

Cabinet

Thursday, 09 November 2023 at 10:30

County Hall, West Bridgford, Nottingham, NG2 7QP

AGENDA

- | | | |
|---|---|--------------|
| 1 | Minutes of the last meeting of Cabinet held on 21 September 2023 | 3 - 6 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below) | |
| 4 | Key Decision - Modern Slavery and Human Trafficking Transparency Statement Update | 7 - 18 |
| 5 | Key Decision - Adult Social Care Local Account 2024-5 | 19 - 78 |
| 6 | Implementing the roll out of Family Hub Networks in Nottinghamshire | 79 - 90 |
| 7 | Financial Monitoring Report Period 5 2023-24 | 91 - 106 |
| 8 | Budget Update Report | 107 -
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| 9 | Key Decision - East Midlands Freeport Governance | 123 -
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10 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 Schedule 12A of the Local Government Act 1972 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

11 Key Decision - East Midlands Freeport Governance - EXEMPT APPENDIX

- Information relating to the financial or business affairs of any particular person (including the authority holding that information);
- Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings;

Notes

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

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

Customer Services Centre 0300 500 80 80

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

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

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

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

Meeting CABINET

Date Thursday 21 September 2023 (commencing at 10.30 am)

membership

COUNCILLORS

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

Chris Barnfather
Matt Barney
Neil Clarke MBE
John Cottee
Keith Girling
Richard Jackson
Tracey Taylor
Gordon Wheeler

OTHER COUNCILLORS IN ATTENDANCE

Deputy Cabinet Members

Reg Adair
Scott Carlton
Tom Smith
Jonathan Wheeler

Other Councillors

Jim Creamer
Boyd Elliott
Kate Foale
Mike Pringle

OFFICERS IN ATTENDANCE

Adrian Smith	Chief Executive
Marjorie Toward Nigel Stevenson Isobel Fleming Jo Toomey Phil Rostance	Chief Executive's Department
Jonathan Gribbin	Adult Social Care and Public Health Department
Colin Pettigrew	Children and Families Department

1. **MINUTES**

The minutes of the last meeting of Cabinet held on 20 July 2023, having been previously circulated, were confirmed and signed by the Chairman.

2. **APOLOGIES FOR ABSENCE**

Councillor Bruce Laughton (medical/illness)

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

The Leader disclosed a personal interest in agenda item 7, East Midlands Development Corporation – Annual update and funding for year 3 as a member of the EM DevCo Executive and Oversight Board.

Councillor Clarke stated that as Leader of Rushcliffe Borough Council he worked with EM DevCo but clarified he had no interest in the item.

Derek Higton disclosed an interest in agenda item 7, East Midlands Development Corporation – Annual update and funding for year 3 as a director of EM DevCo.

4. **MOVING TRAFFIC ENFORCEMENT – APPLICATION FOR POWERS**

RESOLVED 2023/027

Considering the overall outcome of the public consultation, including objections raised and the responses to those issues set out in Appendix B to the report, Cabinet approves the making of an application to the Department for Transport for the power to enforce moving traffic contraventions as described in the report.

5. **THE COUNCIL'S PREVENTION AND EARLY HELP APPROACH – SUPPORTING A RESILIENT, HEALTHY NOTTINGHAMSHIRE**

RESOLVED 2023/028

1. That the alignment of the Council's ambitions around prevention and early help, as articulated through the Nottinghamshire Plan, with wider partnership ambitions outlined in the Joint Health and Wellbeing Strategy and the Integrated Care Strategy be noted.
2. That the key principles set out in the report be agreed.

3. That a pilot programme of work to trial more collaborative and place-based approaches with partners in five initial places across the county, as outlined at paragraph 11 of the report be agreed.
4. That the further actions outlined in paragraphs 10, 13, 17, 19, 21 and 22 of the report be endorsed and supported.

6. **REVISION OF THE ADAPTATIONS TO PROPERTY OR HOUSE MOVES FOR DISCRETIONARY FUNDING TO FOSTER CARERS, ADOPTIVE PARENTS OR SPECIAL GUARDIANS**

RESOLVED 2023/029

1. That the Adaptations to Property or House Moves Policy, attached as Appendix 1 to the report, be approved.
2. That the policy be reviewed following each four-yearly election cycle.

7. **EAST MIDLANDS DEVELOPMENT CORPORATION – ANNUAL UPDATE AND FUNDING FOR YEAR 3**

RESOLVED 2023/030

1. That the update on the work undertaken by EM DevCO Ltd in its second year of operation be noted.
2. That a contribution from the County Council of £0.5 million for delivery from April 2023 to March 2024 be approved, subject to satisfactory confirmation of the legal position with regard to subsidy control.

The Leader invited members of Cabinet to debate agenda items 8 and 9 together as they were interrelated, however separate votes were taken on each item.

8. **RESPONSE TO RECOMMENDATIONS FROM THE SCRUTINY REVIEW OF COUNCIL CONSULTATIONS AND RESIDENT ENGAGEMENT**

RESOLVED 2023/031

That the response to the recommendations arising from the Overview Committee's review of Council Consultations and Resident Engagement be approved.

9. **ANNUAL BUDGET SURVEY**

RESOLVED 2023/032

1. That the changes be agreed and improvements to the 2023 survey be noted.

2. That the launch of the 2023 survey be approved.

The meeting closed at 11.16 am

CHAIRMAN

REPORT OF THE CABINET MEMBER FOR COMMUNITIES

MODERN SLAVERY AND HUMAN TRAFFICKING TRANSPARENCY STATEMENT UPDATE

Purpose of the Report

1. The purpose of this report is to:
 - Seek approval on the content of the Authority's Modern Slavery Transparency statement 2023-2024.
 - Update the Cabinet on what is happening across the County in relation to Modern Slavery and Human Trafficking and to understand the nature, scale, and impact at a local level comparative to the National picture.
 - Agree a future approval route for the Statement.
2. This is a Key Decision because it will have significant effects on two or more electoral divisions.

Information

3. Nottinghamshire County Council is committed to upholding its statutory duty in respect of Modern Slavery and to understanding the risks presented by slavery. At its April 2022 meeting the Communities and Place Committee approved the Nottinghamshire County Council Modern Slavery and Human Trafficking Statement 2022 – 2023.
4. The 2023-2024 Nottinghamshire County Council Modern Slavery and Human Trafficking Statement is shown at Appendix 1 to this report and is part of the continuing commitment by the Authority to being a good employer and as an exemplar to other employers.
5. The statement can be found on both the intranet and internet and sets out the Authority's actions to understand all potential modern slavery risks related to our services and businesses. The Authority has steps in place that are aimed at ensuring businesses and our supply chain are aware of the risk of modern slavery and are encouraged to support the Authority through its own mechanisms.
6. This Authority abhors modern slavery and human trafficking and welcomes measures undertaken by our Social Care, Trading Standards, Contracts Management and

Procurement Services to prevent Modern Slavery, but acknowledges the importance of remaining vigilant against such appalling crimes.

7. The Communities Team continues to coordinate the Authority's response to Modern Slavery which includes:
 - Working with partners to establish referral pathways for victims.
 - Contributing to a multi-agency strategy which incorporates early intervention and prevention support for victims of Modern Slavery, and training and awareness for practitioners and first line responders.
 - Working with procurement to ensure that tender documentation has been amended to ask potential suppliers particular questions in tender exercises to ensure that suppliers are meeting this duty before awarding contracts.
 - Promoting Anti-Slavery Day, which is every year on October 18th, to raise awareness amongst colleagues, stakeholders, and partner organisations on the impact of Modern Slavery.

National Picture

8. The Modern Slavery National Referral Mechanism and Duty to Notify Statistics UK, Quarter 2, April to June 2023 report, Published 10 August 2023 found that:
 - 3,998 potential victims of modern slavery were referred to the Home Office from April to June 2023, representing a 16% decrease compared to the preceding quarter (4,739) and a 4% decrease from April to June 2022 (4,161).
 - The number of referrals received is the lowest since January to March 2022, following a record high the previous quarter.
 - 81% (3,242) were sent to the Single Competent Authority (SCA) for consideration and 19% (756) to the Immigration Enforcement Competent Authority (IECA).
 - The most common nationalities referred this quarter were Albanian, UK and Vietnamese.
 - 3,635 reasonable grounds and 2,086 conclusive grounds decisions were issued this quarter; of these, 48% of reasonable grounds and 76% of conclusive grounds decisions were positive.
 - The Home Office received 1,148 reports of adult potential victims via the Duty to Notify process, a 19% decrease from the previous quarter (1,420).

Nottinghamshire Picture

9. Across Nottinghamshire there is a significant amount of work being delivered, in partnership to tackle modern slavery. There are strong links between partner agencies and community organisations to raise awareness of modern slavery, how to identify and how to refer cases and where required, provide advice and support to victims.

10. Police intelligence suggests that modern slavery is likely to be present across all local authority areas in Nottinghamshire and identified offences are expected to increase over the coming year because of proactive local activity, increases in local awareness and the national profile. This is likely to have resourcing implications for agencies with responsibilities for enforcement and supporting vulnerable victims.
11. In most cases, victims are unwilling to cooperate or engage with the police and partners, and securing charges and convictions has therefore proved complex and resource intensive, often requiring response from a range of local, national, and international law enforcement and partner agencies. Much of this un-cooperation stems from the coercive nature of modern slavery and exploitation, with many survivors facing extortion or threats from their perpetrators.
12. Data provided for the period 2019 to 2022 show there have been 368 modern slavery crimes in Nottingham and Nottinghamshire recorded. 191 of the cases are for Nottingham City, with the balance of 177 being in Nottinghamshire. The number of referrals per district and borough for the period 2019 to 2022 were:

Area	2019	2020	2021	2022	TOTAL
Ashfield	0	6	9	10	25
Bassetlaw	1	6	2	5	14
Broxtowe	7	4	6	4	21
Gedling	4	7	5	4	20
Mansfield	7	22	16	14	59
Newark & Sherwood	12	6	8	4	30
Rushcliffe	2	4	1	1	8
TOTAL	33	55	47	42	177

13. The National Referral Mechanism (NRM) figures for Nottingham City and Nottinghamshire show that there have been 205 referrals made for the period 2019 to 2022. Of these, 119 were Nottingham City, the balance of 86 came from Nottinghamshire. The number of referrals per district and borough for the period 2019 to 2022 were:

Area	2019	2020	2021	2022	TOTAL
Ashfield	0	4	4	4	12
Bassetlaw	0	7	3	1	11
Broxtowe	3	1	4	1	9
Gedling	5	0	2	3	10
Mansfield	4	6	4	9	23
Newark & Sherwood	3	4	3	4	14
Rushcliffe	3	1	3	0	7
TOTAL	18	23	23	22	86

14. Nottingham City have developed a Serious Exploitation Risk Assessment Conferencing (SERAC) approach based on the successful Multi Agency Risk Assessment Conference [MARAC] approach. The primary type of exploitation referred from July 2021 to July 2022 were:

- 57 Cuckooing
- 56 Financial Exploitation
- 28 Sexual Exploitation
- 25 Unspecified Exploitation
- 19 Human Trafficking
- 19 Modern Day Slavery
- 18 Criminal Exploitation
- 10 Forced Labour

15. At the present time Nottinghamshire County Council, all the District and Borough Councils and the Police and Crime Commissioner for Nottinghamshire are supporting the expansion of the Slavery and Exploitation Team and Serious Exploitation Risk Assessment Conferences (SERAC) to cover the whole of the County. These are currently City-based initiatives with some reach into South Nottinghamshire.

Data Provision and Under-reporting

16. Work has been undertaken to drill down into data in order that it be provided at district/borough level in addition to the County and City split. The hidden nature of Modern Slavery leaves significant data and information gaps to produce an accurate measure of prevalence. Under-reporting of concerns, and therefore under-referring of cases into the NRM, is acknowledged as an issue across Nottinghamshire which is replicated across the UK.

17. The Delivery Action Plan of the Modern Slavery Partnership themed subgroup of the Safer Nottinghamshire Board makes significant reference to raising awareness within agencies, organisations, and the community regarding signs to look out for and how to report concerns and support services available.

Training and Awareness

18. There continues to be an identified need for increased awareness and training pertaining to modern slavery. Working with partners, including Nottingham City, briefing sessions to officers in key positions within different organisations is ongoing in seeking to increase the number of referrals of vulnerable victims.

19. The Authority requires all staff working in supply chain management, procurement, and human resources professionals to have completed training on modern slavery awareness. The Modern-Day Slavery online training module is available to all staff within the Authority through the 'My Learning, My Career' link. Relevant staff within Adult Social Care and Children's Social Care have also received awareness sessions seeking to increase awareness and identification and referral of cases.

20. Referral data currently being provided is assisting in identifying organisations where further work on awareness raising may need to be undertaken. The Modern Slavery

Partnership Group have identified this and are looking to include it within their delivery action plan for this current year.

Other Options Considered

21. The Authority is required to publish a Modern Slavery and Human Trafficking Statement and would wish to do so as part of its commitment to being a good employer and as an exemplar to other employers and businesses.

Reasons for Recommendations

22. It is a legal requirement for the Authority to comply with section 54 of The Modern Slavery Act 2015, and the recommendations help the Authority to discharge that duty.

Statutory and Policy Implications

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

Crime and Disorder Implications

24. Modern Slavery is a priority of the Safer Nottinghamshire Board (SNB). The Nottinghamshire Modern Slavery Steering Group oversees this work. Modern Slavery has strong links with the Serious Organised Crime Board. With improved awareness and training across the partnership, we are likely to continue to see an increase in reported offences, identified offenders and referrals.

Human Resources Implications

25. The Authority's employment policies and procedures have already been reviewed to include consideration to ensure modern slavery and human trafficking form no part of our workforce. The Council's Procurement Team are mirroring this work to apply the same standards to our supply chain and businesses who deliver services on the Council's behalf.

Human Rights Implications

26. These have been considered in developing the statement which is designed to protect individual and collective rights.

Public Sector Equality Duty implications

27. Equality implications have been considered during the development of the Council's Modern Slavery Statement.

Safeguarding of Children and Adults at Risk Implications

28. The implications for the safeguarding of children and vulnerable adults have been considered in developing the statement which will add an additional layer of prevention for people for whom there may be a risk of modern slavery or human trafficking.
29. The National Referral Mechanism (NRM) is available and is a framework for identifying victims of human trafficking and ensuring they receive appropriate care. A range of agencies may be involved in a trafficking case including the Police, the UK Border Agency, local authorities, and non-government organisations such as charities.
30. The Office of the Police & Crime Commissioner for Nottinghamshire has funded the Slavery Exploitation Team for the equivalent of one post to enable work to be done in South Nottinghamshire to work with partners to support victims and reduce harm.

RECOMMENDATIONS

That the Cabinet:

- 1) Consider and agree the attached 2023-2024 Modern Slavery and Human Trafficking statement in Appendix 1 which demonstrates the Authority's commitment to seek assurance that there are no victims of slavery or human trafficking employed directly by the Authority, in its commissioned services or supply chains.
- 2) Approve the publication of the 2023-2024 statement on the Authority's intranet and public website.
- 3) Consider the report and recognise the ongoing partnership work to tackle modern slavery and trafficking across Nottinghamshire.
- 4) That future annual updates and any proposed changes to the Statement be approved for publication by the Cabinet Member for Communities with Cabinet approval only required when significant changes are proposed.

**Councillor John Cottee,
Cabinet Member for Communities**

For any enquiries about this report please contact: Cathy Harvey, Team Manager, Communities, T: 0115 977 3415, E: cathy.harvey@nottsc.gov.uk

Constitutional Comments (LW 12/10/2023)

31. Cabinet is the appropriate body to consider the content of the report. This is because the subject matter overlaps several portfolios.

Financial Comments (PAA 29/10/2023)

32. There are no specific financial implications arising directly from the report.

Background Papers and Published Documents

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

- [Modern Slavery Act 2015 \(legislation.gov.uk\)](https://legislation.gov.uk)
- <https://www.gov.uk/government/statistics/modern-slavery-national-referral-mechanism-and-duty-to-notify-statistics-uk-april-to-june-2023/modern-slavery-national-referral-mechanism-and-duty-to-notify-statistics-uk-quarter-2-2023-april-to-june>
- 1.
- [Reed_MSA_Statement.pdf](#)
- [Democratic Management System > Meetings \(nottinghamshire.gov.uk\)](https://nottinghamshire.gov.uk)

Electoral Divisions

- All

Appendix 1

Modern Slavery and Human Trafficking Statement 2023 - 2024

Introduction

Nottinghamshire County Council (NCC) is committed to preventing slavery and human trafficking in our corporate activities and to ensuring that our supply chains are free from slavery and human trafficking.

This statement sets out Nottinghamshire County Council's actions to understand all potential modern slavery risks related to our services and businesses, and to put in place steps that are aimed at ensuring that there is no slavery or human trafficking in our own services, businesses, and our supply chains. This statement covers the activities of Nottinghamshire County Council, which includes direct employees of the Council, agency workers engaged through the Council's managed service and services delivered on behalf of the Council by third party organisations and in the council's supply chains.

Organisational structure and supply chains

Nottinghamshire County Council is part of a two-tier authority based in the East Midlands region of England in the UK, encompassing seven district and borough councils with 800,000+ citizens. The Council provides many local government services including public health, social services, schools, trading standards and licensing, highways, refuse etc. **Human resources, procurement and contract management** play a key role in our work to the commitment to seek assurance that our corporate activities and supply chains are free from modern slavery and human trafficking.

Human Resources

As part of Local Government, we pay our own employees the Living Wage Foundation living wage as part of our ongoing commitment to treating people fairly and to raise workers out of poverty. Whilst we do not require our suppliers to match this commitment, we do ask them to consider its adoption for their workforces. NCC has also implemented a consistent and inclusive system for conducting the prescribed Right to Work document checks, to fulfil the legal requirement of all UK employers. REED who provides us a recruitment support service have their own annual Modern Slavery Statement - [Reed MSA Statement.pdf](#)

Procurement & Contract Management

NCC would expect all suppliers of goods or services to have their own policy relating to working practices or modern slavery, or for evidence to be available to ensure their standards are in accordance with the Council's expectations. We would request that our suppliers ensure the same of their own supply chains.

NCC undertakes due diligence when considering taking on new suppliers. In addition, the Council has been doing considerable work to develop a corporate approach to contract management. A Contract Management Toolkit was launched in October 2020 which offers guidance and tools to contract managers on each stage of a contract's lifecycle. Modern Slavery due diligence is clearly identified in the Pre-Procurement checklist.

Furthermore, dedicated HR and Procurement support is available to contract managers in areas where a service is deemed to be at a higher risk of Modern Slavery or Human Trafficking.

Safeguarding

Children & Young people

Young people at risk of modern slavery and trafficking are supported through the Safeguarding Children's Partnership Criminal Exploitation pathway. For those at minimal risk there are methods to identify and intervene early to divert into positive activities and disrupt the exploitation. When young people have become entrenched in exploitation, they will be supported on child protection plans with multi-agency meetings held on a regular basis to focus on plans to support the child and disrupt the exploitation. Those at highest risk are discussed at a monthly senior management panel to ensure partnership risk management plans are robust.

Vulnerable Adults

Nottinghamshire County Council Adult Social Care & Public Health Department has a duty under the Care Act 2014 to make enquiries, or cause others to do so, if it believes an adult is experiencing or is at risk of abuse or neglect. Adult Social care will undertake an enquiry when a person has needs for care and support, is experiencing or at risk of abuse and neglect, and is unable to protect themselves because of these needs. This includes people who may be victims of modern-day slavery and trafficking and / or exploitation.

In those circumstances where peoples' needs do not meet Care Act eligibility criteria, they will be signposted to alternative support from a range of partner agencies, potentially including the SERAC (Serious Exploitation Risk Assessment Conference), a service currently rolling out across the County that provides a multi-agency response to suspected victims of exploitation and slavery.

The Council has a duty to notify the Home Office about any potential adult victims of modern slavery (which encompasses human trafficking, slavery, servitude, and forced or compulsory labour) by either referring them to the National Referral Mechanism (NRM) if they consent, or via the Duty to Notify (DtN) if they do not.

Partnership

The Council is a partner at the Safer Nottinghamshire Board (SNB), Modern Slavery Steering Group and the Serious Organised Crime (SOC) Board. The Modern Slavery Steering Group sets the countywide action plan for this area of work, informed, and is led by the University of Nottingham who completed a problem profile in 2019. The work focuses on four strategic themes: Pursue, Prevent, Protect and Prepare and are in line with Government's Modern Slavery Strategy 2015, to reduce the threat and vulnerability to victims in Nottinghamshire.

Relevant Policies

Nottinghamshire County Council reviews its policies and procedures on an ongoing basis to ensure they remain compliant and fit for purpose. The following policies and procedures are key in meeting the requirements of the Modern-Day Slavery Act.

- **Safeguarding policies** – adults, children and young people's services have policies in place to address the safety of the people they work with.

- **Whistleblowing policy** - The organisation encourages all its workers, customers, and other business partners to report any concerns related to the direct activities, or the supply chains of, the organisation. This includes any circumstances that may give rise to an enhanced risk of slavery or human trafficking. The organisation's whistleblowing procedure is designed to make it easy for workers to make disclosures, without fear of retaliation.
- **Employee code of conduct** - Nottinghamshire County Council's code makes it clear to employees the actions and behaviour expected of them when representing the organisation. The organisation strives to maintain the highest standards of employee conduct and ethical behaviour in all its operations and when managing our supply chain.
- **Expectations of Suppliers** - Nottinghamshire County Council is committed to ensuring that its suppliers adhere to the highest standards of ethics. Suppliers are required to demonstrate that they provide safe working conditions where necessary, treat workers with dignity and respect, and act ethically and within the law in their use of labour. We work with suppliers to ensure that they meet the required standards. However, serious violations of the Council's supplier expectations will lead to the termination of the business relationship.
- **Agency workers managed service** - The Council uses only specified, reputable employment agencies to source labour and always through its managed service provider, verifies the practices of any new agency it is using before accepting workers from that agency. The contractual audit process with the managed service provider supplies the required evidence of panel supplier abilities to comply. There was no requirement to act because of the risk of slavery and human trafficking in the period covered by this statement.

Equality and Diversity

As a major employer and provider of services Nottinghamshire County Council are committed to advancing equality of opportunity and providing fair access and treatment in employment and when delivering services. To support our commitment to equality, we embed equality and diversity into our everyday business. We expect all our Councillors, managers, employees, and contractors to treat everyone with dignity and respect and provide the best possible standards of service to all our customers.

Due diligence

Nottinghamshire County Council undertakes due diligence when considering taking on new suppliers and regularly reviews its existing suppliers. The Council adheres to Section 52 of the Modern Slavery Act - Duty to Notify. Incidents of modern slavery are referred to the police and the Designated Modern Slavery Lead.

Responsibility

Responsibility for the Council's anti-slavery initiatives is as follows:

- **Policies:** Service Director, Customers, Governance and Employees in the Chief Executives Department will be responsible for ensuring appropriate recruitment and employment policies are in place and reviewed on an annual basis to ensure they remain current and relevant.
- **Risk assessments:** To be undertaken by the relevant service area where there is deemed to be a risk of modern slavery or human trafficking, with the support of

colleagues within HR and procurement. The risk assessment will be signed off by the appropriate Service Director and held centrally and demonstrate the corporate responsibility for human rights and modern slavery risk analysis.

- **Investigations / due diligence:** Any concerns regarding modern slavery or human trafficking should be raised with the Service Director, Customers, Governance and Employees in the first instance.

Performance indicators

Nottinghamshire County Council has reviewed its key performance indicators (KPIs) considering the introduction of the Modern Slavery Act 2015. As a result, we have:

- ✓ required all new staff working in supply chain management, Procurement and HR professionals to have completed training on modern slavery as part of their induction.
- ✓ reviewed the system for supply chain verification currently in place, whereby we evaluate potential suppliers before they enter the supply chain; and
- ✓ continue to review our existing supply chains by contract managers, whereby we evaluate all existing suppliers.

Training

The Council has a programme of training for all employees including Safeguarding Awareness Training, enabling officers in community-facing roles to identify and know how to report incidents of abuse and neglect, including modern slavery and human trafficking. A specific modern slavery awareness E-learning course is available to all staff and is designed to help raise awareness and understanding of Modern Slavery and Human Trafficking and to help recognise their role in identifying and reporting concerns.

Declaration

This statement is made pursuant to section 54(1) of the Modern Slavery Act 2015 and constitutes Nottinghamshire County Council's modern slavery and human trafficking statement for 2023 - 2024.

Cllr John Cottee
Cabinet Member for Communities

REPORT OF THE CABINET MEMBER, ADULT SOCIAL CARE AND PUBLIC HEALTH

NOTTINGHAMSHIRE ADULT SOCIAL CARE LOCAL ACCOUNT 2024/25

Purpose of the Report

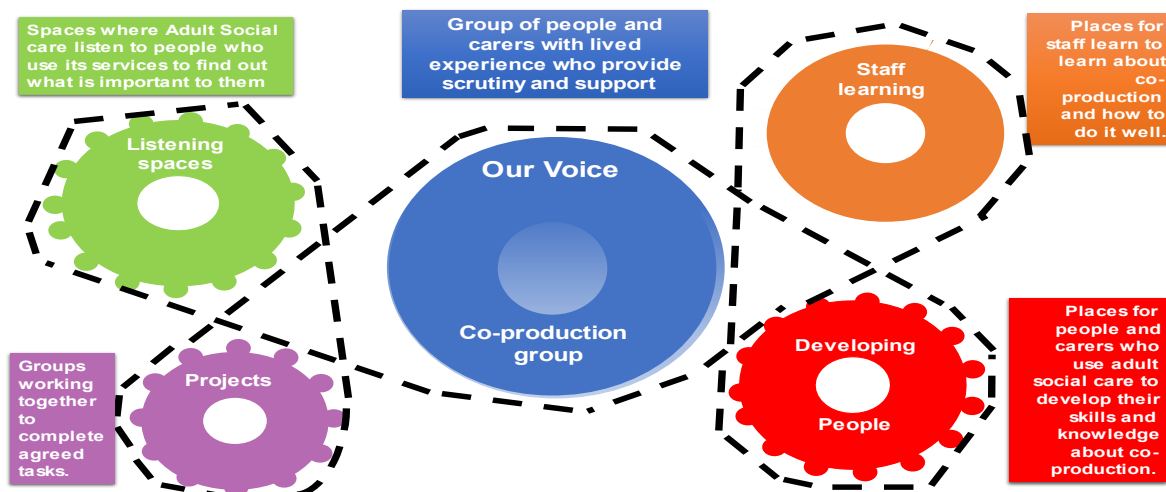
1. The purpose of this report is to seek Cabinet approval for the Nottinghamshire Adult Social Care Local Account proposed content for 2024/25, attached as **Appendix 1**.
2. This is a Key Decision because it will have significant effects on two or more electoral divisions.

Information

Context

3. The Nottinghamshire Plan 2021-31 was approved by Full Council in November 2021. It is a new, ambitious plan for the County Council, which sets out the strategic vision for the future of Nottinghamshire and the Council. A key component of the Nottinghamshire Plan is for local people to have a say in how the Council does things and this is the approach taken with the development of the Local Account.
4. Adult Social Care published its co-production strategy and plan, Better Together in 2022. This sets out the ambition to ensure that co-production becomes part of how the Council does things in Adult Social Care.

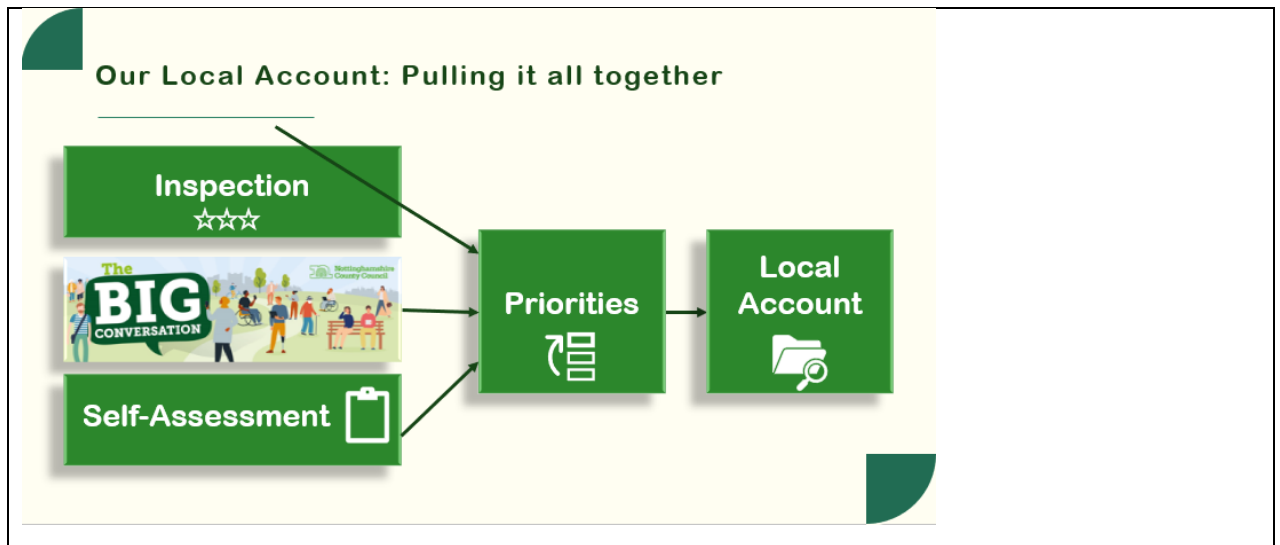
Co-production Strategy



5. The Adult Social Care Big Conversation took place from 20 February to 22 March 2023 and asked people who use social care and their carers about the vision, the challenges, and what they want in the future. [Community Catalysts](#) and the local ['Our Voice' co-production group](#) helped the Council to do this. Engagement and listening took place in a number of ways with an online survey aimed at people who draw upon services and carers, seven face-to-face listening events, one in each district, and a British Sign Language event for the deaf community. There were also 11 smaller listening events at residential care settings and learning disability groups. The Council heard from a total of 542 people and carers who draw upon social care support, who got involved and shared their experiences and ideas. The Big Conversation report is attached as **Appendix 2**.
6. One of the information requirements that the Care Quality Commission (CQC) requests as part of their new inspection framework for Adult Social Care is a Local Authority Self-Assessment and Information Requirements (LASAIR) document. The Council produced an initial self-assessment for April 2023, which has subsequently been peer-reviewed by other councils within the East Midlands. The self-assessment is based on a judgement of how well the Council would do against the CQC inspection framework and identified both strengths and areas for improvement.
7. In July 2023, the Council took part in an Annual Conversation. This was a 2-day sector-led improvement process supported by East Midlands Association of Directors of Adult Social Services (ADASS) and undertaken by a former Director of Adult Social Care who also had experience as an inspector of social services. As part of the Annual Conversation, the Council's self-assessment was reviewed, and feedback was received on the strengths and areas for focus that had been identified.
8. Also part of the sector-led improvement process, in January 2024 the Adult Social Care and Health department will have a Peer Review led by a current Director and a small team of colleagues from other councils within the East Midlands. This will be focused on a key line of enquiry chosen by the department with a view to better understanding how well the department is performing in this particular area. The process also includes a team to team element with frontline social care staff reviewing the work of colleagues. The Peer Review will provide further feedback that the Council can learn from.

Local Account

9. The Local Account is a public facing, accessible report that is a refresh of the Council's Adult Social Care Strategy. The Local Account has been co-designed with the Our Voice co-production group and Experts by Experience. The Local Account is a one-year report for 2024 and will be refreshed in 2025.
10. Nottinghamshire's Adult Social Care Local Account contains stories from people about initiatives or services that have supported them to achieve positive outcomes. It also contains the Council's Adult Social Care priorities for 2024/25 which were co-designed with people with lived experience. The report provides information on what the Adult Social Care department is working on and what it intends to do differently to address the priorities.
11. The priorities from the Local Account are informed by the listening and learning the department has taken from the Big Conversation, inspection and self-assessment.



12. The final version of the Local Account will be published at the beginning of 2024. The report will contain the following sections:
- Welcome – this will include comments from Experts by Experience, members of the Making it Real Forum and the Corporate Director.
 - Introduction – the department’s vision; what it will do and by when.
 - A visual and explanation of the department’s practice framework.
 - An explanation of Making it Real and the themes.
 - Key data – including demographic information and key statistics.
 - A narrative of each Making it Real theme, which includes **departmental priorities for 2024**, good news stories and what the department is currently doing to address some of the priorities, and data that shows how the department is doing against regional and national averages.
 - How to get involved.
13. The Local Account is structured and aligned to the Making it Real themes see (**Appendix 3**) and each theme has a number of identified priorities (see **Appendix 1** for content including priorities).

Making it Real forum

14. The Making it Real forum is attended by colleagues and people and carers with lived experience. The forum’s aim is to make sure the quality of Adult Social Care in Nottinghamshire is good. The forum will have oversight of initiatives that are going well and areas that need improvement. The forum is accountable for agreeing actions, checking on progress and encouraging colleagues to work with people to co-produce solutions.
15. The Making it Real forum will have oversight of the Local Account. It will be responsible for monitoring progress, ensuring that the Council celebrates and communicates the successes, takes corrective actions where needed and achieves the impact the Council sets out for people and carers.

Other Options Considered

16. The Local Account sets out the priorities for 2024/25 to deliver the commitments for Adult Social Care. Another option considered was to refresh the existing Adult Social Care Strategy in its current format. However, the Local Account, as a key strategic document, will be co-produced and written in a clear and accessible way which is a better way to achieve that aim.

Reason/s for Recommendation/s

17. If approved, the recommendation will enable Adult Social Care to do what it said it would during the Big Conversation which was to listen to the views and wishes of people and carers, who draw upon services and act on the feedback. The Local Account is the department's preferred way to do this; highlighting what the Council does well, the difference it can make to people's lives and how it will address areas where the Council needs to improve to ensure better outcomes for people.

Statutory and Policy Implications

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

Financial Implications

19. As the Local Account is the key strategic document for the service, it informs how the budgets are managed. The intention within Adult Social Care and Health is to ensure spending has value for money at its heart, as well as the needs of the service users, to ensure excellent outcomes.

Data Protection and Information Governance

20. As part of the setup of the Big Conversation, the Council obtained the appropriate permissions for the opinions expressed to be used to inform future strategic plans.

RECOMMENDATION/S

- 1) That the proposed contents of the Adult Social Care Local Account 2024/25, attached as **Appendix 1**, be approved.

Councillor Matt Barney
Cabinet Member, Adult Social Care and Public Health

For any enquiries about this report please contact:

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Constitutional Comments (LPW 16/10/23)

21. The recommendation falls within the remit of the Cabinet by virtue of its terms of reference.

Financial Comments (NS 19/10/23)

22. The development and outcomes of the Local Account will help shape the development of the Council's Budget for 2024/25 and beyond.

Background Papers and Published Documents

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

[The Nottinghamshire Plan 2021-31: Healthy, Prosperous, Green – report to Full Council on 25 November 2021](#)

Better Together Strategy: [Better Together co-production plan](#)

Electoral Division(s) and Member(s) Affected

All.

A0071

Local Account contents

The Adult Social Care Local Account will contain the following contents:

1. Welcome – This will include comments from Experts by Experience, members of the Making it Real Forum and the Corporate Director.
2. Introduction and about this report – The Department's vision and the what, why, who, when and how.
3. A visual and explanation of the Department's Practice Framework.
4. An explanation of Making it Real and the themes.
5. Key facts and figures – Narrative of demographic information and key statistics.
6. A narrative of each Making it Real theme, that includes: Our Priorities for 2024, good news stories and what we are currently doing to address some of the priorities, data that shows how we are doing against regional and national averages.
7. Data within the report.
8. How to get involved.

Local Account Priorities

The priorities for each Making it Real theme identified are as follows:

Wellbeing and independence - Living the life I want, keeping safe and well.

The following are the priorities we have agreed for the theme 'Wellbeing and Independence'. Some of these priorities will take longer than one year to achieve. These are ones we will be focussing on:

1. To increase the number of you who feel the support you draw on improves your quality of life, makes you feel safe and live your life the way you want.
2. To work with partners to increase local housing options so you have a long term and secure place to call home.
3. To reduce the time you have to wait for conversations and support.
4. To increase the number of you who feel that your home is adapted to your needs, so you remain independent and have a better quality of life.
5. To work with colleagues from different organisations to improve your emotional and mental health wellbeing.

Information and Advice - Having the information I need when I need it.

The following are the priorities we have agreed for the theme 'Information and Advice'. Some of these priorities will take longer than one year to achieve. These are the ones we will be focussing on:

1. To provide the right information in accessible and different formats, in a timely way so you can make well informed decisions about your care and support.
2. To provide accurate, timely and transparent information on finances and work with partners to provide benefits rights information so that you know your rights and can make well informed decisions.

3. To increase the number of you who say you know how you can get in touch with us, when you need to.
4. To make it easier for you to share information with us in the most appropriate format for you, for example digitally, in person or on the phone.

Active and Supportive Communities - Keeping family, friends and connections.

The following are the priorities we have agreed for the theme 'Active and supportive communities'. Some of these priorities will take longer than one year to achieve. These are the ones we will be focussing on:

1. To increase the opportunities for you to engage in further education, employment, or volunteering.
2. To make the best use of our spaces and buildings to support community activities and peer support.
3. To work with our partners to improve transport options so you can connect with family, friends and do the things that matter to you.

Flexible and Integrated Care and Support - My support, my own way.

The following are the priorities we have agreed for the theme 'Flexible and integrated care and support'. Some of these priorities will take longer than one year to achieve. These are the ones we will be focussing on:

1. To increase the number of people who feel positive about their review conversation and have a copy of their support plan.
2. To promote Direct Payments to increase choice and control. To make them easier to access and use, including developing a support network to help everyone.
3. To increase the options for short breaks, so that you and staff understand what the options are.

When Things Need to Change - Staying in control

The following are the priorities we have agreed for the theme 'When things need to change'. Some of these priorities will take longer than one year to achieve. During 2024 we will be focussing on:

1. To be responsive to you to when you are facing a crisis or significant life change.
2. To increase the number of you who are supported to learn new skills or regain your day-to-day skills after a period in hospital or being unwell.
3. To increase the number of young people and their parents who say they were supported well, in preparing for adulthood.

Workforce - The people who support me.

The following are the priorities we have agreed for the theme 'Workforce'. Some of these priorities will take longer than one year to achieve. During 2024 we will be focussing on:

1. To recruit staff who have the right skills, values and behaviours as set out in our practice framework.
2. To support our staff through good supervision, training and streamlining our ways of working so they have more time to have good conversations with you.

3. To provide equal opportunities for our staff to develop their potential so that we grow a stable and consistent workforce for you.
4. To encourage and support organisations we buy support from to work co-productively so they can support you well.

Adult Social Care in Nottinghamshire





A Big Conversation



April 2023

INDEX AND INFORMATION

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INFORMATION	
	This report is written in 2 ways:
	1. Text and diagrams for people who want more detail
	2. Easyread text and Photosymbols for people who want less detail
	Look for the blue easyread tables at the end of every section




1. BACKGROUND – WHAT WE DID

In November 2022, Nottinghamshire County Council commissioned social enterprise, Community Catalysts, to undertake a time-limited piece of work. The specification for the work stated:

This work is a key component of implementing ‘Better Together’ Adult Social Care’s co-production plan and ensuring people who use our services are involved in the development and delivery of the Adult Social Care strategy.

It involves the design and delivery of a ‘Big Conversation’ based on a series of listening events and associated activity across Nottinghamshire with people and carers who use our services.

Work lasted 23 weeks and was supported by the **Project Reference Group** which met every two months and a smaller core management group which met more regularly. Anna Geyer at [New Possibilities](#) was also commissioned to produce a graphic record and other visual materials in support of the listening events element of the work.

Key points	
	Nottinghamshire County Council asked an organisation called Community Catalysts to do a piece of work.
	Community Catalysts were asked to listen to people who use social care services and carers. They had to find out what people think about social care in Nottinghamshire.
	

2. VISION

Nottinghamshire County Council are committed to the vision of the Social Care Future movement.

We all want to live in the place we call home with the people and things that we love, in communities where we look out for one another, doing things that matter to us.

That’s the social care future we seek. #socialcarefuture

The 5 key changes necessary to realise the Social Care Future Vision



The Council is also working towards the [Making it Real](#) standards developed by the sector partnership Think Local Act Personal (TLAP).

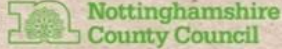
Making it Real is a framework for how to do personalised care and support... Making it Real is built around six themes. These describe what good looks like from an individual's perspective and what organisations should be doing to live up to those expectations.

The 6 themes of Making it Real



Nottinghamshire's Practice Framework

The Council's Adult Social Care team have developed a Practice Framework to define their own vision for local people and the way they will operate in line with Social Care Future and Making it Real.








Our Practice Framework

We want every person in Nottinghamshire to live in the place they call home with the people and things that they love, in communities where they look out for one another, doing the things that matter to them

Social Care Futures

WHY	Wellbeing and Independence						Information and advice		Active and supportive communities		Flexible and integrated care and support		When things need to change		Workforce	
	Living the life I want, keeping safe and well						Having the information I need, when I need it		Keeping family, friends and connections		My support my own way		Staying in control		The people who support me	
WHAT	Everybody						People with urgent needs for support				People with longer term needs for support					
	We listen to people to understand what matters to them. We make connections and build relationships to improve people's wellbeing and independence						We don't make long term plans in a crisis. We work with people until we are sure there is no immediate risk to their safety, health or wellbeing and they have regained stability and control in their life.				If people need longer term care and support, we work with them to understand what a good life looks like for them. We make sure they have resources and support to live the life they choose and do the things that matter to them as independently as possible					
WHO	We care		We behave		We're trusting		We're open		We're present		We're honest					
	We respect and understand people as individuals. We don't make snap judgements		We know and follow the law, ethics and best practice. We are always open to improvement		We trust people know what's right for them. We listen and we keep an open mind		We are open about our procedures, making them clear so people know what they can and cannot expect		We connect and engage well with people. We respond in a timely manner		We are honest about what we are going to do. When we say we are going to do something, we do it.					
HOW	We know the language we use matters we use plain, respectful and kind language															
	Improving the health and wellbeing of Nottinghamshire people						Improved morale and satisfaction for our workforce						More sustainable use of resources			
SO																

With thanks to: Bloom, Sharnon, Social Care Futures and PractisedChange

Key points	
	Nottinghamshire believes in the Social Care Future vision.
	Nottinghamshire uses the Making it Real standards. Click this link for easyread information about Making it Real.
	Nottinghamshire has written something called the Practice Framework.
	The Practice Framework says how social care will happen in Nottinghamshire in the future.
	In the future social care in Nottinghamshire will be more like the Social Care Future Vision and Making it Real.

3. THE BIG CONVERSATION

Community Catalysts developed an engagement process called the **Big Conversation** which was designed to hear from people who use social care and unpaid carers in Nottinghamshire.

From the outset, Community Catalysts worked closely with Our Voice: Nottinghamshire’s strategic co-production group whose focus is on using co-production to improve Adult Social Care for all who use it. Our Voice played a part in aspects of the project,



including how to communicate the Big Conversation and how to reach as many people as possible.

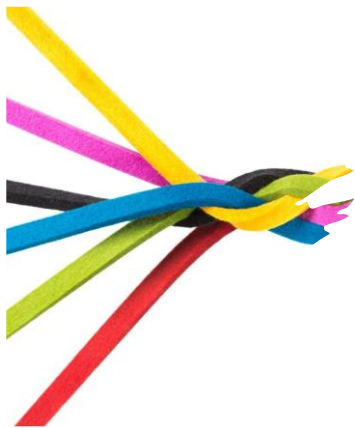
Our Voice helped plan the Big Conversation because we understand the importance of finding all our voices in helping to make adult social care in Nottinghamshire good for everyone. We need to hear what is working and not working. **Alyson Fisk, Our Voice**

Accessible communication and inclusion were key to the project and to the approach taken to the Big Conversation. A **webpage** was set up by the council to share information. An **animated video**, with subtitles, was developed to tell people about the Big Conversation in an engaging way and to invite people to contribute. Our Voice were key to helping Community Catalysts get this right, by co-producing

the script and providing a voice over. A [British Sign Language \(BSL\) version of the video](#) was also produced and put on the webpage. The videos were used at Big Conversation events and meetings to remind people about the purpose and scope of the project.

Two electronic **surveys** were set up – one aimed at people who use social care services and the other at unpaid carers. The survey aimed at people who use social care services was also produced in an easyread format. Surveys were put on the webpage.

We used key elements of the Social Care Future Vision, Making it Real Framework, and local Practice Framework to develop the questions we asked people as part of the Big Conversation.



8 big listening events

2 surveys

11 meetings or sessions with groups

This had particular impact on the way we designed the survey.

A series of **8 listening events** were organised: 1 in each of the 7 Nottinghamshire districts and 1 aimed at people who use BSL. Council colleagues were encouraged to share information about the events with people who use social care services and with unpaid carers. Community

Catalysts also used [Notts Help Yourself](#) to reach out to hundreds of community partners across the county, to encourage them to share information with the people they support.



We identified several partner organisations who were unable to support people to attend events but were happy to host meetings as part of the Big Conversation. With their help and with council colleagues, we organised additional **meetings** to talk to people.

Then we invited people to complete a survey, come to a listening event, join a meeting, make a phone call, or share their views in other ways. Local organisations and council staff helped people to engage.








A **communications campaign** supported the process and included updating the webpage, sending out emails, and using social media to promote. Nottinghamshire County Council

identified a staff member who was willing and able to support people who use social care to engage in the process.

Nottinghamshire County Council also did a parallel survey with their social care staff team and used similar questions.

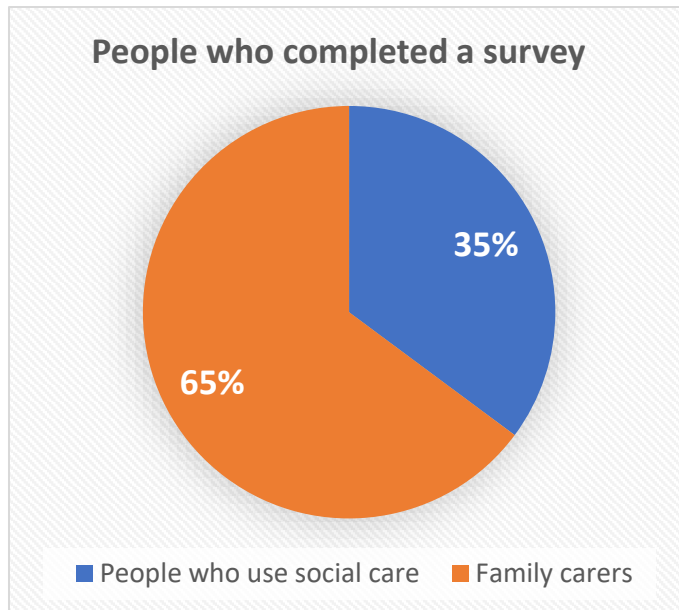
Listening to everything

We thought that people might want to share all sorts of information about their lives. We anticipated that some things would link to the council's social care responsibilities and other things would not. We wanted to make sure we were willing and able to listen to everything that people shared. The council committed to using what people shared as widely as possible, to inform and help diverse teams and partners across Nottinghamshire to help improve people's lives.

Key points	
	
	The project was called the Big Conversation.
	We set up a webpage and made a video to tell people about it.
	Our Voice are Nottinghamshire's coproduction group for social care. They helped make the Big Conversation happen.
	Together we organised lots of ways to listen to people.
	We had 8 events and 11 meetings with people face to face.
	We did 2 surveys for people who couldn't come to an event.

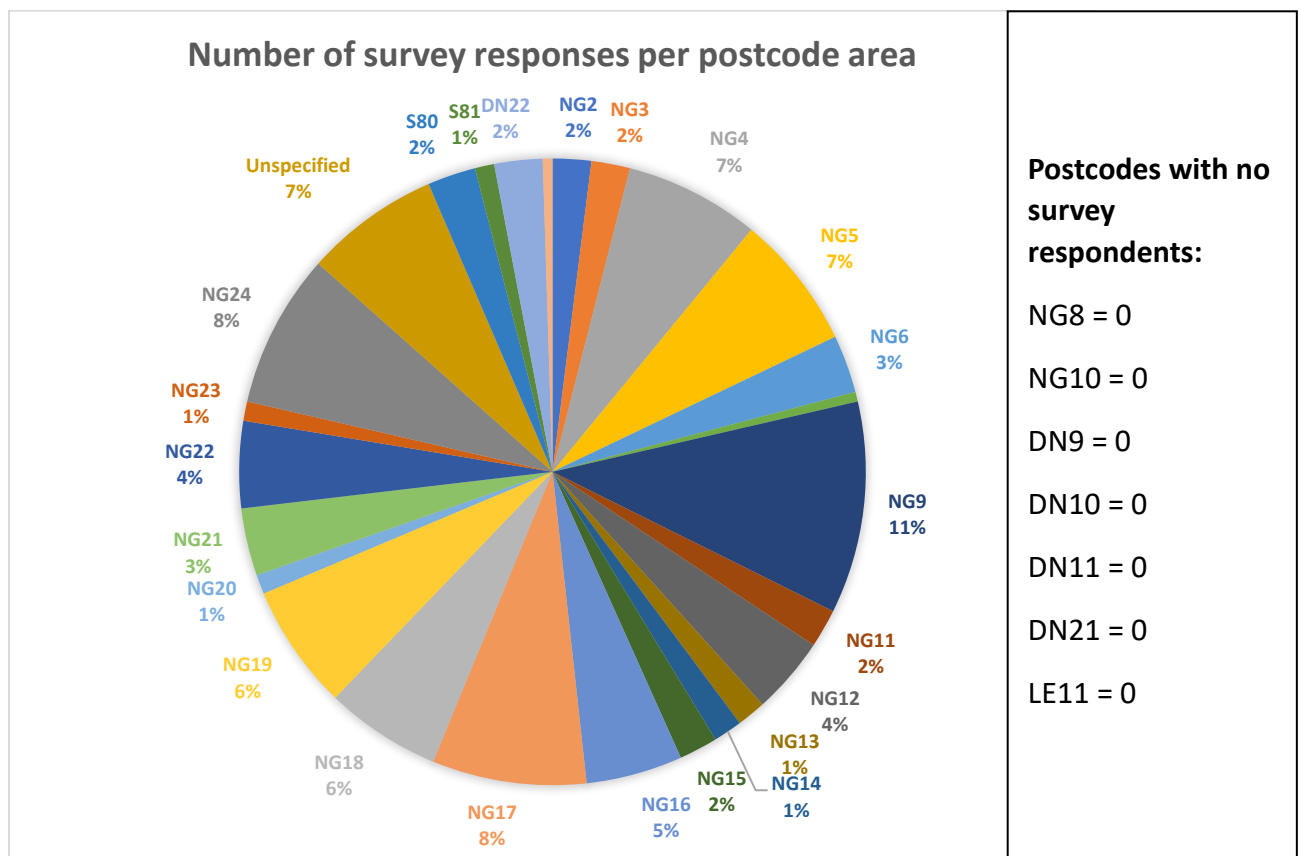
4. WHO DID WE HEAR FROM?

Surveys



201 surveys were submitted. Most from individuals but some from groups. 62 surveys represented (est.) **78** people who use social care. 139 surveys represented **143** family carers.

We heard from **221** people in total.

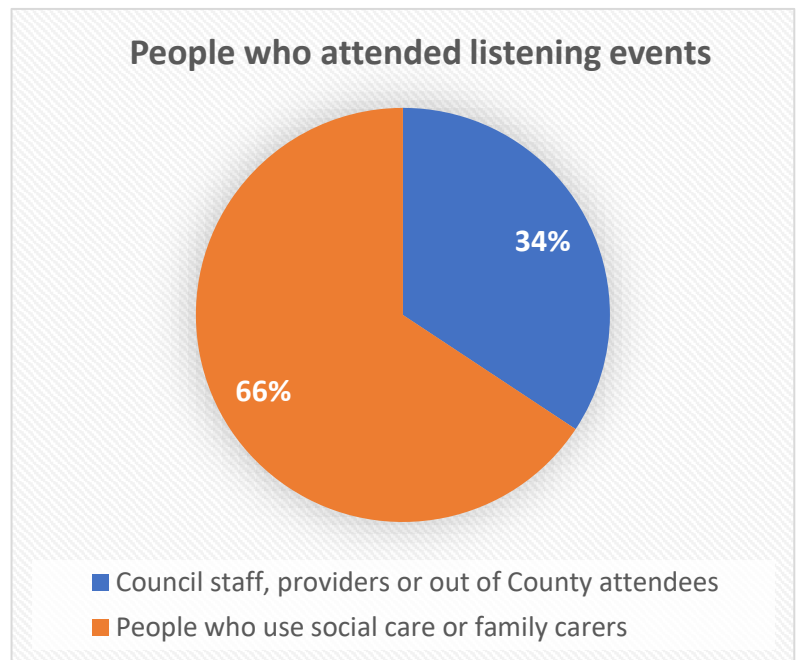


Listening events

There were 8 events, 7 district events, and 1 aimed at people who use British Sign Language (BSL).

207 people came to an event.

136 were people who use social care or family carers. 61 were people who use social care and 75 were family carers.



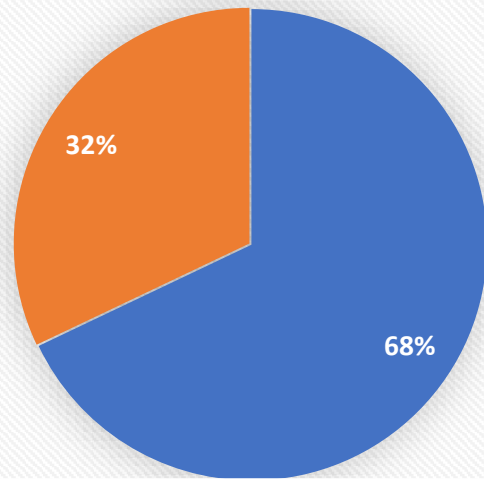
Meetings

We asked community groups and organisations if we could meet with their members and people they support.

185 people came to a meeting or group.

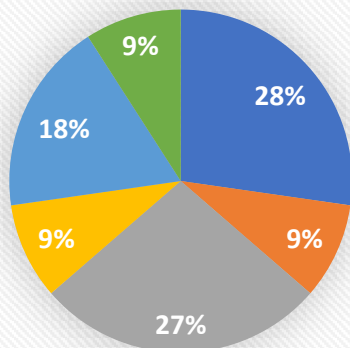
126 were people who use social care and 59 people were family carers.

Numbers of family carers and people who use social care at meetings



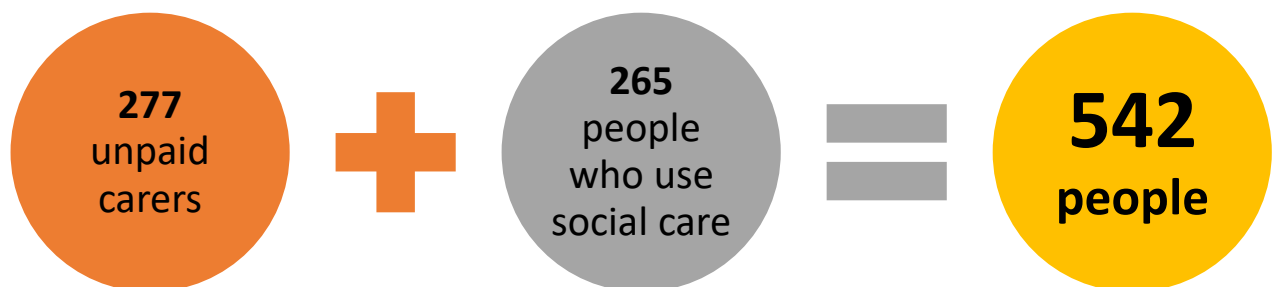
■ People who use social care ■ Family carers






Meetings by service or group type



- Mixed day services
- Older people's day service
- Day service for people with a learning disability
- Supported living
- Carer support groups
- Self advocacy group

In total



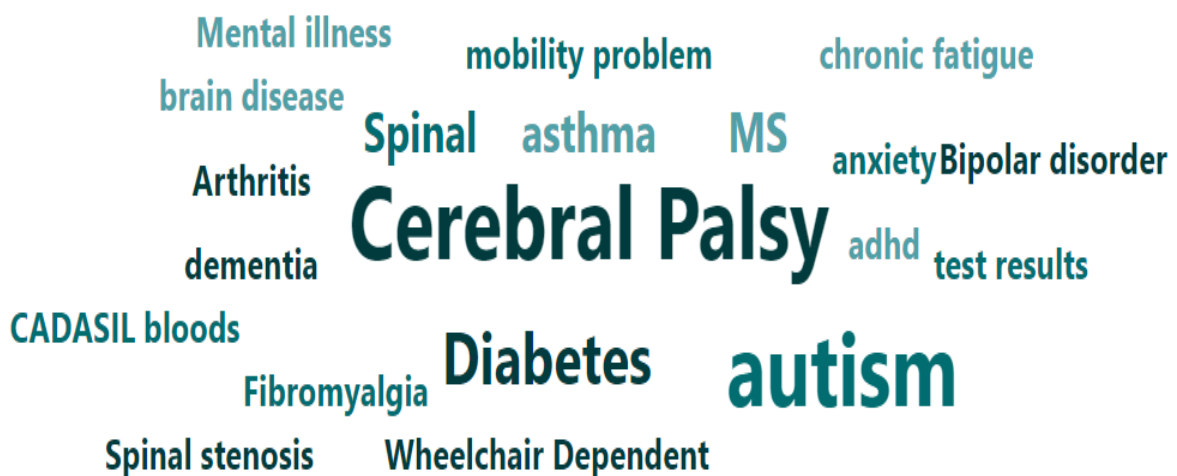
 Key points	
	221 people filled out a survey. They lived all over Nottinghamshire.
	207 people came to an event.
	185 people came to a meeting or group. They were people who used lots of different services.
	We heard from 542 people altogether. 277 people were carers. 265 people use social care.

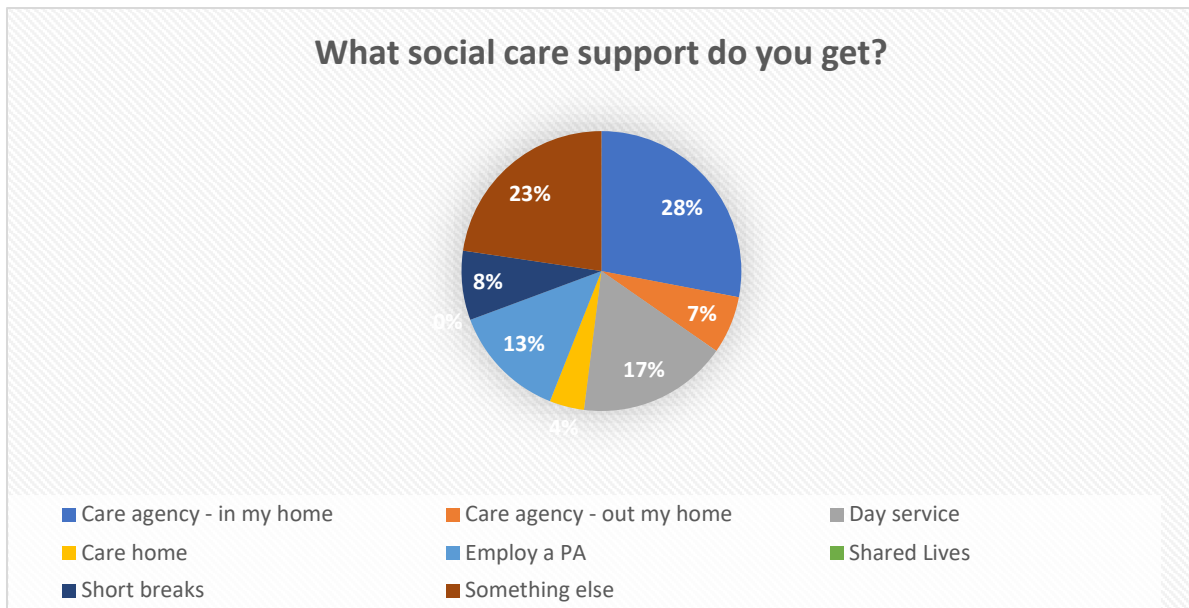
5. ABOUT PEOPLE

221 people completed the survey. In the surveys, we asked people to share information about themselves. We did not capture this information in the events or meetings. The surveys showed that:

People who use social care

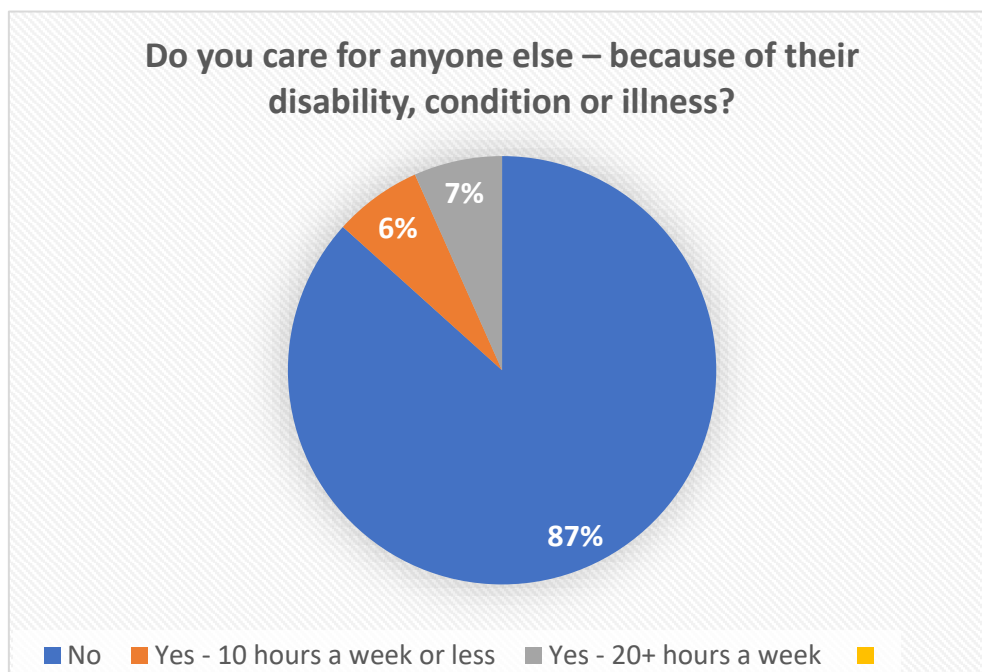
86% of people using social care services said they have a long-term illness or disability. When asked to specify, they shared experiences such as the following:









Something else?

Several people who answered ‘something else’ said they were not using social care services. Some talked about other ways they were getting the help that they need. Many were getting help from family or friends or health professionals such as an Occupational Therapist or Community Psychiatric Nurse (CPN). Some people said that they had cancelled services that weren’t working for them. 4 people said they lived in supported living.

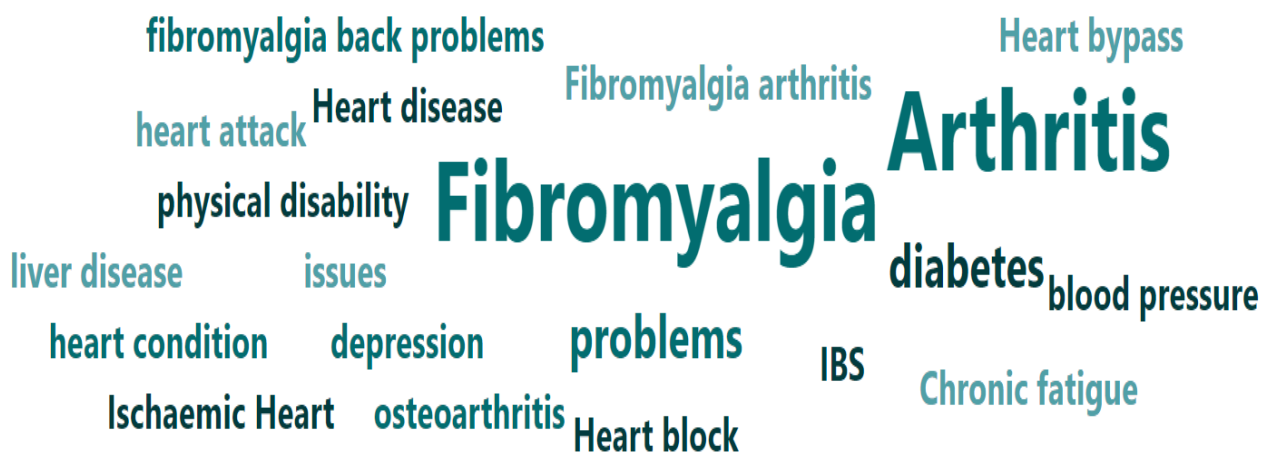


13.5% of people who use social care services are also an unpaid carer for someone else.

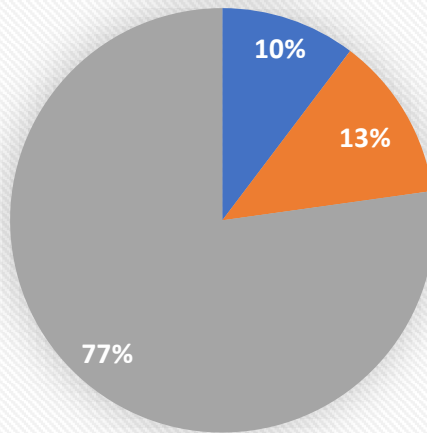
 Key points	
	In the surveys we asked people to tell us about themselves.
	Most people who use social care say they have an illness or disability.
	People who did a survey use lots of different social care services.
	Some people who use social care are also carers themselves.
	Some people use social care get help from other organisations like health.
	Lots of people who use social care get help from family or friends.

Carers

43% of carers said they have a long-term illness or disability. When asked to specify they shared experiences such as the following:



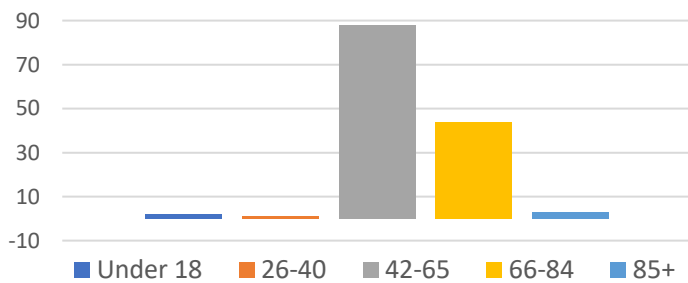
What unpaid help or support do you give to the person or people you care for – because of their disability, condition or illnesses?



■ 10 hours a week or less ■ 11 to 19 hours a week ■ 20+ hours a week ■

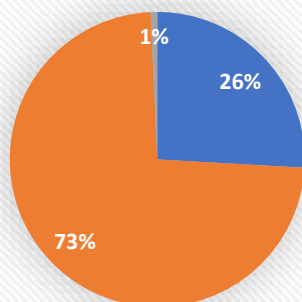
77% of carers offer more than 20 hours of care or support a week to their family member or other person they care for.

Age

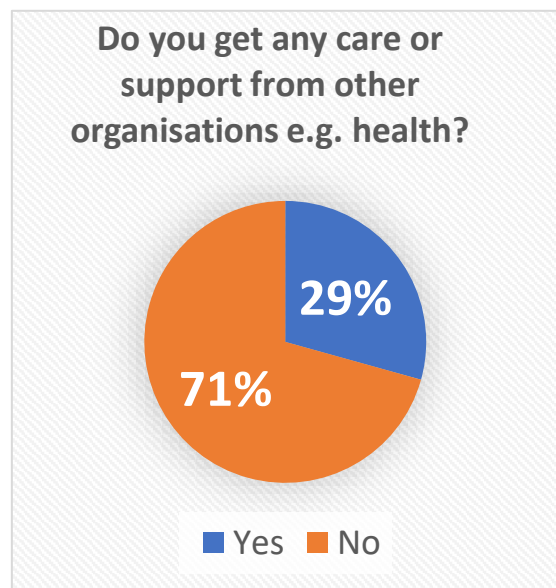
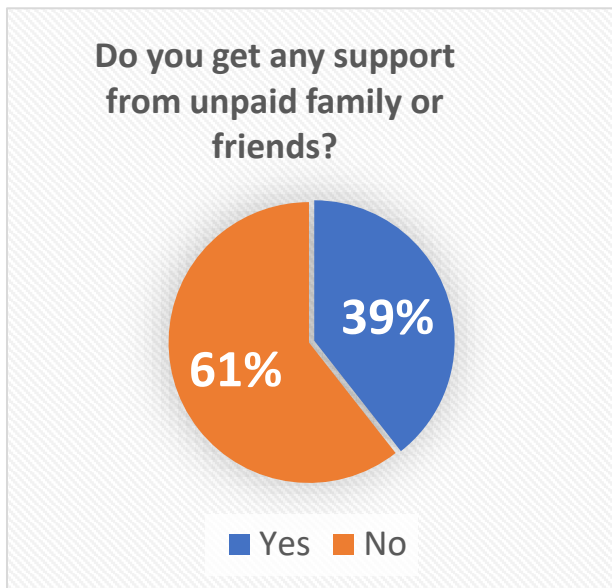


Many carers are older and 73% identify as female.

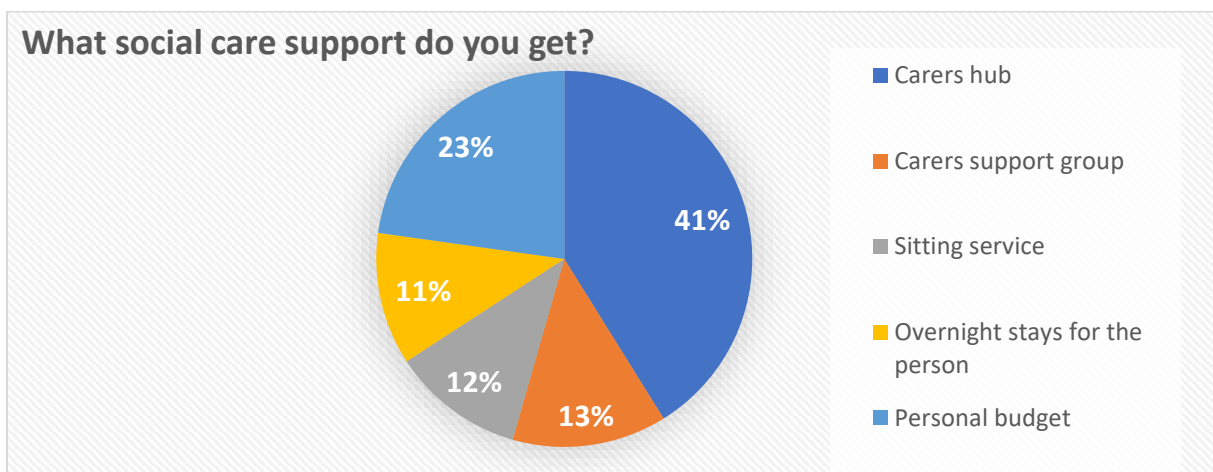
Gender










■ Male ■ Female ■ Prefer to self describe



Most carers get no help or support from family, friends or from organisations or services outside of social care.



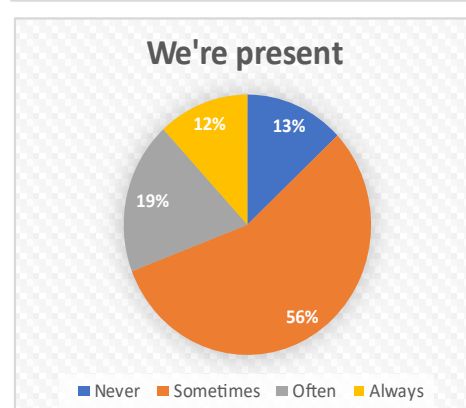
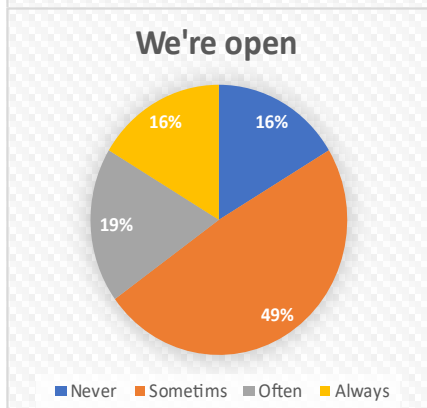
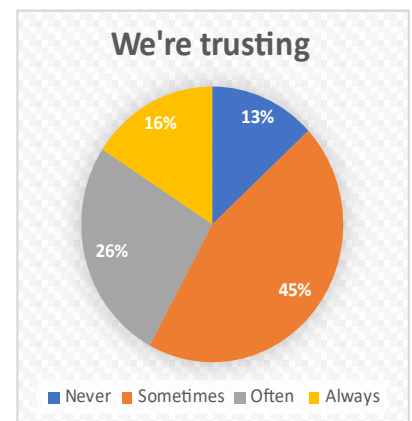
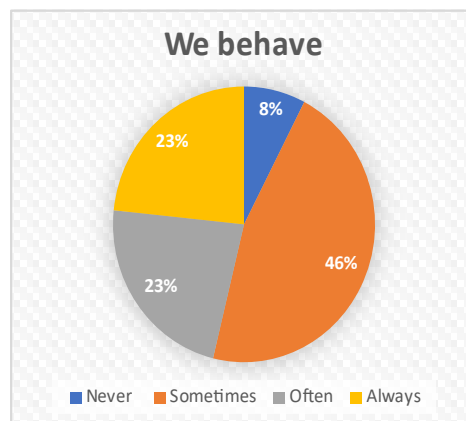
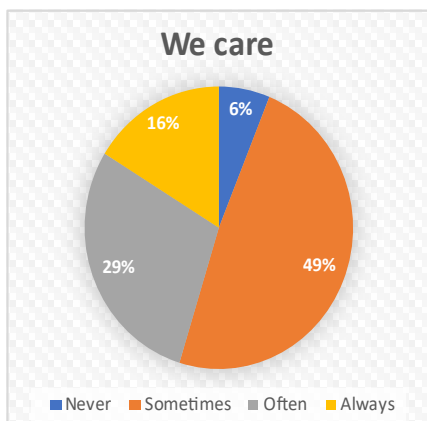
Key points	
	In the surveys, we asked people to tell us about themselves.
	Some carers say they have an illness or disability.
	Most carers offer care for more than 20 hours a week.
	Many carers are older. Most are female.

	Most carers don't get help from anyone else.
	Many carers are helped by Carers Hub. Some are part of a carer support group.
	Some have a personal budget. This helps people live their life their way.

6. MEASURING AGAINST THE PRACTICE FRAMEWORK

We used the survey to ask people questions based on the 'how' elements of Nottinghamshire County Council's new Practice Framework:

We care	We behave	We're trusting	We're open	We're present	We're honest
We respect and understand people as individuals. We don't make snap judgements	We know and follow the law, ethics and best practice. We are always open to improvement	We trust people know what's right for them. We listen and we keep an open mind	We are open about our procedures, making them clear so people know what they can and cannot expect	We connect and engage well with people. We respond in a timely manner	We are honest about what we are going to do. When we say we are going to do something, we do it.



The framework is new and people who responded to the survey may have been reflecting on past rather than current experiences. 69% of people felt that the council was sometimes or never 'present', as defined within the Practice Framework.

Social care and social work systems

The social worker I have is great. She is honest about what can be done and what can't. She gives me confidence.

In the surveys, events and meetings, people shared their experience of Nottinghamshire's social care system and processes.

People who use social care gave positive examples of social workers and other advisers who had helped them navigate the system and get the right support.

Carers gave examples of social workers who had offered good support and information.

Many people talked about inconsistency and having no social worker or never having the same social worker.

People talked about a narrow focus on personal care tasks rather than the person and their whole life. People talked about services and supports not always being joined up.

People shared examples of meetings and reviews done over the phone with no opportunity for private conversations with their social worker. This appeared to be something that has developed and/or grown as an issue since the pandemic.

If you are going to talk to us make sure you have done your homework first - read the previous carers assessments that we have taken the time to complete don't ask us questions that you could have answered yourself by reading the assessment...










When mum first had carers the social worker was amazing! She explained everything and was proactive in getting me the support I needed...

People shared a fear of services and supports being cut and their perception of reviews as a vehicle for that to happen.

Carers shared examples where they felt overwhelmed or anxious or tired and 'the system' was not empathetic or supportive.

Reviews are terrifying – feels all about what will be taken away

I am fully satisfied with the support package and other support for my children

 Key points	
	We asked people how well Nottinghamshire does social care.
	We used the new Practice Framework to decide what questions to ask.
	Some people thought social care was good.
	Some people thought social care was bad.
	People told us about social workers and the way they work.
	Some people said they don't have the same Social Worker. It can be difficult for them to talk to someone they don't know.
	Some people talked about support services being cut. And this makes them worry about review meetings.
	Some carers said that that Social Workers were sometimes unsupportive.

7. WHAT PEOPLE WHO USE SOCIAL CARE SAID

General

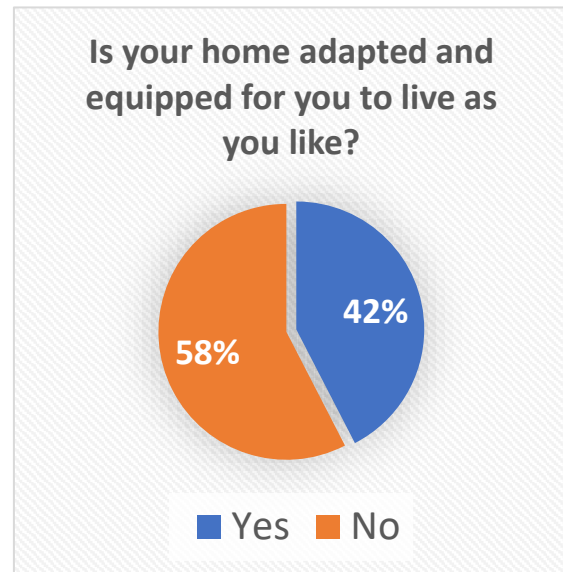
People told us how important it was to them to be able to live their life, their way, with support as needed. They talked about being able to go places and do things they enjoy, including holidays and trips.

Many people talked about having a purpose and making a contribution. They shared examples of working, volunteering, doing things for others and/or in their community or neighbourhood. Many people gave examples of how social care had helped them to do this.

I have dementia and I come to the day service to keep my brain going

People talked about the importance to them of keeping fit and active giving examples of sports or activities such as walking that they enjoy.

Home



Most people said they had a place they called home, where they felt free to live their life their way.

Many people said they valued having their own place, with and without support from family or services. People gave examples of what this looked like for them.

Some people shared positive experiences of their home – with good adaptations and equipment to make life easy. Some people talked about a lack of adaptations and equipment that made life hard.

Some people talked about feeling isolated and lonely at home. Some people with a learning disability shared that they are not ‘allowed’ to go out.

When you live in your own home you feel isolated because you can't get out without support

I have my own place. I moved out of my Mum's with support and I am much happier

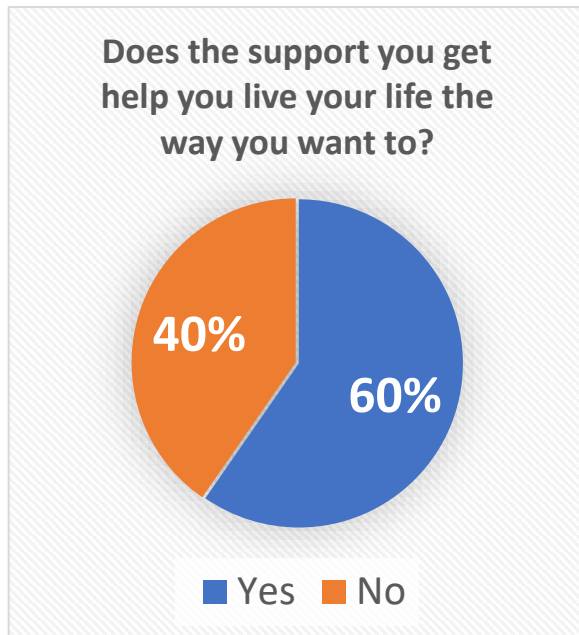
The lift doesn't always work, I have sciatica and it is really painful

I am trying to move because of my physical health, there is a real shortage of housing ...

I live in sheltered accommodation and staff come every day to help... with cleaning, washing and personal care. This works well for me

People, particularly older people and those living with long term health conditions, shared fears for the future as their condition worsened and their home became less accessible.

Support to live your life



Some people shared very positive experiences of good support and some people shared negative experiences of poor support.

People shared positive examples of services helping them to do and learn new things.

People shared experiences of help at home that is flexible and 'works for me'.

People talked about getting help to communicate and make choices.

People talked about the narrow definition of homecare tasks. Some people living in a registered care home said their lives were limited.

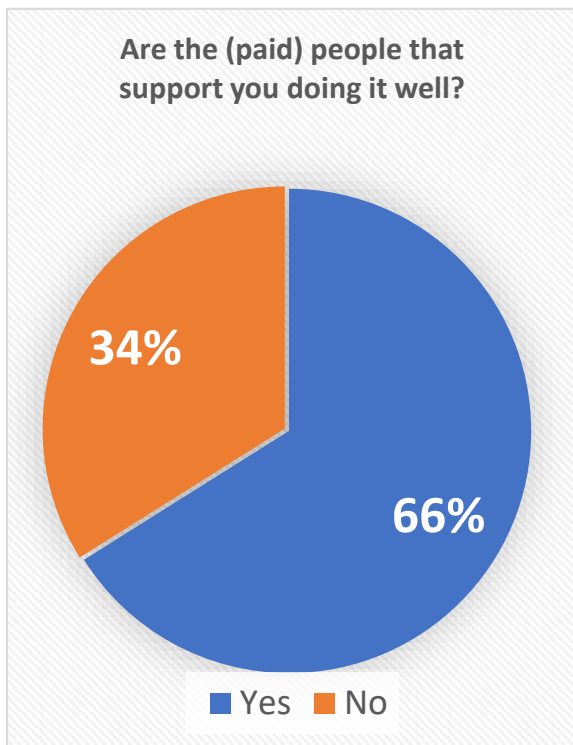
People talked about a lack of support with mental health issues.

People talked about services and opportunities that stopped because of Covid and didn't start again.

My son has a really good PA. He is self-employed and so reliable. They have a great relationship

I use my bus pass to visit one of my sisters. The sister I live with puts me on the bus – it's always the same driver so he knows me and where I need to get off. My other sister meets me at the other end

I would like them to listen to me more. Sometimes my care feels like a production line. I don't like carers rushing. They should have more time to learn about us and how we like to live...



Many people talked positively about workers that support them. Some people added comments about the pressures on paid care workers and how these impact on them and the care they received.

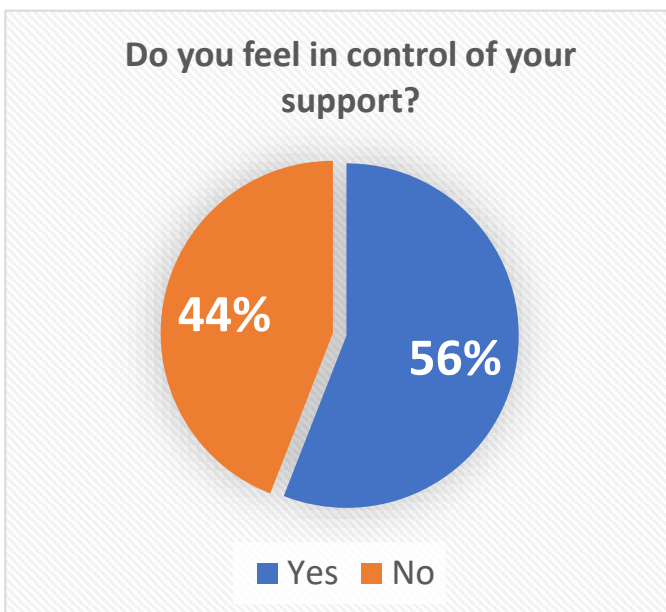
Some people talked about support staff who were kind and nice, who 'know me well' and provide the right support.

Many people gave specific examples of services and individuals who support them well, including paid support staff and volunteers, Personal Assistants, Shared Lives carers, and Relay UK.

They treat me with respect and help me to live as I want to

People shared that getting these nice, consistent supporters can be difficult and that they and care agencies find it hard to recruit people.

Some people said that not all care organisations and support staff are good. They shared examples of 'care agencies that don't do as promised' and of agencies that don't support or train their workers or pay them enough.



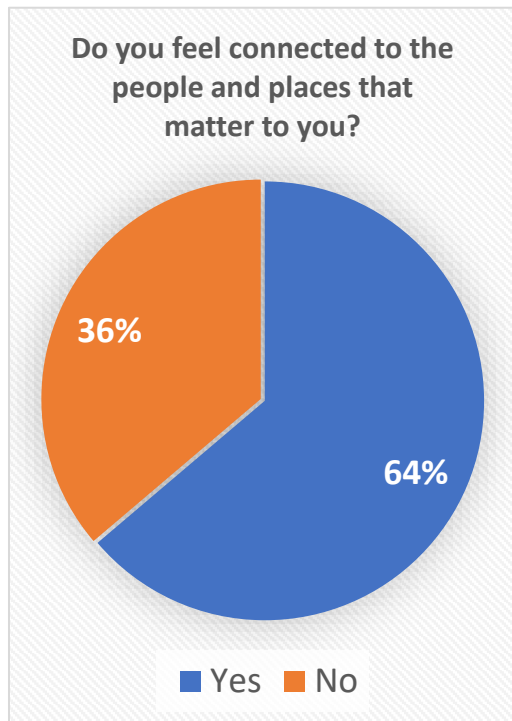
People shared positive experiences of using a Direct Payment. Some people added clarifying comments about the responsibility and paperwork that comes with this.

People shared examples of a lack of support at evenings and weekends. People talked about inflexible arrangements and being unable to get the right support at the right time, in ways that work for them.

I receive direct payments to pay a PA and several self-employed carers, this is great and gives me flexibility, however, when it comes to paperwork, audits, assessments, employment rights, I have to rely on a family member to manage this for me as it can be very confusing and time consuming

Connections

The majority of people said they felt connected to the people and places that matter to them. People gave examples of how social care was helping them to stay connected.



Many people raised transport as a big issue, mentioning buses and bus passes as well as door to door transport.

Many people talked positively about being part of their neighbourhood and community. They talked about their family, friends and community groups.

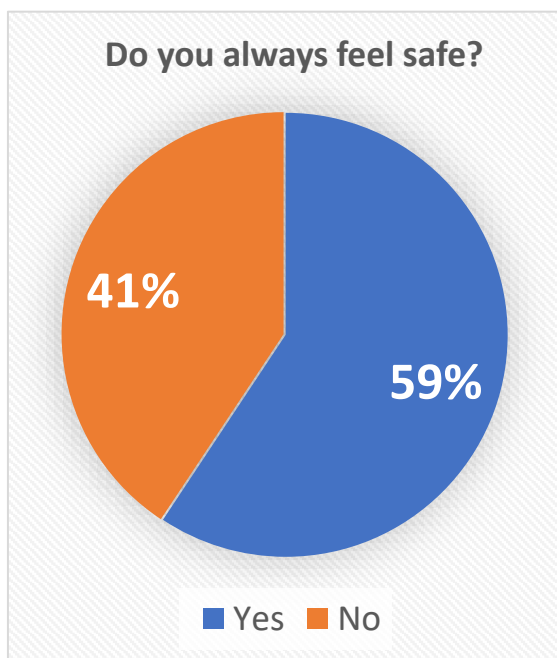
Some people talked about feeling isolated. People talked about their condition limiting their ability to connect with people and their community. People talked about the challenges of staying connected, mentioning disappearing concessions and less free entry for supporters and carers.

Some people talked about a lack of support to get out of the house and do things.

The local shop and pub know me well

Some people talked about the importance of safe, accessible and welcoming places and spaces. People gave examples of accessible and inaccessible places and public spaces.

Feeling safe



Most people said they felt safe.

People shared that they felt safe in places like day centres and that this was important to them.

People gave examples of community initiatives which helped them feel safer where they live.

People talked about their condition or age and how it can make them feel vulnerable and unsafe.

In town they have a poster in shops where you can go if something happens or you are scared

People talked about bad relationships or bullying not being addressed by

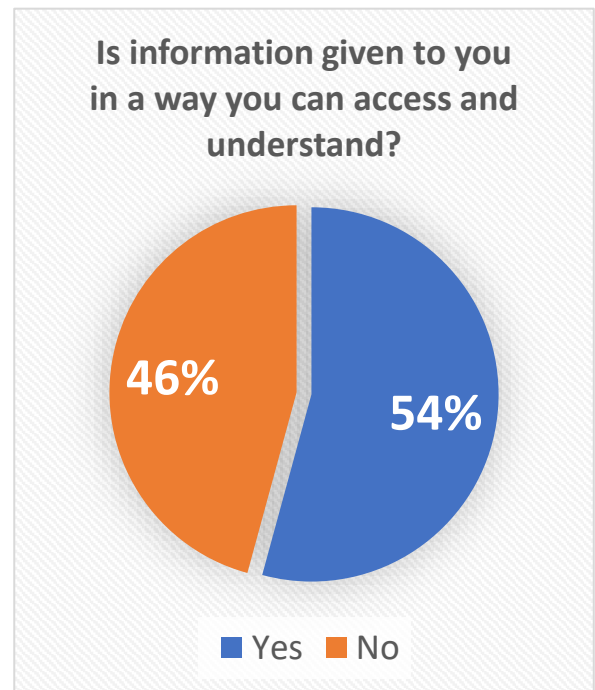
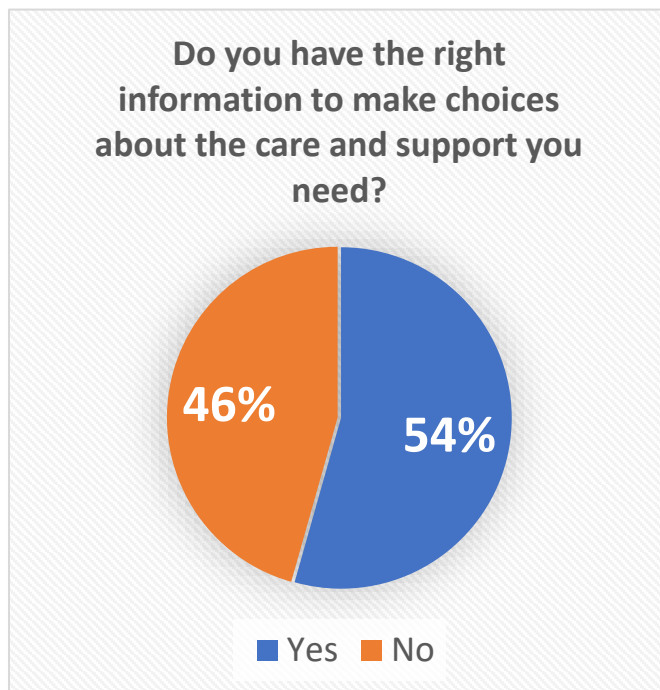
care organisations. People shared examples of care and support being withdrawn, e.g. at night, and how this made them feel worried and unsafe.

People shared examples of things that happen in their community that make them feel unsafe. Some people talked about 'mate crime'.

I felt safer in the old days. Someone approached me late at night so now I don't want to go out late...I've seen anti-social behaviour close to where I live

I feel a little unsteady walking, and have fell a few times and been unable to get myself up without help

Information



People gave examples of good communication and information. This included easyread letters, informative noticeboards and BSL.

My granddaughter helps me with letters...

People talked about useful information they get from family and friends and community organisations.

We get easyread information for hospital appointments

I was told I had dementia and my wife would be my carer – then nothing

Many people talked about information being inaccessible or hard to find. People said not everyone has a computer or uses the internet.

People, especially from the deaf community, talked about not knowing who to contact or how to ask for help. People talked about not being able to get through to a real person and/or through to the people they need to speak to.

I don't want to be signposted. I really, really need someone to explain 'the system' as it applies to us, in person (I'm hearing impaired), so that I know what is applicable, what actions to take when etc

Money and finances





We didn't ask a specific question about money and finances, but many people raised it as an issue throughout the Big Conversation.

Financial assessment means I pay in full for my care, despite me struggling to do so. I have had to halve my package to try and afford this. I'm still in debt for my care costs and I will have to stop all care in the near future because of the cost.

Specifically, people raised issues of poverty and not being able to afford to live their lives. They also talked about a lack of help to manage their money and a lack of accessible finance and benefits advice, especially for deaf people.

People talked about care charging and how this could be inconsistent and sometimes perceived as unfair, for example people being asked to pay for services they didn't receive.

People raised issues that were more systemic such as limitations on pre-payment cards.

Key points	
	
	Some people said they like living in their own home. Some people said they feel isolated. Some people worry about the future and if they could stay in their home.
	People told us about support services that do a good job. They talked about services and staff who are not good.
	People said that some things stopped for the Covid pandemic. They haven't started again.

	People talked about Direct Payments. They help people live their life their way. But they can be hard to manage with lots of paperwork and responsibility.
	Many people said public transport and buses are important.
	Many people said that having friends and connections in their community is important.
	People shared reasons they feel unsafe.
	People said good information is important. They said lots of information is not accessible and this is not good.
	Lots of people talked about money and finances. People talked about poverty (being very poor).
	People want more help and advice with money and benefits.

8. WHAT CARERS SAID

Home



Most carers said they have a place they call home where they are free to live as they like.

Many people talked about their experience of home when it is shared with the person/people they support. This was positive for some people and less positive for others.

People shared the challenge of working from a home that is shared with the person they care for. They talked about the intrusion of care workers and services into their home.

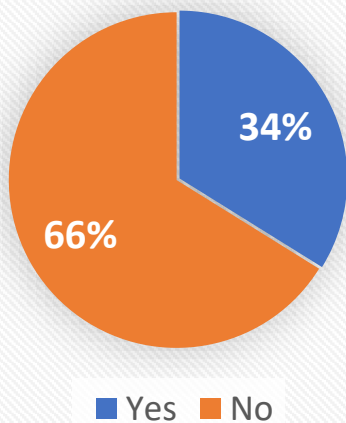
Many people shared financial challenges of being a carer and the impact on their home life.

We age proofed a property 7 years ago, hoping we can stay in it always. Ground floor bedroom and wet room created. Very near local amenities and public transport links.

There are times when I don't want to be at home as home can be a stressful place

Support to live your life

Does the support you get help you live your life the way you want to?



Many people talked about the personal pressures of caring, and the impact on their health and wellbeing. Many people shared the need for a break. Some people's responses indicated they felt a sense of bewilderment, isolation, and abandonment.

People talked about the expectation that they step into the role – it is not always a choice.

Some people talked positively about the support they receive.

People talked about 'small things making a big difference', giving examples of individuals with a personal touch who visited and helped,

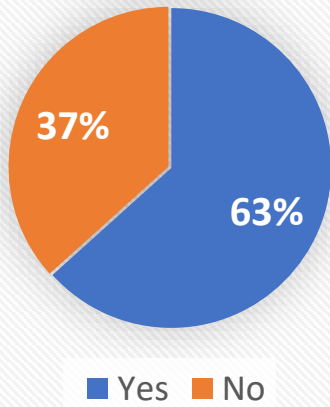
Volunteers make such a difference

especially over Covid.

People shared negative experiences of arranging or having a carer assessment.

Many people said they did not get support and others mentioned gaps in support for carers. People said that physical support is offered but not emotional and social support. People talked about a lack of choice and options in the services and support that they and the person they care for can access. People talked about the restricted view of care and how it is not person centred and flexible as a result.

Are the people that support you in your caring role doing it well?



Most people said that people in a caring role were doing it well.

Some people talked positively about named services. They shared positive examples of day services giving the person they care for a chance to do different activities. People also shared positive examples of groups and activities that happen on an evening and weekend.

People talked about the impact of Covid and the 'new normal' post-pandemic, which offers less than before.

Some things never started up again

Note¹

It's very hard to look after Mum and have a life of my own. The bills are ridiculous as she has heating on all the time and an electric fire. She is very wasteful with food. So food bills are high too.

Some people talked positively about specific named support services for carers. They talked about the importance of peer support.

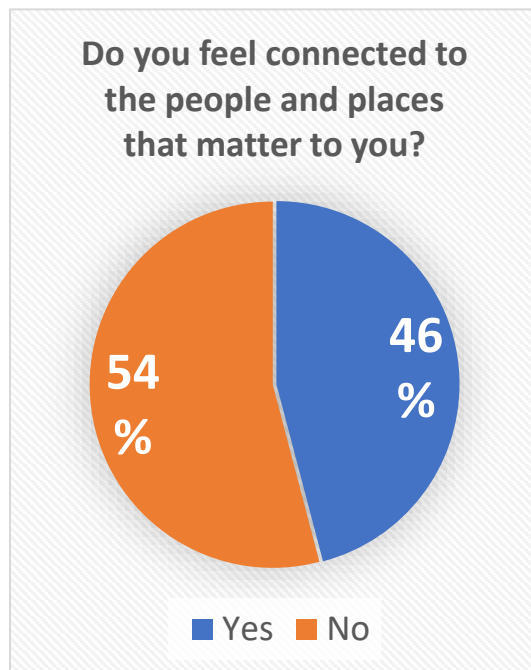
Some people talked about the lack of consistency of social workers and other advisers, and the real challenges this raised.

People talked about the pressures on health and GPs in particular. They shared their experience of the knock-on impact this had on them and on the people they care for.

¹ Similar percentages when asking if people feel in control of their support and if it is tailored to them

Connections

Some people talked about family and friends and how supportive they are. People gave examples of places they liked to go and people they liked to spend time with.



Many people said they were isolated or lonely.

People talked about the impact of caring on their social and work life and connections.

People talked about a lack of time to meet people and do things they enjoy.

People talked about the importance of welcoming community places and spaces.

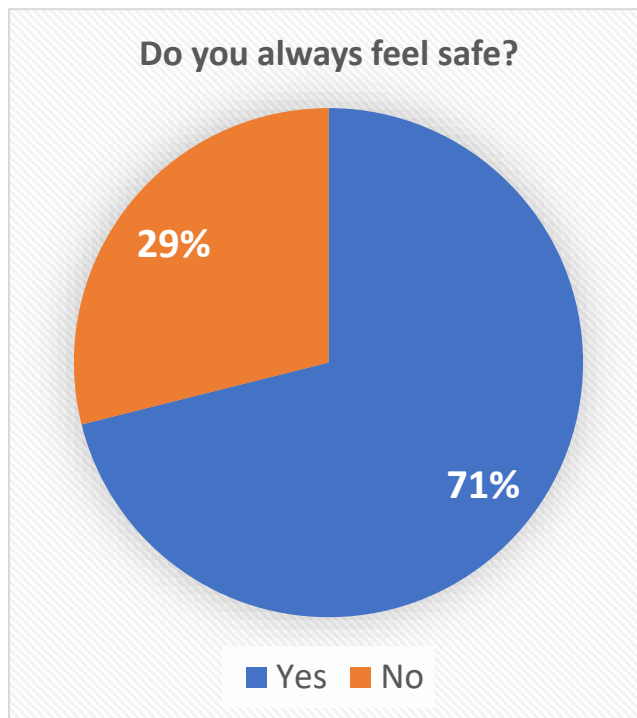
I like chatting to others and sharing experiences

I have no life. It is now all spent caring. I get very down

...the few friends and relatives I have don't come to see me anymore because of my mum's condition and I am really isolated and lonely. I have told adult social care this in my carers assessment, but no-one listens or validates how I am feeling, and no-one helps.

I am still in work and this helps

Feeling safe



Most people said they felt safe but many shared examples of circumstances when they felt less safe.

Many people talked about the impact of caring on their mental health. They also talked about the impact of the resulting interactions with the council and other services on their mental health.

People shared fear of violence from the person they care for.

People shared their concern about the future of the person they care for 'when something happens to me'.

People talked about their fear of 'doing something wrong' especially when they

are really tired.

Carers of people who live with dementia shared fears for the safety of the person.

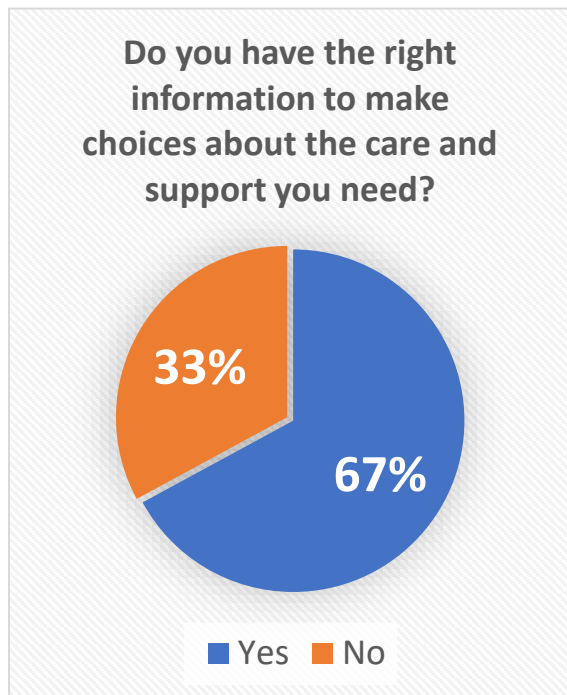
No trust that things will work or be ok when I am not here – I am 'his' voice and it scares me to think about – how do I plan for a time when I have died?

Will he be put on lots of medication to enable the 'provider' to manage. Concerned that if not there to check/advocate he would be left to vegetate or given medication to control his behaviour when actually what is needed is good person-centred care...

It is scary being alone with a severely ill person who depends on you in the middle of the night and is getting angry

We have an alarm fitted in the house

Information



Most people felt they had the right information.

People gave examples of places they can get good information.

Alzheimer's Society have been very helpful

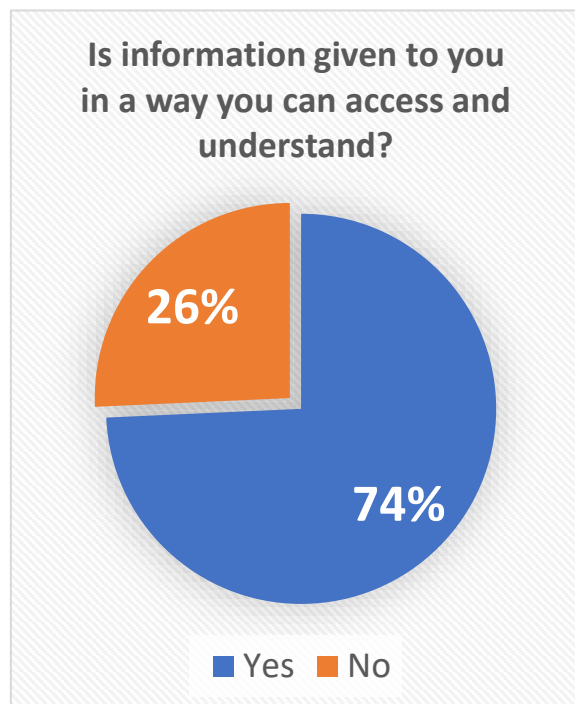
Many people talked about information being unavailable or hard to find. People shared the impact of poor information and advice.

Notts Help Yourself is a good source of info.

Many people talked about not being able to talk to a person when they needed to. People talked about feeling abandoned with no GP, social worker, or other person to ask for information and advice.

Poor information about dementia and 'transition' to adulthood were mentioned by some people. Some people talked specifically about poor signposting or advice given by GPs when people are first diagnosed with dementia.

People mentioned a lack of information about breaks from caring/'respite'. Some people mentioned differences in geography with more or less information and advice available in different places.



People said that not everyone has access to the internet or online information.

Make things easy for us - if we want to engage online let us -

Being sent directories and lists is not helpful when you're stressed and need support. You need someone to guide you through the process of finding the information and support you need.

The first port of call used to be the doctor...but it isn't now










Money and finances

We didn't ask a specific question about money and finances, but many people raised it as an issue throughout the Big Conversation.

Specifically, people talked about a lack of help to manage their money and a lack of tailored benefits advice.

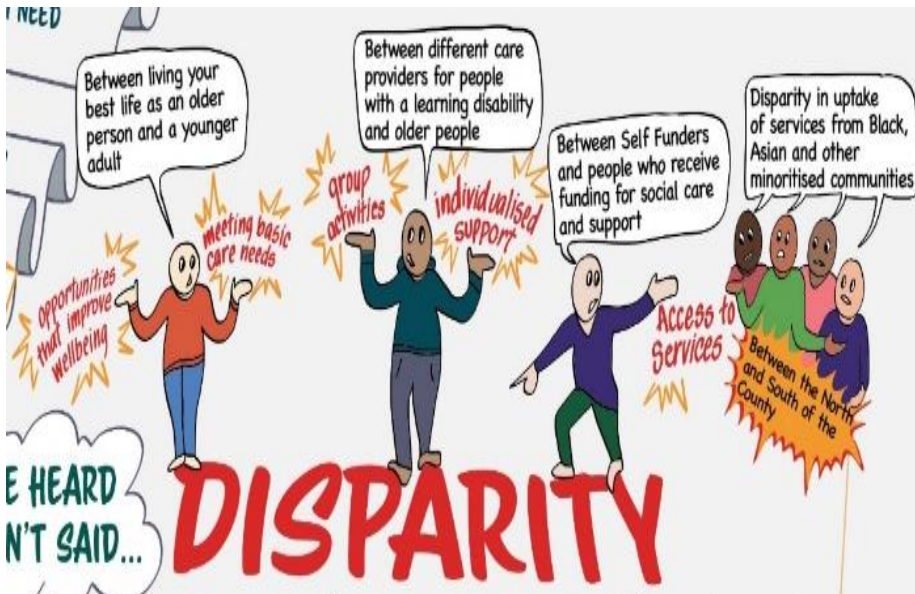
People talked about being 'passed from pillar to post' especially on financial issues.

People talked about care charging and how this could be inconsistent. This was sometimes perceived as unfair, for example people being asked to pay for services they didn't receive, or paying privately for services that were sub-standard with no recourse.







 Key points	
	<p>People told us what it is like to live with someone and care for them.</p>
	<p>People talked about the difficult things about being a carer. They told us about carers' assessments and how these are not always good. Some people find being a carer very hard.</p>
	<p>People said that some care services and staff are good. Some are not as good. There are gaps in services.</p>
	<p>Some people get good support from family and friends.</p>
	<p>People don't always have time to see friends and family. Some people feel isolated and alone.</p>
	<p>People talked about the effect of caring on their health and wellbeing. They sometimes feel unsafe. They worry about the person they care for.</p>
	<p>People said it was hard to get the information they need. It is hard to speak to a person.</p>
	<p>People said they need more help to understand money and benefits. People said some things are unfair or not right. They gave examples of when this happened.</p>

9. PEOPLE'S DIFFERENT EXPERIENCES

People who use social care services and unpaid carers shared examples of disparities. They said that certain groups of people fare less well in relation to adult social care than others. These were people who:



- Are older and younger
- Fund their own social care or are council funded
- Get support on a one to one basis or are supported in groups
- Live in different areas of the county
- Are from minority groups

 Key points	
	People said that some groups of people have a better experience and more choices than other groups.
	Younger people get better help than older people.
	People who fund their own care get more choice than people who have their care paid by the council.
	People who live in different areas of the county have different experiences of social care.
	People from minority groups sometimes have a worse experience of social care.

10. WISHES FOR THE FUTURE

We asked people to share how they would like things to be in the future, their wishes, and their dreams for a better future. People shared:



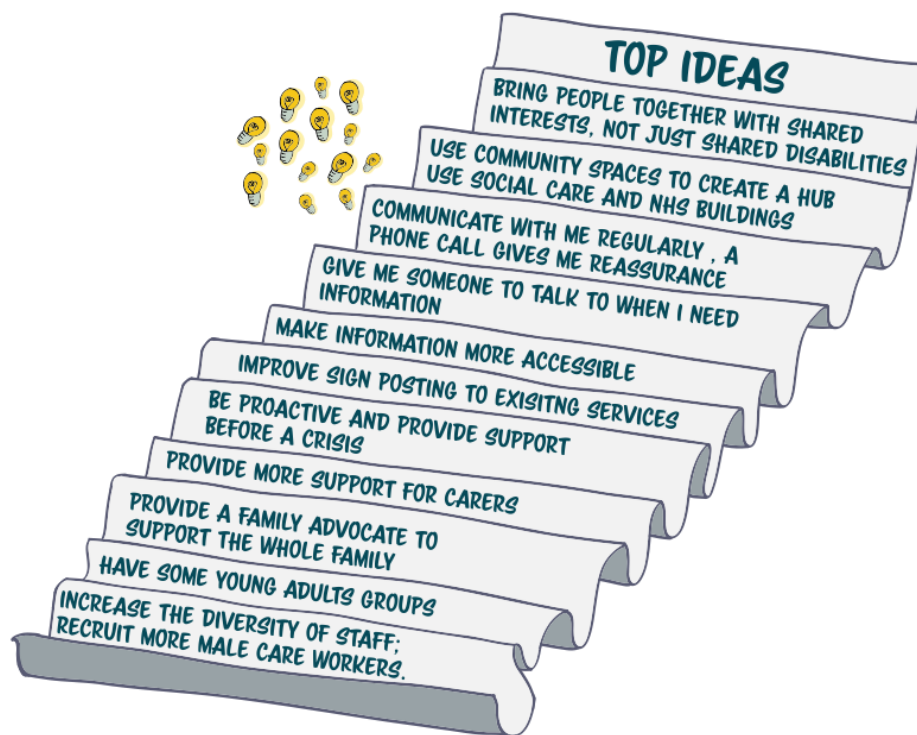
Then we asked people to share ideas and suggestions. The graphics in appendix A show the ideas of people who attended the district listening events. More broadly people said:

People who use social care services



Carers

More peer support for carers	More inclusive places and spaces - use buildings better	Better supervision and training of support staff and services
Better information and advice. People to ask	More family forums	More access to specialist support



Key points	
	People shared their wishes for the future.
	They want services and the council to have more compassion and to help people live their live their way.
	People shared ideas and suggestions of things the council and services could do differently.

Now the report is done, the hard work starts. Everyone needs to get on with it and work together to make things better. Let's hear different things next time we have a Big Conversation

Eddie Morecroft, Our Voice

Graphic records of the listening events

Collated overview

THE BIG CONVERSATION ABOUT ADULT SOCIAL CARE IN NOTTINGHAMSHIRE

Nottinghamshire County Council

WE'D LIKE THE FUTURE TO LOOK AND FEEL LIKE THIS...

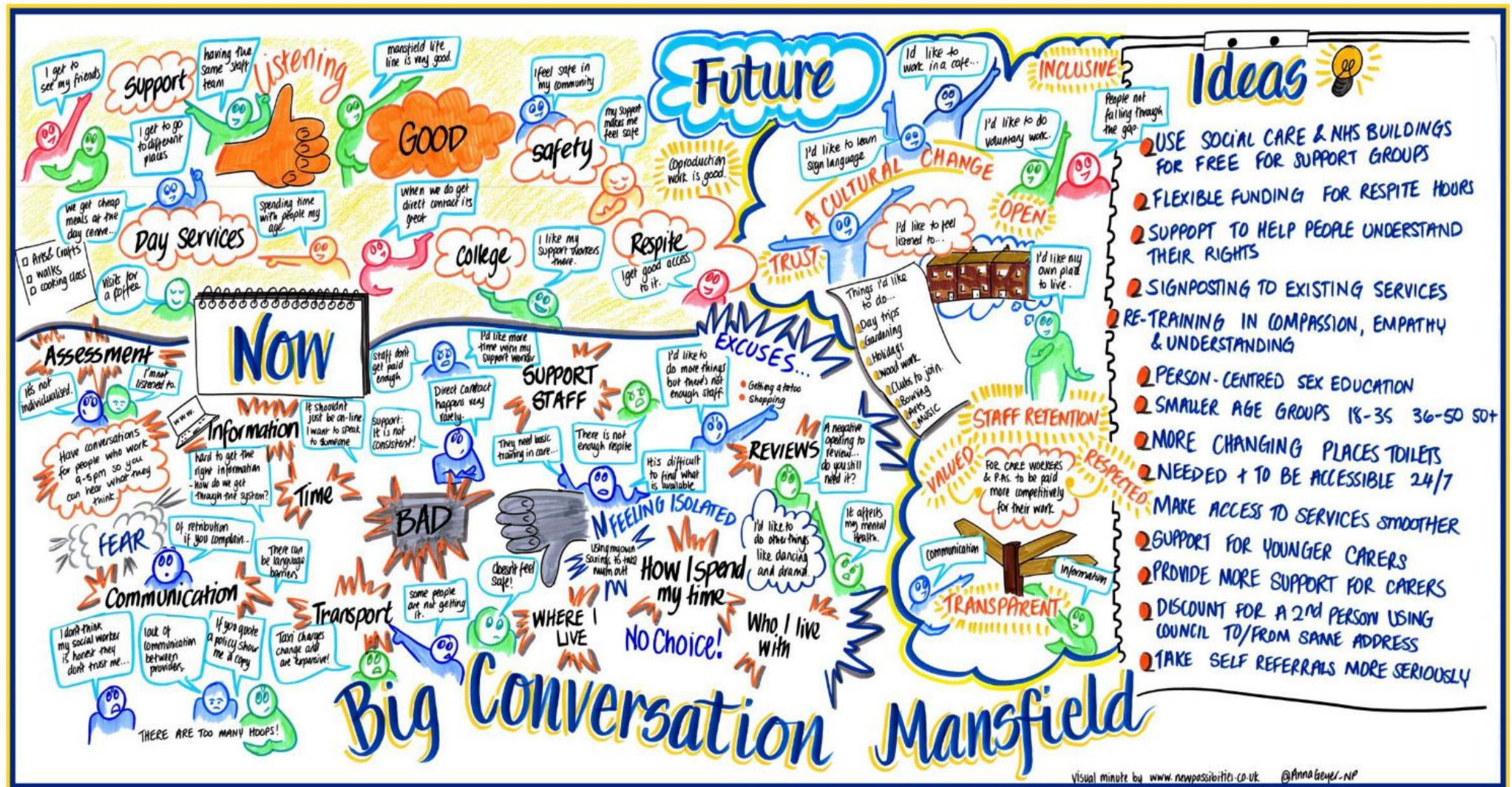
empathy, Living my best life, respect, consistency, accessibility, independence, compassion, continuity

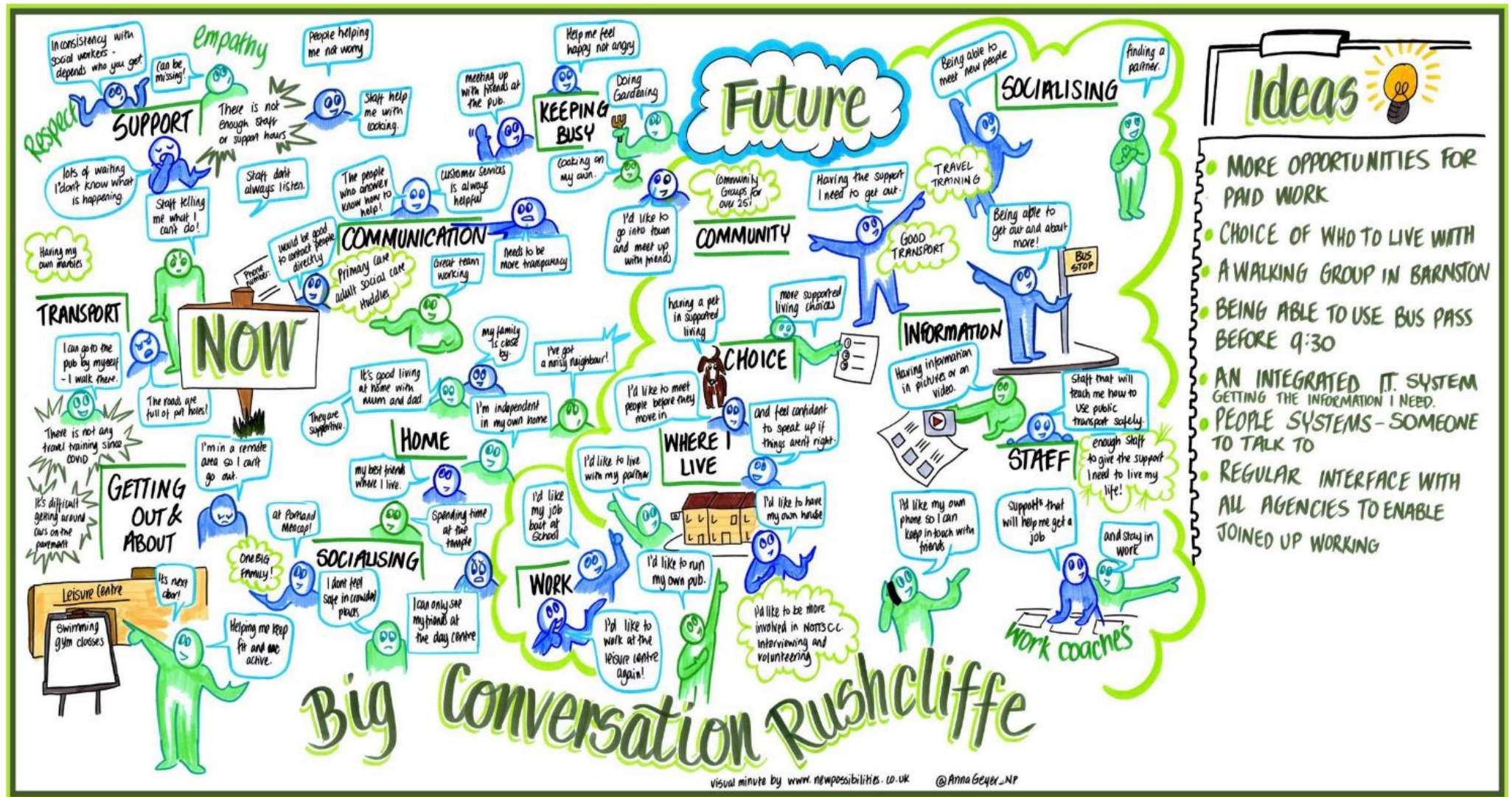
TOP IDEAS

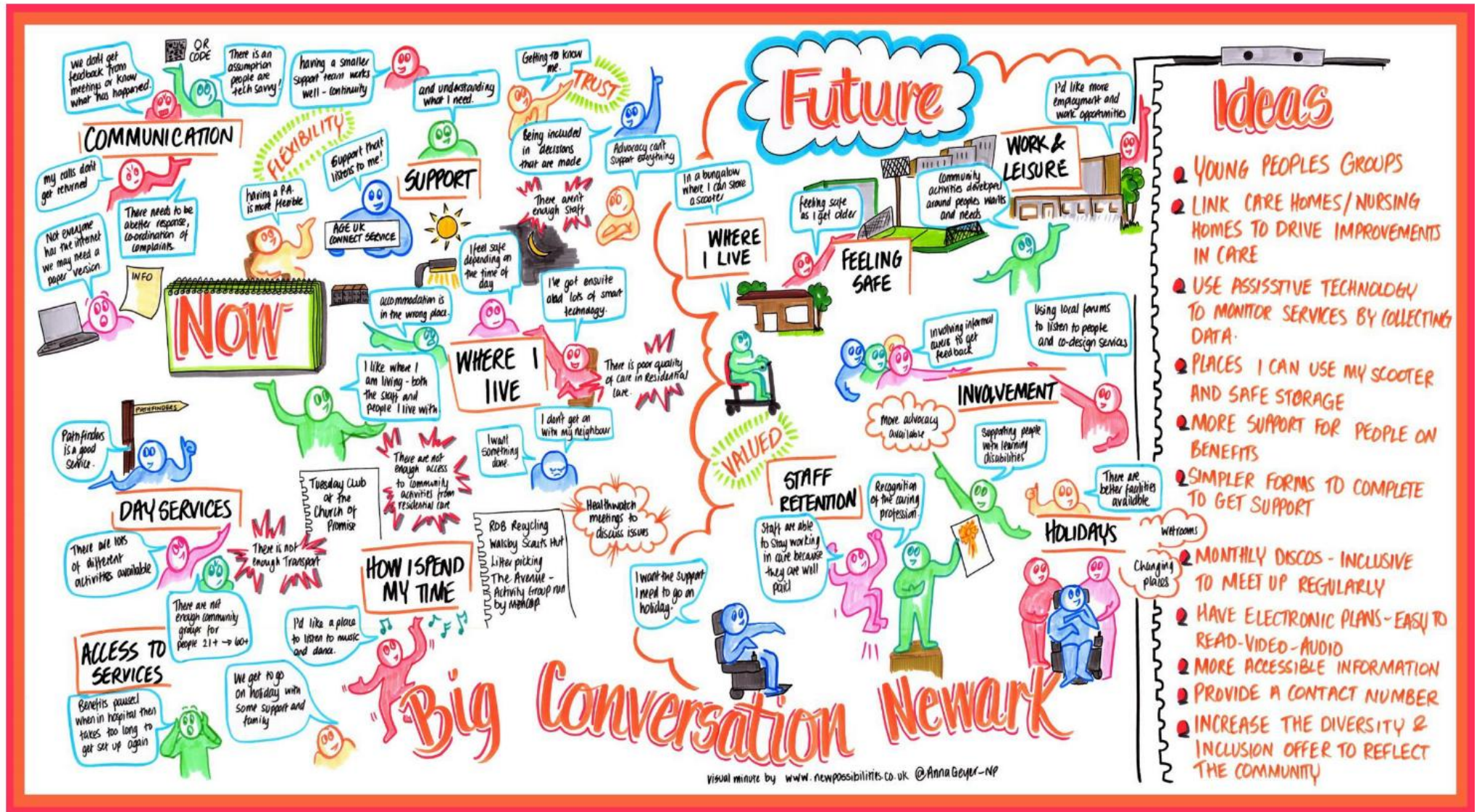
- BRING PEOPLE TOGETHER WITH SHARED INTERESTS, NOT JUST SHARED DISABILITIES
- USE COMMUNITY SPACES TO CREATE A HUB
- USE SOCIAL CARE AND NHS BUILDINGS
- COMMUNICATE WITH ME REGULARLY. A PHONE CALL GIVES ME REASSURANCE
- GIVE ME SOMEONE TO TALK TO WHEN I NEED INFORMATION
- MAKE INFORMATION MORE ACCESSIBLE
- IMPROVE SIGN POSTING TO EXISTING SERVICES BEFORE A CRISIS
- BE PROACTIVE AND PROVIDE SUPPORT BEFORE A CRISIS
- PROVIDE MORE SUPPORT FOR CARERS
- PROVIDE A FAMILY ADVOCATE TO SUPPORT THE WHOLE FAMILY
- HAVE SOME YOUNG ADULTS GROUPS
- INCREASE THE DIVERSITY OF STAFF, RECRUIT MORE MALE CARE WORKERS.

THINGS WE HEARD BUT WEREN'T SAID... DISPARITY

community catalysts

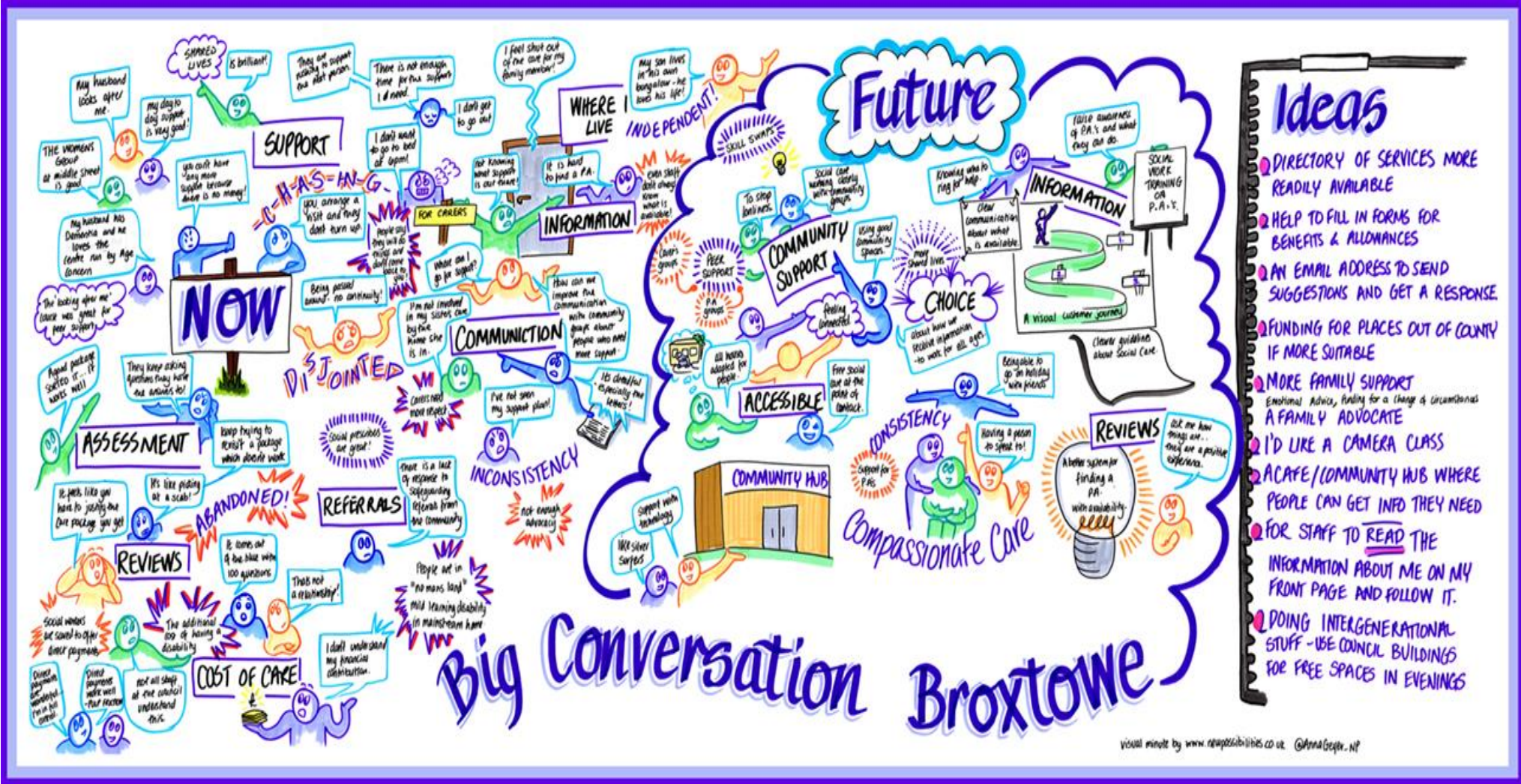


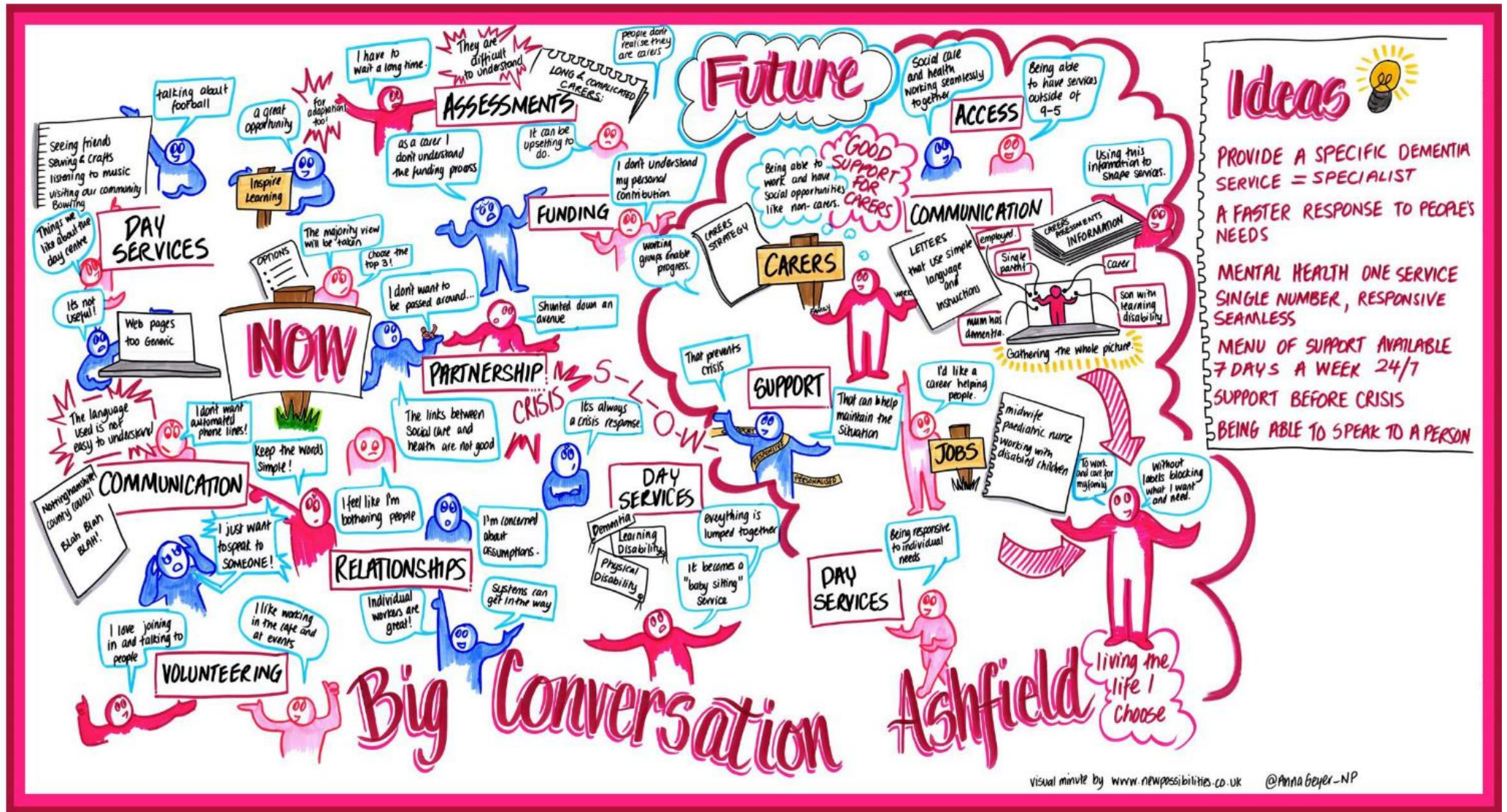




visual minute by www.newpossibilities.co.uk @AnnaGeayr-NP

- ### Ideas
- YOUNG PEOPLES GROUPS
 - LINK CARE HOMES/NURSING HOMES TO DRIVE IMPROVEMENTS IN CARE
 - USE ASSISTIVE TECHNOLOGY TO MONITOR SERVICES BY COLLECTING DATA.
 - PLACES I CAN USE MY SCOOTER AND SAFE STORAGE
 - MORE SUPPORT FOR PEOPLE ON BENEFITS
 - SIMPLER FORMS TO COMPLETE TO GET SUPPORT
 - MONTHLY DISCOS - INCLUSIVE TO MEET UP REGULARLY
 - HAVE ELECTRONIC PLANS - EASY TO READ-VIDEO-AUDIO
 - MORE ACCESSIBLE INFORMATION
 - PROVIDE A CONTACT NUMBER
 - INCREASE THE DIVERSITY & INCLUSION OFFER TO REFLECT THE COMMUNITY





Partners and thanks



Linking with local strategies




The results of the Big Conversation are consistent with key Nottinghamshire County Council reports and strategies.

The **Nottinghamshire Plan 2021-2031** aims to support people to live healthier and more independent lives. The Big Notts Survey that informed the plan, highlighted the fact that health and prosperity are spread unevenly across the county, and that some residents miss out. The plan has committed to prioritising social care services to meet demand and give the best support to those who need it most.

The **Carer's Strategy** aims to help unpaid carers get the right support they need so they can maintain their caring role whilst having a life alongside caring. Carers' main priorities were access to short breaks or replacement care, access to relevant and appropriate information, advice and guidance, support for carer health and wellbeing, accessing the right support for the cared for person, and effective communication.

There is future planned work to review **Short Breaks** provision and **Day Services**, and the results from the Big Conversation could be used to inform both reviews.

Some partners who engaged with the Big Conversation highlighted that the people they support have been extensively consulted so it will be important to be mindful of this.

 Key points	
	Nottinghamshire have already written some plans. It is going to write some more soon.
	Some of what people said in the Big Conversation is the same as what they said in these plans. What people said in the Big Conversation might be useful for the new plans too.

Appendix 3

Making it Real



Making it Real is a framework that describes what good people focussed, personalised care and support should look like to you. The framework was co-produced with people and carers with experience of adult social care and support. Nottinghamshire are committed to working towards the standards in this framework.

Making it Real is built around six themes. Each theme contains 'I' statements that describe what good should look like from your perspective and 'we' statements that say what we should be doing to make sure your experience of care and support lives up to the 'I' statements. Here's an outline of the six themes:

Wellbeing and independence

Living the life I want, keeping safe and well

This theme focuses on you living a fulfilling life, connected to your family, friends and community, with support that promotes your wellbeing and independence, and the conversations our staff should be having with you to support you to live the life you want.

Information and Advice

Having the information I need when I need it

This theme is about the information you need to get on with your life, and how we should provide you with relevant, timely and accessible information.

Active and Supportive Communities

Keeping family, friends and connections

This theme is about you leading a full and meaningful life connected to your family, friends and community, and how we should be creating opportunities to make sure you are connected to your community, and you can do the things that matter to you.

Flexible and Integrated Care and Support

My support, my own way

This theme focuses on you having choice and control over your care and support, how we should be fully involving you in planning your support, and how we should make sure your support works for you.

When Things Need to Change

Staying in control

This theme is about you getting the support you need to plan for important changes and to stay in control, and the way in which we should be supporting you before, during and after significant changes in your life.

Workforce

The people who support me

This theme is about you being supported by people who see you as an individual, with unique strengths, abilities, aspirations, and requirements, and about how we should focus on what matters to you and think and act creatively to make things happen.

REPORT OF THE CABINET MEMBER FOR CHILDREN AND FAMILIES

IMPLEMENTING THE ROLL OUT OF FAMILY HUB NETWORKS IN NOTTINGHAMSHIRE

Purpose of the Report

1. The report invites Cabinet to review the progress and support the proposed next steps for the development and implementation of Family Hubs across Nottinghamshire which will be subject to consultation findings.

Information

What are Family Hubs?

2. Family Hubs, as described by the government, offer support from pregnancy, through the child’s early years, later childhood and into young adulthood. They are not a statutory function and so the local offer from Family Hubs may vary from area to area. A key aim of Family Hub Networks is to provide a ‘front door’ to families, offering a ‘one-stop shop’ of family support services across their social care, education, mental health and physical health needs, with a comprehensive [Start for Life](#) offer for parents and babies at its core, and the underpinning view that families should only need to tell their story once. The Family Hub core offer in Nottinghamshire includes target cohorts and age groups, as well as key themes for service delivery.

						
Best Start for Life	Support for families with School aged children	Young People’s Services	Health and Well-being	Family Support and parenting programmes	Children and Young People with SEND	Money, Training, Skills, Employment and Housing Support

3. The Family Hub core offer should be provided by a range of existing services and organisations under the banner of local Family Hub Networks. There is no additional

funding for Family Hub delivery so the intention is that partners will work together to assess and meet the needs of families through universal, early help and targeted interventions.

4. Each Family Hub Network should be unique and bespoke to the local community it serves and aims to make a positive difference to parents, carers and their children by providing a mix of physical and virtual spaces, as well as outreach, where families can easily access non-judgmental support for the challenges they may be facing.

What are Family Hubs aiming to achieve?

5. The vision for Family Hubs in Nottinghamshire will be *'to build the resilience of families, and driving system change so that Nottinghamshire has joined up, efficient local services which are able to identify families in need and provide the right support at the right time'*.
6. The Department for Education and Department of Health and Social Care have agreed three national principles for Family Hubs:
 - a) **More accessible** – through clearly branded and communicated hub buildings, virtual offers and outreach.
 - b) **Better connected** – Family Hubs drive progress on joining up professionals, services and providers (state, private, voluntary) – through co-location, data sharing, shared outcomes and governance. Moving from services organised for under-fives, to families with children of all ages reduces fragmentation.
 - c) **Relationship-centred** – practice in a Family Hub builds on family strengths and looks to improve family relationships to address underlying issues.
7. The Council will know if Family Hubs in Nottinghamshire are successful by evidencing the following outcomes:
 - a) increased accessibility for families to more of the services they need, through a single point of access
 - b) increased awareness and uptake of Family Hub services, including by disadvantaged and vulnerable groups
 - c) improved experience for families of navigating services and reduced need for families to tell their story more than once
 - d) increased efficiency for professionals and services and more effective collaboration, leading to improved support for families
 - e) increased consideration of a whole family's needs, leading to more appropriate and timely support
 - f) strengthened relationships within families and between them and professionals.

Family Hubs and Early Help

8. The Department for Education published the [Family Hubs Model Framework](#) in 2022 which contains a wide range of ambitions including requirements for a 'front door' for families and children aged 0 -19, including outreach.
9. The Early Help System Guide is a self-assessment which is submitted annually to central government. The 2023 self-assessment for Nottinghamshire identified the implementation of Family Hubs as a priority to help improve the wider early help system.
10. Family Hub services will focus on early help, identifying needs within families early and providing co-ordinated support before problems become complex. This means that families experience a more joined up offer of support whether this is by going to their physical family hub, through outreach as a part of the family hub offer or accessing early help support through online family hub resources. Organisations will work together to provide this early help offer: the local authority children's services; health visiting; school health; Child and Adolescent Mental Health Services (CAMHS); housing; maternity services and crucially the voluntary and community sector. All are equal partners in this family hub relationship.
11. The implementation of Family Hubs is in line with the Council's early help and prevention approach which is to create a more effective and integrated offer for residents. Working collaboratively with partners to deliver shared partnership commitments, the Council will ensure that it is making best use of resources and offering joined-up services, closer to the communities it serves. The Council will seek to improve the network of proactive support for people and to maintain, support and grow the assets in communities.
12. The role of the Council would be to deliver some Family Hub services, but crucially to co-ordinate a range of early help services to jointly deliver services through local governance and partnership arrangements. The Council will also need to ensure that the views and wishes of the family are put front and centre to the support they receive.
13. The role of Nottinghamshire County Council would include:
 - a) To provide leadership and direction, having responsibility for the operation, implementation, and co-ordination of Family Hub Networks, ensuring children, young people and their families are central to all service developments.
 - b) To provide leadership, support and challenge to agencies and professionals to ensure excellent, multi-agency preventative early help services are provided for children, young people and families through Family Hub Networks.
 - c) To take a leadership and line management role within the Family Hubs Network through extensive local partnerships and supervision, support, and advice to local authority staff, ensuring the sharing of good practice, the delivery of evidence-based interventions, information, advice and guidance, and accurate data monitoring and data collection.

The Family Hub Partnership

14. The Family Hub Partnership is a sub-group of the Early Help Executive which oversees the implementation of Nottinghamshire's Early Help Strategy. The Family Hub Partnership and has a direct link with the Best Start Partnership as ensuring a best start for life offer is a core element of Family Hub Networks. The group has been meeting since 2021 to start to shape plans for Family Hubs across Nottinghamshire. Membership includes District and Borough Councils, Place Based Partnerships, Voluntary and Community Sector, community and specialist health services, education, Department for Work and Pensions, Inspire Libraries, and many others. Local governance of partnerships that support children and families are being reviewed and the oversight and development of Family Hubs will be carefully considered as this proceeds.

Targeting Priority Neighbourhoods

15. The [Family Hub and Start for Life Programme Guide](#) states that "*family hubs are a place-based way of joining up locally in the planning and delivery of family services*".
16. It is proposed that between one and three Family Hub Networks will be created in each district with all partners fully engaged. These Networks will include at least one main physical Family Hub with several spokes across a locality. The spokes will provide access to a range of services and interventions which could be age or topic specific, including libraries, Young People's Service, Health Centres, Citizens Advice, Job Centre Plus, Leisure Centres and schools. Spokes will be a mixture of virtual and physical access points including the existing arrangements for telephone advice and referral, local websites, and online resources. Partner agencies will also be able to use the main physical Family Hub and spokes for appointments, clinics, and drop-in sessions.
17. Each Family Hub Network will ensure coverage across a district by carrying out substantial outreach work in target localities and by working with organisations based in priority neighbourhoods. In most cases the main Family Hub site will be in areas of greatest need, however co-production activities with target groups have identified that families would like to access services that are more accessible, for example town centres and on busy bus routes, so the exact locations have yet to be confirmed and consultation activities will further shape decisions.
18. Organisations and Council teams involved in Family Hub Networks will be required to provide outreach work to ensure that access to services in target localities and with target groups is addressed. This could include delivery of activities in existing buildings by Council Family Hub teams and other services such as the Family Service and Healthy Family Teams, as well as home visits.
19. It is proposed that Children's Centre Service buildings become Family Hub main sites or spokes subject to consultation. Statutory consultation with residents and stakeholders began in October 2023 to change the use of these sites. These buildings will continue to provide services for under 5's but will also host other services and activities for families with older children.

20. Further proposals will be shaped by the consultation findings and included in a future report for approval by Cabinet or the Cabinet Member. The proposed Family Hub Networks by District are as follows:

Ashfield	1) Ashfield North (Sutton in Ashfield) 2) Ashfield Central (Kirkby in Ashfield) 3) Ashfield South (targeting Butlers Hill and Broomhill)
Bassetlaw	1) Retford 2) Worksop (targeting Manton) 3) Bassetlaw Rural (including Harworth and Bircotes whilst targeting Carlton in Lindrick)
Broxtowe	1) Broxtowe North (Eastwood) 2) Broxtowe South (Chilwell)
Gedling	1) Gedling North (targeting Killisick) 2) Gedling South (targeting Netherfield)
Mansfield	3) Mansfield South East (targeting Oaktree, Ravensdale and Bellamy) 4) Mansfield West (Tichfield & Oakham/Ladybrook) 5) Mansfield North (targeting Mansfield Woodhouse)
Newark and Sherwood	1) Newark (targeting Hawtonville) 2) Sherwood 3) Ollerton and Boughton
Rushcliffe	1) Rushcliffe (targeting Cotgrave)

Family Hub Design Sites

21. Approval has previously been sought to progress design sites in Retford, Sutton in Ashfield and Hawtonville.

Family Hub Network Locality	Family Hub Main Delivery Site	Progress
Retford Family Hub Network	Retford Central Children's Centre	Opened April 2023
Newark Family Hub Network	Hawtonville Children's Centre	Co-production activities taking place with families and stakeholders.
Sutton in Ashfield Family Hub Network	Summerhouse Children's Centre and Sutton Library (pending further consultation)	Co-production activities taking place with families and stakeholders, including activities with families to help redesign the library to provide a Family Hub access point.

22. The Retford Family Hub main site opened in April 2023, following consultation and co-production activities with young people, families, and local stakeholders. A multi-agency steering group has been established and a range of organisations are now operating from the site. Further work is now required to progress joint systems and processes to enable partners to jointly deliver services.
23. A summary of work in Retford is available to view at [Retford and the story so far | Nottinghamshire County Council](#). The work in Retford has been recognised nationally as

an example of good practice and has been published by the National Centre for Family Hubs [Participation case example: Nottinghamshire - National Centre for Family Hubs](#).

24. Co-production activities are also beginning in Netherfield in Gedling, and Oaktree in Mansfield as these localities have been identified as target areas for Family Hub developments due to the level of need. The proposal to change the Children's Centre buildings in both of these areas to become Family Hubs is part of the countywide consultation which is underway.

Co-production with Families and Stakeholders

25. The approach in Nottinghamshire is to consult with local families and stakeholders before Family Hub plans take shape within a locality, this is followed by a range of co-production activities with children, young people, parents/carers and professionals. *“Co-production is not just a word, it's not just a concept, it is a meeting of minds coming together to find a shared solution. In practice, it involves people who use services being consulted, included and working together from the start to the end of any project that affects them.”* (Social Care Institute for Excellence (SCIE), 2023).
26. By building in co-production into developments, it is anticipated there will be increased ownership and engagement in Family Hub Networks. Comments from local families about Family Hub developments included:
- *The hub is an essential service required in every area, as a parent who has used the services for groups with my baby, I now need it for additional emotional support for my son.*
 - *Would be good to have a Family Hub for support after children turn 5.*
 - *Suggest the opening times and days the hub would be open need to be taken into account to be able to include more dads and the flexibility of accessing services.*
 - *I used the centre for all midwife appointments while expecting my 2 year old and 6 year old. It was amazing to have that space to see the midwife and know they were there if I needed support after birth... It was a fabulous place to meet other parents and we still have a friendship as do our children now.*

Nottinghamshire's Virtual Family Hub

27. The Family Hubs Model Framework contains a wide range of ambitions including requirements focusing on access, information, communications, and self-help guides. The Family Hubs Partnership and Best Start Partnership are developing a Virtual Family Hub which will include the Best Start for Life Offer.
28. It is anticipated that this website will link to existing online information and will be the main 'go to' website for local families trying to find information, advice, and guidance on a wide range of issues.

Family Hub Workforce Development

29. A partnership group has been meeting to explore the workforce development needs of professionals who potentially will be engaged in Family Hub Networks. This could include customer service teams, Jobcentre Plus, library workers, receptionists, school staff etc. It is not intended that these workers are trained as experts in family support, but to be confident and able to help families find the information and support they may need. The Council understands from local co-production activities that professionals struggle to know what services are available, so it is not surprising that families struggle to navigate a complicated landscape of services and organisations.
30. A range of workforce development opportunities will be made available to staff according to their role and level of contact with families. This will include 'whole family working', 'reducing parental conflict', as well as webinars and creating and disseminating short film clips of what services provide. Workforce development opportunities will be provided to staff and volunteers depending on their role within Family Hub Networks.
31. The workforce development matrix is being used initially in the Design Site areas and will be built on further as work progresses.

The role of the Children's Centre Service

32. The Children's Centre Service works to ensure young children get the best start in life and that their families are supported to help them achieve this. The Children's Centre Service currently provides prevention, early help, and targeted services for parents to be and families with children under five years old and works with a range of services including maternity services and Healthy Family Teams.
33. Subject to consultation, from 1 April 2024, it is proposed that the service will widen its role to support families with children aged 0-19, under the umbrella of Family Hubs focusing on prevention and early help, they will continue to provide existing Children's Centre Service interventions and support to families from conception to age four whilst prioritising the first 1,001 days. The service will also host more external services who work with families with children over the age of five.

Proposed Next Steps

34. Continue to implement consultation and local co-production activities with families and stakeholders in target localities.
35. Complete public consultation in December 2023, and make further recommendations for approval following the analysis of all feedback.
36. Launch Family Hub Networks in Hawtonville in Newark and Sutton in Ashfield by April 2024.
37. Subject to consultation with local families and stakeholders, consideration of the full roll out of Family Hub Networks with all networks in place and fully operational by April 2025.

38. Further development and refinement of the Best Start for Life Local Offer and the Virtual Family Hub working with families to ensure their information and support needs are addressed. The Virtual Family Hub will be launched in 2024/25.
39. Creation of Family Hub systems and processes to enable families to access a range of services and interventions provided through Family Hub Network Design Sites. This will include registration and referral processes, whole family assessments, tracking family outcomes and information sharing.
40. Further engage schools in the development of Family Hub Network Design Sites by creating early help support functions to reduce the number of inappropriate early help cases being referred to the Multi-Agency Safeguarding Hub.
41. Completion and piloting of a Family Hubs Outcomes Framework to measure the impact on family outcomes and the wider early help system and Family Hub Network Design Site.
42. Implementation of the new early help workforce development matrix to support professionals and families to navigate the range of services available, and to increase the skills and professional judgement to identify and explore additional needs of families, outside of formal assessments.
43. Information Sharing Agreements will be required to enable the successful implementation of Family Hub Networks, the Best Start for Life Local Offer and Supporting Families programme; consent will also be sought from families accessing Family Hub Networks. This work will enable services to provide integrated support and care, whilst identifying and addressing needs early.

Other Options Considered

44. The option to retain the Children's Centre Service and merely change the service name to 'Family Hubs' was considered; however, this will result in Nottinghamshire's Family Hubs focusing on services for families with children aged 0-4 with no or little integrated early help support for families with children of school age. Recent national evaluation of Family Hubs has identified "*previous Children's Centre staff stressed the job satisfaction of being able to continue working with families in need, without age cut-offs/restrictions within family hubs*"¹.

Reasons for Recommendations

45. The development of Family Hub design sites is included in the Nottinghamshire Plan 2021-2031 with the aim to improve access to family support services for local residents and ensuring children get the best start in life.
46. Family Hubs bring together family support services providing support early, when families need them. These include universal and targeted services, including access to the intensive support of a keyworker where appropriate.

¹ [Family hubs evaluation innovation fund: interim report \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

47. Family Hubs can support all families, particularly in the first 1,001 days, but they are designed to be particularly accessible to families who may be struggling financially, families who have special educational needs or a disability, or those from minority groups who are experiencing exclusion.
48. Family Hub Networks will provide a cross-cutting early help solution to a complex set of problems and risks which face children and families. For this reason, the work to progress Family Hub Networks builds links between many different parts of the system to provide joined-up and holistic services. The Early Intervention Foundation (EIF) has estimated that the cost of late intervention is almost £17 billion a year, suggesting that providing family support early can lessen the demand for statutory intervention or acute services later on. Implementing successful Family Hub Networks will provide early interventions to reduce the burden on statutory and specialist services in the longer term.

Statutory and Policy Implications

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

Financial Implications

50. Partners in the delivery of Family Hub Networks will be asked to use their own resources to help shape and improve services and interventions for children and families; no additional funding has been provided to support the implementation of Family Hubs.
51. New local authority Family Hub teams would need be developed using available budgets and resources. Other Council teams who will work under the umbrella of Family Hub Networks will also be funded using their available budgets.
52. Children's Centre Service/Family Hub properties will continue to be managed and paid for by Property Services in the Place Department.

Consultation

53. Statutory consultation is required to change the use of a Children's Centre building. Consultation is taking place at a local level for the design site areas and countywide consultation began in autumn 2023 and closes on the 3 December 2023. Findings of the consultation will be analysed to inform further Family Hub developments across Nottinghamshire.

Crime and Disorder Implications

54. Some of the signs that children and young people may be at greater risk of involvement in crime are present from birth. By using evidence-based practice to target and engage children at risk of poor outcomes, Family Hubs will be able to respond appropriately to

these signals of risk and when required provide additional support at the earliest opportunity.

Data Protection and Information Governance

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

Human Resources Implications

56. Some existing roles will be reviewed to enable the service to provide interventions and information, advice and guidance to families who have children of school age. This will include managers and some frontline roles. Consultation with affected staff and Trade Unions will proceed as proposals about job roles are firmed up.

Public Sector Equality Duty implications

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

Safeguarding of Children and Adults at Risk Implications

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

Implications for Residents

59. The successful delivery of Family Hubs will be beneficial for children, young people, and families by being accessible, better connected and relationship centred so that needs can be identified and addressed early.
60. Successful delivery of Family Hubs will improve a range of outcomes for children and families including emotional health and wellbeing, healthy pregnancy, reducing parental conflict, speech, and language to name but a few.
61. Families will have access to information they need, when they need it: through a digital platform, as well as virtual and telephone offers around the needs of the family.
62. Local families will have an accessible, single point of reference that families can use to navigate local services.

RECOMMENDATIONS

That Cabinet:

- 1) supports the work progressed and ongoing activity to establish Family Hub design sites in Nottinghamshire, as detailed in the report.
- 2) receives a further report for approval following the conclusion of the ongoing consultation.

Councillor Tracey Taylor
Cabinet Member for Children and Families

For any enquiries about this report please contact:

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E:

Constitutional Comments (CEH 26/09/2023)

63. The report and recommendations can be considered by Cabinet.

Financial Comments (KRP 24/10/23)

64. There are no financial implications arising directly from this report. As set out in the report, delivery of Family Hub Networks should be contained within available budgets (outlined in **paragraphs 50-52**). The Council's budget for 2024/25 and beyond will inform and be informed by the proposals to be set out in the future report.

HR Comments (BC 20/09/23)

65. The staffing implications are contained within the body of the report. Consultation with staff and the relevant trade unions will occur as roles are developed.

Background Papers and Published Documents

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

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

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

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

The Nottinghamshire Plan 2021-2031 [The Nottinghamshire Plan: Our plan for a healthy, prosperous and greener Nottinghamshire](#)

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

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

[Nottinghamshire Best Start Strategy Progress Update – report to Children and Young People’s Committee on 1 November 2021](#)

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

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

[Nottinghamshire Early Help Strategy 2021-25 – report to Children and Young People’s Committee on 26 July 2021](#)

Nottinghamshire Best Start Strategy 2021-2025
[Giving Children the Best Start in Life | Nottinghamshire County Council](#)

Family Hubs Model Framework (Department for Education and Department for Health and Social Care 2022) [Annex E - Family Hub Model Framework \(publishing.service.gov.uk\)](#)

Family Hub Service Expectations (Department for Education and Department for Health and Social Care 2022) [Family Hub Service Expectations \(publishing.service.gov.uk\)](#)

Family Hubs and Start for Life Programme Guide (Department for Education and Department for Health and Social Care 2022)
[Family Hubs and Start for Life Programme Guide \(publishing.service.gov.uk\)](#)

Early Help System Guide (March 2022) [Early Help System Guide \(publishing.service.gov.uk\)](#)

Electoral Divisions and Members Affected

All.

CF0110

REPORT OF THE SERVICE DIRECTOR – FINANCE, INFRASTRUCTURE AND IMPROVEMENT

FINANCIAL MONITORING REPORT: PERIOD 5 2023/2024

Purpose of the Report

1. To provide the Cabinet with a summary of the budget monitoring position as at Period 5.
2. Seek approval for a variation to the capital programme.

Information and Advice

Background

3. Full Council approved the 2023/24 budget at its meeting on 9 February 2023. As with previous financial years, progress updates will be closely monitored and reported to management, the Cabinet Member for Finance or Cabinet each month.

Summary Revenue Position

4. The table below summarises the revenue budgets for each portfolio for the forthcoming financial year. An overspend of £0.7m is currently projected against the budget approved by Full Council in February 2023. In light of this adverse variance and the significant levels of uncertainty and financial challenge facing the Council over the medium term, the key message to effectively manage budgets and, wherever possible, deliver in-year savings is being reinforced.
5. Early indications are that the projected forecasts at Period 6 are broadly in line with the financial position set out in this report.

Table 1 – Summary Revenue Position

Forecast Variance as at Period 4	Portfolio	Annual Budget £'000	Actual to Period 5 £'000	Year-End Forecast £'000	Latest Forecast Variance £'000	Percentage Variance to Annual Budget
1,394	Children & Families	180,710	67,174	181,450	740	0.41%
3,866	Adult Social Care & Public Health	264,173	97,423	268,502	4,329	1.64%
9,710	Transport & Environment	123,445	26,136	132,448	9,003	7.29%
511	Communities	19,308	2,557	19,752	444	2.30%
17	Economic Development & Asset Management	25,817	15,071	25,840	23	0.09%
(523)	Deputy Leader & Transformation	3,886	1,340	3,347	(539)	(13.87%)
(162)	Finance	19,831	6,593	19,621	(210)	(1.06%)
44	Personnel	27,645	12,270	27,815	170	0.61%
14,857	Net Portfolio (under)/overspend	664,815	228,564	678,775	13,960	
(15,834)	Central items	(57,549)	(24,740)	(73,383)	(15,834)	
	- Schools Expenditure	33	-	33	-	
2,530	Contribution to/(from) Traders	(685)	(1,617)	1,587	2,272	
1,553	Forecast prior to use of reserves	606,614	202,207	607,012	398	
	- Transfer to / (from) Corporate Reserves	(4,340)	-	(4,340)	-	
103	Transfer to / (from) Departmental Reserves	(10,643)	(1,438)	(10,331)	312	
	- Transfer to / (from) General Fund	-	-	-	-	
1,656	Net County Council Budget Requirement	591,631	200,769	592,341	710	

Portfolio Variations

Children & Families (£0.7m overspend, 0.41% of net portfolio budget)

6. The Children and Families portfolio is currently reporting a forecast overspend of £0.7m. This is mainly due to a £1.6m overspend in the Commissioning and Resources Division as an influx of Independent Fostering Agency placements earlier in the year has resulted in an overspend of £2.2m on the Looked After Children budget offset by a £0.6m forecast underspend against the Internal Foster Care budget. In addition a £0.6m forecast underspend has been reported against the Social Worker staffing budget and a further £0.3m net forecast underspends across a range of other Children and Families budgets.

Adult Social Care & Public Health (£4.3m overspend, 1.64% of net portfolio budget)

7. The Adult Social Care and Public Health portfolio is currently reporting a forecast overspend of £4.3m that is mainly attributed to a forecast overspend in Living Well and Ageing Well services (£6.2m) offset by an underspend in Direct and Provider services (£0.9m), the Maximising Independence Service (£0.5m) and a range of other budgets (£0.5m).

8. The £6.2m forecast overspend in Living Well and Ageing Well services is as a result of overspends identified in Long-Term Care, Homecare, Direct Payments and Predicted Needs offset by additional joint funding income, client contributions and anticipated savings.

9. The forecast underspend against the Direct and Provider Services budgets (£0.9m) and the Maximising Independence Service budgets (£0.5m) are mainly due to staffing vacancies.

Transport & Environment (£9.0m overspend, 7.29% of net portfolio budget)

10. The Transport and Environment portfolio is currently reporting a forecast overspend of £9.0m. This is mainly attributed to forecast overspends in the Home to School and Special Educational Needs and Disability (SEND) Transport budgets (£8.0m) as well as a £1.0m forecast overspend against the Highways budget.
11. There is a forecast overspend of £1.8m against Home to School Transport budgets. This is due primarily to a forecast overspend of £1.5m on mainstream activity that is based on predicted increases in demand for the service as the number of pupils travelling is expected to rise along with the distances they need to travel. In addition, the service is experiencing increased contract inflation over and above that anticipated in the budget.
12. There is also a forecast overspend of £6.4m on SEND Transport. Transport operators have been awarded a 2% inflationary increase, however, a number of providers report that it is not possible to run the service due to contract pressures arising from factors such as wage settlements and fuel increases. It is expected that there will be significant cost increases as the re-tendering of contracts progresses. In addition, this area has also predicted significant growth in pupil numbers resulting from Education Health and Care Plans and the number of medical needs that are now included in the assessment. This increase in demand and costs on SEND Transport is being experienced by other similar councils.
13. The £1.0m forecast overspend in Highways Services is due to a £1.0m forecast overspend against the VIA East Midlands Contract as the impact of higher than expected inflationary increases are being borne by VIA. For both the Home to School and SEND Transport budgets, significant work across the Place and Childrens and Families Departments is underway to review in-year spend and identify mitigations and efficiencies to reduce the forecast overspends. This work is also focused on mitigating potential budget pressures in future years.

Deputy Leader & Transformation (£0.5m underspend, 13.87% of net portfolio budget)

14. The Deputy Leader and Transformation portfolio is currently reporting a forecast underspend of £0.5m. This relates to vacancies in the Transformation Delivery Team, the Strategic Insight Unit and the Portfolio Office teams.

Traded Services (£2.3m overspend)

15. As set out in previous financial monitoring reports, Traded Services were affected in 2022/23 by the impact of the pay award, the revised living wage and by significant inflation, particularly on food costs. These pressures continue into 2023/24 as a forecast overspend of £1.8m is currently being reported against the Schools Catering Service. The price charged per meal is currently insufficient to recover full costs. It should be noted that this position could worsen depending on inflation and the final 2023/24 pay award.
16. In addition, the Cleaning and Landscape Services are reporting a forecast overspend of £0.4m mainly as a result of expected pay award and National Living Wage estimates being updated.

17. Whilst the Schools Catering Service and the Cleaning and Landscape Service aim to mitigate inflationary pressures and move towards a balanced budget, it is unlikely to recover all indirect expenditure which will result in some costs having to be met from the Council. A Traders Resilience Reserve has been established to mitigate these pressures and is available to meet these expected costs.

Central Items (£15.8m underspend)

18. Central Items primarily consists of interest on cash balances and borrowing, together with various grants, contingency and capital charges.

19. Interest projections (both payable and receivable) fluctuate depending on expectations in relation to future rates and anticipated slippage on the capital programme. The current forecast prudently suggests a net underspend on interest of £5.0m. However, the latest Treasury Management insight suggests that, with the prevailing inflationary economic climate, further changes in interest rates are likely which will in turn generate further returns on deposits. As such, there is potential for this underspend to increase as the Council progresses through the financial year.

20. Several non-ringfenced grants sit centrally, however values are not normally confirmed until after the budget is set in February of each year. As such, the Council takes a prudent approach in estimating amounts to be received, specifically those which sit outside the Local Government settlement. One area of particular volatility relates to Section 31 Business Rates relief funding which is provided to offset any potential deficits created by additional business rate reliefs awarded by the Government. Such reliefs were expanded during the pandemic and funding has increased to compensate for correspondingly lower income from the Collection Fund. This has resulted in an additional £10.8m to be applied to Business Rates funding in 2023/24 and the implications of this increase will be factored into the range of assumptions that inform the progress of the Medium-Term Financial Strategy (MTFS).

21. The Council's budget includes a base contingency budget of £5.0m to cover redundancy costs, slippage of savings and other potential unforeseen events. Also, further demand and inflationary pressures have been identified that have a degree of uncertainty with regard to likelihood, value and profiling. Foremost amongst these items is the unsettled pay award for 2023/24 and an additional provision of £11.0m has been made within contingency to fund these pressures. The Cabinet, Cabinet Member for Finance or the Section 151 Officer are required to approve the release of contingency funds.

Requests for Contingency

22. There has already been a call on the 2023/24 contingency budget from requests that have been approved which total £1.0m.

Table 1 assumes that the remaining contingency budget will be utilised in full for future requests.

Progress with Savings

23. Full Council on 9 February 2023 approved savings of £8.7m for delivery in 2023/24, with further savings identified for the period 2024-26. The progress of the Council's current savings programme, alongside mitigations against pressures, are being monitored regularly. Those savings currently at risk or experiencing obstacles are set out below.

24. Projects to mitigate the growth in external residential placements – pressure mitigation of £3.7m for 23/24 is currently at risk. In-year forecasting continues to suggest in-year mitigations are at risk, primarily due to continued reduction in available internal fostering capacity and a greater proportion of children placed in residential care.

25. The £1.1m Aging Well Strength Based saving in the Adult Social Care and Public Health portfolio continues to be at risk of non-achievement in 2023/24. A diagnostic conducted by the Council's Strategic Insight Unit (SIU) concluded that the target is not deliverable, based on current assumptions, due to 43% increased size of average homecare package and 5% increase in unit cost since the business case was approved in 2018/19. Therefore, new proposals have to now be designed to mitigate the in-year risk in to meet further targets for the next two years.

26. Officers will continue to monitor the deliverability of individual schemes and targets as part of the budget monitoring process.

27. When the Council approved the 2023/24 Budget in February 2023, it was on the premise that identified savings and pressure mitigations would be delivered in 2023/24 and in future years. It has recently been agreed by the Corporate Leadership Team that no write-off of these savings or mitigations would be approved and that departments would be required to identify alternative savings or mitigations to ensure delivery of a balanced budget.

28. The Council is proud of its sound financial management and history of service delivery within the limited financial resources available. It is important that the Council continues to deliver a balanced budget in 2023/24 which will enable it to undertake the planned transformation and change programmes to deliver a financial sustainable Council over the medium-term. Consequently, as in prior years, the message of financial restraint wherever possible remains.

Main Areas of Risk within the 2023/24 Budget

29. As reported previously, there are a number of significant continuing risks and uncertainties associated with the current environment that local authorities are operating within, both in the short and medium terms. The main financial risks faced by the Council are as follows:-

- The cost pressures factored into the Council's budget may not be sufficient to meet the underlying cost and demand pressures that actually arise, particularly with regard to increased demand for Adults and Children's Social Care Services, Transport Services, the impact of the National Living Wage and agreement of the pay award.
- The COVID19 pandemic coupled with effects of the UK leaving the European Union has had a significant impact on the availability of staffing resource particularly in the social care sector as recruiting and retaining care staff across social care services remains difficult. Staff shortages have also been experienced in catering, facilities management and waste services.
- Whilst the Council is somewhat protected from immediate inflation on direct energy costs through the advanced purchasing arrangement with Crown Commercial Services, wider inflationary pressures driven by energy costs could have a detrimental impact across a whole range of service areas.
- Fuel prices are volatile with potential for contracts to become unaffordable for the Council or unviable for some service providers.
- If planned savings are delayed or are found to be undeliverable this will have a significant impact on the Council's ability to deliver on its approved budget.
- The 2023/24 Settlement reflected a one-year settlement only. As a result, estimated future increases in Government grants that are set out in the MTFS may not be in line with future announcements.

30. Similarly to other councils, it should be recognised that the Council is managing its budget whilst balancing all of these risks. Constantly realising these changing risks placed upon the budget is demonstrated by the changing year-end forecast. As such it should be recognised that the Council are using a variety of strategies and management actions to try and stay within the budget, including managing vacancy levels, managing contracts, reviewing variations and identifying actions and interventions that may lead to amending service or managing future demand.

Balance Sheet

General Fund Balance

31. Cabinet approved the 2022/23 closing General Fund Balance of £36.8m on 20 July 2023. This balance represents 6.2% of the net budget requirement.

Capital Programme

32. Table 2 summarises changes to the gross Capital Programme for 2023/24 since approval of the original Programme in the Budget Report (Council 09/02/23):

Table 2 – Revised Capital Programme for 2023/24

	2023/24	
	£'000	£'000
Approved per Council (Budget Report 2023/24)		156,217
Variations funded from County Council Allocations : Net slippage from 2022/23 and financing adjustments	13,504	
		13,504
Variations funded from other sources : Net variation from 2022/23 and financing adjustments	(2,086)	
		(2,086)
Revised Gross Capital Programme		167,635

33. Table 3 shows actual capital expenditure to date against the forecast out-turn at Period 5.

Portfolio	Revised Capital Programme £'000	Actual Expenditure to Period 5 £'000	Forecast Outturn £'000	Expected Variance £'000
Children & Families	61,042	22,457	61,042	-
Adult Social Care & Public Health	781	269	781	-
Transport & Environment	67,112	10,877	60,017	(7,095)
Communities	3,866	603	3,846	(20)
Economic Devt & Asset Mngt	19,232	2,674	18,932	(300)
Finance	12,841	3,467	6,125	(6,716)
Personnel	84	-	84	-
Contingency	2,677	-	2,677	-
Total	167,635	40,347	153,504	(14,131)

Transport & Environment

34. In the Transport and Environment portfolio capital programme, a forecast underspend of £7.1m has been identified. This is mainly due to re-profiling of £6.6m required against the Bus Services Improvement Programme. This is to ensure that sufficient time is given, in 2023/24, to engage with stakeholders and complete public consultation. In addition, re-profiling of £0.3m has been identified against the Trees for Climate programme to reflect the current status of the project.

Finance

35. In the Finance portfolio capital programme, a forecast underspend of £6.7m has been identified. This is mainly due to reported underspends against the Microsoft Enterprise Agreement (£2.7m) and the Computer Equipment Replacement Programme (£3.8m).

Variations to the Capital Programme

36. Under the Council's governance arrangements, the Section 151 officer has approved a number of variations to the capital programme as set out in the following paragraphs.

Children & Families (C&F)

37. **Clayfields House** - The Children and Families portfolio have been successful in securing £0.4m of external funding from the Department for Education. This Secure Children's Home capital funding will enable the service to install a new, improved minder alert system at Clayfields House. The Children and Families portfolio capital programme has been varied by £0.4m to reflect the additional external funding secured.

Transport and Environment (T&E)

38. **Flood Alleviation & Drainage** – The Council has been successful in securing Environment Agency capital funding relating to Local Levy for Gotham Flood Alleviation (£30k) and Woodborough National Flood Management (23/24 £82k and 24/25 £40k). The T&E portfolio capital programme has been varied by £152k to reflect the additional external funding secured.

39. **Externally Funded Bus Improvements** – The Council has been successful in securing £0.2m of external funding to carry out further improvements to the Bus Service. The T&E portfolio capital programme has been varied by £0.2m to reflect the additional external funding secured.

40. **Bus Service Improvement Programme** – As part of the Period 5 capital monitoring exercise it has been identified that the Bus Services Improvement Programme needs to be re-profiled to ensure sufficient time is given, in 23/24, to engage with stakeholders and complete public consultation. The DfT has given permission for this capital grant to slip. The T&E portfolio capital programme has been varied by £6.6m to reflect the revised spend profile of this programme.

41. **Transforming Cities Fund (TCF)** - The Council has been successful in securing £0.2m of developer contributions to part fund the A612 Footway Improvement project in Colwick which is part of the TCF. The T&E portfolio capital programme has been varied by £0.2m to reflect the additional external funding secured.

42. **Trees for Climate** - As part of the Period 5 capital monitoring exercise it has been identified that the Trees for Climate budget will need to be re-profiled to reflect the current status of the project. The T&E portfolio capital programme has been varied by £0.3m to reflect the revised spend profile of the project.

Finance

43. **Computer Equipment Replacement Programme (CERP)** - As part of the Period 5 capital monitoring exercise slippage of £3.8m has been identified against the CERP capital budget. As existing stocks of equipment is largely sufficient to cover 23/24 requirements it is proposed that £3.8m of funding is slipped into future financial years. The Finance portfolio capital programme has been varied by £3.8m to reflect the slippage identified in the CERP.

44. **EcoSystem Project** - As part of the Period 5 capital monitoring exercise a variation of £2.0m has been identified against the EcoSystem capital budget. After further review of the project, costs originally classed as capital expenditure have now been re-classified as revenue expenditure. The revised budget phasing is £1.5m in 23/24 and £0.7m in 24/25. The Finance portfolio capital programme has been varied by £2.0m to reflect the updated position for the Ecosystem project.

Additional Capital Variation Request

45. **Microsoft Enterprise Agreement (MEA)** – As part of the Period 5 capital monitoring exercise a forecast underspend of £2.7m has been identified against the MEA project. Following a review of the contract, costs have been confirmed for the current and future years. This contract is funded from borrowing and, as such, it is proposed that Cabinet approve a variation to the capital programme to reduce the MEA budget down by £2.7m.

It is proposed that the Finance portfolio capital programme is varied down by £2.7m to reflect the lower than expected costs required to fund the MEA project.

Financing of the Approved Capital Programme

46. Table 4 summarises the financing of the overall approved capital programme for 2023/24

Table 4 – Financing of the Approved Capital Programme for 2023/24

Portfolio	Capital Allocations £'000	Grants & Contributions £'000	Revenue £'000	Reserves £'000	Gross Programme £'000
Children & Families	6,205	54,587	200	50	61,042
Adult Social Care & Public Health	43	640	-	98	781
Transport & Environment	16,198	45,256	414	5,244	67,112
Communities	2,928	885	20	33	3,866
Economic Devt & Asset Mngt	15,816	2,947	-	469	19,232
Finance	8,564	-	-	4,277	12,841
Personnel	84	-	-	-	84
Contingency	2,677	-	-	-	2,677
Total	52,515	104,315	634	10,171	167,635

47. It is anticipated that borrowing in 2023/24 will increase by £8.6m from the forecast in the Budget Report 2023/24 (Council 09/02/23). This increase is a consequence of:

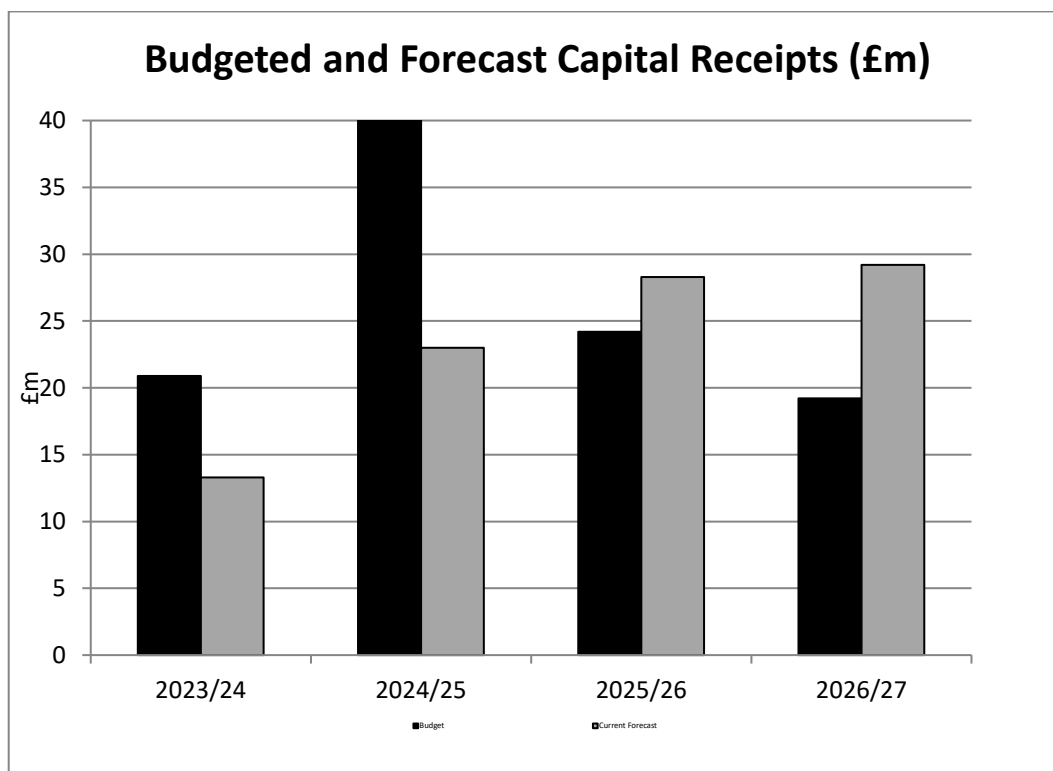
- £13.5m of net slippage of capital allocations from 2022/23 to 2023/24 and financing adjustments funded by capital allocation
- Net slippage in 2023/24 of £4.9m of capital expenditure funded by capital allocation identified as part of the departmental capital monitoring exercise.

Prudential Indicator Monitoring

48. Performance against the Council's Prudential Indicators is regularly monitored to ensure that external debt remains within both the operational boundary and the authorised limit.

Capital Receipts Monitoring

49. Anticipated capital receipts are regularly reviewed. Forecasts are currently based on estimated sales values of identified properties and prudently assume a slippage factor based upon a review of risk associated with each property. The chart below shows the budgeted and forecast capital receipts for the four years to 2026/27.



50. The dark bars in the chart show the budgeted capital receipts included in the Budget Report 2023/24 (Council 09/02/2023). These capital receipts budgets prudently incorporated slippage, giving a degree of “protection” from the risk of non-delivery.

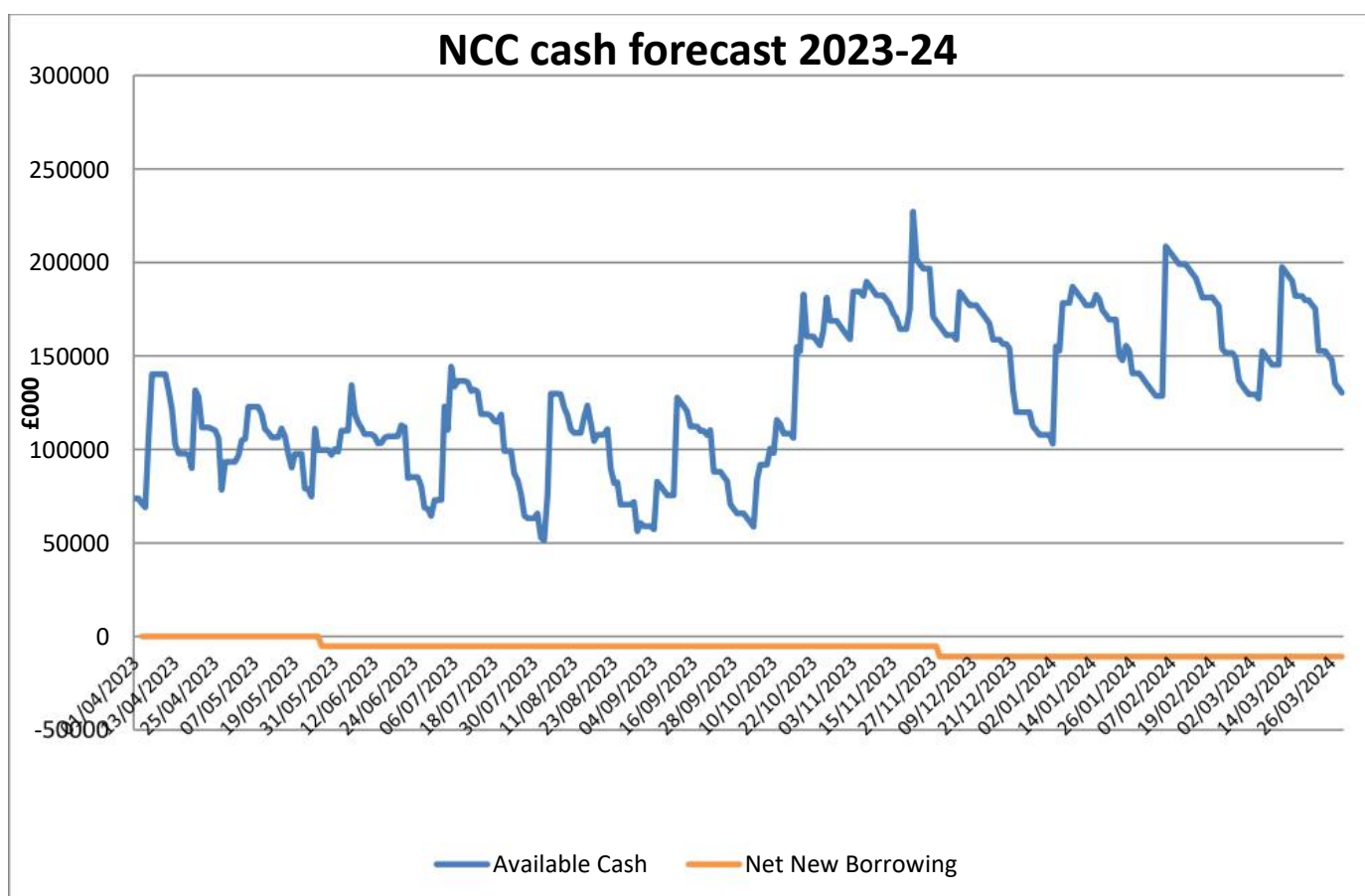
51. The capital receipt forecast for 2023/24 is £13.3m. To date, capital receipts totalling £0.1m have been received by the Council.

52. The number and size of large, anticipated receipts increase the risk that income from property sales will be below the revised forecasts over the next two years. Although the forecasts incorporate an element of slippage, a delay in receiving just two or three large receipts could result in sales being lower than the forecast.
53. Current Council policy (Budget Report 2023/24), to minimise the impact of the cost of borrowing on the revenue budget, is to use capital receipts to the value approved as part of the 2021/22 Budget Report to set against previous years' borrowing thereby reducing the impact of the Minimum Revenue Provision on the revenue accounts. This will enable excess capital receipts to be used to fund future additional capital investment.

Treasury Management

54. Daily cash management aims for a closing nil balance across the Council's pooled bank accounts with any surplus cash invested in accordance with the approved Treasury Management Policy. Cash flow is monitored by the Senior Accountant (Pensions & Treasury Management) with the overall position reviewed quarterly by the Treasury Management Group (TMG).

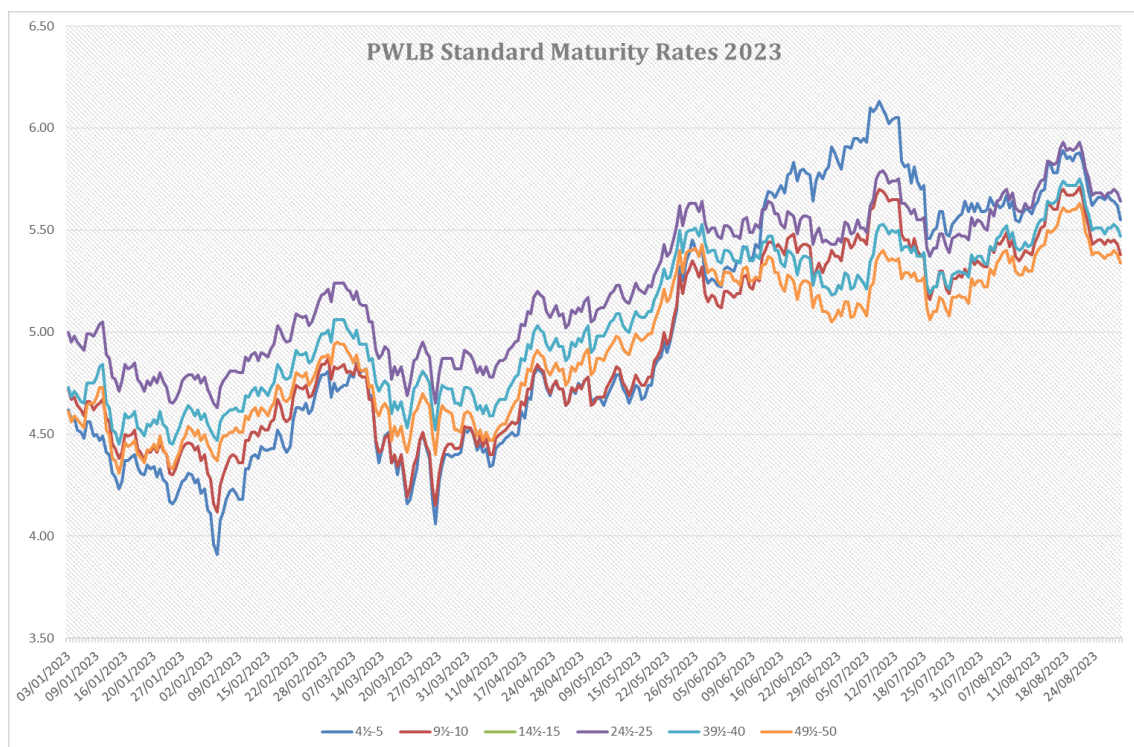
55. The cash forecast chart below shows the estimated cash flow position for the financial year 2023/24. Cash inflows are typically higher at the start of the year due to the front-loading receipt of Central Government grants, and the payment profile of precepts. Cash outflows, in particular capital expenditure, tend to increase later in the year, and the chart below reflects this. Also, expected borrowing in support of capital expenditure is not included in the forecast. The chart thereby helps highlight the points in the year when such borrowing will be necessary, and it is monitored daily so that treasury management staff can act comfortably in advance of the cash being required, the aim being to maintain adequate but not excessive liquidity.



56. The chart above gives the following information:

Available cash	Surplus cash (invested in call accounts, money market funds, or held at Barclays Bank) or a shortfall of cash indicating a need to borrow.
Net new borrowing	New loans taken during the year net of principal repayments on existing borrowing.

57. The Treasury Management Strategy for 2023/24 identified no need to borrow over the course of the year to (a) fund the capital programme, (b) replenish internal balances and to (c) replace maturing debt. This is because the Council intends to make use of its cash balances to temporarily finance its capital expenditure and will borrow long-term at a later date. Public Works Loan Board (PWLB) interest rates continue to be monitored closely to allow changes - or potential changes - in rates to feed into decisions on new borrowing. The Council remains able to take advantage of the PWLB 'certainty rate' which is 0.2% below the standard rates, although recent rate rises have somewhat nullified the benefit of this. The chart below shows the movement in standard PWLB maturity rates over the course of 2023 to date.



58. Borrowing decisions will take account of a number of factors including:

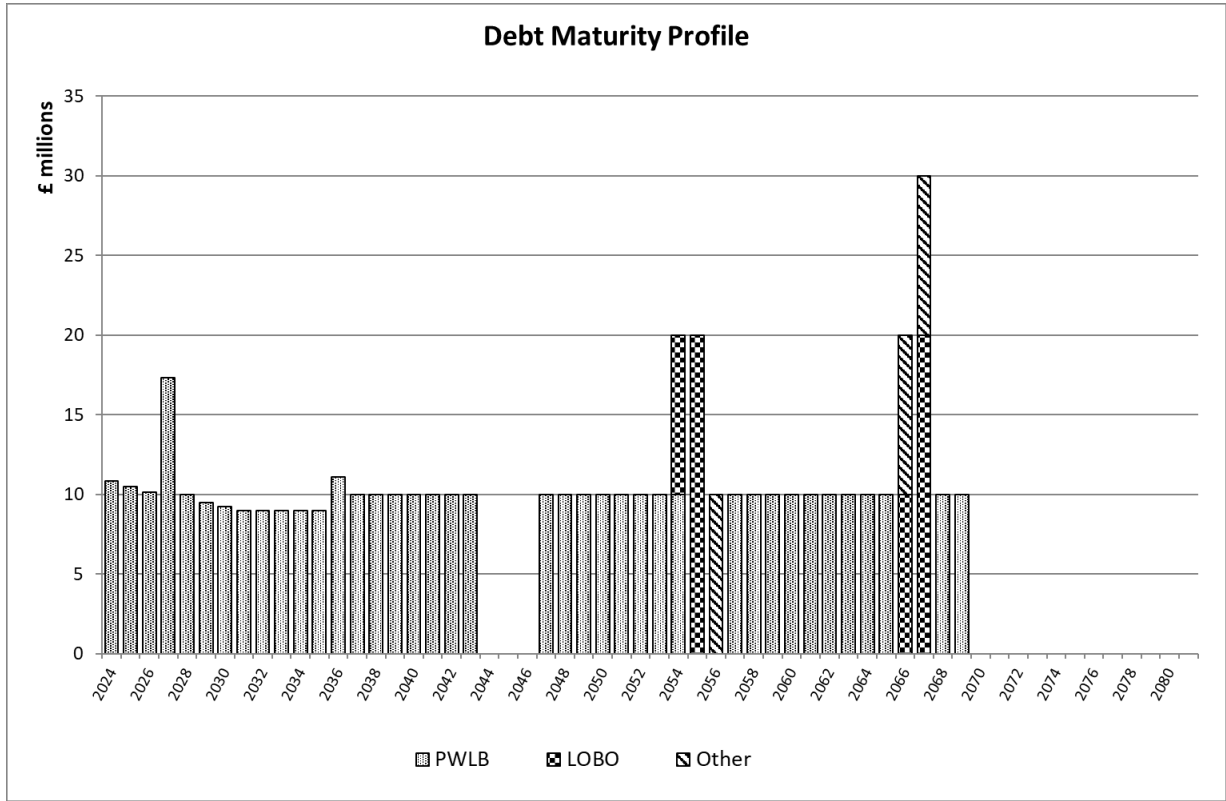
- expected movements in interest rates
- current maturity profile
- the impact on revenue budgets and the medium-term financial strategy
- the treasury management prudential indicators.

59. The maturity profile of the Council's debt portfolio is shown in the chart below. The PWLB loans are reasonably well distributed and have a maximum duration of 50 years. When deciding on the lengths of future loans the Council will factor in any gaps in its maturity profile, with a view to minimising interest rate risk, but will consider this alongside other financial factors.

60. Long-term borrowing was also obtained from the market some years ago in the form of 'Lender's Options, Borrower's Options' loans (LOBOs). These loans are treated as fixed rate loans (on the basis that, if the lender ever opts to increase the rate, the Council will repay the

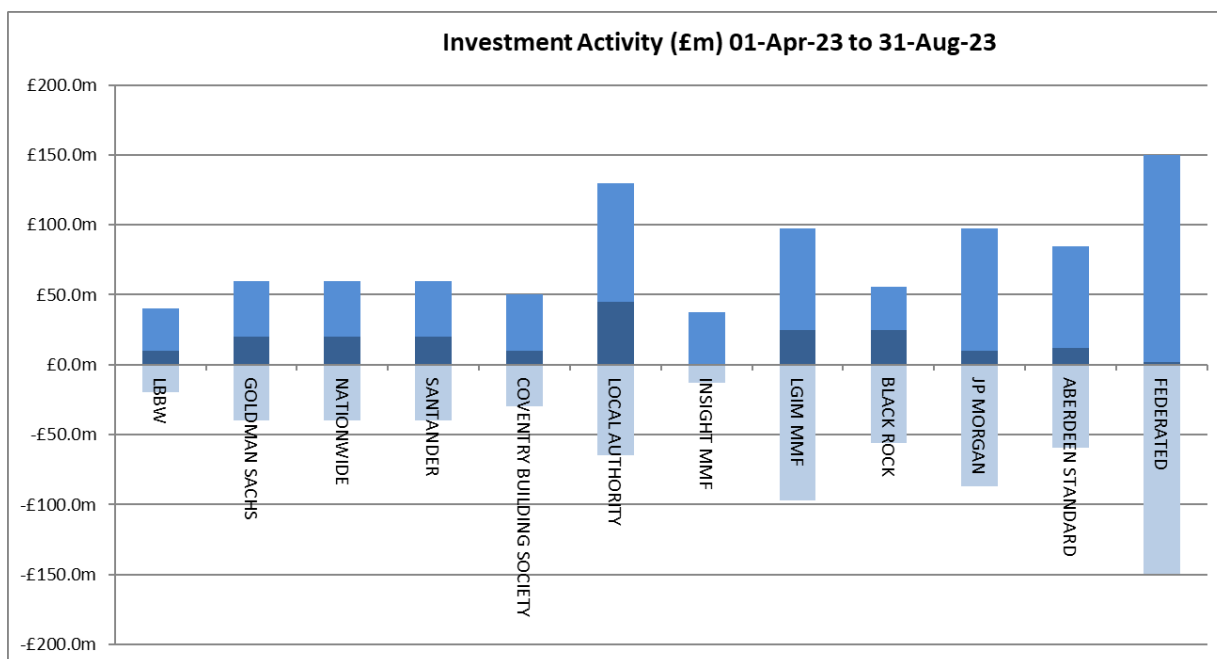
loan) and were all taken at rates lower than the prevailing PWLB rate at the time. However, LOBOs could actually mature at various points before then, exposing the Council to some refinancing risk.

61. The 'other' loans shown in the chart consists of fixed-term loans from Barclays Bank.



62. The investment activity for 2023/24 to date is summarised in the chart and table below. Outstanding investment balances totalled approximately £199m at the start of the year and £226m at the end of August.

	Total B/f £000	Total Raised £000	Total Repaid £000	Outstanding £000
LBBW	10,000	30,000	-20,000	20,000
GOLDMAN SACHS	20,000	40,000	-40,000	20,000
NATIONWIDE	20,000	40,000	-40,000	20,000
SANTANDER	20,000	40,000	-40,000	20,000
COVENTRY BUILDING SOCIETY	10,000	40,000	-30,000	20,000
LOCAL AUTHORITY	45,000	85,000	-65,000	65,000
INSIGHT MMF	0	37,800	-12,800	25,000
LGIM MMF	25,000	72,150	-97,150	0
BLACK ROCK	25,000	30,850	-55,850	0
JP MORGAN	10,050	87,300	-86,750	10,600
ABERDEEN STANDARD	12,150	72,150	-59,300	25,000
FEDERATED	1,600	148,150	-149,750	0
	198,800	723,400	-696,600	225,600



63. As part of the Council's risk management processes all counterparty ratings are regularly monitored and lending restrictions changed accordingly.

Statutory and Policy Implications

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

Other Options Considered

65. To informally brief the Cabinet and not publish a report. By noting the latest position as a formal decision, this enables the Council to be more transparent and for all County Councillors and the public to be kept informed of the latest position in a timely manner, so this option is discounted.

Reasons for Recommendations

66. To enable the Cabinet to be fully informed of the latest position with the Council's budget and for that information to be made publicly available.

RECOMMENDATIONS

1) For the Cabinet to:-

- Note the individual portfolio revenue budgets for 2023/24.
- Note the summary of capital expenditure to date, year-end forecasts and variations to the capital programme.
- Approve the variation to the capital programme.
- Note the Council's Balance Sheet transactions.

Nigel Stevenson Service Director – Finance, Infrastructure and Improvement

For any enquiries about this report please contact:

Keith Palframan, Group Manager, Financial Strategy and Compliance

Tamsin Rabbitts - Senior Accountant, Pensions and Treasury Management

Constitutional Comments (GR 29/09/2023)

67. Pursuant to the Nottinghamshire County Council Constitution the Cabinet has the delegated authority to receive this report and make the recommendations contained within it.

Financial Comments (GB 28/09/2023)

68. The financial implications are stated within the report.

Background Papers and Published Documents

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

- 'None'

Electoral Division(s) and Member(s) Affected

- 'All'

REPORT OF THE CABINET MEMBER FOR FINANCE

BUDGET UPDATE REPORT

Purpose of the Report

1. To highlight the Council's current and medium-term financial position.
2. To underline ongoing measures to tackling the predicted budget deficit.

Information and Advice

The Council Approach to Budget Challenges

3. The two, main key drivers of budget pressures affecting the Council are rising demand and inflation. In order to tackle these challenges, the Authority must focus on finding more cost-effective ways to deliver services and take action to manage levels of demand for the most acute and expensive services.
4. By doing this, we aim to protect and enhance key services as far as possible, to help improve the lives of local people, and mitigate the impacts of inflation to protect residents from bearing the brunt of these increased costs.
5. To ensure Council budgets and local services are sustainable for the long term, the Council must rethink the way that services are delivered and focus on earlier interventions, supporting people to remain independent and living within their home, family and community.
6. The Council is currently undertaking numerous service transformation programmes, aimed at improving the levels and efficacy of 'prevention' services. These programmes are supporting residents to reduce the numbers of people needing the most acute and expensive services, with the aim of reducing demand on care in particular to sustainable levels.
7. Over time, the intention is to shift spending more towards these prevention and community-based services, helping more children and adults to live independently, supported by families and communities, with lower levels of need for expensive care interventions. This work will particularly focus on improving services in those most disadvantaged communities, where the demand is highest.
8. At the Full Council meeting held on 25 November 2021, the Council approved The Nottinghamshire Plan 2021-31: Healthy, Prosperous, Green. This ambitious, new plan sets out the strategic vision for the future of Nottinghamshire and the local authority.

9. The activity in the Nottinghamshire Plan is built around achieving a bold 10-year vision for a 'healthy, prosperous and greener future for everyone'. The plan will focus on:
- Improving health and well-being in all our communities
 - Growing our economy and improving living standards
 - Reducing the County's impact on the environment
 - Helping everyone access the best of Nottinghamshire.
10. These are broad themes that will build resilience in our communities into the future and are supported by nine ambitions which will act as a framework for all County Council activity:
- Helping our people live healthier, more independent lives
 - Supporting communities and families
 - Keeping children, vulnerable adults and communities safe
 - Building skills that help people to get good local jobs
 - Strengthening businesses and creating more good-quality jobs
 - Making Nottinghamshire somewhere people love to live, work and visit
 - Attracting investment in infrastructure, the economy and green growth
 - Improving transport and digital connections
 - Protecting the environment and reducing our carbon footprint
11. A tenth ambition – 'A forward-looking and resilient Council' – outlines the Council's plans to strengthen processes, systems and ways of working that enable the whole organisation to deliver efficient and effective services for Nottinghamshire's people and communities.
12. The Plan sets out what the County Council will do over the next ten years to achieve these ambitions as well as how it will measure progress and success. The Plan also details the Council's on-going journey of improvement as we continue to deliver services in a responsive, efficient, financially sustainable and forward-looking way.

The Medium-Term Financial Strategy

13. The Medium-Term Financial Strategy (MTFS) is a four-year rolling strategy which sets the framework for how the council plans to use its financial resources to fund the activities required to deliver on the council's priorities. The MTFS informs the annual budget process and assists the Council in meeting the legal requirement to set a balanced budget each year.
14. The MTFS brings together the key areas which affect the Authority's Revenue and Capital budgets and plans for these over the medium-term. The key objectives of the MTFS are as follows:-
- To ensure that effective financial planning and management contributes to the Authority's achievement of its strategic ambitions,
 - To ensure that the Council is financially resilient, stable and sustainable for the future,
 - To forecast the resources available to the Council and to plan for the changes in the level of these resources over the life of the Strategy.

- To estimate the expenditure requirements over the life of the Strategy to ensure value for money is achieved and resources are utilised where outcomes are measurable and have real impact.

Financial Context

15. In recent years, the main drivers of pressure on the Council's budget have related to inflation and rising costs (including wage rises) and to increased demand for local government services. The impact upon the Council's finances, as a result of the increase in overall costs, is being replicated across the country.
16. The strategic and financial planning for 2024/25 is being undertaken within the context of continued uncertainty because of the on-going conflict in Ukraine and its impact in relation to global energy and food supplies. In addition, the continuing consequences of inflationary pressures have impacted on both the cost of delivering services and the demand for services as households and communities continue to struggle with the associated cost of living.
17. Consumer Price Inflation (CPI) in the UK economy stood at 6.7% in August 2023 and September 2023 and the Bank of England Monetary Policy Report – August 2023 forecasts inflation to decrease to around 5% in quarter 4 of 2023, to keep falling in 2024 but not reach the 2% target until early 2025. At its meeting on 21 September 2023, the Bank of England's Monetary Policy Committee maintained the Bank Rate of interest at 5.25%, the highest level since February 2008.
18. The risks arising from escalating inflation, which is also impacting household incomes, was recognised in the Annual Budget Report to Full Council in February 2023. Additional reserves were set aside in the risk-based General Fund reserve with regard to inflationary pressures, increased on-going risks in Children's and Adults Service and inherent challenges faced specifically in the social care market following the pandemic.
19. The Council closely monitors developments across the local government landscape and takes account of the financial issues being reported by other authorities. There have been a number of Councils that have recently issued or warned of issuing Section 114 notices. This serves to highlight the underlying fragility and lack of resilience within the wider local government sector. Whilst some of the issues that plague Local Authorities are specific in nature (e.g. exposure to commercial risk, excessive levels of borrowing, Equal Pay Claims) it is the Section 151 Officer's focus to ensure that the issues faced by those councils at risk are not replicated in Nottinghamshire by a failure to set a robust and sustainable budget.
20. The Council is not immune to this overall decline in financial resilience across the sector and continues to face significant financial and service delivery pressures across its services as set out elsewhere in this report. It is therefore important to continue to work with partners across the sector to lobby Government for adequate and sustainable levels of funding for local government as a whole.
21. The County Council continues to be a part of nationally determined local government pay bargaining arrangements. These are negotiated by the National Joint Council made up from national employers and the recognised trade unions. The Pay Award for 2023/24 is still to be

confirmed and further announcements about the National Living Wage are expected. The outcome of these discussions will indicate the extent of any additional pressures in the MTFS.

22. There are a wide range of assumptions that have been made in relation to expenditure and income over the remainder of this financial year. The Corporate Leadership Team and the Cabinet Member for Finance receives monthly reports, whilst Cabinet receives quarterly reports on outturn forecasts throughout the year.
23. The current projected capital programme outturn for 2023/24 is £154.8million. As part of the budget setting process a review of the capital programme will be undertaken.
24. The provisional Local Government Settlement for 2024/25 is due to be announced in late December 2023, after which the Medium-Term Financial Strategy (MTFS) will be updated and reported to Full Council as part of the 2024/25 Annual Budget Report. At that stage, should the Government announce a one-year settlement as per previous years, the clear view of funding for 2024/25 will be offset by considerable funding uncertainty for the final three years of the MTFS. This will continue to be the case until announcements regarding the longer-term future of local government financing are forthcoming.

Budget Consultation – Rising to the Challenge

25. The production of the Council's budget is undertaken in accordance with the requirements of the Council's Constitution.
26. A key element of the Council's budget setting process is consultation with stakeholders.
27. The consultation went live on the 29 September 2023 and closes on the 12 November 2023. The survey sets out how the council spends its allocated budget and asks people for their views about our services and their priorities.
28. The consultation will be made available through a range of channels including:
 - Nottinghamshire County Council website
 - local and regional media
 - social media, including Twitter, Facebook and Instagram
 - email bulletins to the Council's subscribers
 - and in print at Libraries.
29. We will also be sharing our consultation with our partners, including groups representing the business community and other relevant stakeholders including the trade unions at Central Joint Consultative and Negotiating Panel (JCNP).
30. Building on the positive response from last years' survey, consideration has been given to how the 2023 Budget Survey could be further developed, this has included a thorough review by Overview Committee.
31. Cabinet will take account of the consultation when drawing up firm proposals to the Council. Results will be communicated after the consultation has ended on the council's website.

February 2023 Budget Position

32. When the Council's budget was approved in February 2023 the funding shortfall identified for the three years to 2026/27 totalled £30.8million. This financial position is shown in Table 1 below:-

Table 1 – Medium-Term Financial Strategy as at February 2023

	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
Net Budget Requirement	591.6	612.1	644.9	656.2
Financed by :				
Business Rates	128.0	130.3	130.3	130.3
Revenue Support Grant	8.1	8.1	8.1	8.1
Council Tax	396.5	411.1	426.3	442.0
Adult Social Care Precept	58.0	62.6	62.6	62.6
Collection Fund Surplus / (Deficit)	1.0	-	-	-
Total Funding	591.6	612.1	627.3	643.0
Funding Shortfall	-	-	17.6	13.2
Cumulative Funding Shortfall	-	-	17.6	30.8

The Council's Current Financial Position

33. As reported to this Cabinet meeting, as at Period 5, the Council is reporting a forecast overspend of £0.7m in the current financial year. This out-turn is comprised of a net £14.0m portfolio overspend mainly as a result of forecast overspends in SEND and Home to School Transport and Adult Social Care and Health services. This forecast overspend is offset by underspends in central items such as interest and Section 31 Business Rates relief.

34. There are a number of on-going risks that are also set out in the Period 5 Financial Monitoring Report. As such, the financial position will be kept under close review for the remainder of the financial year and reported to Cabinet or the Cabinet Member for Finance according to the budget monitoring timetable.

Main Risks

35. Within the MTFS a number of assumptions are made with regard to a wide variety of factors including future Council Tax policy, Business Rates income and Government Grant levels. Any variation from these assumptions has implications for the level of resources available to the Council.

The following key risks must also be managed in order to deliver our budget strategy: -

- **Economic Risks** – underlying risks caused by the aftermath of global energy and fuel inflation and associated cost of living crisis compounded by national economic issues. The Monetary Policy Committee meeting in September 2023 resulted in the Bank of England holding interest rates at 5.25% following fourteen consecutive increases in an

attempt to lower the levels of inflation. Further increases are possible in the coming months until material progress has been made in returning inflation to the sustainable target of 2%.

CPI inflation is now expected to fall from 6.7% in August to around 5% by the end of 2023 with forecasts suggesting it will remain in excess of the 2% target through 2024 before falling back in line in early 2025. Consequently, without a commensurate increase in financial resources, the spending power of the Council will become further eroded until inflation falls back to the Bank of England's target.

- **Risks to Funding** – Indication of Government's future spending plans covering the period from 1st April 2024 won't be known until the Autumn Statement 2023 is delivered with more definitive information being disseminated as part of the Provisional Local Government Settlement announcement in late-December. Consequently, the spending intentions for local government could differ from assumptions contained in the MTFS. Any differences will, in turn, impact on the level of resources available to the Council. Furthermore, there remain uncertainties around Business Rates reform, the Government's Fair Funding review, how the Government's Levelling Up policies will support local authorities in the future and also the Government's intentions for the future funding of social care.
- **Employer Offer Pay Award** - The employer offer in respect of the 2023/24 pay award for NJC staff is a flat £1,925 increase up to pay point 43 and an 3.88% uplift above. This has not yet been agreed and we await the outcome of further discussions. The offer itself exceeds the current budget however there is provision within the contingency budget to meet any shortfall. The Pay Award for 2024/25 is still to be discussed, and we also await further announcements about the National Living Wage. The outcome of these discussions will indicate the extent of any additional pressures in the MTFS.
- **Demand and demography Risk** - This Medium-Term Financial Strategy contains risks surrounding the estimation of demand and demographic pressures within services such as Adult Social Care and Children's Services, including determination of key income budgets that rely on the number of users of a service and risk that inflation on the cost of demand and demography will be higher than assumed in the MTFS.
- **Political Landscape** - The Prime Minister, Rishi Sunak, took office in October 2022. In January 2023 he outlined his five key priorities for 2023: to halve inflation this year; to grow the economy and create better paid jobs; to reduce the national debt, to cut NHS waiting lists and to pass new laws to stop small boats. The focus on these priorities inevitably impacts on the Government's expectations of the role of local government and the areas for which funding is made available. The next general election can be held no later than 28th January 2025 and this contributes to the uncertainty with regard to both the current and a future Government's spending plans with regard to Local Government.

Revisions to the MTFS

36. The following sections of the report set out the revisions that have been made to the MTFS since the 2023/24 Budget Report was agreed at Full Council in February 2023.
37. **Grant Funding** – Section 31 Business Rates funding is received from Government to compensate Local Authorities for the costs of business rates reliefs introduced by the Government and increases to the Business rates multiplier being capped at CPI rather than RPI. As detailed in the latest Budget Monitoring report, this is an area of particular volatility following the expansion of such reliefs during the pandemic. It is predicted that reliefs will continue together with compensation and the latest information prudently suggests that an additional £14.0m can be applied to Business Rates funding in 2024/25.
38. **Interest and Borrowing** – A strategy to limit borrowing to that which was already approved by Full Council in February 2022 was set out in the 2023/24 Budget Report. As well as restricting the impact on the on-going revenue budget with respect to the Minimum Revenue Provision it also minimises associated interest payable by the Council. In addition, recent increases to interest rates announced by the Bank of England Monetary Policy Committee have raised the amount of interest received by the Council. Following review, a prudent decision has been taken to reduce interest budgets by £5m.
39. **Pay Award** - The existing MTFS includes pay award assumptions of 4.5% in 2024/25 and 2% in 2025/26 and 2026/27. Given the current and forecast levels of inflation, it is proposed that an additional 1.0% is included in the MTFS for the 2025/26 financial year, this equates to an additional pay pressure of £2.2m per annum from 2025/26.
40. **Pressures and Inflation** - As part of the budget setting process, departments have been asked to justify existing pressures and inflation that are approved in the current approved MTFS. In addition, they have been asked to consider uncertainties not previously reflected in the budget planning assumptions. It is important to note that, as a result of transformation activities that have taken place across the Council, a number of mitigation measures have been identified which lessen the impact of the identified pressures. The increase in pressures and inflation bids received by Departments to 2026/27 totals £46.7m. Total pressures and inflation to 2026/27 now stands at £116.5m, a detailed breakdown can be seen in Appendix A.
41. Appendix A shows that demand pressures have increased by £25.5m in 2024/25 mainly due to a forecast increase of £10.5m in the Children and Families portfolio which reflects growth in Looked After Children and Social Work staffing. In addition, there is a forecast increase of £9.1m in the Transport and Environment Portfolio which reflects growth in transport services (£8.7m) and also the Communities Portfolio for funding set aside for further work on Traded Services (£3.5m).
42. Appendix A also shows that inflation pressures have increased by £7.8m across the MTFS. It should be noted that the impact on the MTFS with regard to the National Living Wage will be updated following the expected announcement in November 2023 as part of the Autumn Statement.

43. The revised MTFS is shown in Table 2: -

Table 2 - Revised MTFS

	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
Year on Year Savings requirement (February 2023 Report)	-	17.6	13.2	30.8
Increase in Service Pressures	25.5	5.1	8.3	38.9
Change in Inflation	3.8	2.4	1.6	7.8
Change in Pay Award assumptions	0.1	2.2	0.1	2.4
Change in Grant Funding	(14.6)	-	-	(14.6)
Amendments to Portfolio base budgets	(1.1)	1.0	-	(0.1)
Changes in Interest and Borrowing	(5.0)	-	-	(5.0)
Revised Shortfall	8.7	28.3	23.2	60.2

NB: For the report to Council in February 2024 the MTFS will be extended to four years.

44. The current projected shortfall for 2024/25 is £8.7m with the 3-year deficit to 2026/27 increasing to £60.2m. Those drivers that influence the level of pressures and inflation that exist within the revised MTFS will be kept under continuous review to advance of formal approval as part of the Annual Budget Report to Full Council in February 2024. Council Tax and Adult Social Care Precept policy decisions will also be reviewed as part of the budget setting process.

Inflationary Pressures

45. **National Living Wage** – Not only does the National Living Wage impact upon the pay award for internal staff but there are also additional costs associated with commissioned services especially in Adult Social Care and Public Health. Each 50p increase on the rate adds approximately £11m to the Council’s budget requirement. The National Living Wage announcement is usually made alongside the Autumn Statement.

46. **Services Demand** – The existing pressures within the MTFS are continuing which could require increases in growth and adverse in-year budget variations for Adult and Children’s social care services.

47. **Future Years Pay Awards** – As detailed above, the revised MTFS includes a 4.5% pay award in 2024/25, 3.0% in 2025/26 and 2.0% thereafter. Any increases in subsequent years over and above this assumption will further add to the funding gap. In simple terms, each extra 1% would add approximately £2.0m to the Council’s budget requirement.

48. **Retention of Children’s Social Workers and the Social Care Market** – Adult Social Care market issues are of national concern and most local authorities are experiencing difficulties with ensuring a stable care and support market. There are issues around market resilience,

provider business models, workforce and rates of contractual which may result in pressures over and above what are in the MTFS.

Financial Planning and Assumptions

49. As set out above, there are a number of on-going risks that impact the budget setting process. All base budgets will continue to be reviewed and the financial planning assumptions that underpin the MTFS will be revisited. Any changes will be detailed in the Draft Annual Budget Report to Cabinet in February 2024 and confirmed at the Full Council meeting later that month.
50. **Council Tax** - The MTFS approved in February 2023 included a 1.99% increase to Council Tax from 2024/25 to 2026/27 with a further 1.00% Adult Social Care Precept factored into 2024/25. Decisions on setting such levels are taken on an annual basis and both Council Tax and Adult Social Care Precept (ASCP) policies will be reviewed. The expectation is that Government Policy will allow councils to raise core Council Tax by 2.99% in 2024/25 in line with the 2023/24 referendum principles, however in subsequent years it is assumed core increases will revert to the historical limit of 1.99% across the MTFS period. It is also assumed there will be an additional precept permissible for Adult Social Care of 2% for 2024/25 in line with the limits allowed in 2023/24. Beyond 2024/25 it is anticipated the precept will not be increased for the rest of the MTFS.
51. **Tax Base** – As new houses are built the Council Tax base increases. Over the last 5 years the growth rate has fluctuated due, in part, to the challenging economic climate. The Council taxbase is predicated on information provided by District and Borough councils which calculates the number of Council Tax band D equivalent residential properties in Nottinghamshire less any discounts and exemptions that must be applied according to statute. Taxbase information will be provided by 15 January 2024 and the MTFS will be updated accordingly to reflect the reported figures. A forecast growth assumption of 1.20% per annum has been factored into the MTFS which translates into £5.5m of Council Tax yield for 2024/25 independent of any additional increase to the Council Tax or ASCP rate. The sensitivity of this assumption in terms of effect on forecast council tax income is as follows:

Table 3 – MTFS Taxbase Sensitivity

2024/25	Growth	Taxbase Yield (£m)	Change (£m)
	1.00%	4.5	- 0.9
	1.10%	5.0	- 0.5
Current Assumption	1.20%	5.5	-
	1.30%	5.9	0.5
	1.40%	6.4	0.9
	1.50%	6.8	1.4

52. **Grants** – Assumptions have been made in relation to several core government grants that will be confirmed as part of the Local Government settlement:

- **Social Care Grant** – the Council received £55.4m as part of the 2023/24 Local Government settlement. The current MTFS prudently assumes this level of funding will continue across the MTFS.
- **New Homes Bonus** - Since 2011/12, the Council has received New Homes Bonus which is an incentive grant based on housing growth. In December 2022, the Government announced a review of New Homes Bonus before the Local Government Finance Settlement for 2024/25. Consequently from 2024/25 it is assumed there will be no further payment of New Homes Bonus and as such this grant has been excluded from the remaining period of the MTFS.

53. **Reserves** – a robust reserve strategy underpins the delivery of the MTFS however it is acknowledged that the use of reserves does not represent a sustainable solution to budget management. The Council will once again be targeting reserves to allow time for more transformative approaches to be developed and implemented. Reserves provide a short-term fix, but their use only delays the requirement for a permanent solution. The Council also needs to maintain an appropriate level of reserves to guard against unforeseen events.

54. The MTFS approved in February 2023 included the planned use of earmarked reserves totalling £24.1m in 2024/25 to achieve a balanced position. A review of all reserves has already been undertaken and the results will be presented as part of the budget approval process. As previously reported, in recent years additional reserves were set aside in the risk-based General Fund reserve with regard to inflationary pressures, increased on-going risks in Children’s and Adults Services and challenges faced specifically in the social care market following the pandemic. The balance on the General Fund at 31st March 2023 was £36.9m and the Section 151 Officer is required to recommend a level of proposed General Fund balance in 2024/25 that is regarded as acceptable cover for any reasonable level of unforeseen events.

55. **Savings and Ancillary Levy** – Previously approved savings totalling £3.3m are included within the MTFS. A further ancillary levy of £2.0m across Departments has been included in 2024/25.

Transformation and Change

56. The Annual Delivery Plan 2023/24 that was reported to Cabinet in April 2023 set out that the Council will be working collaboratively both across the Council and with partners to continue the development of our cross-cutting transformation programmes. This will help us to test new and improved ways of working, service delivery and systems. It will also create the conditions to enable us to deliver co-ordinated and integrated transformation and make a difference for the County’s communities and residents.

57. A further action as part of wider organisational development, was to refine and reshape our portfolio of cross-cutting transformation programmes, to ensure the organisation is fit for purpose and has the capacity to deliver the Nottinghamshire Plan over the longer term.

58. There has been good progress on reviewing the corporate transformation portfolio, as per the commitment in the Nottinghamshire Plan Annual Delivery Plan for 2023/24 (Action 10.11) to align with the Council’s strategic aims and ambitions. The Council has moved to a whole organisation portfolio approach, seeking to make change activity connected and visible. The governance has been refreshed to create clear line of sight and accountability for transformation across the organisation.

59. Delivery has been reported via the Annual report (available from the Council website) which provides a summary of what we have delivered, working together as one council, during 2022-23. A progress update on the 2023/24 plan will be presented to Overview Committee and Cabinet.
60. The above paragraphs set out the progress of the MTFs and impact on the budget gap. Assumptions will continue to be updated as we progress through the budget setting process. Final Local Government Finance Settlements and grant announcements are expected in January 2024 but the key date above all else is the Council meeting on 22 February 2024 and prior to that the Cabinet meeting on 8 February 2024. The report to Cabinet will set out the Council's final budget proposals in order to set a balanced budget for 2024/25.

Budget 2024/25 Key Milestones

61. The key milestones associated with the 2024/25 budget setting process are set out in the table below:-

Activity / Meeting	Date
Budget Consultation Commences	29 September 2023
Budget Consultation Concludes	11 November 2023
Autumn Statement	22 November 2023
Budget Update Report to Overview Committee	23 November 2023
Provisional Local Government Settlement	Mid December 2023
Final Local Government Settlement	Early January 2024
Tax Base Information from District	15 January 2024
Overview Committee	25 January 2024
Draft Budget Report to Cabinet	8 February 2024
Full Council - Annual Budget Report 2024/25	22 February 2024

Equalities Impact Assessment

62. When setting the budget, the Council must be mindful of the potential impact on service users.
63. The Equality Act 2010 imposes an obligation on Members to have due regard to protecting and promoting the welfare and interests of persons who share a relevant protected characteristic (age; disability; gender re-assignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex and sexual orientation).
64. An initial high-level Equality Impact Assessment (EIA) in relation to the Council's proposed Revenue Budget Report 2024-25 will be undertaken at a corporate level to identify any potential areas where there is a significant risk of adverse impact. This will outline the overall likely impacts upon different groups based on those areas which may have been identified for savings. Where a significant risk of adverse impact is identified this would then be subject to a full Equality Impact Assessment process prior to Cabinet decisions on individual services.
65. As set out above, this is an initial high-level assessment recognising potential future impacts. In tackling a budget deficit whilst ensuring continued value for money as the Council delivers

its priorities, the Council will in future need to consider budget savings. Any resulting savings may result in reductions or changes to frontline services, which directly affect the people of Nottinghamshire. Many of the Council's services are targeted at particular groups including older people, people with disabilities, children and younger people and families. These services command the largest parts of the Council's budget. Detailed savings options are yet to be determined and if implemented are likely to be subject to more detailed consultation on the specific proposals

66. The initial EIA will also reflect upon the ongoing work to develop a cumulative impact analysis and to consider the linkages between the Council's budget savings and those being made elsewhere in Government and by other public sector partners.

Statutory and Policy Implications

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

Other Options Considered

68. This report provides an update of the Budget together with confirming the approach to reviewing the budget for 2024/25.

Reasons for Recommendations

69. To underline the current challenges of the financial landscape and budget position and outline the measures in place to rise to these challenges.

RECOMMENDATIONS

- 1) It is recommended that Cabinet:-
 - Notes the significant challenges presented by the current financial landscape and the measures being developed to address these challenges as part of the preparatory work for the 2024/25 budget proposals.

Councillor Richard Jackson
Cabinet Member for Finance

Constitutional Comments (GR 12/10/2023)

70. Pursuant to the Nottinghamshire County Council Constitution the Cabinet has the delegated authority to receive this report.

Financial Comments (GB 04/10/2023)

71. The financial implications are set out within the report.

Background Papers and Published Documents

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

- None

Electoral Division(s) and Member(s) Affected

- All

Summary of Budget Pressures

Approved February 2023

Revised Proposals

	2024/25 £000	2025/26 £000	2026/27 £000	TOTAL £000	2024/25 £000	2025/26 £000	2026/27 £000	TOTAL £000	Change £000
Children & Families									
Non Looked After Children Placements	-	183	-	183	750	230	237	1,217	1,034
Demographic Pressures - Edn, Health & Care Plans (ICDS)	188	209	231	628	268	209	230	707	79
Growth in External Placements for LAC	700	700	700	2,100	7,913	3,813	3,813	15,539	13,439
Education Psychology Service	291	-	-	291	474	108	49	631	340
Social Work Staffing	(1,047)	-	-	(1,047)	1,430	(1,290)	-	140	1,187
Looked After Children and Leaving Care Service	216	124	-	340	-	-	-	-	(340)
Subtotal Children & Families Pressures	348	1,216	931	2,495	10,835	3,070	4,329	18,234	15,739
Adult Social Care & Public Health									
Care Package Demand for Adults Aged 18-64 Years	2,933	484	484	3,901	1,081	706	2,891	4,678	777
Care Package Demand for Adults Aged 65 and Over	(1,260)	(530)	-	(1,790)	(360)	680	1,680	2,000	3,790
Vacancy rate temp Adj	1,000	-	-	1,000	1,000	-	-	1,000	-
Preparing for Adulthood - Workforce	-	-	-	-	2,746	228	452	3,426	3,426
ASCH Day Service Fleet Recharge	-	-	-	-	600	100	100	800	800
Subtotal Adult Social Care & Public Health Pressures	2,673	(46)	484	3,111	5,067	1,714	5,123	11,904	8,793
Transport and Environment									
Mainstream Home to School Contracts - Growth	-	-	-	-	1,740	400	400	2,540	2,540
SEND Transport Growth	950	950	950	2,850	7,890	2,000	700	10,590	7,740
Waste PFI Contract Growth	100	100	100	300	100	100	100	300	-
Green Spaces Maintenance	(235)	-	-	(235)	(235)	-	-	(235)	-
Increase in Highway Infrastructure Asset	-	-	-	-	400	60	60	520	520
Subtotal Transport and Environment Pressures	815	1,050	1,050	2,915	9,895	2,560	1,260	13,715	10,800
Communities Pressures									
Trading Services	-	-	-	-	3,500	-	-	3,500	3,500
Subtotal Communities Pressures	-	-	-	-	3,500	-	-	3,500	3,500
Total Pressures	3,836	2,220	2,465	8,521	29,297	7,344	10,712	47,353	38,832
Children & Families Inflation									
National Living Wage - External	104	68	40	212	130	73	55	258	46
Basic Fostering Allowance	162	170	178	510	157	99	102	358	(152)
Contract Cost Inflation	3,769	2,396	2,396	8,561	4,093	2,693	2,888	9,674	1,113
AEM Increase in Partner Contribution	-	-	-	-	295	-	-	295	295
Subtotal Children & Families Inflation	4,035	2,634	2,614	9,283	4,675	2,865	3,045	10,585	1,302
Adult Social Care & Public Health Inflation									
Fair Price for Care	4,000	3,000	3,000	10,000	4,000	3,000	3,000	10,000	-
National Living Wage - External	14,943	8,055	8,055	31,053	14,943	8,055	8,055	31,053	-
Subtotal Adult Social Care & Public Health Inflation	18,943	11,055	11,055	41,053	18,943	11,055	11,055	41,053	-
Economic Development and Asset Management Inflation									
Schools PFI Inflation	120	120	120	360	120	120	120	360	-
Corporate Energy Costs Inflation	429	-	-	429	452	26	28	506	77
Subtotal Economic Development and Asset Management Inflation	549	120	120	789	572	146	148	866	77
Transport and Environment Inflation									
Local Bus Contracts	90	90	90	270	90	90	90	270	-
Mainstream Home to School Contracts	210	210	210	630	645	330	225	1,200	570
SEND Transport Inflation	300	300	300	900	1,175	1,200	950	3,325	2,425
Highways Energy	350	300	300	950	350	300	300	950	-
Waste PFI Contract Inflation	1,305	1,305	1,305	3,915	1,410	1,410	1,410	4,230	315
Contract Cost Inflation - VIA	680	680	680	2,040	2,115	1,420	815	4,350	2,310
Contract Cost Inflation - Inspire	475	450	450	1,375	694	690	722	2,106	731
Contract Cost Inflation - Country Parks	30	30	30	90	125	40	40	205	115
Subtotal Transport and Environment Inflation	3,440	3,365	3,365	10,170	6,604	5,480	4,552	16,636	6,466
Total Inflation	26,967	17,174	17,154	61,295	30,794	19,546	18,800	69,140	7,845
Total Pressures & Inflation	30,803	19,394	19,619	69,816	60,091	26,890	29,512	116,493	46,677

New Bid

REPORT OF THE LEADER OF THE COUNCIL

EAST MIDLANDS FREEPORT GOVERNANCE

Purpose of the Report

1. This report updates Cabinet on the progress of the East Midlands Freeport and the recommendations of the last report to Policy Committee on 10 February 2022.
2. The report also seeks approval of the governance arrangements for the East Midlands Freeport Limited (“the Company” or “EMF”) and for the Council to join the Company and participate in its incorporation, together with various enabling approvals to support the Council’s effective participation in the Company.
3. This is a Key Decision because it may result in expenditure of £1 million or over, or it will have significant effects on two or more electoral divisions.

Information and background

4. Freeports are a type of special economic zone designed to create a favourable business environment which attracts inward investment and international trade to support jobs and growth. Within freeports, trade is facilitated by reducing the direct and administrative costs of trading goods with the rest of the world. Goods entering a freeport zone are not subject to typical import procedures but can be processed and re-exported from the zone, without being considered to have entered the host county. Import duties and procedures are only borne at the moment goods enter into the domestic economy.
5. Appendix 1 to this report includes frequently asked questions to aid a fuller understanding of the East Midlands Freeport.
6. The Nottinghamshire Plan sets out an ambitious long-term strategy towards a healthier, more prosperous, and greener future for everyone. The Council’s engagement and involvement with the EMF as part of its economic development priorities was included in the public consultation exercise relating to the development of the Council’s current 10 year Nottinghamshire Plan. This report supports Ambition 7 – attracting investment in infrastructure, the economy and green growth of the Plan. A key component of this ambition is the delivery of the EMF. The recommendations contained within this report seek approval

to appropriate governance structures to oversee this significant investment in the regional economy.

7. Some information contained in this report is not for publication by virtue of paragraph 3 of part 1 of Schedule 12A of the Local Government Act 1972 as it contains information relating to the financial and business affairs of the partners collaborating with the County Council (including the Council) to develop these proposals and paragraph 5 of part 1 of Schedule 12A of the Local Government Act 1972 as it contains legal advice to the Council which is professionally legally privileged information. Having regard to all the circumstances, on balance the public interest in disclosing the information does not outweigh the reasons for exemption because the information would add a limited amount to the public understanding of the issues and would significantly damage the Council's and the partners commercial position. The exempt information is contained in the Exempt Appendix.
8. On 10 February 2022 Policy Committee approved, in principle, the draft East Midlands Freeport Full Business Case ('FBC') subject to a number of outstanding issues being resolved. The delegation to endorse the final version of the FBC was as follows:
 - a. Satisfaction that the final draft FBC does not increase the risk or financial exposure of the Council beyond the parameters set out in this report; and
 - b. Sufficient detail of the governance structure for the Company and associated safeguards being agreed between the parties to protect the Council's interest prior to incorporation of the Company, including setting the amount of any contributions to a contingency reserve for the Freeport or its general funding.
9. On 12 April 2022, the delegation to endorse the final version of the FBC was discharged by the Chief Executive following consultation with the Leader of the Council, the s151 officer and the monitoring officer and considering technical, legal and financial advice which included the following regarding a number of key issues:
 - a. Liability for overspends – Initial guidance suggested sponsoring authorities would be responsible for any overspend, regardless of the cause. Following discussion, it has been agreed that a mechanism will be developed to return back through the business case process to request additional funds in the event of an unavoidable cost overrun. The total costs of approved projects will need to be contained within the overall retained business rates (RBR) available.
 - b. No Detriment – The principle of no detriment to local authorities because of Freeport has been included in the OBC and FBC and is to be protected through a Business Rates Equalisation Mechanism (BREM) and through a Memorandum of Understanding between collection authorities and Leicestershire County Council (the accountable body for the Freeport). This will ensure that the Freeport would pass back RBR to the relevant authorities to ensure the principle is maintained.
 - c. Amendments to the retained business rates ('RBR') – Following queries from Government on the financial model a review has been undertaken and adjustments have been made to the final FBC version which have reduced the forecast RBR over the lifetime of Freeport. The revised figures are in line with RBR estimates from other Freeport bids. A fully planned and costed infrastructure programme matching the RBR has not yet been developed. Bids

for infrastructure funding from the RBR will need to be submitted for formal approval to the Public Sector Directors' Group (this is the group formed by each of the public sector parties to the EM Freeport currently; Leicestershire County Council, Nottinghamshire County Council, Derbyshire County Council, South Derbyshire Council, North West Leicestershire Council and Rushcliffe Borough Council). Each of the Councils' has one vote in terms of its approval (or not) to support bids. The East Midlands Development Corporation Ltd (EM Dev Co Ltd) will be able to submit plans for infrastructure in respect of those EMF sites where it has an interest, alongside all other parties involved in the EMF. Further information in respect of EM Dev Co Ltd.'s rights are set out in the Exempt Appendix.

- d. Browne Jacobson external legal advice concluded that in broad terms the governance documents are acceptable.
 - e. Agreement to the FBC was conditional on the County Council being satisfied with sufficient details of the governance structure for the Company and associated safeguards being agreed between the parties to protect the Council's interest prior to incorporation of the Company, including settling the amount of any contributions to a contingency reserve for the EMF or its general funding (if necessary). Further information about these matters is addressed in this report.
10. Approval by the County Council was followed by the EMF Board approving the FBC on 13th April prior to its submission to Government.
11. Since the February Policy Committee report, work has progressed on the governance arrangements for the Company which are now in an agreed form subject to formal approvals from each of the proposed founding members. The County Council has contributed to the development of the governing documents and has received external legal advice ahead of making the recommendations in this report.

Governance and legal considerations

12. The governance of the Company is described in the Articles of Association, and the Members Agreement. An executive summary of the governance arrangements is set out in the Exempt Appendix to this report.
13. The Freeport is currently in set up phase and the Council is currently represented on the shadow East Midlands Freeport Board by the Cabinet Member for Economic Development and Asset Management. On 2 September 2021, Policy Committee endorsed the decision taken under delegated authority to add the shadow Board to the Council's Outside Bodies Register.
14. The shadow Board has agreed to move to an incorporated governance structure and establish a Freeport Company limited by guarantee as previously reported and set out in the FBC. The governance of the Freeport is therefore now transitioning from strategy and development into implementation and delivery. Approval is sought from Cabinet for the Council to join the Company on its incorporation subject to approval by Government and other matters being resolved including subsidy control.

15. A company limited by guarantee is a company that does not have shareholders. Instead, it is owned by a group of members who all agree to pay a certain amount of money (the guarantee) should the company be wound up. Such guarantee has been agreed at a nominal amount and because of this and the concept of limited liability, the guarantee amount would in the ordinary course be the full exposure of the Council – this is explained in the FAQ and the Exempt Appendix. Inter-Member liabilities are also limited, and this is further explained in the Exempt Appendix. Therefore, the County Council's exposure to debts and liabilities associated with its membership of the Freeport Company will be limited.
16. As with any company, EMF will have a board of directors and these individuals will be responsible for the day-to-day decisions and owe their duty to the Company and not the Council. Company Directors have various duties to the Company, including those codified in the Companies Act 2006. The Council, as a founding Member, has the right to appoint a director to the Board with voting rights.
17. Certain important decisions are reserved to Company Members as opposed to the Company Directors (e.g. the Council in its corporate capacity) and some require unanimous consent. These are set out in the Members Agreement and key points about this are set out in the Exempt Appendix to this report. The Council will also be represented on the S151 Officers Group and Public Sector Directors Group that will play a key role in reviewing and approving business cases for funding approval by the Company.
18. The Freeport itself has been approved and designated by Government under the Designation of Freeport Tax Sites (East Midlands Freeport) Regulations 2022. On incorporation the Company and the Lead Authority (Leicestershire County Council) will be accountable to Government for delivery of the proposals as set out in the final Full Business Case and in accordance with a Memorandum of Understanding to be entered into by the Lead Authority (Leicestershire County Council), the Company, each of the billing authorities within the Freeport area (Rushcliffe Borough Council, North West Leicestershire District Council and South Derbyshire District Council) and the Department for Levelling Up, Housing and Communities (DLHUC). This Council is not a party to this MOU. This MoU will govern the working relationship between the parties and sets out the mutual understanding of the governance model, grant funding arrangements/financial arrangements, strategic and Freeport delivery, reporting requirements and performance management of the Freeport.
19. The Council has the power to join a company limited by guarantee under the General Power of Competence in Section 1 of the Localism Act 2011 ("the 2011 Act"). This gives the Council the power to do anything that an individual might do.
20. The aim of the Freeport is to attract investment and spur local and regional economic growth as well as enhancing international trade, by simplifying the customs procedures for firms within the Freeport zone and reducing administrative costs of trading goods with the rest of the world thereby increasing competitiveness. These are not activities that the Council is required to do by statute and are activities that can be done for a non-commercial purpose; therefore, the General Power of Competence is engaged and can be relied upon to join the Company.
21. The Freeport, the East Midlands Development Corporation and the emerging East Midlands Combined County Authority (incorporating an East Midlands Investment Zone) have some areas of potential overlap in terms of roles, powers and responsibilities. This is because all of these entities are focused at least to an extent on improving inward investment into the East

Midlands, and on economic growth. At the moment it is unclear how the relationship between them all will operate but Government is clear that there will need to be streamlined and integrated governance arrangements in place. As a result, the organisations involved in each of the above existing or emerging bodies will need to engage in proactive dialogue to ensure that agreement can be reached which will best benefit the areas in question using the most appropriate powers and organisation to do so. Within the Freeport's governance documents, there is recognition that the advent of a Combined County Authority for the East Midlands will necessitate a review of the Company's governance arrangements.

County Council EMF Co membership

- 22. As EMF will become a company limited by guarantee registered at Companies House, the County Council's representative will be appointed as a Director of the Company.
- 23. The responsibility of the County Council's nominated Director will be to represent the County Council at the EMF Board. However, it is recognised that the Council's appointed director will be a statutory director of the EMF meaning that the director will need to comply with his/her director's duties under the Companies Act 2010 and in particular ensure that all decision making is in the interests of the Company. The Council will also be permitted to appoint an Alternate Director to act if the relevant Cabinet Member is unable to attend any specific meetings. An officer will be permitted to attend the EMF Board as an observer in support of the Cabinet Member. The County Council will also have senior officer representation on the various EMF Sub Committees and subgroups.
- 24. It is proposed that the changed status of the Board (following incorporation) and the addition of the various sub-committee and sub-groups be reflected within the Council's Register of Outside Bodies.

Other Options Considered

- 25. In the event the County Council chose not to approve the governance documents, this would compromise County Council support for the Company and its ability to be involved in the Company, including by taking decisions in respect of those matters reserved to members, nominating a Director to the EMF Board and representatives to the Company's sub-committee structures. This would reduce the Council's influence in the project and how any funding is allocated. It would also compromise the achievement of benefits and opportunities outlined in this and previous reports for Nottinghamshire and its residents. In addition, the Freeport would fail a key criterion in the Government assessment of the EMF without ongoing support of key local authorities. At the same time, Freeport sites would remain active, but the County Council would not have the same kind of influence as a member of the EMF.

Reason/s for Recommendation/s

- 26. The County Council has contributed to the production and refinement of the legal governance documents and external legal advice has confirmed that these are broadly acceptable. Approving the governance documents and agreeing to join EMF Co will enable the County Council to continue to play a role to ensure the delivery of the benefits for residents and businesses in the East Midlands.

Statutory and Policy Implications

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

Financial Implications

28. Although there are no immediate direct financial implications arising from this report, membership of the Company will bring with it financial obligations and budgetary decisions. As referenced above the Council's liability will be subject to a nominal contractual limit of the amount of the guarantee in the event of winding up. During the set-up phase and the first years of operation Leicestershire County Council, as Lead Authority/Accountable Body, will incur operating costs estimated as at the end of 2022/2023 financial year just under £2m. Given the expected timelines of when new premises will be occupied with the tax sites (and retained business rates funds available), it is anticipated that this will increase further over 2023/2024 financial year to around £3m. Leicestershire County Council agreed earlier this year to increase the upper limit on its loan facility to £4m, with conditions for draw down of any amount over £3m to be agreed between Leicestershire's Director of Corporate Resources with the EMF's Chair. These costs will be funded in the form of a commercial loan to EMF, which will be paid back to Leicestershire County Council from the RBR. In the longer term the RBR for the Freeport area will fund both the operation of the Company and the delivery of a range of projects in accordance with an agreed business case.

Implications for Sustainability and the Environment

29. Core components of the Freeport are focused on enhancing natural capital, environmental sustainability and the journey to a zero carbon future. One of the formal sub-committees in the Freeport governance structure will focus on net zero and as such, Members can have assurance that implications for the environment will be actively considered by the Freeport during implementation.

30. The proposition at Ratcliffe on Soar includes proposals to bring research, innovation and enterprise together with industry and investors on one site to accelerate the design and delivery of new zero carbon technologies and manufacturing. Moreover, the Ratcliffe on Soar vision includes provision of new forms of energy production including through the use of hydrogen which will further enhance our transition to a low carbon economy.

31. The proposals at EM Intermodal Park and the Airport sites in the Freeport bid are expected to include low carbon industries.

Public Sector Equality Duty implications

32. The Freeport is targeted at 'levelling up' and improving employment, productivity and prosperity outcomes. It is important that the region has an economic plan and programmes of activity such as that embodied by the Freeport which will accelerate the creation of new higher value jobs and provide access to skills and training so that local people can benefit from new opportunities. There are no equality implications that arise from these proposals.

RECOMMENDATION/S

It is recommended that Cabinet:

- 1) Approves the Council becoming a member of the Company on its incorporation and the governance documents described in this report subject to:
 - a. resolution of any outstanding subsidy control issues through government guidance or by way of acceptable legal advice.
 - b. all other current East Midlands Freeport public sector partners agreeing to incorporate the Company on like terms; and
 - c. the Director Place (or his nominee) in consultation with the Cabinet Member for Economic Development and Asset Management approving and finalising any further minor drafting changes required to the Articles of Association and Members Agreement for the Company and any other documents required to facilitate the Company's incorporation in light of any other technical, legal or financial advice which may be relevant;
- 2) Authorises that the existing inclusion of the shadow East Midlands Freeport Board within the Council's Outside Bodies Register be amended to reflect the change to Company status on incorporation and the addition of subgroups and sub-committees, and that the Cabinet Member - Business Management makes the required Member appointment/s (including the provision for a Member appointment as an alternative Director) and any officer appointments in consultation with the Chief Executive.
- 3) Authorises the Chief Executive or his nominee to cast a vote on behalf of the Council, as a member of the Company, in relation to member decisions, or member consent matters whether at a member meeting or otherwise, when necessary, having first taken legal, technical and financial advice as appropriate; and
- 4) Agrees that periodic progress reports are brought to Cabinet or the appropriate County Council Cabinet Member or Committee.

**COUNCILLOR BEN BRADLEY MP
LEADER OF THE COUNCIL**

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Constitutional Comments (SSR 27/10/2023)

33. These recommendations fall within the scope of matters which may be determined by Cabinet. Information about the legal issues has been provided by external legal advisors and is covered in the Exempt Appendix.

Financial Comments (KRP 25/10/2023)

34. The overall risk and potential financial exposure associated with the Freeport has significantly reduced due to:-

- a. The appointment of a Freeport Chief Executive and other staff. Freeport has appointed consultants to review and update the RBR model. The revised model confirms the level of RBR and the cashflow required to repay the startup loan and interest by 2024/25. The model will continue to be updated and monitored with input from private sector partners and District Councils. The model has been agreed by the Freeport Board.
- b. Ongoing work by Freeport and District legal advisors to confirm that operation of the Business Rates Relief scheme meets all subsidy control legislation. There is engagement with DLUHC to confirm the correct route for approval of this.
- c. Cabinet has approved an updated Dev Co annual report and ongoing funding. This was prepared to take account of Freeport and any other changes which may impact its operation (e.g., devolution). The report states:

“The year 3 business plan deliverables set out above have been endorsed by EM DevCo’s Oversight Authority and sit within the context of a longer delivery timescale. In particular this work is highly complementary to other regional initiatives, including HS2, EM Freeport and devolution, through providing clear proposals and delivery mechanisms for growth and infrastructure.”

The report recognises that there will need to be further consideration of NCCs contribution in future years, taking account of “...legislative and machinery of government changes that are likely to impact upon EM DevCo in the next 12 months and whether the Business Plan objectives continue to offer value for money and support delivery of NCC strategic objectives.”

35. The exempt appendix identifies provisions regarding liability between Members. This liability would only crystallise where NCC is not acting in accordance with its obligations under the Members’ Agreement, either by not doing something that it is required to do or by doing something that it should not do. The risk of this occurring is regarded as low hence the associated financial risk is minimal provided the Council acts in accordance with its rights and obligations and monitors this continuously.

Background Papers and Published Documents

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

- February 2022 Policy Report
- Freeport Bidding Prospectus
 - a. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/935493/Freeports_Bidding_Prospectus_web_final.pdf
 - b. January 2021 – Policy Committee report
- September 2021 – Policy Committee report

Electoral Division and Member Affected

- All

EM Freeport FAQ

What is a Freeport?

Put simply, it is an area within the UK's borders where different economic regulations apply.

How does it work in practice?

The government designates certain areas centred around one or more “ports” (this could be sea, rail or airports) and these zones are able to benefit from a number of measures, including tax reliefs, relaxed customs procedures, business rates retention, planning, regeneration and trade and investment support.

Aside from the potential support for regeneration, which could assist with the development of capital or infrastructure projects, these measures are designed to incentivise businesses to open, expand and invest in the Freeport area, with the view to boosting employment and encouraging economic growth.

Why do we need a Freeport?

Freeports are not a new concept, and have existed in various forms in the EU and the world for many decades. However, as part of the government's Levelling Up policy it committed to establishing a number of new Freeports in the UK.

The East Midlands Freeport is one of the successful bids to establish a new Freeport.

The establishment of a Freeport in the East Midlands has the potential to create a number of opportunities which could benefit the region.

How will it be funded?

The Freeport's day-to-day working capital and expenditure is to be funded by capacity funding provided by the Department for Levelling Up, Housing and Communities (DLUHC), a loan provided by the accountable body (Leicestershire County Council) and retained business rates.

There is no requirement for other members to contribute to the day-to-day working capital and/or expenditure of the Freeport.

How will this impact on council funding /and the money we receive from Business Rates?

The government has proposed a mechanism by which 100% of business rates growth above a particular baseline can be retained in the Freeport area. This will be guaranteed for 25 years. This income has to be used to promote the Freeport's objectives.

Retention of business rates by the Freeport will be governed by an agreement between the Freeport and the billing authorities which will include a “no detriment” mechanism which will seek to ensure they are not worse off as a result of the arrangements.

It is expected that establishment of the Freeport will provide an opportunity to access additional funding rather than reduce that funding that would otherwise be available to the Council.

What if the projected business rates do not materialise, who will pick up the deficit?

There is no obligation on the members of the company to plug any deficit in funding. Should the business rates projections not accord with reality a further conversation between the Freeport

partners and, potentially, wider stakeholders will need to be undertaken to decide what action is appropriate in the circumstances.

Ultimately, if the Freeport is not sustainable then the company will be wound up. In this instance, unless the Council has committed to provide funding under any additional agreements or arrangements (for example, in respect of a capital or infrastructure project), then its liability will be limited to the value of its guarantee to the company, which is £1.

Who runs the Freeport and how are decisions made?

The Freeport has an Executive Delivery Team (**EDT**) which will be tasked with the running of the Freeport on a day-to-day basis. The EDT's functions will be delegated to it by the board who ultimately have oversight of the Freeport's activities. The EDT will be required to report to the board on a regular basis and certain decisions will need to be taken or authorised at board level before the Freeport can undertake certain activities.

There will also be a number of other subcommittees and advisory groups that will support the board in its decision making process and make recommendations.

The board's power, and by extension the EDT and other subcommittees and advisory groups powers, will be limited and a number of matters will require prior consent of the Freeport's membership before the Freeport (i.e., the board, EDT etc.) can undertake those actions.

Who are the parties and how will any changes to the parties be managed?

The Freeport will have 12 members on incorporation, which will be known as the Founding Members. These are currently as follows:

- Leicestershire County Council (accountable body);
- Nottinghamshire County Council;
- Derbyshire County Council;
- North West Leicestershire District Council;
- Rushcliffe Borough Council;
- South Derbyshire District Council;
- East Midlands International Airport Limited;
- SEGRO Properties Limited;
- Maritime Transport Limited;
- Goodman EMIP (UK) Limited;
- Etwall Land Limited; and
- Uniper UK Limited.

Changes in the membership are governed by the Freeports constitutional documents – the articles of association and members' agreement. Within these documents there are a number of mechanisms which, firstly, seek to preserve the membership of the Founding Members and, secondly, ensure the ongoing engagement and lock-in for those members which are deemed to be more fundamental to the Freeport's operation and success (e.g., the Tax Site Owners and billing authorities).

In certain situations, the board and/or members of the company will be required to consent to changes in the membership or the admission of new members, although automatic transfers of membership may occur in the event that a local authority member is replaced by a successor body (e.g., as a result of a restructuring) or if a private sector member undergoes a genuine corporate

restructure. In respect of the latter, additional controls are in place and certain criteria must be met before membership automatically transfers.

How will the Council’s interest be protected by decisions made by the Freeport?

The Council, as a Founding Member of the Freeport, will have the right to appoint a director to the board. Therefore, it will be involved in the decision making process and governance of the Freeport at board level.

One of the subcommittees which will be established is the Public Sector Directors Group, which the Council’s appointed director will also be a member of. This group will be involved in decisions relating to the approval of tax sites for the Freeport area and retained business rates expenditure.

For any matters requiring member consent, the Council will be engaged in the decision making process and be entitled to vote on such matters through its representative which will attend general meetings of the Freeport.

The Council will also have a representative in the s151 Sub-Group. The s151 Sub-Group is responsible for: (i) assessing whether each Tax Site Occupier meets the applicable criteria and make recommendations to the Public Sector Directors Group; (ii) assess whether to impose any consequences under the TSO Code of Conduct, Tax Site Occupier Code of Conduct, the TSO Deed of Undertaking or the Occupier Undertaking and making recommendations to the Board whether to impose consequences; (iii) work with the Billing Authorities regarding mechanisms/proposals for pooling and accessing EMF RBR Funds and assessing whether any application for an allocation of EMF RBR Funds adheres to the RBR Strategy (set by the Board) and make recommendations to the Public Sector Directors Group.

What if the Freeport does not work as anticipated, can we withdraw our membership?

Yes. Unlike some other founding members of the Freeport (such as the billing authorities) the Council’s membership is not locked in for any particular period. The Council will be able to withdraw its membership on the giving of 6 months’ written notice.

Are there any negative implications by withdrawing?

Withdrawing from the Freeport could have negative implications – it could potentially damage relations with other local authority partners and may also invite negative publicity for the Council in the press/media.

From a financial perspective, unless the Council has committed to fund any capital or infrastructure projects, then it will be able to walk away from the Freeport without incurring any liabilities of a financial nature.

How does this impact on delivery of projects and funding for EM Devco, which the Council is also a member of?

As set out in the Report to Cabinet, there is some potential overlapping between EM DevCo and the EMF. At the moment it is unclear as to how the relationship between them will operate and Government is clear that there will need to be streamlined and governance arrangements.

In EMF’s governance documents, there are some provisions in respect of EM DevCo. Any bids for infrastructure funding from RBR will need to be submitted for formal approval to the Public Directors’ Group (consisting of a member of each public sector body). Each public sector member has one vote in terms of its approval (or not) to support bids. The EM DevCo will be able to submit plans for

infrastructure in respect of those EM Freeport sites where it has an interest, alongside all other parties involved in the EMF. Whilst this represents a possible risk to some projects and funding, with particular reference to the Ratcliffe on Soar site, the EMF has sought to mitigate this risk by giving EM DevCo certain rights such as observer status representation on sub-committees and advisory groups – further details are provided in the Exempt Appendix.

The company will start with a loan, how will this impact its viability and future?

The terms of the loan and its proposed repayment schedule has been considered alongside financial modelling based on projected retained business rates secured from the Freeport area. Repayments will not be required in the first year of the Freeport and there may also be potential to further delay the first loan repayments if the projected retained rates do not materialise in the early years of the Freeport.

What happens if the Freeport breaks any international laws (i.e. tax site owners)? Who has liability for that?

Tax Site Owners will be directly responsible for adherence to relevant regulations and laws governing their operation. They will assume liability for their own actions.

The Freeport does play a role in the oversight of the Tax Sites/Tax Site Owners which operate within their designated area and will be answerable to government in respect of the monitoring and compliance of their operations. The potential sanctions which could be taken against the Freeport for any material non-compliance with these obligations would mainly relate to a clawback on funding provided or limitations imposed on the availability of future funding. However, it is unlikely that such sanctions would be imposed in these circumstances. Nonetheless it will be important for the Council to keep an active role though its position on the board in the oversight of the activities of the Freeport.

There is the potential of negative publicity and reputational damage for the Freeport and, by extension, its membership, if such situations were to occur.

What are the liabilities for the Freeport, for the Council?

In the first instances, the liabilities of the Freeport will mostly be financial in nature. For example, they will relate to the initial funding and any repayment of that funding which may be required. There will be ongoing operation costs throughout the life of the Freeport. It may also acquire additional liabilities through contractual arrangements it may decide to enter into.

It is the intention that, once the Freeport is fully established, these liabilities will be met by the retained business rates.

These liabilities will be separate from the Council. The chosen vehicle to act as the governing body of the Freeport, a company limited by guarantee, offers a limit on liability to its members. As explained above, unless the Council enters into additional agreements as a result of its involvement or takes its own decision to fund a capital or infrastructure project, its liability will be limited to the guarantee it provides to company (which is £1).

How will insurance be managed?

The Freeport will be required to acquire and maintain insurance to cover its own activities and any potential liabilities.

Is the EMF required to comply with any standards?

Agenda Item 9 – East Midlands Freeport Governance - Appendix

All directors appointed to it whether by the public sector or the private sector, are required to comply with their directors' duties as set out in the Companies Act 2006.

In addition, the Members' Agreement provides that:

- the Lead Authority (LCC) has a role to ensure that the Board operates in line with appropriate levels of transparency, propriety and inclusivity and abiding by the Nolan principles.
- the EMF will adhere to the Nolan Principles and the EMF's Operating Manual is to set out how it will do this.

