hosted by the Depots Group Manager. Nexus Highways Limited did not request a visit.
7. A technical presentation was prepared and delivered explaining the NCC highways asset management system during the ITT stage. This was attended by May Gurney and Tarmac. Nexus Highways Limited declined to attend.

## PQQ Stage

8. 37 organisations expressed an interest in receiving the PQQ documents. From these 8 organisations completed and submitted a PQQ document.
9. From these, 4 organisations succeeded in meeting the necessary mandatory criteria and quality threshold criteria and were considered for the final evaluation. A simple review of the financial information provided by the Tenderer was undertaken where no concerns were raised as to the financial health of the compliant Tenderers. This will be supplemented by a request to see insurance certificates. The remaining 4 submissions were rejected, all failed on Part 1 which was about:

- Section A – Organisation identity,
- Section B – Financial information & insurances, and
- Section C – Health & safety, equal opportunities and environmental improvement notices.

10. Debriefs were offered by NCC to all successful tenderers. This was accepted by Tarmac Limited and Ringway Infrastructure Services Limited. The debriefs were conducted.

11. Subsequently Ringway Infrastructure Services Limited withdrew citing high levels of workloads and therefore they being unable to commit to completing the ITT. This was recorded both at the de-brief session and also as a message in the messaging portal.

12. North Midlands Construction plc. have since requested a debrief which took place on 11 December 2012.

13. Nexus Highways Limited declined the offer of a debrief.

### ITT stage

14. Three companies were invited to the ITT stage:

- May Gurney,
- Nexus, and
- Tarmac.

15. The Council devised a methodology for assessing the most economically advantageous tender which applied as the Tender Evaluation process. This was based on an assessment of Value for Money (Vfm) by calculating overall weighted scored in accordance with the weightings detailed in the table below. All tenders were evaluated for quality and finance. Questions R1, R2.2, R2.3, R3, R4 and P1 were rated as the most important criteria and so were weighted the highest.

Question	Question Title	Marks	Weighting	Maximum Score
R1	Customer Results	/ 10	1	10
R2.1	Key Performance Results	/ 10	0.333	3.33
R2.2	Performance Results	/ 10	1	10
R2.3	Risk Identification	/ 10	1	10
R3	Supply Chain	/ 10	1	10
R4	Supply Chain	/ 10	1	10

R5	Leadership	/ 10	0.5	5
R6	Policy and Strategy	/ 10	0.5	5
R7	People	/ 10	0.5	5
R8	Early Contractor Involvement	/ 10	0.5	5
R9.1	Process	/ 10	0.333	3.33
R9.2	Process	/ 10	0.5	5
R9.3	Environmental	/ 10	0.334	3.34
R9.4	Cost Management	/ 10	0.5	5
			Total Score / 2	
P1	Collaboration	/ 10	1.5	15
	Total Score			
	Proportion of total Tender Evaluation 45%			
P1	Proportion of Interview Score 15%			
	Total score			
MINIMUM THRESHOLD	To be considered for the Contract all Tenders must meet a minimum quality threshold level of 60%			36 %
	Threshold met - Mark Yes or No			

16. All calculations regarding the pricing were calculated using the percentage scale described below.

17. If all the Tenderers came to an average price of £12,000,000, then the tenderer would be awarded 20% automatically which would be carried forward to the Overall Score. Each £100,000 would carry 1% of the marks.

18. If an individual tenderers pricing was £10,500,000 their total score would be 35%, adding a further 15% to the original 20%. A maximum of 40% could be scored.

19. If the individual tenderers price is £13,500,000 their score would be 5%, the initial 20% then -15% for being over the average score. A minimum of 0% could be scored.

## **Evaluation team and guidance material**

20. The evaluation of Tenders, according to pre-determined criteria, was made by a panel of NCC Officers with third party consultants, based on their professional judgement of the information supplied by tenderers in their Tender. The team consisted of 13 evaluators including external support from Atos Consulting; this meant that each question was scored by at least three different evaluators.

21. Evaluators took part in workshops to study the questions and develop model answers.

## **Clarification and compliance steps**

22. During the tender, 47 clarification questions were received. 44 of these were answered whereby the responses were broadcast to all tenderers. The remaining 3 were responded to direct to the originator. All the questions were raised by either May Gurney or Tarmac Limited.

23. On receipt of tenders, the following submission checklist was deployed.

- Section 2b – Quality submission
- Section 2c – Financial submission
- Section 5 - form 1 – Form of tender
- Section 5 - form 2 - Prompt payment certificate
- Section 5 - form 3 – Freedom of information act declaration
- Section 5 - form 4 – Construction industry tax scheme
- Section 5 - form 5 – Goods vehicle operator license declaration
- Section 5 - form 6 – Anti-collusion certificates
- Section 5 - form 7 – Consortium member anti-collusion certificates
- Section 5 - form 8 - Certificate of bona fide tender and certificate against canvassing
- Section 5 - form 9 - Contract data part two - data provided by the contractor

24. Just 4 clarification questions were raised by NCC to the Tenderers during the Evaluation of the Quality Submissions.

25. On receipt of the tenders, NCC did not disqualify any submission. The grounds considered were:

- Was submission received after the deadline or otherwise failed to meet the NCC submission requirements as set out in this ITT;
- Did submissions contain one or more intentional or negligent misrepresentations; or
- Was submission otherwise Non-Compliant.

## **Variation to Specification/s**

26.No major variations to the specification were made as a result of the clarification stage of the tendering process.

27.No minor variations to the specification were made as a result of the clarification stage of the tendering process.









complaints;

- Implementing our proven complaints management system. Whilst our focus will be to avoid complaints, this will provide an auditable system of recording and managing complaints and is designed to achieve early close out. We will learn from complaints to understand their causation and avoid repeat occurrence;
- Delivering work that is “right first time” using trained and experienced employees to minimise disruption to residents, businesses and other stakeholders and avoid a major source of complaints;
- Ensure our employees take ownership of and understand their customer care obligations and responsibilities when dealing with the public;
- Involving all stakeholders when planning and delivering works; and
- Keeping our Promises – and ‘doing what we say we are going to do, and when we will do it’.

Emergency Services	General Public	Network Rail	Environment Agency
University, Schools & Colleges	Statutory Undertakers	Hospitals	Local Businesses
Nottinghamshire Bus Companies	Neighbouring Authorities	Nottingham City Council	District Councils
Commuters	Nottingham Tram	Chamber Of Commerce	Councillors

Key stakeholders who may be affected by service delivery

### Approach - Specific and Deployment

**Deliver excellent customer service by:**

Providing customer service training to all staff during mobilisation to ensure we are polite courteous and understanding in all our dealings with the public.

**Communicate and engage with the public and Stakeholders by:**

Keeping the public and stakeholders informed when operations will impact upon particular needs, travel, or business through initiatives including:

Developing NCC’s existing website to provide details of planned works, durations, road closures, diversion routes, etc.;

Holding public exhibitions for larger schemes;

Installing advance warning road signs on the network strategically around the area of the works at least two weeks before they commence. Signs will contain the partnership logo, a contact number, and the duration of the works;

Sending letters to directly affected residents and businesses in the

works area, giving a brief description and programme, and contact information so they can raise concerns or ask questions. Specific issues such as access, bin collections will also be addressed;  
Using social media (Facebook and/or Twitter) to communicate our works programme and receive any comments, queries or complaints about our service;  
Using the ECI process to provide Stakeholders with visibility of our operations and the opportunity to help minimise disruption through coordination of work.

**Deliver a right first time service by:**

Using our Business Management System and ISO accredited Quality Management system (QMS) to ensure work is 'right first time'

Carrying out a comprehensive skills gap analysis during mobilisation, providing training where required to ensure our staff and operatives, in particular those TUPE transferees joining xxxxxxxxxxxxxxxxxxxxxx, deliver high quality work that does not require remedial rework.

**Keeping our promises by:**

Developing realistic works programmes that are achievable and correlate with the information provided to the residents, businesses and affected stakeholders.

Updating residents, businesses and affected stakeholders where any changes are required.

**Encourage accountability for customer care by:**

Developing a partnership identity with operatives provided with consistent PPE and photo ID-cards with staff name/number;

Branding vehicles and PPE with agreed Partnership logos.

**Engage with NCC's District Managers by:**

Meeting regularly to:

Engage in ECI and hold weekly update meetings when working in a District Manager's area;

Review and update the programme of works;

Understand local customer care issues and develop customer care strategies specifically for particular schemes.

**Identify Emergency Services' needs by:**

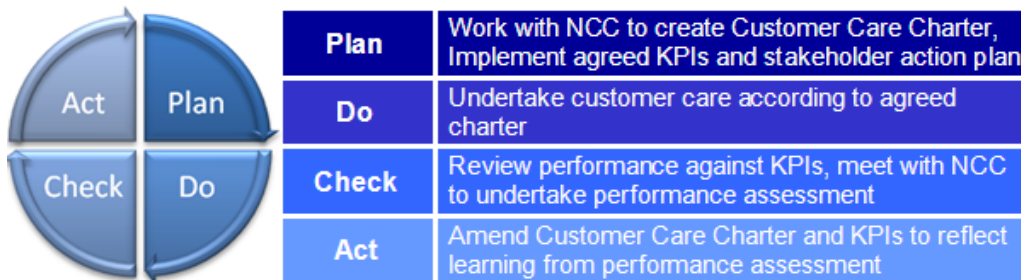
Engaging emergency services as part of scheme planning to reduce chances of delaying response to emergencies by:

Creating scheme-specific emergency plans;

Ensuring emergency access routes are provided through works areas.

**Assessment and Review**

Our Customer Care performance will be an agenda item at monthly Operational Board meetings. Focus will be given to issues arising from any disruption to the network caused by our work, and KPI results will be reviewed to identify trends and improvement opportunities (see below):



The **Plan, Do, Check, Act** continual improvement cycle is at the heart of our Business Improvement activities. perpetual performance review is the best method of remaining vigilant of our customer's requirements.

**Performance Management**

We will work with NCC during mobilisation to develop performance measurement criteria and KPIs which accurately reflect Customer Satisfaction with our service. We will also assist with the development of NCC's CONFIRM system and the operation of the Customer Relations module to manage customer information and produce meaningful reports.

We currently measure Customer Satisfaction as part of our Business Management System and we will extend this to measure performance on the new contract. Suggested KPIs, to be agreed with NCC during mobilisation, could include:

- Number of complaints received across each service area;
- Complaints closed out within an agreed time limit.

**Considerate Constructors Scheme**

The CCS is a key contributor to improving our Customer Care performance and we use it as a key enabler for all of the initiatives outlined above. xxxxxxxxxxxxxxxxxxxxxxxx is one of the founder Associate Members of the CCS and the current xxxxxxxxxxxxxxxxxxxx contract has been registered for the last six years.

**Innovation and learning**

**Lessons Learned Register**

One of our promises within our Customer Care Charter will be to

	<p>maintain a lessons learned register in order to learn from complaints and compliments received during our work to enable continual improvement.</p> <p>All complaints/compliments will be recorded alongside subsequent action taken.</p> <p><b>Key Risks to achievement</b></p> <table border="1" data-bbox="272 409 1313 808"> <thead> <tr> <th data-bbox="272 465 767 510">Key Risk</th> <th data-bbox="767 465 1313 510">Mitigation</th> </tr> </thead> <tbody> <tr> <td data-bbox="272 510 767 577">People wanting to 'do what they have always done'</td> <td data-bbox="767 510 1313 577">Customer care training for all operatives within the first 6 months of the contract start</td> </tr> <tr> <td data-bbox="272 577 767 678">Employees not understanding what true customer care is</td> <td data-bbox="767 577 1313 678">Customer Care Charter created in collaboration with NCC in place by day 1 of the contract. Ongoing customer-care training</td> </tr> <tr> <td data-bbox="272 678 767 745">Failing to mobilise correctly/on time</td> <td data-bbox="767 678 1313 745">Adequate resource in place and have visibility of the works required on day 1</td> </tr> <tr> <td data-bbox="272 745 767 808">Failing to communicate our promises to the delivery team</td> <td data-bbox="767 745 1313 808">The mobilisation team will contain members of the bid team who understand the requirements.</td> </tr> </tbody> </table>									Key Risk	Mitigation	People wanting to 'do what they have always done'	Customer care training for all operatives within the first 6 months of the contract start	Employees not understanding what true customer care is	Customer Care Charter created in collaboration with NCC in place by day 1 of the contract. Ongoing customer-care training	Failing to mobilise correctly/on time	Adequate resource in place and have visibility of the works required on day 1	Failing to communicate our promises to the delivery team	The mobilisation team will contain members of the bid team who understand the requirements.
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<b>AUTHORITY USE ONLY</b>	<b>Evaluator Comments</b>																		
	<b>Evaluator Score</b>																		
No evidence or anecdotal		Some evidence		Evidence		Clear evidence		Comprehensive evidence											

## **REPORT OF THE LEADER OF THE COUNCIL**

### **SIX MONTH STRATEGIC PERFORMANCE REPORT 2012/13**

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

1. This report is to manage the performance of the Council against its agreed priorities during the first six months of the financial year 2012/13.

#### **Information and Advice**

2. The County Council is primarily accountable to the people of Nottinghamshire for the services that it provides and for the improvements that it makes.
3. The Strategic Plan 2010 – 2014 sets out the County Council's promises to the people of Nottinghamshire and the priorities to be achieved over the four year life of the Plan. It lists the activity that the Council will take to deliver on each priority and the outcomes that will be sought.
4. As part of the Council's governance arrangements, Members receive regular reporting on progress delivering the Strategic Plan priorities and activities relevant to each committee's terms of reference.
5. The Policy Committee is responsible for considering the overall performance of the Council including progress against the Strategic Plan. The Six Month Strategic Performance Report sets out:
  - activity undertaken from April – September 2012/13 that advances the priorities set in the Strategic Plan
  - progress made from April – September 2012/13 against the key measures of the Strategic Plan and areas where further progress is required.
6. A copy of the Six Month Strategic Performance Report is attached as an appendix to the report.

#### **Other Options Considered**

7. None.

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

8. The Terms of Reference of the Policy Committee establish that Members will receive regular reports on the performance of the Council. Consideration of the Performance Report supports the Council's commitments to transparency and openness.

## **Statutory and Policy Implications**

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

## **RECOMMENDATION/S**

It is recommended that

1. the policy committee agree the Six Month Strategic Performance Report.

**Councillor Kay Cutts**  
**Leader of the Council**

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

### **Constitutional Comments (SLB 04/01/13)**

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

### **Financial Comments (MB 07/01/13)**

11. There are no specific financial implications arising from the report.

### **Background Papers**

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

Nottinghamshire County Council Strategic Plan 2010 - 2014

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

All





**Nottinghamshire  
County Council**

# **Six Month Strategic Performance Report**

**2012/13**

## Introduction

Our Strategic Plan 2010-2014 sets out our promises to the people of Nottinghamshire and explains what we will do to improve things for our residents over the four years of the plan.

This six month report tells you about our progress in the first half of this financial year against our five priorities for Nottinghamshire, as detailed in our [Strategic Plan 2010-2014](#).

It includes examples of the work that we have done from April to September 2012 and of our successes so far, as we work towards our four year goals. We also identify areas we need to continue our efforts to improve on.

## Summary

Our priorities are:

### **to foster aspiration, independence and personal responsibility – Priority A**

During the first six months of this financial year we have made good progress supporting people's independence by enabling them to make choices about where they live and the services that they receive in their communities. We are making improvements to schools to support aspiration and have secured additional government funding for some of the schools in most need. However there are a small number of schools where improvements will not be made as quickly as we planned and we have more to do to improve the attainment of some of the more vulnerable groups of learners.

### **to promote the economic prosperity of Nottinghamshire and safeguard our environment – Priority B**

Between April and September we have invested to develop our infrastructure to support economic growth. We have

some of the best major roads in the country but now have to do more to improve some of our minor roads. We have also worked to regenerate our rural areas and are developing plans to protect our environment for the future.

### **to make Nottinghamshire a safer place to live – Priority C**

We have worked with the Police and others to make Nottinghamshire safer. Overall crime is down and road safety levels are improving. We are seeking to further improve safeguarding and to reduce re-referrals, and have developed new arrangements with our partners to go live before the end of the year.

### **to secure good quality, affordable services – Priority D**

In the first six months of the year we have sought an external perspective on the quality of some of our services which has highlighted our strengths and some areas to improve. Our services are becoming more affordable but our savings are slightly below target. We have also been able to invest in new developments to meet the service needs of our customers and communities.

### **to be financially robust and sustainable – Priority E**

Our work from April to September has made us more sustainable as projects to reduce our costs have progressed. This has included improvements to our business processes, use of buildings and our work with partners. Our improved procurement may not achieve its year end target but it is expected to reduce our purchasing costs by £5.6m.

## Priority A: Fostering aspiration, independence and personal responsibility

### Give more people greater choice and control over how they get the support they require to stay healthy and live independently for as long as possible

We are changing the way we provide services to help support more people to live independently within their own home and to provide alternatives to residential or nursing care.

In the first six months of this financial year we have provided a range of services that help people to live as independently as possible, known as **reablement**. Our support workers provide up to six weeks of intensive assistance to people in their own home, assessing their needs and making any changes that will allow them to retain their independence.

A key measure of success is whether, following this assistance, service users can live independently and require either no further support or a reduced level of support. Performance for the first six months of 2012/13 is on target with 65% of service users benefiting from this assistance and requiring less ongoing support.

We also set out to increase the number of people who manage or influence their own care through the use of a **personal budget**. This is an important way to give them more choice in the care they receive and maintain independence. In the summer we held information events across the county in Worksop, Kirkby in Ashfield and Carlton to raise awareness of the benefits of having a personal budget. We have continued to increase the percentage of adult social care service users and carers receiving a personal budget, which is currently 79%. This very positive figure is significantly better than our target of 70% by March

2013 and places Nottinghamshire amongst the top performers nationally.

### Enable local people to make more decisions about their lives and where they live

An important aspect of independence is to get the support you require to choose where and how you live. We are committed to ensuring that people have an increased choice and can remain in their own home if they choose to.

We have re-launched our '**Living at Home Programme**' which brings together a range of services that give adults who need care more choice and control over where they live, and can help people return to previous levels of independence.

We are also using innovative methods, such as our telecare and other assistive technology services, to support vulnerable individuals as well as streamlining a number of our current processes. These technologies have ensured timely referrals by occupational therapists and colleagues in the NHS.

The past six months have seen a modest reduction in the number of adults supported in residential and nursing care placements from 2,940 to 2,874. This is not currently meeting our target, but when considered against the wider context of an ageing adult population (a 15.8% increase between 2001-2011) this reduction is considered an achievement.

We are working to deliver a more flexible and efficient service by training all community care officers to undertake both social care and occupational therapy assessments. It is anticipated this will reduce the need for visits by more than one member of staff.

### Improve the quality of school buildings

The County Council has committed to spend approximately £100m through a **school refurbishment programme** to improve the quality of school buildings.

Over £20m has been allocated to the programme for this financial year, with 72 schemes to be completed. So far during the first six months, six of these have been completed. Two of the first schools to benefit are the Grove School in Balderton and West Bridgford Infants School. Work was undertaken at both schools during the summer holidays to make repairs and improve the quality of the buildings to provide an environment more suitable for current teaching practices.

It is anticipated that a further 59 of the 72 schemes on the schools refurbishment programme will be completed by the end of March 2013. The remaining seven schemes will carry forward into 2013/14. The delays with these schemes are primarily due to access issues on site. In addition to the 72 schemes, there are seven schemes which were incomplete at the end of the last year. These have been added to the current programme.

We have also bid for government funding for major improvements at 37 primary and 11 secondary schools through the Priority School Building programme. In May 2012, the Secretary of State announced that we had been successful in securing this funding for 15 Nottinghamshire schools. Despite this being fewer schools than our original bid, Nottinghamshire had the most successful bid in the country with more schools accepted than any other local authority.

### Improve the life chances and achievements of children and young people

There are many services across the council that strive to improve the life chances for children and young people.

One of the key measures of achievement is the percentage of pupils achieving five or more GCSEs Grade A\*-C including English and Mathematics. Provisional results for 2012 show that, for the first time, Nottinghamshire's outcomes are better than the national average. 60.3% of Nottinghamshire pupils achieved five good GCSEs including English and Mathematics (an increase of 2.7 percentage points from 2011) compared to 58.6% nationally (which saw a decrease of 0.4% from 2011).

To give children and young people the best possible life chances, our Education Improvement Service has worked with one secondary and eight primary schools which Ofsted have judged to require special measures or given notice to improve. We support head teachers brought in as advisors by the Department of Education (because of their track record of high performance and leadership) to develop and implement improvement plans. These plans are monitored and the progress of each school checked prior to further inspection.

During the first six months of this year we have worked to increase the rate of progress of the most vulnerable groups of learners such as those eligible for free school meals, pupils with Special Educational Needs and Looked After Children. We have entered a partnership arrangement with the National Literacy Trust to deliver a joint programme to support Looked After Children and their carers to develop good reading habits including the use of

their local libraries. We have also submitted a bid to the Education Endowment Fund for funding to support eight secondary schools to develop a reading intervention strategy. This aims to improve the progress of vulnerable pupils who are below the national average in reading as they enter secondary school.

A key measure of progress is the gap between the attainment of pupils eligible for free school meals and those not eligible, at age 16. The gap has reduced to 31.8%, just missing our target of 31% for 2011/12. Subsequently we have held a Listening Activity to gain an insight into the views of vulnerable pupils and their parents/carers. The feedback from this will help to inform the way we work to further improve children's examination outcomes and life chances.

### **Work with the voluntary sector to improve preventative and core services and strengthen local communities**

Our commitment to work with the voluntary sector was reinforced in May with the establishment of a committee of councillors - the Grant Aid Sub Committee - to specifically oversee our work with the voluntary sector and local community. This includes distribution of £2.1 million in grant aid to encourage and support voluntary and community action.

During the first six months we have set out to support and pilot a number of projects through our programme of **Community Transport Schemes**. The programme has approximately £320,000 grant funding from the Department of Transport to award. This has included giving support for a new scheme providing transport for wheelchair users who have difficulty using public transport. The Broxtowe Car Scheme Plus has two new specially adapted vehicles which can accommodate large electric wheelchairs or small mobility scooters.

We have also established a Community Chest scheme that gives local organisations a chance to seek funding to support activities which benefit local communities, or to bid for funding for a project that they would not otherwise be able to do.

### **Embraced localism with increased community involvement in the way services are shaped and delivered**

A natural progression from our ongoing work with the voluntary sector is our strategic priority to encourage greater community involvement. This seeks to adopt innovative methods to enable local communities to have their say, not just in the services they receive but the way in which they receive them.

As part of this commitment we said that we would introduce a Lengthsman Scheme – to enable local communities to employ a local person to carry out some of our services such as clearing drains and grass cutting. We launched the scheme in April 2012 and to date 17 town and parish councils have successfully begun pilot schemes which have proved popular with the participating communities. We are evaluating the scheme during the pilot and need to give further consideration as to how it might work in larger areas and those without parish councils.

We have also sought community involvement in shaping the services to be prioritised by the Government. In May 2012, we launched the Superfast Broadband campaign aiming to get 5,000 public pledges by October 2012 to ensure that broadband infrastructure work in rural areas is prioritised by the Government. Residents and businesses have shown their support and the campaign has exceeded the 5,000 pledges we sought.



### **Deliver services in ways which promote independence and empower people to make positive choices about their lives**

In addition to improving people's choice and their ability to influence service delivery, we are also keen to help provide the skills and support that people need to make positive decisions about their own lives.

Work on the Learning Disability and Mental Health Community Care Efficiency programme has been continued throughout the first six months of the year. This programme is designed to provide services that promote independence and support people to make positive changes in their lives in the most efficient way.

To date it has led to 28 adults being successfully supported to move from residential care into supported living. This provides them with more housing security, and gives them more control over where they live, who they live with and how they wish to be supported. In addition, there have been a number of successful transitions of younger adults from residential care into supported living.

The Council's supported employment programme helps to provide meaningful work for people with physical or learning disabilities. . We have supported 69 employees with disabilities who have gone on to achieve certificates for new skills and qualifications.

Our **i-work team** matches local employers and people with learning disabilities who are looking for work. I-work has agreed with schools planned progression routes towards achieving paid employment.

We have extended the funding of the i-work team for another two years to support 153 people to find paid

employment over the next two years, which could save the authority up to £520,000 in day services costs.

## Priority B: Promote the economic prosperity of Nottinghamshire and safeguard our environment

### Promote Nottinghamshire as a place to do business and invest

Nottinghamshire County Council takes economic growth seriously and recognises the potential of the county's business community to grow and create new jobs and wealth. The council has recently been bringing businesses together to develop a Growth Plan for Nottinghamshire to support businesses, stimulate economic growth and bring jobs to the area.

We have continued to support self-employment and entrepreneurs through our innovation centre networks. The centres are home to over 90 local businesses, predominantly new starts and Small and Medium Enterprises. These companies employ over 400 people across Newark, Mansfield and Worksop. Occupancy rates and financial out-turn at Newark and Mansfield are strong, with the Newark Beacon centre achieving over 90% occupancy. The Worksop Turbine centre has been less successful. We are looking at how we can improve occupancy levels at the centre through changes to unit size.

The number of businesses per head of population in Nottinghamshire remains low compared to national figures. In September 2012, 7.5% of people aged 16-64 years were self-employed. This is below our target of 8.0% and lower than the national average which is around 12%.

We have supported Nottinghamshire companies to access the Growing Places Fund through our Local Enterprise Partnership (D2N2). Four projects currently in the appraisal process have been submitted and decisions on their bids will be made in the New Year. Nottinghamshire businesses can also apply to receive assistance from the

Regional Growth Fund. Despite actively promoting the Regional Growth Fund and encouraging businesses to apply, to date the amount of funding Nottinghamshire businesses have received is low compared to other areas of the country.

### Develop our infrastructure (roads, public transport, employment sites) to enable long-term growth, improve employment opportunities

By investing and improving our road network to become one of the best connected counties in England, we aim to attract investors and companies that are looking to expand.

Work commenced in October on the A453 widening scheme to improve the link between the M1/East Midlands Airport and the employment sites around Nottingham. To date this has involved ground surveys, tree clearance, fencing, ecology and archaeology investigations. The Council's funding of £20m helped to persuade the government to bring forward this scheme which is now due to open in May 2015.

We have commenced work to install new traffic signals at the junction of the A614 and B6034 to improve access to several employment/popular tourist sites. We are also contributing £250,000 to the Highways Agency scheme at the A1 Elkesley junction, which will commence in Autumn 2013.

So far this year we have restored more than 50 miles of road surfaces across the county, three times more than in 2011/12. The condition of our principal 'A' roads continues to be in the top 25% nationally. However the number of non-principal 'B' and 'C' roads and unclassified roads requiring

maintenance is higher than our targets of 7% and 17% respectively. To address this, we will transfer our focus and some funding from principal to non-principal and unclassified roads over the next two years.

Building a strong public transport system contributes to the economic growth of Nottinghamshire and improves people's ability to access employment opportunities. Work is currently underway to create a new bus station in the heart of Mansfield. The current station is the busiest in the County and is the starting point or destination of over five million journeys a year. The £9 million scheme will significantly improve the quality of the bus waiting area, and is expected to encourage more people to travel by public transport. We have also started to develop plans for a new bus station in Worksop, and will be holding a public exhibition of the proposals in early 2013. We are undertaking a major review of public transport and launching a pilot in the Newark, Ollerton and Southwell area.

Last year, the number of local bus and light rail passenger trips originating in the county fell short of our expectations with 33.2m journeys, against our target of 35.9m. Two of the largest operators, which provide 57% of the journeys, reported a 2.6% and 2.8% reduction in passengers.

### **Seek opportunities to contribute to enhancing Nottinghamshire as a tourism destination and increase the number of visitors to the county**

The Council's commitment to enhance Nottinghamshire as a tourist destination, and increase the number of visitors to the county was demonstrated by a number of developments between April and September 2012.

In June, we contributed to the network of more than 2012 beacons across the country to celebrate the Queens Diamond Jubilee by lighting a spectacular floating beacon at the National Water Sports Centre. Over 6,000 people attended on the night to enjoy the lighting of the beacon and firework display.

This year's annual Robin Hood Festival, held in August, proved to be a memorable success. The event attracted 25,000 visitors, an increase of 25% from 2011. It was also featured on ITV's This Morning programme.

A partner has been secured to assist us to create a new, exciting visitor and tourist attraction to promote the national and international reputation of Sherwood Forest and the legend of Robin Hood.

In September 2012, the council agreed to increase its annual contribution to Experience Nottinghamshire by £100,000 to £218,000. Experience Nottinghamshire markets the county to the leisure and business visitor, including to domestic and overseas markets. The increased contribution will assist Experience Nottinghamshire to develop and run four new marketing campaigns to attract visitors into the county. The main focus of the campaign will be the 2013 season and we are working to ensure that the County fully benefits from this increased investment.

### **Regenerate our market towns and rural areas**

Through our Local Improvement Scheme, we are working with local and rural communities to improve and regenerate their areas. The scheme includes heritage and conservation projects suggested by local communities and groups who are also closely involved in their delivery.



## Priority B

Work is underway to restore listed buildings, pinfolds, war memorials and scheduled ancient monuments, such as a £15,000 contribution to restore two war memorials in Cossall.

Projects to enhance the natural environment have included planting native trees; creating community gardens, allotments and orchards; improving ponds; and restoring water meadows. We are also supporting the new Newstead and Annesley Country Park, including a contribution of £25,000 to create pathways and plant hedgerows.

By the end of September 2012 we had completed 84 local schemes against a target of 50, and have plans to complete a further 152 schemes by the end of March 2013.

One town to benefit from major improvements to its town centre is Hucknall. The £12m scheme, with an £8m contribution by the Government, includes a new pedestrianised High Street and a new inner relief road. Consultation on the scheme took place during September 2012, giving local people the opportunity to view the revised plans. Construction is expected to commence in September 2014.

### **Ensured our environment is well managed and our countryside is protected**

As part of our management of the environment we are seeking to reduce our dependence on landfill. We are supporting the Love Food Hate Waste campaign and over the summer we held six roadshows, across the county, to provide information to residents on re-using leftovers rather than throwing food away.

Following a successful trial, we have extended our used cooking oil scheme to all household recycling centres across the

county. Oil collected is refined to create biofuel and is then converted to generate green electricity. We have also extended our paint recycling scheme to another two household recycling Centres. The scheme accepts unwanted paint from the public and passes on any good quality, reusable paint to community groups and charities.

In 2011/12, 38.8% of waste in Nottinghamshire was sent to landfill - better than our target of 40%. We are planning for how to manage our environment in the future through a new Waste Core Strategy. In the autumn we consulted on the Strategy, which includes estimates of how much waste capacity is required to meet expected demand over the next 20 years. Following the Secretary of State's decision to refuse planning permission for an Energy Recovery Facility at Rufford, we are developing a revised plan with Veolia Environmental Services to find alternative ways to manage waste currently sent to landfill and reduce this further.

The government's Natural Environment White Paper encourages different sectors to work together to identify opportunities to protect and improve the natural environment at a local level. With partners we have established the Lowland Derbyshire and Nottinghamshire Local Nature Partnership so that we can work together to protect our countryside.

In April 2012, Nottinghamshire became one of six national pilot areas for a new approach to 'biodiversity offsetting'. This forms part of the planning system and involves developers compensating for unavoidable habitat loss. We have identified a number of locations where habitat loss could be compensated for during the two year pilot in Gedling, Bassetlaw and Newark & Sherwood.

## Priority C: making Nottinghamshire a safer place to live

### Improving our safeguarding arrangements and outcomes in protecting vulnerable children and adults in their communities

The ability to act quickly in a coordinated and consistent way is crucial to ensure that vulnerable children and adults are kept safe. This is one of the reasons we have been developing **Nottinghamshire's Multi Agency Safeguarding Hub (MASH)**. Working together in the same location, representatives from the County Council, Police and Health will be the first point of contact for someone who is concerned about the safety or well-being of a child or adult, to ensure help is provided before problems escalate.

Nottinghamshire has a higher number of adult safeguarding referrals than that of neighbouring authorities, in part due to the proactive approach we have taken to raise awareness about the risks to vulnerable adults. The MASH will help us to continue to improve our safeguarding performance for both children and adults. **Between April and September 2012, the percentage of children's safeguarding assessments (referred to as initial and core assessments) we have completed within agreed timescales has consistently been above 80%. This is better than the most recent national data.**

Requests made for social care services are called referrals. **Between July and September we received 1,750 referrals to children's social care; of these 26.7% were re-referrals. The MASH will ensure that referrals are effectively handled and help to reduce the level of re-referrals below our target of 26%.**

Over the coming months we will closely monitor the effectiveness of the MASH to assess how well it is protecting vulnerable children and adults.

Demand for our adult social care services continues to increase, making it more challenging to improve outcomes for vulnerable adults. The number of people aged 65 and over in Nottinghamshire has increased by 15.8% over the past ten years, and the number of people aged 85 and over has increased by 31%.

To improve outcomes, our market development and care standards team have carried out **quality audits of care and support providers** to ensure that poor practice which poses a risk to the safety and well-being of vulnerable adults is identified. We have worked with providers to improve their care services.

In some instances a provider has not been willing or able to make the necessary improvements, and we have therefore suspended the contract so that no new council funded placements are made to the care provider. We have also advised the regulator.

### Deliver prevention in circumstances where lives and communities are put at risk

### Increase public confidence in the county as a safe place to live

Public roads can pose a risk that affects everybody who lives, works or visits Nottinghamshire. Our **road safety** team are leading a programme of education and advertising campaigns designed to reduce the number of casualties on our roads.

Children of school age are a key group we target. To coincide with the start of the new school year, in September we launched the 'ditch the distraction' campaign. This was targeted at secondary schools and colleges, and

involved the use of social media, outdoor signs, pavement art and posters to encourage students to ditch the distraction of mobile phones and i-pods as they use the footways and cross the road.

We have also continued to develop our Safer Routes to Schools schemes; work with schools to deliver road safety education and offer our national standard 'Bikeability' cycling proficiency training.

Road safety education is just one way we look to reduce road accidents. During the first six months of 2012, we have delivered a number of important engineering and enforcement measures. Examples of these include the traffic signals implemented at the junction of the A60 and Forest Lane, and the reduced speed limit on the A614 between the Ollerton and Leapool roundabouts.

We measure the effectiveness of our work by monitoring the number of road deaths and serious injuries. The number of reported casualties during the first six months of 2012/13 was 197, which is below the target of 238. We are on track to achieve a 40% reduction, compared to the 2005/09 average, by 2020.

**Anti-social behaviour** is a significant issue for some communities and can lead to people feeling that they are at risk. Addressing anti-social behaviour requires a number of agencies to work together to tackle the causes and effects of this behaviour. We continue to support a number of successful schemes across the county which look to reduce instances of domestic violence, improve citizenship, and educate young people about the impact of low level crime.

Nottinghamshire's community safety team provides solutions for local problems. An example of this is a court injunction secured in April 2012 to stop car cruising in Netherfield and Colwick. More than 200

vehicles had previously congregated around the Victoria Retail Park in Netherfield on Sunday evenings, with groups also meeting during the week. The noise and anti-social behaviour generated numerous complaints from local businesses and residents.

The South Nottinghamshire Community Safety Partnership successfully secured an injunction banning drivers car cruising in the area. Six months on, the injunction continues to have an extremely positive effect. The Community Safety Partnership actively monitors the situation, checking the compliance of the injunction and ensuring that the problem has not simply moved elsewhere. The success of the injunction has attracted attention from elsewhere in the UK.

In partnership with the Police and other agencies, the Safer Nottinghamshire Board has contributed to reducing levels of recorded crime across the county. Between April and September 2012, total recorded crime fell by 18.3% and criminal damage has reduced by 26.6% compared to the same period of the previous year.

## Priority D: to provide good quality, affordable services

**Redirecting our resources into our priority areas by releasing funding from other services**

**Undertaking value for money service reviews**

**Clear business cases for service development and investment**

In 2011/12 we saved £70m by transforming the way that we provide services. This released £20m which we have reinvested in our priorities this year, which include services to safeguard vulnerable children and adults with disabilities. We are also investing in major projects across Nottinghamshire to support our priority area of economic prosperity. This year we have used savings made in 2011/12 to help fund the A453 widening scheme, a refurbishment programme of six residential care homes, and essential repairs to school buildings.

Like all authorities, the County Council faces a challenging financial future. We are reviewing the budgets and plans for each of our services to identify where additional savings can be made in future years. For 2012/13 we have set ourselves a target to save £37m. Our forecast in September 2012 shows that we expect to make savings of £36.4m. We are seeking the views of our residents on which services they want to see prioritised next year, with the limited funding that will be available

We are also working to ensure that we provide value for money from our existing budgets, and are predicting an under spend of £6.3m against the 2012/13 budget.

**Quality assuring and benchmarking our services against the best and learning from them to improve our own services**

To quality assure against the best, we invited a team from other local authorities and the Local Government Association (LGA) to visit the council in July. They conducted a 'peer review' to give us an external perspective on our services and identify other councils that we could learn from.

The review highlighted a number of achievements, including a strong political direction; an inclusive management style; and a respectful and constructive relationship between councillors and officers. The review was also clear that more needs to be done, and at pace, in order to meet future service efficiencies. We have put an action plan in place to address the recommendations made in the report and work has begun to implement this.

**Invested in new developments which meet emerging customer, community and economic needs**

Through our Capital Programme we are investing in new developments to meet the needs of our residents. One such development is the Eastbourne Centre at Sutton in Ashfield, where we have invested £800,000 to convert a disused gym into a space to help 16-17 year olds develop skills for work. The site will also be used to meet the needs of young people by providing a youth centre during week evenings and at the weekend.

Through the council's 10-year Library Strategy we are investing in library services to meet community needs. During September, £50,000 was spent



improving Calverton Library and a further £20,000 was spent on new book stock. Work has also continued on the new £5.3m West Bridgford Library and Young People's Centre which will open in March 2013. Satisfaction with our libraries service is currently very high at 97% against a target of 90%.

To meet our customer needs we have invested in Mansfield Day Service, which reopened in July following a £500,000 makeover. The building was previously used by older people and people with learning disabilities, however since the refurbishment it now also provides services for people who have mental health issues and people with physical disabilities. Many of the changes have been based on suggestions from people who use the service about their needs. This is part of a wider £4.85m programme of modernising our day services to create a network of modern, multi purpose centres.

### **Created enhanced opportunities for citizens and visitors to take part in cultural activities**

Cultural services make a vital contribution to the local economy and help to promote independence, achievement, lifelong learning and a sense of well being.

In addition to our ongoing range of successful programmes, we have created opportunities to participate in activities linked to the Jubilee, the Olympic Torch Relay and London 2012. This has led to an increase in the number of young people and adults taking part in sports, arts and outdoor education to 111,225 in the first six months 2012/13. This is higher than anticipated, and above our target.

During the first six months we have had 1,202 people volunteering in the delivery of sports and arts activities in the county against a target for the year of 2,000.

Building on the legacy of the London 2012 Olympic Games, we are the county's lead organisation for managing the Sport England Sport Maker campaign - backed by Olympic legend Sir Steve Redgrave. We are aiming to recruit 1,000 sports volunteers this year.

Satisfaction of visitors taking part in cultural activities at Sherwood and Rufford country parks is very high at 97.5%, well in excess of the 90.0% target and an increase on the previous year from 92.0%.

### **Services that are organised around the customer**

We have been working to improve some of our most popular services by making it easier for customers to access our services, including how to: apply for school places, report potholes, bookings for registering births and deaths and our Handy Persons Scheme. We have also provided clear, up to date information for our customers on all of the ways to communicate with us: by telephone, the internet, email, face-to-face, Facebook and Twitter.

We listen to our customer feedback and where necessary make changes to services. Following feedback on the cost of contacting the council, we have changed our customer service centre number to a new 0300 number. From November 2012, all residents will pay a local rate or use inclusive minutes to get in touch with us.

We take any complaint seriously and aim to resolve them as quickly as possible. This year 96% of complaints have been resolved at the first stage of the complaints process, – well above of our target of 90%. To continue to respond to complaints efficiently, we will seek to learn from what we have done well and identify further areas for improvement.

### **Delivered the early intervention action plan and implemented targeted youth support arrangements**

Our targeted prevention work has included the introduction of an offer to support all vulnerable adolescents. We have continued to work with those at risk of offending, and our youth workers have focused on diverting young people away from anti-social behaviour into positive activities.

We have reduced the number of 10-17 year olds entering the Youth Justice System for the first time, with a 27% reduction compared to 2011. Re-offending has also been reduced from 14.7% to 13.2%. Reductions are due to successful implementation of policing practices such as restorative justice – giving victims of crime the chance to tell offenders the real impact of their crimes, and continued prevention work.

We have improved our youth support arrangements by establishing local teams of professionals that bring together the Connexions Service and our officers who provide support for parents and children who have difficulties at school. This has improved efficiency and simplified access to our services for professionals and young people.

Our Children's Centres are reaching 42% of families in greatest need of support. This is below our target of 45% but shows improvement from the previous period. One way we have engaged with families in need is through promoting our services at local community events.

We have also implemented a Youth Homelessness Strategy for 16-21 year olds, allocating an additional £462,000 for supported housing over the next three years in response to feedback we received from our consultation on ways to

prevent and tackle youth homelessness across the county.

### **Reviewed existing partnerships and ensured these are effective both within and beyond the county boundaries**

We have a number of partnerships that ensure effective working with partner organisations. The Safer Nottinghamshire Board helps to deliver the shared community safety priorities across the county. The Board is working to deliver our Nottinghamshire Community Safety Agreement (2012-2015). This includes early intervention work, prevention of offending, and improving confidence and satisfaction in local communities. Initial findings from our Annual Residents Survey show we have improved perception of safety in the local area during the day and at night. Data from the police for the period April-September shows that recorded crime levels have reduced by 18.3% compared to the same period last year.

Following the recent elections in November 2012, a new Police and Crime Commissioner is now in post and we will seek to work in partnership with the Commissioner to help shape future community safety activity across Nottinghamshire.

We continue to support the work of our Local Enterprise Partnership (D2N2), which covers the areas of Derbyshire and Nottinghamshire and works to support economic growth. This partnership has recently secured a £5m funding boost for the area. The 'Unlocking Investment Growth' programme will mean small and medium sized businesses can apply for grants of between £50,000 and £1m which can be used to invest in individual schemes to help create jobs, support business expansion and generate economic growth.

## **Priority E: to be financially robust and sustainable**

### **Excellent procurement and commissioning which secures best value for money and have opened our services to new providers**

To support new and existing providers, many of whom are SME's, we have been working to reduce the number of invoices awaiting payment by us. The latest data from September 2012 shows that we have 5,279 invoices currently awaiting payment - a significant reduction during the first part of the year from a starting point of 10,000 invoices. This still exceeds our target of 4,000 and further work is being done to ensure that all invoice processing is undertaken in a simple and efficient manner.

In order to ensure excellent value for money, we have been working to simplify the process for buying low value goods and services through our Business Management System (BMS). As part of this, we have reviewed our use of procurement cards, ensuring that these are used only where it is the most effective solution.

In the first six months of this year we have achieved estimated savings of £5.6m through improved procurement. This is against a target we had set of £6m. The £400,000 shortfall is due to price fluctuations and factors such as increasing costs.

### **Extracted maximum value for money from all of our assets including our buildings**

By making better use of our existing buildings, the council is reducing the number of premises it owns and leases from twenty three to eight by 2017. This will save £2m each year in running costs which we will reinvest in frontline services. A number of our properties have already been vacated and are on

the market, ensuring that we are on track to deliver the predicted savings. We have already sold Ludlow Hill House, Centenary House and properties on Loughborough Road.

The council's Ways of Working programme is creating a modern, flexible working environment so that council employees can work smarter, faster and more effectively. The programme overall is on track to deliver.

### **Taken every suitable opportunity for external funding and sharing resources with our partners**

The development of a Multi Agency Safeguarding Hub (MASH) in Nottinghamshire has enabled us to share resources with our partners in the Police and Health services to ensure clearer accountability and reduce duplication of effort.

We have negotiated the use of shared premises for our transport and travel services team with Rushcliffe Borough Council. This will save over £70,000 a year. In addition, our customer service team has recently co-located customer service points and moved teams to Beeston, Eastwood and the new Mansfield libraries. There are plans to locate teams in Worksop and West Bridgford libraries in 2013.

We are working in partnership with Nottinghamshire Fire and Rescue Service. Our customer service team is targeting the over 85s by telephone, who are at the most at risk of fire. They are being offered a free home safety check by the fire service. If successful, this scheme will be rolled out across the county.

**Business processes and systems that are good and that maximise the use of new technology**

We launched our Business Management System (BMS) in November 2011. Since its launch there have been many improvements in how we pay our suppliers and staff, but there have also been many teething problems that we continue to address.

The introduction of this single, integrated HR, finance and procurement system has exposed a number of inefficient processes across the council. It also demands a more controlled way of working, with stricter adherence to deadlines. We are working hard to ensure we maximise the full potential of our BMS.

We will continue to address the issues with our BMS and to work towards implementing phase 2 of the system during the remainder of 2012/13. This includes external payroll (schools) and property maintenance.

**A workforce that is fit for purpose, skilled, able and empowered to make decisions and actively contributes to the improvement of services year on year**

The Council achieved reaccreditation to the Investors in People (IIP) standard in June 2012. IIP is a standard that helps an organisation to improve its business by ensuring it makes effective use of its people. This includes training and developing its workforce. The council has been IIP accredited for over 10 years.

There were a number of strengths that were highlighted by the inspectors which included inspirational leadership, highly effective communications and a culture of

continuous improvement. A number of areas for development were also identified and we will be using our new workforce strategy to address some of the findings from the IIP inspectors.

We have continued to reduce sickness absence levels by working with managers to build employee health and well-being, and encouraging employees to make lifestyle choices to feel fitter, healthier and more resilient at work.

Sickness absence figures for the council for the first six months of 2012/13 have reduced to 7.94 days (average days per employee) against a target of 8.25 days. This compares to 8.99 days at the same period in 2011/12 showing a reduction of 12% over the year. From the start of the Strategic Plan in 2010/11, there has been a 21.8% reduction in employee absence.

**Key strategies and policies would be fully aligned to our key priorities**

Significant improvements have been made to the council's approach to policy development, helping to ensure that all council policies are aligned with its strategic priorities. The council approved its policy framework in May 2012 and implementation of the framework is ongoing.

The council's policy library was approved in July 2012 and is available on the County Council's website. All publicly available policies have been added to the library. Work is now focused on ensuring policies are developed consistently across the council, and existing policies are reviewed in accordance with the agreed framework.



**REPORT OF THE DEPUTY LEADER, AND CHAIR OF THE  
NOTTINGHAMSHIRE HEALTH AND WELLBEING BOARD****SUBSTANCE MISUSE SERVICES IN HMP WHATTON & HMP RANBY****Purpose of the Report**

1. The purpose of this report is to request the Policy Committee to approve the award of a contract to Bidder A for the provision of Integrated Substance Misuse Recovery Services for Lot 1: HMP Whatton and Lot 2: HMP Ranby.

**Information and Advice**

2. Some information relating to this report is not for publication by virtue of the provisions of Schedule 12A of the Local Government Act 1972 relating to financial or business affairs and information relating to individuals. Having regard to all the circumstances, on balance the public interest in disclosing the information does not outweigh the reason for exemption because the information would add a limited amount to public understanding of the issues but would significantly damage the Council's commercial position and the commercial position of those who submitted tenders. Some information in the exempt appendix relates to individuals; the public interest in disclosing the information does not outweigh individuals' right to privacy. The exempt information is set out in the Exempt Appendix.
3. In the context of this report, the term 'Substance Misuse' is used to refer to alcohol and/or drug misuse. The term 'drugs' extends beyond illegal drugs such as heroin, cocaine, amphetamines, to the misuse of other drugs, prescription only medicines such as anabolic steroids and benzodiazepines, over the counter medicines such as preparations containing codeine.
4. Many of the prisoners within the Nottinghamshire prison setting suffer from substance misuse. In order to improve the health and wellbeing of prisoners and reduce the risk of reoffending it is important that this group is able to access cost effective recovery orientated substance misuse services.
5. Currently the responsibility for commissioning these prison services resides with the Public Health team. As a result of the Health and Social Care Act from April 2013 Nottinghamshire County Council will become the responsible commissioner for community-based substance misuse services. The NHS Commissioning Board will have responsibility for all offender-related health activity, including substance misuse. However, recommendation 3 from the Patel Report placed a strong emphasis on commissioning integrated prison and community services and so it

is considered good practice for Public Health to take this responsibility with them into the Local Authority. This approach is supported locally by the Nottinghamshire prisons, the two NHS Commissioning Board Local Areas Teams and the local substance misuse partnership.

6. During 2011 a needs assessment for both HMP Ranby and HMP Whatton prisons was completed. These assessments supported the commissioning intentions of the Nottinghamshire prisons, the two NHS Commissioning Board Local Areas Teams and the local substance misuse partnership.
7. A procurement exercise took place for HMP Ranby and HMP Whatton, with the intention of commencement of contract for new services being in place for 1<sup>st</sup> April 2013. Three bids were accepted for final evaluation with Quality weighted at 60% and Financial weighted at 40%. The final moderated score of this evaluation and further information is contained in the **Exempt Section**. Funding will be formally transferred via a Section 75 Agreement annually, therefore the award of contract will be for a total period of three years with 12 month break clauses incorporated.
8. The funding for the prison-based substance misuse services will be received annually from the NHS Commissioning Board via a Section 75 agreement with Nottinghamshire County Council. The NHS Commissioning Board have committed to this transfer to Public Health and the money will be 'ring fenced' and easily identifiable for this purpose. This funding will be in addition to the Public Health grant that the LA will receive from April 2013 onwards. The 2012/13 allocation for this purpose is shown in the table below. We are advised by the NHS Commissioning Board that the allocation for prison substance misuse services for 2013/14 will be announced at the same time as the Public Health grant, and is expected to be at least at the current level of funding identified in Table 1 below.

Prison	Substance misuse allocation in 2012/13
HMP Whatton	£246,757
HMP Ranby	£1,154,948
<b>Total</b>	<b>£1,401,705</b>

**Table 1 2012/2013 funding**

9. The Procurement process was concluded on 6<sup>th</sup> December 2012.

### **Other Options Considered**

10. Two other options have been considered.
  - a. Both PCTs (i.e. County and Bassetlaw) procure the services and these contracts then transfer to the two separate NHS Commissioning Body Local Area Teams in April 2013. This would fail to achieve integration with community substance misuse services as Public Health in Local Authority setting.
  - b. Both PCTs (i.e. County and Bassetlaw) procure the services and these contracts then transfer to Nottinghamshire County Council in April 2013. Nottinghamshire County Council would then inherit newly commissioned services having had no involvement in the procurement process.

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

11. The winning bidder has been identified following a formal procurement process for both Lot 1 HMP Whatton and Lot 2 HMP Ranby. The Evaluation Report and overview of the tender process is submitted as an '**Exempt**' **Appendix 1**. Bidder A was successful in receiving the highest score for both Lot 1 HMP Whatton and Lot 2 HMP Ranby. The substance misuse model submitted for both prisons harmonises services across the prison and community setting allowing for greater efficiencies in client treatment and recovery which in turn support value for money opportunities throughout the recovery pathway.

## **Statutory and Policy Implications**

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

## **Implications for Service Users**

13. Improved access to Substance Misuse treatment and recovery services by prisoners transferred from other prisons or entering the environment from the community as well as a continuity of service treatment and recovery in the community setting upon release.

## **Financial Implications**

14. The substance misuse model offered aims to reduce inefficiencies in service delivery through to recovery. Harmonised services will allow for greater efficiencies throughout the recovery pathway i.e. continuity of care from initial diagnosis through release from prison to community to full recovery.

## **Equalities Implications**

15. All prisoners are treated with dignity and respect through equal access to substance misuse services.

## **Crime and Disorder Implications**

16. The service model aims to reduce drug and alcohol related offending behaviour through integrated pathways with the prison Offender Management Unit.

## **Safeguarding Adults and Children Implications**

17. To ensure that robust clinical governance systems are in place to support the safeguarding of vulnerable Adults and Children affected by Substance Misusers in the prison and community setting.

## **RECOMMENDATION/S**

1) The Policy Committee is asked to approve the award of contracts to Bidder A as identified in the **Exempt Section** of this paper for Lot 1: HMP Whatton and Lot 2 HMP Ranby.

### **COUNCILLOR M SUTHERS**

**Deputy Leader and Chair of the Nottinghamshire Health And Wellbeing Board**

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

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### **Constitutional Comments (SLB 04/01/2013)**

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

### **Financial Comments (SG 02/01/2013)**

18. The full value for these contracts will be formally transferred on an annual basis for three years via a Section 75 agreement between the NHS Commissioning Board and Nottinghamshire County Council.

19. The monies allocated to these contracts are contained within the allocation to the NHS Commissioning Board and will transfer to Nottinghamshire County Council via the formal Section 75 agreement that will be put in place.

20. The Policy Committee have confirmed the monies under this Section 75 Agreement are 'ringfenced' in their meeting of 14<sup>th</sup> November 2012. For the financial year 2013/2014 there is an identified underspend of £169,061 which will be allocated by Public Health specifically to the HMP Ranby and HMP Whatton Substance Misuse Services.

### **Background Papers**

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

Report to the Policy Committee, 14<sup>th</sup> November 2012

Attached Appendix 1 "Extract of the Patel Report", 14<sup>th</sup> November 2012

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

All



## **REPORT OF THE CHAIRMAN OF THE CULTURE COMMITTEE**

### **NATIONAL WATER SPORTS CENTRE – FUTURE MANAGEMENT ARRANGEMENTS**

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

1. To inform Policy Committee of the outcome of the procurement process to seek a partner to manage and develop the National Water Sports Centre.
2. To seek approval to enter into legal agreements with the successful bidder.
3. To seek approval for the Council's financial contribution towards the Centre as detailed in the **Exempt Appendix 2**.

#### **Information and Advice**

##### **Background**

4. The National Water Sports Centre is unique in the UK in that it has a mix of world-class water sports facilities alongside a country park and community facilities on a single site. The site is made up of the following elements:-
  - a 270 acre Country Park
  - a 2000m international standard regatta lake
  - a world class canoe slalom and rafting course
  - a 130 pitch camp site
  - a newly refurbished and extended ski tow
  - a 60 bed accommodation block (currently 1\*)
  - meeting and conference rooms
  - a range of catering facilities
  - a sports hall and fitness studio
  - a young people's adventure base.
5. This mix of facilities drives current business at the Centre, which can be summarised as follows:-
  - *general "pay and play" water based activities for groups and individuals. These include:*
    - *water skiing and knee boarding*
    - *commercial rafting*

- *support for the water based clubs that use the Centre's facilities for canoeing and rowing*
  - *hosting major sports events and elite training camps (including those organised by the National Governing Bodies hosted at the Centre as part of the Council's current grant agreement with Sport England)*
  - *managing the Centre's green space (entry to the site is free)*
  - *hosting meetings and conferences*
  - *providing camping and accommodation services*
  - *providing indoor sports and fitness services*
  - *delivering corporate team building events.*
6. The Centre's site is owned by the County Council. Members will recall that the County Council took back responsibility for the operational management of the site in April 2009. Prior to this, the Centre had been leased to Sport England with operational management provided by Leisure Connection.
7. When the County Council re-assumed operational responsibility for the Centre, it negotiated a legally binding settlement agreement with Sport England for the period to April 2021. This provided for:-
- *an annual revenue contribution of £500,000 from Sport England for 4 years towards the running of the Centre (this element of the agreement expires on 31 March 2013)*
  - *the offer of a capital contribution to developments on site if and when plans were put forward.*
8. In return, Sport England required a number of "sporting outcomes" to be achieved, including;
- *the development of a wide range of activities for the general public to take part in*
  - *ensuring that the Centre remained open and that reasonable efforts to make it thrive be undertaken*
  - *the promotion of community sport on a sustainable basis, and the development of effective talent pathways*
  - *the maintenance of elite usage for competition and training*
  - *the promotion of the Centre throughout the UK as a centre of excellence accessible to all*
  - *the proper maintenance of the facility*
  - *the provision of a world class environment for athletes to excel in competition and training – preserving and developing the site for national and international events.*
9. In discussions with officers, Sport England has confirmed that it will not consider extending its revenue support for the Centre beyond 2012/13.
10. In the 2011/12 financial year, the net revenue cost of the Centre to the County Council was approximately £550,000; this figure is made up of £350,000 running costs and £200,000 lifecycle maintenance costs. Without the Sport England revenue contribution, the net revenue cost would have been £1,050,000. In view of the revenue cost of the Centre (and the anticipated increase in this to the County Council from 2013 onwards) it is clear that the current business and operational model employed at the Centre is not sustainable in the medium or long term.

11. These issues were considered by Cabinet in September 2011, when it was agreed to seek an external partner to manage, develop and operate the Centre, within the context of an agreed vision for its development. This is set out below:

***“To be an accessible, high quality family activity and sporting centre with an adventurous flavour set in stunning green space”***

12. Alongside this, Council agreed clear service delivery expectations for the Centre, including the maintenance and development of:

- *water based activities including rowing, a white water course, and water skiing at both recreational and elite user levels*
- *good quality, cost effective and appropriate customer facilities, including a properly equipped campsite and cost effective catering and accommodation offers*
- *additional income generating family focused facilities*
- *a country park experience for local people*
- *the continuation of high profile local, national and international events at the Centre.*

13. The Council's brief for bidders for the replacement centre/attraction also required them to develop proposals that would:

- *see the continuing operation, at the current site, of high quality leisure provision for local community and elite use; this includes the maintenance of the core water based provision at the Centre*
- *see the Council retaining overall ownership of the Centre site, but with management undertaken by an organisation able to manage the Centre effectively and sustainably*
- *See the Centre's site be retained and promoted as a community open/green space with free access*
- *result in a sustainable long term operational model*
- *move towards revenue cost neutrality for the Council*

## **The Procurement Process**

14. An EU Competitive Dialogue procurement process was followed. This was considered to be the best process to be followed as it gave a high degree of flexibility to potential operators within the context of the Council's ambition for the Centre.

15. The tender process had four distinct stages:

- Pre-qualification (five companies submitted pre-qualification questionnaires)
- Invitation to Submit Outline Solutions (five companies submitted outline solutions and three were shortlisted to the next stage)
- Invitation to Submit Detailed Solutions (two companies submitted detailed solutions)
- Invitation to Submit Final Tenders (two companies submitted Final Tenders).



16. The bids were evaluated by a multi-disciplinary officer panel according to three broad criteria as shown below:

Technical	15%
Services	30%
Commercial	55%
<b>Total</b>	<b>100%</b>

### Outcome of Evaluation

17. For the purposes of this report, the two bidders are referred to as Bidder A and Bidder B. The moderated scores for both bids are contained in the **Exempt Appendices 1a and 1b**, along with further information about each bid.
18. It is recommended that the contract be awarded to Bidder A on the basis of the moderated scores.
19. Both bidders shall be informed of the outcome of the procurement and given feedback in accordance with the requirements and obligations of EU public procurement rules.
20. The award will be subject to successful clarification/fine-tuning of any outstanding issues in the contract documentation to be addressed by the Council with Bidder A. The contract documentation will not be subject to re-negotiation. Any amendments to be made to the contract documentation will be a matter of fine-tuning.
21. On successful completion of the clarification/fine-tuning stage, the Council and the winning bidder will complete the contract.
22. Should it not be possible to conclude these outstanding points, then the Council may consider re-engaging with the unsuccessful bidder. The Council also reserves the right not to award the contract to any bidder. In this case, this will be reported back to the Policy Committee for further consideration and approval.

### Other Options Considered

23. Four options were presented to Cabinet in September 2011 prior to the commencement of the procurement process. These are outlined below:
- Option 1: Seek an operating partner to manage and operate the Centre on the Council's behalf, with partner selection undertaken through a "competitive dialogue" procurement process. The cost of the required capital works would ideally be shared by the Council and its partner
  - Option 2: The Council puts in the required capital investment and continues to manage and operate the Centre directly (or via a locally established Trust)
  - Option 3: The Council puts in the required capital investment and completes the required works before procuring a partner to manage and operate the Centre on its behalf
  - Option 4: The Council continues to manage the Centre as at present, with no significant additional capital investment.



24. Option 1 was selected on the basis that it offered the best potential for service improvement and cost control.

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

25. The new contract will enable the Council to fulfil its obligations to Sport England, increase capital investment to the National Water Sports Centre site, and will deliver improved and sustainable facilities.

### **Statutory and Policy Implications**

26. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and legal advice sought on these issues as required.

### **Implications for Service Users**

27. The delivery of the Council's vision for the Centre will improve customer numbers and the customer experience for elite and community users through the establishment of a range of enhanced facilities.

### **Financial Implications**

28. These are set out in the **Exempt Appendix** to this report.

### **Equalities Implications**

29. Delivery of the Council's vision for the new centre/attraction will improve current levels of access for people with disabilities. The proposed contract requires the successful bidder to comply with all current equal opportunities related statute and prepare and implement a full Equalities Impact Assessment of its development scheme.

### **Human Resources Implications**

30. The successful bidder will accept the transfer of existing visitor centre employees with protection under the Transfer of Undertakings (Protection of Employment) (TUPE) regulations. Final details of the staff transferring will be agreed as part of the clarification of the contract.
31. Full communications and consultation will take place with those employees affected and with the relevant trade unions, in respect of the planning and implementation of the transfer of employment.

### **Planning Implications**

32. Rushcliffe Borough Council is the planning authority that will determine the application for any capital development proposals on the site. In this respect, there are a number of planning elements that the successful bidder will need to address in terms of car parking, traffic management, and the scale and scope of the buildings and facilities planned.

## **Legal Implications**

33. Legal comments are set out in the body of this report.

## **Risk and Insurance Implications**

34. Details of these are provided in the **Exempt Appendix**.

## **RECOMMENDATIONS**

That Policy Committee:

- 1) Approves the award of Bidder A as the operating partner for the National Water Sports Centre, subject to successful clarification/fine-tuning of the legal agreements described in this report
- 2) Approves the Council entering into the necessary Legal Agreements to give effect to the project within the financial parameters set out in the **Exempt Appendix 2**
- 3) Gives delegated authority to the Corporate Director, Children, Families and Cultural Services, in consultation with the Group Manager, Legal and Democratic Services, to approve any additions or amendments to any agreements which in their judgement are necessary to give effect to the project and which are within the financial parameters set out in this report;

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

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## **Constitutional Comments (CEH 04/01/13)**

35. Policy Committee has the authority to approve the recommendations set out in the report.

## **Financial Comments (NDR 03/01/13)**

36. The financial considerations are set out throughout the exempt Appendices.

## **Background Papers**

Future management arrangements for the National Water Sports Centre – report to Cabinet, 14 September 2011

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

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

All.

C0155



**REPORT OF THE CHAIRMAN OF THE CHILDREN AND YOUNG PEOPLE'S  
COMMITTEE****NOTTINGHAMSHIRE CHILDREN'S CENTRES – OUTCOME OF RE-  
COMMISSIONING PROJECT****Purpose of the Report**

1. To inform Policy Committee of the outcome of the re-commissioning and procurement process for the delivery of children's centre services in Nottinghamshire.
2. To seek approval to enter into legal agreements with the successful bidder to operate and develop children's centre services, with a particular focus on an extended early help offer for children and families.

**Information and Advice****Background**

3. The Council operates 58 children's centres across the County that provide integrated services for children and families. Children's centre provision is managed within the Early Years and Early Intervention Service. The Council remains fully committed to the continuing operation of all 58 centres.
4. Children's centres are currently managed directly by the Council in Newark and Sherwood, Rushcliffe and most Mansfield locations. In Gedling, Ashfield and Broxtowe, the centres are managed by Nottinghamshire County Health Partnership via a Commissioned Accountable Body (CAB) agreement. In Bassetlaw, North Nottinghamshire College manages the centres via a CAB agreement, and Family Action (a national charity) also manages 2 centres in West Mansfield under the same arrangement. Approximately two-thirds (65%) of the provision is therefore managed directly via external bodies.
5. In July 2011 Cabinet approved the termination of the current Commissioned Accountable Body Agreements with Nottinghamshire County Health Partnerships, North Nottinghamshire College and Family Action. In December 2011, Council gave approval for a procurement exercise to re-commission all children's centre services, and approved the establishment of an enhanced core offer for children's centres, which would form a key element of the specification for service delivery.

6. The re-commissioning exercise has been critically informed by the Council's vision for children's centre services:  
***All children, young people and their families will have the opportunity to fulfil their potential by having the best start in life, and have access to services when and where they need them most.***

7. This vision is underpinned by the following guiding principles.

The Service will:

- *support families to make informed choices about services that build resilience and self-reliance*
- *target resources to those children and families with greatest need within a universal service delivery framework*
- *ensure that service provision is fully accessible and delivered within local communities*
- *listen to children, young people and their families and involve them in decision-making about how best to deliver services*
- *consider the needs of the whole family when assessing and responding to the needs of children and young people*
- *work with partners to maximise best use of available resources to local communities*
- *promote opportunities for voluntary and community participation in the planning and delivery of services*
- *support a suitably qualified, skilled and experienced workforce to ensure provision is delivered to a high quality*
- *commission services that have been shown to make a difference.*

8. The vision is intended to ensure that:

- *parents have the information, skills and aspiration to fulfil their parenting role*
- *children and their families have access to a range of high quality early learning and childcare opportunities to prepare them for school and wider learning opportunities*
- *children and families can benefit from good health and well-being through the provision of integrated, community-based health services, and access to volunteering, training and employment opportunities*
- *children's centres become a single point of access for children and family support, early intervention and information, and advice and guidance services to a wider age group.*

9. In addition, the re-commissioning exercise has been structured so as to procure provider arrangements that improve future performance and quality, and ensure consistency of delivery across the County.

10. The Council will retain direct responsibility for all children's centre premises and the costs associated with them. The commissioned contract will be for the delivery of services from the Council's centres.

## **Contracting Model**

11. A number of legal documents have been prepared which bidders were required to sign up to in the bidding process. The key agreements include:

- **Main contract:** the contract duration is fixed initially for 3 years with potential extension for a further year. This extension is split into two, two year blocks. The contract has an affordability value of up to £14.2m per year. The contract has been developed to ensure there is a share of any efficiency savings in favour of the Council (60%/40%); it also contains an incentivised payment mechanism linked to work with the most vulnerable families in each district, which is designed to ensure that providers effectively reach, and improve outcomes for those who need services the most, or face financial penalty. The contract contains break clauses to address issues of serious ongoing poor performance, and safeguarding clauses to ensure the safety of service users when in receipt of services. The contract is clear, robust and enforceable.
  
- **Service specification:** this sets out the Council's expectations for the range and standards of service delivery at each centre, and is based upon the Ofsted Inspection framework for Children's Centres, national statutory guidance for children's centre provision, the Council's Enhanced Core Offer for children's centres (with an expanded age range 0 -12 years), and key Council policies and strategies, including the Children, Young People's and Families Plan 2011-2014; the Early Intervention and Prevention Strategy; the Child and Family Poverty Strategy; the Pathway To Provision; and the Closing the Gap strategy. The key features of the service specification are that each centre must:
  - *fulfil the statutory definition of a children's centre in its own right*
  - *provide leadership, management and coordination of integrated children's centre services within a defined neighbourhood that result in measurable improved outcomes for children and young people aged pre-birth – 5 years*
  - *ensure the provision of efficient, high quality parenting and family support services for children aged 0-12*
  - *improve the delivery of services through work with partners as individuals and/or joint working arrangements that result in measurable improvement in outcomes for children and young people aged 0-19*
  - *establish appropriate and representative governance arrangements*
  - *effectively manage the Common Assessment Framework (CAF) process at a neighbourhood level*
  - *ensure that services meet national and regulatory standards, including Ofsted and service contract standards*
  - *ensure effective community participation in the management, delivery and review of services, including children and young people.*
  
- **Payment mechanism and performance management framework:** linked to the service specification, these documents set out the Council's detailed performance targets for each centre, and the means by which monitoring officers will link payment to performance in respect of the incentivised and efficiency payment arrangements.
  
- **Property rights:** this sets out the licensing arrangements under which the Council will allow access to its centres.
  
- **Change Procedure:** this sets out the means by which the Council may agree contractual changes with the provider.

## The Procurement and Evaluation Process

12. The procurement process followed was the EU Restricted Procurement process. The process began in April 2012 with a Bidders' Day, at which 27 external organisations expressed an interest in the re-commissioning exercise. Subsequently, four organisations/consortia submitted pre-qualification questionnaires, and all were issued with the final Invitation to Tender in September 2012. All four organisations/consortia submitted final bids.
13. Bids were evaluated by a multi-disciplinary officer panel according to two broad criteria shown in the table below. The weighting reflected the importance to the Council of securing high quality service provision.

Quality	70%
Financial	30%
<b>Total</b>	<b>100%</b>

14. Within the Quality component of the above criteria, bids were evaluated against detailed method statements provided by bidders covering the following critical areas:
- *Quality and performance management*
  - *Integrated service provision*
  - *Operational delivery*
  - *Partnerships and participation*
  - *Workforce management and development*
  - *Safeguarding and health and safety*
  - *Data sharing and quality*
  - *Communication and evaluation*
15. For the purposes of this report, the four bidders are referred to as Bidder A, Bidder B, Bidder C and Bidder D. The moderated scores for all four bids are contained in the **Exempt Appendix**, along with further information about each bid.
16. It is recommended that the contract be awarded to Bidder A on the basis of the moderated scores, with an intended contract start of 1 April 2013.
17. All bidders shall be informed of the outcome of the procurement and given feedback in accordance with the requirements and obligations of EU public procurement rules.
18. The award will be subject to successful clarification/fine-tuning of any outstanding issues in the contract documentation to be addressed by the Council with Bidder A. The contract documentation will not be subject to re-negotiation. Any amendments to be made to the contract documentation will be a matter of fine-tuning.
19. On successful completion of the clarification/fine-tuning stage, the Council and the winning bidder will complete the contract.
20. Should it not be possible to conclude these outstanding points, then the Council may consider re-engaging with unsuccessful bidders. The Council also reserves the right not



to award the contract to any bidder. In this case, this will be reported back to the Policy Committee for further consideration and approval.

### **Other Options Considered**

21. As part of the service review process that resulted in the re-commissioning exercise, consideration was given to two alternative options:-
  - the retention of the current arrangements
  - bringing all children's centre provision "in house" to the Council.
22. The current arrangements, developed over the past decade and rooted in the previous Government's original "Sure Start Local Programme" arrangements for children's centres, do not provide for effective and consistent performance management or monitoring arrangements. Neither do they allow the Council to effectively control significant areas of children's centre revenue expenditure, particularly in relation to staffing and property related spend. Equally, the current "mixed economy" approach does not best support the delivery of consistent standards of delivery across the County. For these reasons, this alternative has been discounted.
23. As the Council currently commissions approximately 65% of children's centre services, the transfer back to the Council of large staff numbers on varying terms and conditions of employment would significantly increase the Council's staffing related financial risk.

### **Reasons for Recommendations**

24. The proposed contractual arrangement will:-
  - best support the effective and consistent performance management of children's centre delivery, as performance will be measured against a detailed service specification that will be consistent across the County;
  - ensure that the Council has effective control of its children's centre related spend;
  - maximise opportunities for innovation and efficiencies by incentivising improved service delivery;
  - enable the Council to directly and effectively control the children's centre property portfolio.

### **Statutory and Policy Implications**

25. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and legal advice sought on these issues as required.

### **Implications for Service Users**

26. The Council's continuing commitment to the retention of a comprehensive network of 58 children's centres, coupled with the commissioning of service delivery as set out in this report, means that children's centre based services for children and families will be

enhanced in terms of scope and quality. In particular, families and children will be able to:

- access support when and where they need it from their local centre
- have access to parenting and family support services from their children's centre until children reach 12 years of age
- benefit from stronger and more effective working relationships between agencies through CAF processes and links with the Council's new Multi Agency Safeguarding Hub (MASH)
- be supported to inform and influence local service provision, as well as supported to provide services themselves through volunteering
- see an improved and consistent service delivery model across the whole County.

### **Financial Implications**

27. These are set out in the **Exempt Appendix** to this report.

### **Equalities Implications**

28. Delivery of the Council's vision for the children's centre service will improve the current levels of access for children and families, particularly by those most disadvantaged. The operating contract requires the successful bidder to comply with all current equal opportunities related statute and implement effective equality and diversity policies that meet Council requirements.

29. As part of the process of making decisions and changing policy, public authorities are required by law to think about the need to:

- eliminate unlawful discrimination, harassment and victimisation
- advance equality of opportunity between people who share protected characteristics (as defined by equalities legislation) and those who do not
- foster good relations between people who share protected characteristics and those who do not.

30. Equality Impact Assessments (EIAs) are a means by which a public authority can assess the potential impact that proposed decisions/ changes to policy could have on the community and those with protected characteristics. They may also identify potential ways to reduce any impact that a decision / policy change could have. If it is not possible to reduce the impact, the EIA can explain why. Decision makers must understand the potential implications of their decisions on people with protected characteristics.

31. An EIA has been undertaken and is available as a background paper. Decision makers must give due regard to the implications for protected groups when considering this report.

### **Human Resources Implications**

32. The successful bidder will accept the transfer of existing children's centre employees with protection under the Transfer of Undertakings (Protection of Employment) (TUPE) regulations. Final details of the staff transferring will be agreed prior to contract completion.

33. Full communications and consultation will continue to take place with those employees affected and with the relevant trade unions, in respect of the planning and implementation of the transfer of employment.

### **Legal Implications**

34. Legal comments are set out in the body of this report.

## **RECOMMENDATIONS**

That Policy Committee:

- 1) Approves the award to Bidder A of a contract for the delivery of children's centre services, subject to successful clarification/fine-tuning of the legal agreements described in this report
- 2) Approves the Council entering into the necessary legal agreements to give effect to the project within the financial parameters set out in the **Exempt Appendix**
- 3) Gives delegated authority to the Corporate Director, Children's Families and Cultural Services, in consultation with the Group Manager, Legal and Democratic Services to approve any additions or amendments to any agreements which in their judgement are necessary to give effect to the project and which are within the financial parameters set out in this report.

**Councillor Philip Owen**  
**Chairman of the Children and Young People's Committee**

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### **Constitutional Comments (LM 02/01/13)**

35. The Policy Committee has delegated authority within the Constitution to approve the recommendations in the report.

### **Financial Comments (NDR 03/01/13)**

36. The financial considerations are set out throughout the exempt Appendices.

### **Background Papers**

Ending Commissioned Accountable Body Agreements for Children's Centres - Report to Cabinet, 6 July 2011

Future Commissioning Arrangements - Children's Centres - Report to County Council, 15 December 2011  
Nottinghamshire Enhanced Core Offer for Children's Centres  
Ofsted Inspection framework for Children's Centres, DfE  
National statutory guidance for children's centre provision, DfE  
Nottinghamshire Children, Young People's and Families Plan 2011-2014  
Nottinghamshire Early Intervention and Prevention Strategy  
Nottinghamshire Child and Family Poverty Strategy  
Nottinghamshire Pathway to Provision  
Nottinghamshire Closing the Gap Strategy  
Equalities Impact Assessment

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

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

All.

C0156

**REPORT OF THE LEADER****NOTTINGHAMSHIRE CITIZENS' PANEL  
THE WAY FORWARD POST JUNE 2013****Purpose of the Report**

1. To provide a preferred option for the management of the citizens' panel in order to deliver the County Council's Public Engagement Policy and support delivery of the strategic plan.

**Information and Advice**

2. In June 2007 the County Council entered into a four year contract with Ipsos MORI to recruit and manage a citizens' panel. The panel, which remains the property of the County Council, comprised of approx 1,000 residents from each district area recruited on a representative basis. The cost of the fixed price contract was £34,800, although recruitment to the panel proved to be far more problematic than anticipated and it is estimated that the actual cost to Ipsos MORI was in the region of £130k; this would be the cost to the Council if a new panel were to be recruited.
3. The panel has been used many times during the past six years and number of joint surveys have been conducted with public sector partners (Districts, Police, Fire & Rescue, Health) making consultation cost effective, as the cost has been shared. Due to people moving out of Nottinghamshire, or no longer wishing to take part, the panel now stands at just under 6,000 Nottinghamshire residents; still one of the largest panels in the country.
4. The original contract with Ipsos MORI was extended for two years in June 2011 and a decision needs to be made as to how the County Council should proceed following the termination of the contract in June 2013. Procurement regulations prohibit any further extension of the contract.
5. The panel continues to represent a beneficial and relatively low cost resource for consulting Nottinghamshire residents on important issues, especially using on-line methodology. Although the panel is the preferred consultation mechanism for the Council, it is not intended to replace all existing methods of consultation – especially that designed to engage with socially excluded groups and young people. It is designed to complement these more specialist and targeted involvement activities, reduce duplication and target consultation resource to maximise returns.

**Options**

6. A number of options have been identified and are detailed below:-

**Option A:**

Do nothing. Disband the existing citizens' panel upon completion of the existing contract extension and commission ad hoc research as and when required. Potential risk - there would be no co-ordination of consultation projects undertaken by departments. Ad hoc commissioning arrangements would prove more expensive in terms of cost, resources and time. Once the panel is lost it will be too expensive to re-instate/re-recruit (as outlined in paragraph 2).

**Option B:**

Bring the management of the citizens' panel in-house. Maintain control and influence over the panel - establish a number of subsets covering panellists who prefer to be contacted by email, telephone, face to face or postal format. Actively manage our own capacity – a baseline study of capacity has been undertaken and it has been found feasible to undertake the running of the panel in-house. There may be a need for additional in-house support to assist with cleansing/refreshing the panel database and it is proposed to explore options with the Customer Service Centre in this respect. Recruitment to the panel will be ongoing and Nottinghamshire residents will be able to join the panel at any time by completing an on-line form on the Council's website.

**Option C:**

Disband the citizens' panel and enter into partnership arrangements with other public sector organisations such as NHS Nottinghamshire and Nottinghamshire Police. Potential risk - limited access to residents i.e. NHS service users only and victims of crime, which could result in over-consultation with certain residents and knowledge gaps due to lack of interaction with others. Resources – there could be an issue around data protection, and partners may not wish to share details of their networks without charging the Council a fee.

**Option D:**

Undertake a procurement exercise to secure a new four year contract. Potential risk - Panel members may not agree to their contact details being passed on to a different research agency. This option will be costly in terms of recruitment of new panellists, management fee and legal costs (as outlined in paragraph 2).

**Preferred option**

7. In terms of cost/benefit, Option B represents the best value for money and as such is the preferred option. In practical terms, the panel would continue to operate as before, using in-house resources to replace functions previously carried out by Ipsos MORI. This approach will continue to deliver the outcomes of consultation required by the authority - to involve local people in decision making in relation to the delivery of public services across Nottinghamshire, to understand their views and improve the quality, effectiveness and delivery of local public services. Partner participation in the panel will continue to be encouraged to increase revenue and reduce costs for the Authority.

**Reason/s for Recommendation/s**

8. The proposed option supports the Council's values around respect and customer focus as set out in the strategic plan, and forms one of a number of options enabling people to get involved in influencing decisions.

## **Statutory and Policy Implications**

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

## **Equality implications**

10. This report has been compiled giving due regard to the Council's public sector equality duty. By bringing the management of the citizens' panel in-house, the Council will continue to ensure, as far as possible, a representative mix of panellists to reflect the diverse population of Nottinghamshire and their views.

## **RECOMMENDATIONS**

### **Recommendation**

It is recommended that Policy Committee

- i. Approves the recommendation to self-manage the citizens' panel as per option B detailed in the report and explore options for support with the Customer Service Centre.

### **Councillor Kay Cutts Leader of Nottinghamshire County Council**

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### **Constitutional Comments [SLB 04/01/13]**

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

### **Financial Comments [MB 03/01/13]**

Costs associated with the citizens' panel are met from the budget for Communications and Marketing. Any additional costs for in-house resources can be contained within this budget.

### **Background Papers**

None

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

All





**REPORT OF CHAIRMAN OF FINANCE AND PROPERTY COMMITTEE****SWITCH N SAVE: A NOTTINGHAMSHIRE COLLECTIVE ENERGY SWITCHING SCHEME****Purpose of the Report**

1. To seek approval to establish a collective energy switching scheme for Nottinghamshire to help residents reduce their household energy costs.

**Information and Advice**

2. In summary, the proposed collective energy switching scheme, promoted as part of integrated home energy support, will deliver the following benefits for Nottinghamshire residents:
  - Estimated average savings for those who switch of up to around £200 on annual energy bills.
  - Through increased awareness and support, residents will be more likely to take up measures to improve the energy efficiency of their homes.
  - Through linking to the county's keeping warm in winter campaign, residents will be able to take advantage of support and advice to help vulnerable people avoid the potential negative health impacts of cold weather.
  - A means to switching suppliers that will be made available to off-line and vulnerable consumers, with high levels of customer support.
3. The basics of the scheme proposed involves:
  - A targeted media campaign encouraging people to register, without obligation, their interest in switching energy supplier.
  - Providing customer support, particularly for off-line and vulnerable consumers, to assist with registration.
  - Outreach work to promote the scheme through face to face contact.
  - The appointment of a 'switching partner' to collate the details of registrants and undertake an exercise to secure and then communicate the best deal available from energy suppliers.
  - An opportunity for district council and other public sector partners to help promote and gain from positive association with the scheme.
4. Over recent years many residents have been faced with large increases to their energy bills. According to the Local Government Association, it is estimated that on average customers' annual bills have increased by £90 in the past year. Alongside this, Department for Energy and Climate Change (DECC) figures released in June 2012 show that there has been a

gradual decline in the number of households switching energy suppliers. Hence it is increasingly likely that many consumers, particularly those without internet access and in vulnerable groups, will not be getting the best available deal for their energy supply.

5. To address this, many local authorities and some third sector organisations are promoting and supporting the concept of collective energy switching, whereby interested consumers are brought together in groups and a collective approach made on their behalf to energy companies to try and obtain a better price. The first major UK collective switch took place in June of last year, and was organised by Which? Of 95,000 customers who registered to switch, 37,000 did so, achieving an average saving of £223 per customer. Since then the Government has written to all local authorities calling on them to get involved in such schemes and has also undertaken to ensure that customers get a better deal on energy by simplifying available tariffs by summer 2014. The proposed Nottinghamshire scheme will help residents prior to intended tariff simplification.
6. Following interest in such a scheme within the Council, it has been agreed to collaborate with Derbyshire County Council to seek to award a concession for a collective energy switching scheme, initially for gas and electricity supply to domestic customers, with a view to having the scheme in place by the end of January 2013. The arrangement with Derbyshire County Council will allow each council to protect its own interests and to enter, or not, into a separate contract with the successful organisation and to develop its own promotional programme with its citizens, who will be expected to benefit through being combined into a larger group for the purpose of approaching energy suppliers to find the best deal for them. As a result of this collaboration, Which? has emerged as the preferred switching partner.
7. It is intended that promotion of the scheme will form part of more holistic home energy advice, complementing the Council's existing activity in partnership with district councils and others to help keep vulnerable people warm in winter and encourage the uptake of home energy efficiency advice and associated offers, such as low cost cavity wall and loft insulation. Unfortunately, a bid submitted to DECC for £50,000 under its recently announced local authority funding competition, to support promotion of the Nottinghamshire energy switching scheme, was unsuccessful. It is proposed that up to £50,000 from an identified underspend within the Carbon Reduction Commitment Energy Efficiency Scheme budget be allocated to assist promotion of the scheme.
8. It should be noted that the proposal is not linked to the Council's own procurement of gas and electricity, which is achieved through its contract with Government Procurement Service, in its role as a central purchasing body.

### **Other Options Considered**

9. Other options considered were:
  - Do nothing for now and await the outcome of other work in this area, such as that of the LGA to establish a framework contract for local authorities to obtain the services of a 'switching partner', or the Government's intended simplification of available electricity and gas tariffs by summer 2014.
  - Promote the availability of switching websites and other collective switching schemes to residents in Nottinghamshire, without having a County Council branded scheme.
  - Use the Council's own resources to procure a switching service just for Nottinghamshire, or with partners other than Derbyshire County Council.

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

10. In evaluating these options, it was concluded that the arrangement with Derbyshire provides the best choice, as it offers a resource efficient means of establishing a scheme, whilst giving the Council control over the contract and promotion of the scheme to its residents. This approach also allows a scheme to be established quite quickly and is likely to lead to enhanced benefits to Nottinghamshire citizens compared to a county only scheme.

## **Statutory and Policy Implications**

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

## **Implications for Service Users**

12. Service users can be made aware of the potential benefits available through engagement with the scheme.

## **Financial Implications**

13. The funding of £50k will be provided from within the Waste and Energy Management Revenue Budget for 2012/2013.

## **Equality Implications**

14. The scheme specifically seeks to help consumers who do not have internet access and those who traditionally have shown to be less likely to switch energy supplier, and these consumers tend to be older people or from other groups that are particularly vulnerable to fuel poverty.

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

15. By linking to home energy and winter warmth advice, the scheme is likely to deliver positive sustainability outcomes, for example through encouraging the uptake of insulation measures that can result in reduced carbon dioxide emissions, reduced health issues from cold housing, and increased disposable income with potential local economic benefits.

## **RECOMMENDATION/S**

- 1) It is recommended that the Committee approves the establishment of a Nottinghamshire collective energy switching scheme, and that
- 2) An allocation of up to £50,000 be agreed as set out in para 7.

**Councillor Reg Adair, Chairman of Finance and Property Committee**

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

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**Constitutional Comments (SG 20/12/2012)**

The Committee is the appropriate body to decide on the issues set out in this report.

**Financial Comments (DJK 20.12.2012)**

The contents of this report are duly noted; and the financial implications are clearly identified within the report.

**Background Papers**

None.

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

All.

**REPORT OF THE CHAIRMAN OF THE CHILDREN AND YOUNG PEOPLE'S  
COMMITTEE****LOOKED AFTER CHILDREN STRATEGY UPDATE****Purpose of the Report**

1. To provide an update on development of Nottinghamshire's Looked After Children Strategy which was approved by Policy Committee in July 2012.

**Information and Advice**

2. In July 2012, Policy Committee approved Nottinghamshire County Council's Looked After Children Strategy. This report provides an update on its progress.
3. The Strategy was developed between Nottinghamshire and its partner agencies and acts as a joint statement of intent to work together to deliver the best outcomes we can for the children who come into our care.
4. In common with other areas of the country, Children's Social Care services in Nottinghamshire continue to be under pressure from the increase in numbers of looked after children. At the time of publication, there were 848 children and young people in care in Nottinghamshire. Independent audit shows that thresholds for entry to the care system are being applied appropriately, and the numbers of looked after children are lower than both Nottinghamshire's statistical neighbours and the national average. There is evidence, however, to suggest that some children spend longer in the care system than necessary.
5. The challenge is, therefore, to ensure that those children who will remain in care have a loving, safe, stable and happy childhood while also having a clear focus on finding permanent alternative placements through adoption, special guardianship or within the extended birth family through kinship care.
6. The Looked After Children Strategy has now been formally published and is available to download via the Children's Trust Executive web-page. This milestone was communicated through Nottinghamshire County Council's intranet page as well as via email to all partners and agencies involved in its development.
7. A clear reporting schedule has been set up to ensure that progress against the Strategy is monitored. A multi-agency Looked After Children Steering Group will regularly review performance against targets that have been set.

8. The first formal highlight report will be available in February 2013 and will then be refreshed every six months up until 2015. This will be provided to the Children's Trust Executive, Children in Care Council and Corporate Parenting Sub-Committee every six months.

### **Other Options Considered**

9. The report is for noting only.

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

10. The report is for noting only.

### **Statutory and Policy Implications**

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

### **RECOMMENDATION/S**

- 1) That the update on the development of Nottinghamshire's Looked After Children Strategy be noted.

**Councillor Philip Owen**  
**Chairman of the Children & Young People's Committee**

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

Steve Edwards  
Service Director, Children's Social Care  
T: 0115 977 4782  
E: [steve.edwards@nottsc.gov.uk](mailto:steve.edwards@nottsc.gov.uk)

### **Constitutional Comments**

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

### **Financial Comments (NDR 02/01/13)**

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

### **Background Papers**

The Pledge for Looked After Children

DfE Adoption scorecard May 2012

Report to Corporate Leadership Team 'Children's Social Care Transformation Programme May 2012'

Report to Children & Young People's Committee on 18 June 2012 'Looked After Children Strategy'

Report to Policy Committee on 18 July 2012 'Looked After Children Strategy'

Report to Corporate Leadership Team 'Children's Social Care Transformation Programme November 2012'

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

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

All.

C0154





**REPORT OF CORPORATE DIRECTOR POLICY, PLANNING AND  
CORPORATE SERVICES****INDIVIDUAL ELECTORAL REGISTRATION PILOT****Purpose of the Report**

1. To seek agreement for the County Council to participate with Mansfield District Council on a pilot scheme to test the value of matching the Council's data on young people with data held by the electoral registration officer.

**Information and Advice**

2. Each district council in Great Britain appoints an Electoral Registration Officer (ERO) who has responsibility for compiling an accurate and complete electoral register for their area. Accuracy means there are no false entries on the register, ie accurate entries relate to verified and eligible voters who are resident at that address. Inaccurate register entries may relate to entries which have become redundant (for example, due to people moving home), which are for people who are ineligible and have been included unintentionally, or which are fraudulent. Completeness means that every person who is eligible to vote is included on the register at their current address.
3. Accurate and complete electoral registers are essential for elections. However, electoral registers are also used for other important civic purposes, including selecting people to undertake jury service, and calculating electorates to inform Parliamentary and local government boundary reviews. Those not registered are not counted for these purposes. In addition, registers are used by credit reference agencies to confirm addresses supplied by applicants for bank accounts, credit cards, personal loans and mortgages
4. The electoral register is primarily completed through the annual canvass undertaken each autumn, although under the rolling registration arrangements individual electors can register to vote throughout the year. The annual canvass involves delivering a registration form to each household and following up those households who do not respond via postal reminders and personal visits. Most EROs use other locally held data, such as council tax and housing records, to improve the effectiveness of their registration activity.
5. The Political Parties and Elections Act 2009 (PPE Act) allows for the phased introduction of individual electoral registration (IER) in Great Britain. The PPE Act also included provisions to allow data matching pilot schemes to be carried out, with a view to establishing which national public databases might be useful to EROs in helping maintain electoral registers during the transition to IER.

6. The Electoral Registration and Administration Bill, introduced in the House of Commons on 10 May 2012, is intended to speed up the implementation of IER in Great Britain. The new system to be implemented from 2014 will require each elector to register individually (unlike the current system where registration takes place predominantly by household) and to supply personal information for verification.
7. In 2011 with the support of the Cabinet Office some 22 local authorities took part in pilot data-matching exercises alongside the annual canvass. This data-matching was intended to use national databases (such those operated by the Department for Work and Pensions) to identify people missing from the electoral register who could be invited to register
8. Evaluations of the pilots suggested that national databases were of limited value in adding to information already available to EROs. However, the most useful databases in terms of adding people to the registers seemed to be those which targeted specific under-registered groups (e.g. 16-17 year-olds) such as the National Pupil Database and the Individual Learner Record. The Electoral Commission notes that under IER, unlike in the current household system, individual attainers might need to complete their own form (rather than being registered by adults in the household). It is therefore possible that the number of registered attainers will fall. The ability to use data in order to target them in this way may therefore be a more useful tool for EROs in the future.
9. In its response to pre-legislative scrutiny and public consultation on individual electoral registration and amendments to electoral administration law published in February 2012 the Government indicated its intention to run further data matching pilots. Consequently the Cabinet Office approached EROs looking for volunteers to take part in further data matching schemes in 2012 using a refined process and methodology or developing and piloting some other electoral registration initiatives. One of the aims of this second round is to pilot local data matching between tiers, to assess its usefulness and inform a decision on changing the law that currently prevents the routine exchange of such data.
10. Mansfield DC indicated its interest in taking part in the pilot and approached the County Council to take part in a project to test data-matching in two-tier areas. Following preliminary discussions with the Cabinet Office and Mansfield DC it is considered that the County Council can make the biggest contribution by providing data to identify young people who should become 18 within the life of the register. It is intended to focus on three groups:
  - The general school population. This will address young people living within Mansfield District.
  - Students with SEN. These students may attend specialist establishments outside the County not maintained by the local authority.
  - Looked after Children. Because of their circumstances these young people are frequently disadvantaged in engaging with civic life. Although many of them should be picked up by the two categories above some may only be matched through the Council's social care records.
11. The intention would be for the County Council to provide a list of young people known to the Children, Families, and Cultural Services Department in the above categories to the ERO for Mansfield who would match against the electoral register. The supplier of the district

council's electoral registration software would also be involved in the pilot to advise on the technical issues.

12. The Cabinet Office intends to make an Order which would permit data sharing for the matching pilot. The Order would expire at the end of the pilot phase.
13. The evaluation of the pilot will consider whether use of County Council data contributes to a more complete electoral register. It will also address the particular flavour suggested above – ie ensuring that young people who otherwise are most at risk of being missed off the register (ie those with special needs and looked after) are picked up.
14. The Cabinet Office will fund any additional costs necessary to deliver the pilots (eg if it is necessary to employ specialist data analysts). However at this stage it is considered that any additional costs will be minimal, the main costs falling on the County Council will be the costs of existing staff in the CFCS data management team which can be absorbed within existing budgets.

### **Other Options Considered**

15. The Council could decline to participate in the pilot.

### **Reason for Recommendation**

16. The introduction of individual electoral registration could increase the risk of young people, especially the more disadvantaged, failing to register and not engaging with civic life. The Council's participation in the pilot should enable it to contribute to the development of IER and to maximise the opportunities for young people to register.

### **Statutory and Policy Implications**

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

### **RECOMMENDATION/S**

The Council participates in the data matching pilot with Mansfield DC along the lines set out in the report

**Jayne Francis-Ward**  
**Corporate Director Policy Planning and Corporate Services**

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

Sara Allmond, Democratic Services Officer tel 0115 977 3794

**Constitutional Comments ([initials and date SLB 08/01/13])**

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

**Financial Comments (MB 07/01/13)**

19. The financial implications are outlined in paragraph 14 of the report.

**Background Papers**

None

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

All divisions in Mansfield

**REPORT OF CORPORATE DIRECTOR, POLICY, PLANNING AND  
CORPORATE SERVICES****PLANNING GROUP – DEVELOPMENT MANAGEMENT TEAM STAFFING****Purpose of the Report**

1. To obtain approval to re-designate a vacant post for a planning officer in the Development Management Team from Grade 5 to Band A. Recruitment would then be to the post at Band A.

**Information and Advice**

2. The Development Management Team in the Planning Group deals with the full range of minerals and waste planning applications and planning applications for the County Council's own development as well as including a small team who deal with planning enforcement matters. The team currently has two posts at Grade 5 which are occupied by junior members of staff.
3. One of the Scale 5 posts is about to become vacant with the departure of the post holder to another authority. This has given the opportunity to review how the Development Management Team can best deliver the service. The types of planning applications the team deals with are becoming increasingly complex, often needing Environmental Impact Assessments, and need to be dealt with by more experienced planners. Rather than recruit a junior member of staff, it is proposed that the vacant post be re-designated to Band A and recruitment be carried out at that level. This would ensure that the team is able to maintain its delivery levels. In addition to other posts, the team would then have two posts at Band A and one at Grade 5.
4. The number of posts in the team would remain the same and the increased salary level (from Grade 5 (£20,858 - £23,708) to Band A (£24,646 - £28,636) would be financed from within the Development Management revenue budget. Given that the team already has one post on Band A, if approved, it is proposed to use the same job description and person specification. This will enable recruitment to swiftly take place.
5. Re-designation of this post would offer opportunities for promotion for current staff and would also improve morale within the team.

## **Other Options Considered**

6. To recruit to the vacancy at the existing level. Whilst this would ensure staffing levels were maintained, there would be an impact on delivery as any appointee would be at the start of their career and would not be able to deal with the full range of applications and would require close supervision.

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

7. The re-designation of the post and its filling will enable the Development Management Team to continue to maintain its high standards of delivery.

## **Statutory and Policy Implications**

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

## **Equalities Implications**

9. Recruitment to the post would follow Nottinghamshire County Council procedures.

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

10. The re-designation of the post and then recruitment will provide adequate resources for the County Council to carry out its duties as a planning authority.

## **RECOMMENDATION/S**

- 1) That an existing Grade 5 Post (ref 50148106) in the Development Management Team be re-designated at Band A.

**Jayne Francis-Ward**

**Corporate Director Policy Planning and Corporate Services**

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

**Sally Gill, Group Manager Planning**

**0115 9696536**

## **Constitutional Comments (SHB 05.12.12)**

11. Committee have the power to decide the Recommendation.

## **Financial Comments (DJK 05.12.12)**



12. The contents of this report are duly noted; the increased expenditure will be funded from the 2012/13 revenue budgets and in future years.

**Background Papers**

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

None

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

All





**REPORT OF THE DEPUTY LEADER, NOTTINGHAMSHIRE COUNTY  
COUNCIL**

**ESTABLISHING HEALTHWATCH NOTTINGHAMSHIRE: PROGRESS  
UPDATE**

**Purpose of the Report**

1. To set out a revised approach to establishing a Healthwatch Nottinghamshire organisation following the recent procurement exercise to secure a provider.

**Information and Advice**

Background

2. At its meeting on 12 September 2012, Policy Committee considered a report advising of the requirement for, and intended approach to, establishing Healthwatch Nottinghamshire. Policy Committee will recall that under the Health & Social Care Act (2012) all local authorities with social care responsibilities are required to commission and contract manage a Local Healthwatch (LHW) for their areas. They are also required to commission an NHS complaints advocacy service which may be commissioned as part of, or separate from, Local Healthwatch but with a data sharing arrangement between the two in the case of the latter.
3. From 1 April 2013 when they are established, Local Healthwatch organisations will be the '*local consumer champion for patients, service users and the public*' and will strengthen the public and patient voice in the provision of publicly funded health and social care services. Local Healthwatch organisations will be complemented at the national level by Healthwatch England, which was established in October 2012, as a committee of the Care Quality Commission.
4. The Act requires that Local Healthwatch is a 'body corporate' and a social enterprise (i.e. a not for profit company) that '*operates for the benefit of, and is accountable principally to, its local community.*' Local Healthwatch organisations will be able to employ staff, sub-contract statutory functions and involve volunteers.
5. As was reported in September, many different Local Healthwatch models are emerging across the Country. Some local authorities are favouring the 'host' model currently used with Local Involvement Networks (LINKs); others are actively involved in the bottom-up development of Local Healthwatch social enterprises and are intending to grant aid them to

carry out their duties; with others favouring a competitive procurement exercise to secure a Local Healthwatch provider.

6. Policy Committee decided that a competitive procurement route was the most appropriate approach in Nottinghamshire and 25 national and local organisations attended a Healthwatch Nottinghamshire market sounding event in September 2012. However, despite this level of interest, the Invitation to Tender (ITT), which closed on 23 November, did not generate any tenders which met the required quality threshold. This has meant that the ITT exercise has been abandoned, with contingency plans being put in place. Those plans, which are set out in the remainder of this report, have been determined following discussions with the Corporate Director for Policy, Planning and Corporate Services, in consultation with the Deputy Leader of the County Council, who were given delegated authority to take action which is considered necessary to achieve the establishment of Healthwatch Nottinghamshire as per a Policy Committee decision in September 2012.

### Contingency Plan

7. A key consideration in any contingency plan is the requirement for the Council to meet its statutory obligations in respect of having a Healthwatch organisation in place by 1 April 2013.
8. The contingency plan for Healthwatch Nottinghamshire is for the County Council to establish the company itself, via a third party. This is akin to the approach taken by Derbyshire County Council which has engaged an Implementer to undertake all of the preliminary tasks associated with establishing Healthwatch Derbyshire, with the Implementer then working with the Board to finalise some of the detail. Derbyshire County Council will then grant aid the company on a 5 year grant aid agreement.
9. It is proposed that the County Council replicate much of Derbyshire's approach with the key objectives of the Implementer for Healthwatch Nottinghamshire being to:
  - i. Plan and undertake key tasks and provide advice and guidance so that Healthwatch Nottinghamshire is established and can be operational (including the employment of staff) by 1 April 2013 including the identification and acquisition of office accommodation; HR (payroll); ICT; finance and accounting support; insurances; key policies and procedures etc.
  - ii. Provide advice, support and guidance to the Executive Board to develop collective and individual skills, efficacy and authority to provide leadership for Healthwatch Nottinghamshire.
  - iii. Facilitate the Executive Board members to become a functioning group and corporate governance body
  - iv. Develop a business plan for Healthwatch Nottinghamshire for the period 2013/14 for agreement by the Executive Board during March 2013 (based on the Healthwatch Nottinghamshire Service Specification which was developed following extensive stakeholder engagement).
10. At the time of writing, two potential Implementers have been identified and discussions are taking place in securing the services of one of them to take the work forward commencing as early as possible in 2013 so as to give the maximum amount of time to undertake all necessary tasks.

11. It is considered that the Council and its stakeholders will be able to progress the appointment of the Healthwatch Nottinghamshire Executive Board without the support of the Implementer, but drawing from the experience of the approaches being taken by other local authorities. A Chair will be recruited to provide strategic leadership to the organisation, with up to 4 further directors being appointed directly afterwards to cover particular skill sets including finance; business development; community engagement etc. It is intended that the Board will be appointed by a panel, with an independent chair. In order to seek a high calibre chairperson, the post would be remunerated up to £12,000 per year, for year one, with an anticipated time commitment of up to 3 days per week. It is envisaged that the recruitment process for Board members will commence early in the New Year.
12. To complement the generic corporate governance and company set-up work of the Implementer, Healthwatch specific public patient involvement expertise will be commissioned to support the induction and development of the Executive Board and the development of the Healthwatch Nottinghamshire Business Plan. This work will also include some awareness and capacity building work with the voluntary and community sector to ensure that they are prepared to play an active role in Healthwatch Nottinghamshire given that the latter's success will hinge on the extent to which it is able to harness the support of existing voluntary and community sector organisations.
13. It will also be necessary to secure the services of an interim manager for Healthwatch Nottinghamshire from mid-February / early-March to support the Board in its early work.
14. In summary, the high level timeline of the key tasks to be undertaken as part of the Healthwatch Nottinghamshire Contingency Plan are:

<b>What</b>	<b>Date</b>	<b>Lead</b>
Identify and contract Implementer	Dec – Jan 13	NCC
Recruitment of Board	Jan – Feb 13	NCC / Stakeholders
Board Induction – design / delivery	Feb – April 13	Implementer
Implementation (including company registration)	Jan – Mar 13	Implementer
Business Plan development	Dec – Mar 13	Implementer

15. Given that Healthwatch is required by statute to be an independent body, the Healthwatch Nottinghamshire Working Group comprising representatives from the County Council; CCGs; the LINK; the LINK host; and the voluntary and community sector (NAVO)) will continue to have a role in guiding the establishment and early development of Healthwatch Nottinghamshire.
16. It was always envisaged, and accepted by key stakeholders, that Healthwatch Nottinghamshire would be developmental in its first year. Whilst the organisation should have the capacity upon establishment to continue the work of the Nottinghamshire Local involvement Network (which it will replace) it will not have the expertise or capacity to undertake a signposting and information role in the short term. However, as the Nottinghamshire CCGs have retained PCT Patient Liaison and Advice Services (PALS) which in many areas have been abolished and replaced by Local Healthwatch this delay is not considered to have an adverse impact on consumer service.

17. As part of the Healthwatch Nottinghamshire contingency plan a Business Plan will be developed that will set a staged plan for developing services and outcomes over time. This will need to be agreed by the Board. The Business Plan will also need to be informed by contractual and funding arrangements between the company and the County Council.

#### Funding for Local Healthwatch and the Contingency Plan

18. At its meeting in September 2012, Policy Committee agreed that the indicative budget for Healthwatch Nottinghamshire will be £434,419 per annum for 2013/14 and 2014/15. The final amount will be confirmed following the final local government settlement (the provisional settlement was issued in December 2012).

19. As the Council is now in the position of establishing Healthwatch Nottinghamshire, and will need to fund it directly, an appropriate funding and contracting arrangement will need to be put in place which takes account of the organisation's development and incremental service provision in the first year. The Council will need to ensure that performance targets and outcomes are clearly set out and that performance is managed during the first year and beyond.

20. Funding from the Government also includes a one-off transition allocation of £46,000 in 2012/13 to facilitate set-up costs of Healthwatch Nottinghamshire. This amount will be used to fund the costs associated with the contingency plan for Healthwatch Nottinghamshire as outlined in the report.

#### **Other Options Considered**

21. Under the Health and Social Care Act (2012) the County Council is required to commission an independent Local Healthwatch organisation to be in place by 1 April 2013. The Council is prohibited under the Act from delivering Healthwatch itself. Because of the timelines, the specialist expertise involved in establishing a Healthwatch organisation and the need for Healthwatch to be independent the approach set out in this report is considered necessary. It should be noted that it comes on the back of the preferred approach which was to procure a Healthwatch provider via a competitive procurement exercise.

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

22. Given the timelines associated with establishing Healthwatch Nottinghamshire following the abandoned Invitation to Tender exercise, contingency plans needed to be mobilised quickly along the lines set out in this report and in line with the delegated authority given by Policy Committee in September 2012.

#### **Statutory and Policy Implications**

23. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below.

#### **Financial Implications**

The financial implications of the contingency approach to establishing Healthwatch Nottinghamshire are set out in paragraphs 18 - 20.

## **Equalities Implications**

The new Healthwatch Nottinghamshire organisation will be a body corporate and will have public sector duties and responsibilities including compliance with the Equality Act (2000). Specific outcomes, with performance measures, will be set out in the contract requiring Healthwatch Nottinghamshire to undertake and publish an equalities impact assessment on an annual basis.

The model for Healthwatch Nottinghamshire will maximise the opportunity for every Nottinghamshire citizen to take part and have their voice heard and will actively engage and involve individuals, community groups, the seldom heard and disadvantaged groups.

## **RECOMMENDATION/S**

- 1) It is recommended that Policy Committee:
  - i. endorse the revised approach to establishing Healthwatch Nottinghamshire following the abandoned Invitation to Tender exercise.
  - ii. request that a further report be presented to Policy Committee later in the year advising on progress in establishing Healthwatch Nottinghamshire.

**County Councillor Martin Suthers  
Deputy Leader  
Nottinghamshire County Council**

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

**Caroline Agnew  
Programme Manager  
Tel: 0115 9773760**

## **Constitutional Comments (LM and 7/1/13)**

24. Policy Committee has delegated authority to approve the recommendations set out in the report.

## **Financial Comments (RWK 07/01/13)**

25. All costs associated with establishing and running Healthwatch Nottinghamshire will be funded from existing revenue budget allocations and additional grant funding provided by central government to local authorities following the transfer of responsibility for Healthwatch from the health service.

## **Background Papers**



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

The Health and Social Care Bill (2012) – HM Government  
Healthwatch Factsheet – Funding (June 2012) – LGA & DH

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

All



## **REPORT OF THE DEPUTY LEADER OF THE COUNCIL**

### **EVALUATION OF LENGTHSMAN SCHEME PILOT**

#### **Purpose of report**

1. This report provides Policy Committee with a preliminary evaluation of the Lengthsman scheme pilot and proposals for the future of the scheme.

#### **Information and Advice**

2. County Council agreed that a Lengthsman scheme should be piloted in Nottinghamshire as part of its Localism Policy agreed on 26 January 2012. Criteria and funding for the current pilot was approved by the Deputy Leader and Cabinet member for Transport and Highways on 18 April 2012.
3. A Lengthsman is a person employed or contracted by a number of town and/or parish councils to carry out minor highways and environmental works locally. These works may not always be an immediate priority or cost effective for the County Council to carry out on a small scale. The work of a Lengthsman is prioritised and managed locally by the town and/or parish councils to enable them to respond quickly and cost effectively to meet local needs.
  1. A pilot has been in operation since July 2012 and aims to test and evaluate the Lengthsman concept across 4 clusters of Nottinghamshire town and parish councils. The pilot will run until 31 March 2013.
  2. Progress has been reported to Policy Committee which agreed on 12 September 2012 that an initial evaluation of the pilot would take place during November 2012 to tie in with County Council and parish and town council budget setting processes.

#### **Summary of the Pilot Scheme**

3. Sixteen individual parish and town councils are participating in the pilot scheme, collaborating as 4 clusters which vary in size from between 2 and 6 councils. These are illustrated on the map at Appendix 1.
4. Each cluster has been provided with a grant which is managed centrally by a lead town or parish council. This figure was formulated by calculating the cost a Lengthsmen working a minimum number of hours (approximately 3 per week) in each parish or town, plus on-costs. The cost equated to between £1,600 - £2,100 per participating parish or town council, with each cluster having discretion about how to best utilise the available grant in their local area.

5. It is a key principle of the Lengthsman scheme that this cost will be met 50/50 by the County Council and participating parish or town councils. However for the purposes of piloting the concept the County Council has provided 100% of the cost.
6. Three of the 4 pilot schemes have been operational since August/September 2012. The cluster comprising of Ollerton and Boughton Town Council and Rufford Parish Council is not yet fully operational due to unforeseen circumstances locally. The County Council is working closely with the cluster to move this forward.

## Evaluation

7. The scheme's evaluation has focused on 4 key areas:
  - Feedback from town and parish councils who are taking part
  - An event to discuss and evaluate the pilot scheme attended by County Councillors and representatives from town and parish councils
  - A survey of residents in 2 of the pilot communities: Dunham-on-Trent and Harworth and Bircotes
  - A review of the scheme from a Highways Division perspective
8. Below outlines a brief summary of this evaluation. A further detailed overview is provided at Appendix 2.
9. The initial 3 months of the pilot have received a positive reception from both parish and town councils and Nottinghamshire residents. Overall, people value the concept of a Lengthsman and see it as a good way of delivering services at a local level. A number of parish and town councils have also indicated their interest in participating in a future scheme.
10. A wide variety of work has been carried out as part of the pilot. This has been bespoke to each community and driven by local priority setting. Examples of some of the work undertaken are demonstrated at the table in Appendix 2.
11. At the evaluation event at Rufford Mill on 13<sup>th</sup> November 2012, parish and town councils identified the following positive aspects of the pilot scheme:
  - The flexibility that has existed during the pilot scheme to 'make the scheme our own'
  - Improved local pride in the community
  - Greatly improved standard of service delivery by carrying out jobs locally
  - Ability to resolve issues locally e.g. having a quick word with local land owners about overhanging hedges and vegetation
  - Greater control and ability to prioritise jobs to suit local need
  - The training and equipment provided by the County Council to help start the scheme up
  - Effective co-ordination of the scheme by Nottinghamshire County Council

- Faster response times to resolve minor issues, with the Lengthsmen on the ground and able to resolve local issues quickly, efficiently and without any red tape
  - Levels of professionalism and breath of local knowledge provided by Lengthsmen
12. Suggestions from parish and town councils to improve any future scheme included:
- Extending the pilot scheme for an additional 12 month period to test the scheme across different seasons and weather conditions
  - Extending the Lengthsman concept to un-parished communities
  - Reviewing the way that grants to each council are calculated. There was a general feeling that giving the same amount of funding to each parish/town council regardless of size was not appropriate
  - Funding the scheme for more hours
  - Greater flexibility in the approach to clustering to reflect the wide disparity of responsibility between different town and parish councils, with the opportunity for some councils to 'go it alone'
  - Challenges facing smaller parish councils to participate in the scheme without the support of larger councils
  - A more straightforward and simple contract and guidance
13. Feedback from the Highways Division supports operating a Lengthsman scheme in the county. Within its first 3 months, the scheme has achieved a number of positive outcomes for the County Council, including:
- Improved standards of local service delivery in a cost effective way
  - Improved communication and relationships locally with town and parish councils
  - Improved public perception of the County Council
  - The Lengthsmen able to 'have a quick word locally' with landowners about issues such as overgrowing trees and vegetation to resolve locally, avoiding more expensive County Council intervention
14. Given the limited timescale over which the pilot scheme has operated, it is felt that this has not afforded a sufficient period to realise and fully evaluate all of the benefits that the scheme has to offer. An extended pilot would support more Nottinghamshire communities to test the concept using some alternative models and the County Council to assess further anticipated outcomes including:
- A reduction in the number of highways complaints in areas benefiting from a Lengthsman
  - An increase in the number of suitable minor jobs being 'passed on' from Highways Inspectors to Lengthsman

## **Proposals for the Lengthsman scheme in 2013/14**

15. It is proposed that the pilot Lengthsman scheme is extended for an additional 12 months, to operate from 1 April 2013 until 31 March 2014, with the County Council to meet 100% of the cost.
16. An extended pilot will allow the scheme to be expanded to test different models of the concept over a wider variety of communities and seasonal conditions, in addition to realising further benefits for the County Council.
17. Taking into consideration feedback obtained during the pilot and evaluation, the proposed scheme will be based upon the following revised criteria:
  - The scheme will encourage applications from a broader cross section of communities. This will include large towns, urban areas and communities in central and southern Nottinghamshire
  - Work will be carried out with a number of elected Members who have un-parished communities, to develop and test suitable operational and funding models for those areas
  - The scheme will operate on a new funding formula: which seeks to offer different levels of grants to parish and town councils to reflect the level of work required in each area. This is outlined at Appendix 3
  - Parish and town councils will not be required to cluster to participate in the pilot. However, in recognition of the benefits of working together, councils who chose to cluster in groups of 3 or more will receive an additional remuneration. This is detailed at Appendix 3.
  - A review of County Council administration of the scheme to up-date, improve and wherever possible simplify guidance documentation and contracts
18. It is anticipated that the 2013-14 scheme could incorporate between 45 and 55 communities, compared with 16 participants in the 2012-13 pilot scheme. This aims to tests the scheme over a variety of operating models.
19. The cost of operating an extended pilot is likely to materialise at around £125,000. This can be met from the existing Lengthsman scheme budget, of which there is £470,000 remaining. This will include the cost of supplying each Lengthsman with Personal Protective Equipment, in accordance with the decision on 18<sup>th</sup> April 2012.
20. It is expected that following successful the completion of the 2013-14 pilot, there would be a requirement for participating town and parish councils to match 50% of the cost of any further Lengthsman scheme.

## **Other Options Considered**

21. Other options considered on the future of the scheme include:
  - Concluding the Nottinghamshire Lengthsman scheme at the end of the 2012-13 pilot
  - Proceeding to fully implement the scheme in April 2013, with parish and town councils to meet 50% of the cost

22. Feedback from local residents and parish/town councils demonstrates a high level of interest in seeing the Lengthsman concept continue beyond the 2012-13 pilot scheme. Proceeding to full implementation is not considered an appropriate option at this stage. From the evaluation it is apparent that the limited timescale available to the pilot scheme has not afforded sufficient opportunity to fully test and evaluate the concept. It is felt that proceeding to implementation at this stage would be premature.

## **Reasons for Recommendations**

23. The Council's Localism policy and Implementation Plan contain a commitment to evaluate the merits of evaluating a Lengthsman scheme based upon a pilot. The proposed extension to the pilot scheme meets this commitment, along with supporting other commitments set out in the authority's strategic plan.

## **Statutory and Policy Implications**

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

## **RECOMMENDATION/S**

It is recommended that Policy Committee:

1. considers the preliminary evaluation of the Lengthsman scheme pilot, and;
2. approves to extend the pilot for an additional 12 months from 1 April 2013 until 31 March 2014, and;
3. approves the revised criteria outlined above as well as the funding arrangements set out in Appendix 3.

**Councillor Martin Suthers**  
**Deputy Leader of the Council**

**For any enquiries about this report please contact:** Paula Mullin Policy, Performance and Research Team T: (0115) 9773753 E: [paula.mullin@nottscc.gov.uk](mailto:paula.mullin@nottscc.gov.uk)

## **Constitutional Comments (SLB 04/01/13)**

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

## **Financial Comments (MB 07/01/13)**

26. The financial implications are set out in paragraph 19 of the report.

## **Background Papers**

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

Nottinghamshire County Council Localism Policy  
Survey questionnaire results from town and parish councils participating in the pilot

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

All



**Appendix 2**  
**Summary of Lengthsman scheme evaluation**

**A: Overview of feedback from participating parish and town councils:**

	<b>Harworth and Bircotes cluster</b>	<b>Dunham-on-Trent cluster</b>	<b>Sturton Le Steeple cluster</b>
<b>Key features</b>	<ul style="list-style-type: none"> <li>• 2 part-time Lengthsmen working together and employed by 'lead' Town Council</li> <li>• Van and equipment supplied by Town Council for use across the cluster</li> <li>• Additional investment from Town Council for further training (weed spraying) and equipment</li> <li>• Largest cluster with 6 councils</li> <li>• 120 hours of work carried out between July and November 2012</li> </ul>	<ul style="list-style-type: none"> <li>• 1 part-time self employed Lengthsman</li> <li>• Lengthsman provides own insurance, van and equipment</li> <li>• Average of 5-6 hours per week over entire cluster</li> <li>• Operating on a reduced grant (50%) to trial a smaller scheme suitable for area</li> <li>• Councils in the cluster share a Clerk</li> </ul>	<ul style="list-style-type: none"> <li>• 2 part-time self employed Lengthsmen, operating alone in different areas of the cluster</li> <li>• Lengthsmen provide own insurance, vans and equipment</li> <li>• 74.5 hours of work carried out between September and November 2012</li> <li>• Councils in the cluster share a Clerk</li> </ul>
<b>Work/projects completed</b>	<ul style="list-style-type: none"> <li>• Work with the County Council to remove a brick bus shelter</li> <li>• Widening footpaths by clearing encroaching grass</li> <li>• Flood prevention by clearing blocked drains and gulleys</li> <li>• Constructing wooden flower planters</li> <li>• Planting bulbs</li> <li>• Clearing vegetation from obscured signs</li> </ul>	<ul style="list-style-type: none"> <li>• Clearing blocked drains</li> <li>• Weeding verges</li> <li>• Strimming around signs</li> <li>• Clearing overgrowing vegetation and grass from footpaths</li> <li>• Additional grass cuts on County Council land</li> </ul>	<ul style="list-style-type: none"> <li>• Removing years of signs and notices from lampposts</li> <li>• Sign repairs</li> <li>• Clearing and widening prominent pathways</li> <li>• Clearing and tidying around monuments</li> <li>• Clearing local dyke of debris</li> </ul>
<b>Feedback</b>	<ul style="list-style-type: none"> <li>• Positive improvements in the area as a result of the scheme</li> <li>• The lead Council is ambitious about extending the scheme in the area</li> <li>• Plans to employ an 'apprentice Lengthsman' in 2013/14</li> </ul>	<ul style="list-style-type: none"> <li>• Smaller operation is working well across the area</li> <li>• The cluster is impressed with the improvements that have been made</li> <li>• Committed Lengthsman who provides a good quality service</li> </ul>	<ul style="list-style-type: none"> <li>• A good scheme that is working well in the area</li> <li>• Would like to see an increase in grant next year to enable more preventative work to be carried out</li> <li>• Would like pilot extended for an additional 12 months</li> </ul>

## Appendix 2

### Summary of Lengthsman scheme evaluation

#### **B: Summary of feedback from councils participating in the pilot**

1. Town and parish councils taking part in the pilot scheme were asked to complete an in-depth evaluation looking at all aspects of their local scheme from local clustering and contractual arrangements to budget expenditure. The feedback looks at the first 3 operational months of the scheme.
2. Below provides a summary of feedback received from the 3 lead councils who have responded on behalf of the cluster as a whole. These are Harworth and Bircotes Town Council, Sturton Le Steeple Parish Council and Dunham-on-Trent Parish Council. Individual comments submitted from Ranskill Parish Council have also been included for consideration.
3. Overall feedback from those councils taking part in the pilot scheme has been positive. Clusters are enthusiastic and keen to see the scheme continue after March 2013.
4. The pilot has been operating across a variety of different models and scales – to suit local ambitions and requirements. Clusters have been provided with the freedom and flexibility to adapt the scheme to suit to local circumstances and make it their own.
5. The simplest scheme is operating across the Dunham on Trent cluster. The flexibility provided through the scheme has supported the area to operate a small scale model which is manageable for them.
6. The cluster requested a reduced grant (50%) to operate their smaller scheme. They contract with a self employed Lengthsman who works around 5 – 6 hours per week, with his work focusing on wherever he is needed within the cluster. He supplies his own insurance, van and equipment.
7. Some clusters have developed very ambitious schemes. Both the Harworth and Bircotes and Sturton Le Steeple clusters each employ two part-time Lengthsmen. The Harworth and Bircotes cluster also has access to a wide range of professional tools and machinery which have been provided courtesy of the Town Council. This includes a ride on lawnmower, strimmers, a van and a leaf blower.
8. The Clerks for both Harworth and Bircotes Town Council and Sturton Le Steeple Parish Council have said that they would like to extend the scope of the schemes in their area. The Harworth cluster would like to be more ambitious about the types of jobs being carried out and are planning to take on an ‘apprentice’ Lengthsman. The Sturton Le Steeple cluster would like to see more hours being funded for their Lengthsmen to enable more preventative work to be undertaken.
9. All of the lead councils have identified a range of positive benefits in their local area. The scheme has supported councils to undertake important local jobs, some of which has not been addressed for some time.

## **Appendix 2**

### **Summary of Lengthsman scheme evaluation**

10. Across the Harworth and Bircotes cluster significant work has been undertaken to cut back overgrown grass from footpaths. This caused a particular issue in the area preventing residents from using prams and mobility scooters along the narrow paths. The Town Council has reported that the work carried out has resulted in returning 0.5 metre to the width of paths in some areas.
11. Parish and town councils have full responsibility for managing their allocated grant locally. Analysis of the feedback indicates that each cluster is spending its allocation in a different way to suit their local scheme. The majority of councils appear to be utilising the money well with most councils employing the Lengthsmen for more than the 3 hours initially predicted.
12. Participating councils have responded positively about the freedom to determine how spend the grant in the best way for them. Two of the clusters have added additional resources (financial/equipment) to enhance the scheme in their area.
13. All of the lead councils have reported that they would like to see the pilot scheme extended for an additional 12 months. This would test the scheme over a variety of weather conditions and would open the scheme up to a wider spectrum of Nottinghamshire communities.

### **C: Summary of public survey**

14. A short street survey was undertaken in two of the pilot communities: Dunham-on-Trent and Harworth and Bircotes. The purpose of which was to speak to a small sample of local residents to determine their awareness, perception and satisfaction of the pilot scheme in its first 3 months of operation.
15. In the Harworth and Bircotes area a total of 35 local residents were surveyed. Of those surveyed, 37% were aware of the scheme and were able to talk specifically about local improvements.
16. In the Dunham-on-Trent area 17 local residents were surveyed. Of this 23% of residents were aware of work being carried out under the scheme.
17. There was a high level of satisfaction and support for the scheme to be continued and expanded further. Residents in both areas were also aware that the scheme was being carried out in partnership with the County Council.
18. Even where the scheme was not directly known of or experienced directly the concept of a Lengthsman was valued and acknowledged to be a good way of delivering local services.

## Appendix 2 Summary of Lengthsman scheme evaluation

### D: Summary of evaluation event

19. A Lengthsman evaluation event took place on 13 November at Rufford Mill. The objective of this event was to meet with representatives from town and parish councils to review progress to implement the Lengthsman pilot
20. The event included feedback from both the County Council and town and parish councils taking part in the pilot scheme and 'Lengthsman Surgery' to meet and talk with the Lengthsmen and Clerks from participating councils. In addition, a workshop session provided an opportunity for in depth discussions on the implementation of the pilot as well as developing a suitable model to roll out.
21. 39 representatives from parish and town councils and 9 County Councillors participated in the event.
22. On the whole, the Lengthsman concept was positively received by attendees with only 1 town council noting that the scheme would not be applicable in their area. A number of parish and town councils who attended the event have expressed an interest in participating in any future scheme.
23. Key strengths of the pilot scheme identified by participants included:
  - The flexibility that has existed during the pilot scheme to 'make the scheme our own'
  - Improved local pride in the community
  - Greatly improved standard of service delivery by carrying out jobs locally
  - Ability to resolve issues locally e.g. having a quick word with local land owners about overhanging hedges and vegetation
  - Greater control and ability to prioritise jobs to suit local need
  - The training and equipment that was provided by the County Council to help start the scheme up
  - Effective co-ordination of the scheme by Nottinghamshire County Council
  - Faster response times to resolve minor issues, with the Lengthsmen on the ground and able to resolve local issues quickly, efficiently and without any red tape
  - Levels of professionalism and breadth of local knowledge provided by Lengthsmen
24. To support the successful design and development of a potential future Lengthsman scheme, participants were asked to provide critical feedback about the pilot scheme as well as ideas about how to improve it in future. Participants offered the following feedback:
  - Extension of the pilot scheme for an additional 12 month period to test the scheme in different weather conditions and seasons
  - Extend the Lengthsman concept to un-parished communities
  - The County Council fully funding the scheme in financial year 2013/14

## Appendix 2

### Summary of Lengthsman scheme evaluation

- Learning from the pilot and developing guidance about what the Lengthsmen can and cannot do
  - Reviewing the way that grants to each council are calculated. There was a general feeling that larger councils should receive more of the available funding
  - Funding the scheme for more hours
  - Greater flexibility in the approach to clustering to reflect the wide disparity of responsibility between different town and parish councils
  - Challenges facing smaller parish councils to participate in the scheme without the support of larger councils
  - Allow some councils to 'go it alone'
  - A simple and straightforward contract
25. Town and parish councils provided positive feedback about the opportunity to meet with representatives from the County Council face to face. A number of participants requested that the County Council facilitates further joint events on parish and town council issues, where views may be shared on a more regular basis.
26. At the end of the event each parish and town council was provided with a feedback questionnaire which enabled them to informally express an interest in participating in any future Lengthsman scheme. Twenty questionnaires were completed, with the following results:
- 5 councils and 1 County Councillor are already participating in the scheme and would like to continue to do so
  - 6 councils are interested in working locally with other councils in their area to form local clusters
  - 2 participants (both from the same council) responded that their council would not be interested in the scheme.
  - 4 participants (covering 3 parish councils) indicated that their councils might be interested, but that this would require further discussion locally.
  - 2 County Councillors, both from un-parished communities indicated that they would like to see the scheme extended to their local areas.



**Appendix 3**  
**Lengthsman Scheme: 2013-14 funding model**

**2013-14 funding model**

1. Funding for the 2012-13 Lengthsman pilot operated on an hours of work basis. This was formulated by calculating the cost a Lengthsmen working a minimum number of hours (3 per week) in each parish or town, plus on-costs. The grant varied depending on the number of parish or town councils in a cluster, with each cluster receiving a lump sum payable to the lead council.
2. It is proposed that the 2013-14 Lengthsman pilot operates on an alternative funding model, which is based upon population density. This will take into account both the geographical size and number of people living in each area.
3. Three levels of grant will be available during the pilot: small £1,700, medium £2,000 and large £2,400, with parish and town councils being grouped according to their population density. Parish and town councils will be able to opt for a smaller grant if required locally.
4. The proposed funding model is demonstrated in the table below:

Group	Grant	Minimum hours of work per parish/town	Breakdown of costs
<b>A</b> (Smallest 2/5 of councils)	£1,700	122 hours per year	£10.39 per hour salary and £432 on-costs
<b>B</b> (Middle 2/5 of councils)	£2,000	144 hours per year	£10.39 per hour salary and £503 on-costs
<b>C</b> (Largest 1/5 of councils)	£2,400	173 hours per year	£10.39 per hour salary and £602 on-costs

5. As part of the pilot, parish and town councils will not be required to cluster. However, those councils who chose to work together in groups of 3 or more will receive additional remuneration in the form of a 'cluster incentive'. This will range from £200 - £500 per cluster. This is in recognition of the increased costs of the scheme, for the County Council, when councils choose to work alone.
6. This is demonstrated in the table below:

Cluster size	Additional remuneration
0-2	£0
3	£200
4	£300
5	£400
6	£500

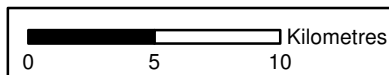
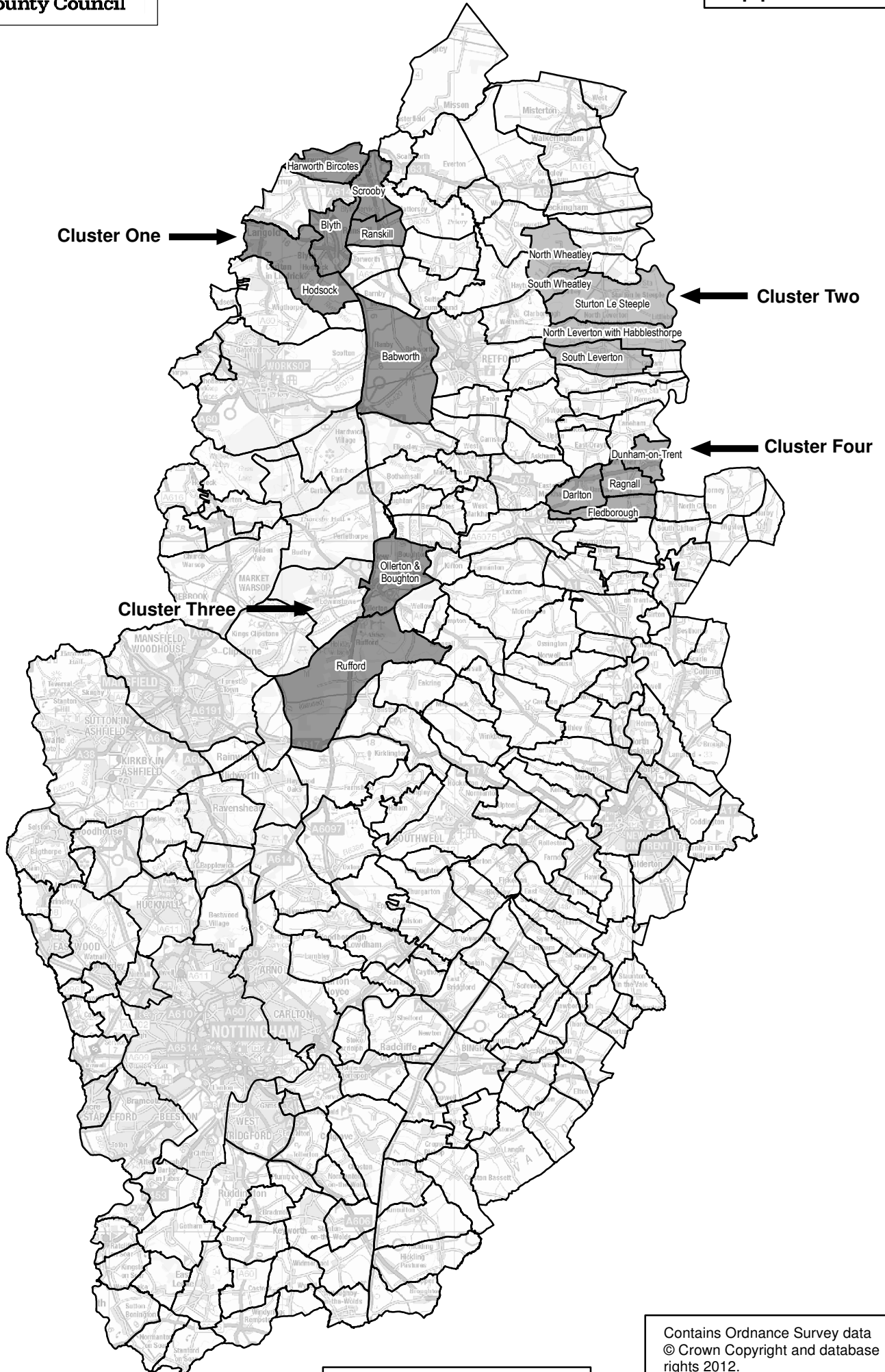
### Appendix 3 Lengthsman Scheme: 2013-14 funding model

7. Below provides Policy Committee with an overview of the proposed funding model in operation, as well as a comparison with levels of grants available during the 2012-13 pilot scheme.

2013-14 Funding Model			
Council	2012-13 Pilot (12 month equivalent)	2013-14 Pilot	2013-14 Cluster incentive
Harworth and Bircotes	£1,900	£2,400	£500
Hodsock	£1,900	£2,000	
Scrooby	£1,900	£2,000	
Blyth	£1,900	£2,000	
Babworth	£1,900	£1,700	
Ranskill	£1,900	£2,400	
<b>Total</b>	<b>£11,400</b>	<b>£12,500</b>	
North and South Wheatley	£2,152	£2,000	£300
North Leverton and Happlethorpe	£2,152	£2,000	
South Leverton	£2,152	£2,000	
Sturton Le Steeple	£2,152	£1,700	
<b>Total</b>	<b>£8,608</b>	<b>£7,700</b>	
Ollerton and Boughton	£2,176	£2,400	£0
Rufford	£2,176	£1,700	
<b>Total</b>	<b>£4,352</b>	<b>£4,100</b>	<b>£4,100</b>
Dunham-on-Trent	£1,088	£2,000	£300
Ragnall	£1,088	£2,000	
Fledborough	£1,088	£1,700	
Darlington	£1,088	£1,700	
<b>Total</b>	<b>£4,352*</b>	<b>£7,100</b>	

\* Note: the Dunham-on-Trent cluster opted to operate on a 50% grant for the 2012-13 pilot. The total available was £8,704.





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 Ref: 2667\_ParishClusters\_v2.mxd





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

**WORK PROGRAMME**

**Purpose of the Report**

1. To review the Committee's work programme for 2012/13.

**Information and Advice**

2. The County Council requires each committee to maintain a work programme. The work programme will assist the management of the committee's agenda, the scheduling of the committee's business and forward planning. The work programme will be updated and reviewed at each pre-agenda meeting and committee meeting. Any member of the committee is able to suggest items for possible inclusion.
3. The attached work programme was drafted in consultation with the Chairman and Vice-Chairman and includes items which can be anticipated at the present time. Other items will be added to the programme as they are identified.
4. As part of the transparency introduced by the new committee arrangements, committees are expected to review day to day operational decisions made by officers using their delegated powers. Such decisions will be included in the work programme on an annual basis and as specific decisions of interest arise.
5. The Policy Committee will be asked to determine policies, strategies and statutory plans developed or reviewed by other Committees of the Council. Committee Chairmen are invited to advise the Policy Committee of any additional policy reviews that are being considered.

**Other Options Considered**

6. None.

**Reason/s for Recommendation/s**

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

## **Statutory and Policy Implications**

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

## **RECOMMENDATION/S**

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

**Jayne Francis-Ward**  
**Corporate Director, Policy, Planning and Corporate Services**

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

## **Constitutional Comments (SLB 30/04/2012)**

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

## **Financial Comments (PS 2/5/12)**

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

## **Background Papers**

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

None

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

All

## POLICY COMMITTEE - WORK PROGRAMME

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>For Decision or Information</u>	<u>Lead Officer</u>	<u>Report Author</u>
<b>February 2013 13th</b>				
Budget 2013-14 - Proposals	To receive the budget recommendations of the Finance and Property Committee.	Refer to Council	Paul Simpson	
Pay Policy Statement	To receive the recommendations of the Personnel Committee on the Pay Policy Statement.	Refer to Council	Marje Toward	
Framework for devolving services to parish/town councils	To consider the development of the framework as part of the implementation of the Council's Localism Policy	Decision	Celia Morris	Matthew Garrard
Economic Development Strategy	To consider proposals from the Economic Development Committee on 3 July for an economic development strategy for Nottinghamshire	Decision	Celia Morris	Matt Lockley
Establishment of a Nottinghamshire Community Fund	To consider the establishment of a Nottinghamshire Community fund using moribund and ineffective trust funds where the County Council is the sole trustee	Decision	Jayne Francis-Ward	Caroline Agnew
Communications & Marketing Campaigns	Report on the reach of communication and marketing campaigns 2012-13.	Information	Martin Done	Clare Yau
Nottinghamshire Growth Plan	To consider proposals for a Nottinghamshire Growth Plan	Decision	Celia Morris	Matt Lockley
Youth Homeless Strategy	Progress report	Information	Derek Higton	Laurence Jones
<b>March 2013 13th</b>				
Strategic Performance Report – Q3	Report on the overall progress of the County Council towards its strategic priorities over the third quarter of the year.	Information	Celia Morris	Matthew Garrard
Improvement Programme – Performance	Quarterly report on the progress of the Council's Improvement Programme.	Information	Deborah Hinde	
Review of Complaints	Bi-annual overview of complaints received by the County Council.	Information	Celia Morris	Jo Kirkby
Equalities Plan	To consider the annual equalities plan in accordance with statutory duties arising from equalities legislation.	Decision	Celia Morris	Matthew Garrard
Review of the Young Carers Strategy			Derek Higton	Chris Jones

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>For Decision or Information</u>	<u>Lead Officer</u>	<u>Report Author</u>
<b>April 2013 17th</b>				
Legal Settlements	Bi-annual overview of legal settlements reached in the preceding 6 months	Information	Heather Dickinson	
Freedom of Information and Data Protection	Annual report and review of freedom of information and data protection performance and processes	Information	Celia Morris	Jo Kirkby
<b>May 2013 22nd</b>				
Community Safety Agreement	To consider proposals from the Community Safety Committee on 23 April for the new community safety agreement	Decision	Jayne Francis-Ward	Chris Walker
<b>June 2013 13th</b>				
Annual Performance Report 2012/13	Report on the overall progress of the County Council on its strategic priorities over the final quarter of the year and across the whole year.	Information	Celia Morris	Matthew Garrard
Improvement Programme – Annual Report	Annual report of achievements for 2012-13.	Information	Deborah Hinde	