

Policy Committee

Wednesday, 22 May 2013 at 10:30

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

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minutes

Meeting POLICY COMMITTEE

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

membership

Persons absent are marked with `A`

COUNCILLORS

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

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

ALSO IN ATTENDANCE

Councillor Mel Shepherd MBE

OFFICERS IN ATTENDANCE

Carl Bilbey	(Policy, Planning & Corporate Services)
Mick Burrows	(Chief Executive)
David Ebbage	(Policy, Planning & Corporate Services)
Jayne Francis-Ward	(Policy, Planning & Corporate Services)
Chris Holmes	(Policy, Planning & Corporate Services)
Celia Morris	(Policy, Planning & Resources)

MINUTES

The Minutes of the last meeting held on 13th March 2013 having been previously circulated were confirmed and signed by the Chairman.

MEMBERSHIP

It was noted that Councillor Allen Clarke had been appointed to the Committee in place of Councillor Philip Owen

APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Ken Rigby (Other) and Councillor John Clarke (other).

DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS

None

NOTTINGHAMSHIRE GROWTH PLAN

RESOLVED 2013/036

- 1) That the County Council's contribution to elements of the Growth Plan through its economic development, infrastructure and young people's activities be noted.
- 2) That the final version of the Growth Plan be endorsed for publication.
- 3) That the development of a Council response to the Nottinghamshire Growth Plan which will form the Council's Economic Development Strategy be approved.

IMPROVEMENT PROGRAMME UPDATE

RESOLVED 2013/037

That the progress and successes of the Improvement Programme during 2012/13 be noted, in particular:

- a) The delivery of a further £43m of annual savings, in addition to the £70 delivered in 2011/12.
- b) The development of services for older people.
- c) Improvements to children's social care services.
- d) Delivery of better value for money across all services.
- e) Implementation of new service delivery arrangements in cultural services.
- f) Improvements to the public transport network.
- g) Improvements to the Council's infrastructure and systems.

ESTABLISHING HEALTHWATCH NOTTINGHAMSHIRE: PROGRESS UPDATE

RESOLVED 2013/038

- 1) That the reports contents and the progress with establishing Healthwatch Nottinghamshire and an NHS complaints advocacy service for Nottingham and Nottinghamshire be noted.
- 2) That a further progress update on Healthwatch Nottinghamshire be brought to Policy Committee in November 2013 to be followed up by the organisation's annual report on a yearly basis thereafter.

STATEMENT OF COMMUNITY INVOLVEMENT - REVIEW

RESOLVED 2013/039

- 1) The results of the consultation exercise undertaken on the proposed changes to the existing Statement of Community Involvement be noted by Members.
- 2) That the proposed revisions to the Statement of Community Involvement and adopted the Statement of Community Involvement – Review be adopted as Council policy and a formal replacement for the Statement of Community Involvement adopted in 2007.

WORK PROGRAMME

RESOLVED 2013/040

That the Committee's work programme be noted.

The meeting closed at 10.34 am.

CHAIRMAN
M_17Apr2013

REPORT OF THE DIRECTOR OF PUBLIC HEALTH

PUBLIC HEALTH SERVICE DEVELOPMENTS REPORT

Purpose of the Report

1. To provide the Policy Committee with an outline of the proposed Public Health Service Developments totalling £2.71m for approval.

Information and Advice

Public Health Finance Plan

2. The Public Health Revenue Budget for 2013 was approved by the County Council on 28 February 2013. Table 1 summarises the plan and shows how the Public Health Grant of £35.1m will be utilised.

Table 1

	£
Pre-commitments (inc Staff costs and Directorate expenses)	29.9
Estimated Local Authority Overheads	0.4
Income from Police and Crime Commissioner	(0.6)
Prescribing Costs relating to Primary Care Services	0.9
PH Directorate proposals	2.8
Innovation/Development fund	1.2
Earmarked Reserves for recurrent items (premises, service growth)	0.5
Total £	35.1

Public Health Development Proposals

3. In addition to existing commitments, the budget allows the opportunity for Public Health service developments totalling £2.71m, which are the subject of this report. The report provides further information on the evidence base of the proposals that have been requested by Public Health Policy leads to address local need.
4. Table 2 below provides an outline of developments by policy areas. Supporting rationale and anticipated outcomes can be found in Appendix 1. Further detail around each policy proposal can be found in the associated background paper.

5. These service developments were discussed and supported by Health and Wellbeing Board members at their workshop on 27 March 2013.
6. The Public Health Subcommittee considered the proposals on 16 April where members received a presentation from each Public Health lead outlining the underlying need, the rationale for investment (including information on investment to save in the longer term) and the anticipated outcomes. The Subcommittee reviewed the information on each case and challenged the cases accordingly.
7. The Public Health Subcommittee unanimously supported each proposal shown in Table 2 and recommended them for approval by the Policy Committee.

Table 2

	£
Sexual health	507,000
NHS Health Checks	459,000
Obesity, nutrition and exercise	540,000
Tobacco control	767,000
Workplace health	227,000
Public mental health	38,000
Community safety, violence prevention and response	153,000
Other public health developments	19,000
Total	£2.71m

8. More details on each of these elements, including proposals for spend, the rationale for each proposal and the anticipated outcomes, are provided in Appendix 1 and the associated background paper.
9. The Public Health grant includes a risk reserve of £1.2million, which is currently under discussion. The first call on this budget should be any additional funding required from the finalisation of NHS Contract envelopes. There are a number of pressures identified following the transfer of contracts that are still under consideration.
10. Once all pressures have been identified, it is recommended that any remaining developments across the Council that meet the criteria under the Public Health grant be reviewed. Each case will be considered for prioritisation in line with the Health & Wellbeing Strategy, the Council Strategic Plan, Public Health Delivery Plan and the Public Health Outcomes Framework. A further report will be presented to the Public Health Subcommittee outlining recommendations for approval of any proposed plans and any changes to plan shown in Table 1.

Statutory and Policy Implications

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

implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATION/S

The Policy Committee are asked to:

- 1) Consider and approve each of the Public Health service developments outlined in Table 2 of this report.

Chris Kenny
Corporate Director of Public Health

For any enquiries about this report please contact:
Cathy Quinn, Associate Director of Public Health

Constitutional Comments (SG 07/05/2013)

7. The Committee is the appropriate body to decide the issues set out in this Report.

Financial Comments (ZKM 02.05.13)

8. The financial implications are outlined throughout this report and appendix.

Background Papers

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

Report to Public Health Sub-Committee on 16th April 2013

Electoral Division(s) and Member(s) Affected

All

Details of proposed Public Health Service Developments for 2013/14

1. Sexual Health

Proposed spend £507k

Proposal: To introduce an initiative to prevent HIV and achieve earlier diagnosis
To extend the Sexions model for sexual health promotion to include the southern boroughs and achieve county wide coverage
To introduce a viral messaging service to increase the uptake of sexual health services in key target groups
To fund Chlamydia testing and treatment within CASH (Contraception and Sexual Health) clinics across the county

Rationale: Sexually transmitted infections (STI's) and unintended pregnancy are preventable
Many STI's have long term effects on health
There has been an increase in risky sexual behaviour, with continued ignorance about the possible consequences
There is a clear relationship between sexual health and health
Interventions which promote good sexual health are cost effective

Outcomes: Reduction in teenage pregnancies
Increased uptake of sexual health services by target population groups
Reduction in STI's and re-infections
Increased awareness about prevention of HIV and an increase in uptake at point of care testing

2. NHS Health Checks

Proposed spend £459k

Proposal: Commission multiple delivery routes to complement the current GP based model, to reach the groups least likely to take up a GP offer but most likely to be at risk of cardiovascular disease e.g. workplaces, carers centres.
Enhance and enable best practice in risk management (including lifestyle advice, behavioural intervention and referrals to other services such as smoking cessation, obesity pathway, and alcohol services).
Social marketing campaign to optimise uptake and behaviour change among target groups

Rationale: Commissioning a single provider model with GP practices will not achieve mandatory targets
This approach will reduce the risk of widening health inequalities
Will alleviate capacity issues associated with increased uptake

Outcomes: Reduction of premature mortality from cardiovascular disease through the early identification, intervention and treatment for those most likely to be at risk.
Reduction of inequalities in life expectancy

3. Obesity, Nutrition and Exercise

Proposed spend £540k

Proposal: To commission countywide Tier 2 (accessed directly by patients) and Tier 3 (services accessed through referral by GPs or other health professional) Community Weight Management services for adults (including pregnant women) and children across Nottinghamshire.

Rationale: Current provision of Tier 2 services is inequitable and there is no Tier 3 service across the county
If we do not provide weight management services the number of individuals that become obese and morbidly obese requiring weight loss drugs and surgery is likely to increase
There is an increasing amount of evidence of the need to tackle obesity before, during and after pregnancy to improve the outcome for both mother and child

Outcomes: Equitable provision of county wide community weight management services for overweight and obese adults and children to access support on weight, diet and physical activity
Reduction in excess weight in adults and children
Improved outcomes for both mother and child in pregnancy
Reduction in the numbers requiring weight loss drugs and surgery

4. Tobacco Control

Proposed spend £767k

Rationale: To commission a Go Smoke Free service to raise awareness of the harm caused by second hand smoke, focussing on the impact of tobacco smoke in the home and on children's health
Commission a tobacco control specific education programme for young people about the dangers of smoking and equip them with the skills challenge perceptions around cigarette smoking
Work with colleagues across public health to commission lifestyle programmes e.g. peer support for young people/social norms campaigns
Maintain the current quitter rates previously commissioned on a non-recurrent basis

Outcomes: Currently only £5k of the budget is spent on prevention and reducing the number of young people who start to smoke
Build on smoke free legislation and extend smoke free areas across Nottinghamshire
To invest with partners in the regional collaborative to tackle illegal and illicit tobacco across the whole county

Outcomes: Reduce the demand and supply of tobacco in Nottinghamshire and tackle the harm caused by smoking
Reduce health inequalities and associated wider determinants of health in the longer term

5. Workplace Health

Proposed spend - £227k

Proposal: For Nottinghamshire County to become an exemplary role model for health and wellbeing
To establish a workplace health and wellbeing award scheme
To establish partnership initiatives to assist people back into the workplace after periods of ill health

Rationale: An opportunity for an integrated approach to improving workplace health and wellbeing
Evidence suggests the better people feel at work the greater their contribution, the higher their personal performance and the performance of their organisation

Outcomes: Improved health outcomes for staff
Improvements in performance, lower sickness absence, staff turnover, presenteeism and HR/Manager time on conflicts, disputes, tribunals etc..
Improved involvement, innovation, energy, motivation, engagement, commitment and trust leading to greater financial efficiency, improved reputation and resilience

6. Public Mental Health

Proposed spend - £38k

Proposal: To commission Suicide Prevention Training to raise awareness and provide skills to primary care and other professionals to identify individuals at risk of suicide (£35k)
To build, strengthen and improve the existing Books on Prescription scheme by replacing, purchasing new books and marketing the service (£3k)

Rationale: No mental health awareness/suicide prevention training taking place to identify 'at risk' individuals
Evidence based cost effective intervention recommended through both national suicide and mental health strategies
To provide this self help scheme and ensure that Nottinghamshire supports the new national books on prescription scheme being introduced in 2013
NICE intervention to help individuals with common mental health problems such as anxiety and depression

Outcomes: Professionals are aware of where to signpost individuals when there is a concern
Reduce the number of suicides in Nottinghamshire
To enable people to access self help to understand and manage their wellbeing through self help reduce the demand on other mental health services

7. Community Safety, violence prevention and response

Proposed spend - £153k

Proposal: Implementation of a domestic violence training, support and referral approach consistently across general practice

Rationale: Domestic violence has been identified as a priority for action for the Safer Nottinghamshire Board, the Nottinghamshire Health & Wellbeing Strategy and for the recently elected Police and Crime Commissioner
1 in 4 women in their lifetime and 1 in 10 women a year are victims of domestic violence. Survivors of domestic abuse experience chronic health problems

Outcomes: General Practice can play an instrumental role in responding to and preventing further domestic violence. Implementing this approach will lead to increased case findings, improved support available sooner, reduction in people accessing emergency care, reduction in safeguarding issues and improvement in the quality of care for patients

8. Other Public Health Developments

Proposed total spend - £19k

Proposal: Falls Awareness (£5k)
Dementia Awareness (£5k)
Loneliness (£5k)
Health Protection, incidents and emergencies (£3k)
Infection prevention and control services (£1k)

Rationale: To support a range of different public health related issues e.g. raising awareness of falls and dementia, enhancing the quality of life for people with long term conditions and/or care and support needs
To create a small non pay budget to support the Infection prevention and control services and Health Protection policy areas

Outcomes: To develop plans identifying the most effective initiatives to support and tackle these issues

REPORT OF THE CHAIR OF THE COMMUNITY SAFETY COMMITTEE

COMMUNITY SAFETY AGREEMENT

Purpose of the Report

1. To present an updated draft Community Safety Agreement (the Agreement) 2012-15 to Policy Committee for approval – Appendix A.

Information and Advice

2. The Crime and Disorder Act 1998 gave statutory responsibility to local authorities, the police, and key partners to reduce crime and disorder in their communities.
3. Under this legislation Community Safety Partnerships (CSPs), were required to carry out 3 yearly audits and to implement crime reduction strategies. A formal review of the 1998 Act took place in 2006 which resulted in a revision to these requirements. Most notably, 3 year audits were replaced by annual Strategic Assessments and public consultation, and 3 year strategies by a 3 year annually refreshed rolling Partnership Plan.
4. In two tier areas, a statutory county Community Safety Agreement was introduced by the Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007. The community safety agreement identifies :
 - (a) the ways in which the responsible authorities in the county area might more effectively implement the priorities set out in strategic assessments through coordinated or joint working; and
 - (b) how the responsible authorities in the county area might otherwise reduce crime and disorder or combat substance misuse through coordinated or joint working.
5. The current Agreement requires its annual update to be completed and signed off by the Safer Nottinghamshire Board. The following alterations have been made to the previous Agreement:
 - The list of various Government Strategies, Bills and Green Papers has been updated.
 - The list of Partnership Priority Areas has been updated to reflect the proposed areas outlined in the Strategic Assessment for 2012/13.
 - Leadership structures have been amended as appropriate.
 - The role and impact of the new Police and Crime Commissioner has been acknowledged.
6. The key strategic objectives remain the same:
 - early intervention

- prevention of crime
- confidence and satisfaction

7. The four key principles underpinning the approach to community safety are also retained:

- That local communities are best served by organisations and agencies working together effectively.
- That communities may require different solutions and interventions to their problems.
- That communities are themselves part of the solution and have a key role to play in building safer and stronger neighbourhoods.
- That plans and actions need to value diversity and promote equality.

Other Options Considered

8. It is a statutory requirement, under the Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007, to have a Community Safety Agreement in two tier areas.

Reason/s for Recommendation/s

9. The Community Safety Agreement will be formally signed off by responsible authorities at the Safer Nottinghamshire Board.

Statutory and Policy Implications

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

Recommendation

11. It is recommended that:

- i) Members approve the draft updated Community Safety Agreement.
- ii) Members note that arrangements will be put in place for the agreement to be signed by the Responsible Authorities on the Safer Nottinghamshire Board.

Chair of the Community Safety Committee

For any enquiries about this report please contact: Chris Walker, Temporary Group Manager, Safer and Engaged Communities, x 72460 or Tony Shardlow, Community Safety Officer, Safer and Engaged Communities x 73846.

Constitutional Comments (NAB 10.05.13)

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

Background Papers

Strategic Assessment 2013/14

Electoral Division(s) and Member(s) Affected

All.

Nottinghamshire Community Safety Agreement 2012-15

Purpose of Agreement

This agreement outlines how partners will continue to work for the next three years in continuing to provide strategic leadership and direction to tackle crime, disorder and substance misuse in Nottinghamshire. This agreement includes the Nottinghamshire Community Safety Strategy for 2012-15, which contains the shared community safety priorities that will be addressed at a county level, in order to improve outcomes for local citizens and communities.

This agreement meets the requirements of The Crime and Disorder (Formation and Implementation of Strategy) Regulations 2007 and sets out how agencies and partnerships will work together, including the sharing of resources to tackle common community safety priorities.

This agreement will be for three years (April 2012- March 2015) and reviewed on an annual basis.

Section 1: The National Context

This agreement takes into consideration the national framework for community safety, which is outlined in a number of key documents. These include;

1. Police Reform and Social Responsibility Act 2011
2. Localism Act 2011
3. Health and Social Care Bill (Department of Health)
4. Drug Strategy 2010 - Reducing Demand, Restricting Supply, Building Recovery (Government Strategy)
5. Call to End Violence Against Women and Girls (Government Strategy)
6. Breaking the cycle: Effective Punishment, Rehabilitation & Sentencing of Offenders (Ministry of Justice Green Paper)
7. Review of Preventing Violent Extremism (PREVENT) (Home Office)
8. The Social Impact Bonds (Ministry of Justice)
9. The National Crime Strategy
10. Putting Victims First. More Effective Responses to Anti-social Behaviour 2012 (White Paper)

All these documents are underpinned by the Government Departmental Business Plans and the Coalition Agreement 'Our Programme for Government'.

The Safer Nottinghamshire Board will prioritise its resources in responding to the findings of the County Strategic Assessment and Community Safety issues that are of most concern to local communities and businesses.

Section 2: The Local Context

Nottinghamshire is a large county, covering 805 square miles and with a local population of just fewer than 766,400 people. The county has areas of relative affluent but also a significant number of deprived and marginalised communities. The highest concentration of people is found in the districts close the City of Nottingham. Overall the county has a slightly older population profile than the national average, with fewer under-16s. The population is predominately white, with less than 3% from black and minority ethnic communities.

The County has eight local authorities, which are: - Nottinghamshire County Council, and the District Councils of Ashfield, Bassetlaw, Broxtowe, Gedling, Mansfield, Newark and Sherwood, and Rushcliffe. The district councils have formed four Crime and Disorder/Community Safety Partnerships, which are:-

- Ashfield Community Safety Partnership
- Mansfield Partnership Against Crime (MPAC)
- Bassetlaw, Newark and Sherwood Community Safety Partnership (BNS)
- South Nottinghamshire Community Safety Partnership (a combined partnership of Broxtowe, Gedling and Rushcliffe)

Each of the partnerships completed a strategic assessment in November 2012, identifying local priorities to be addressed in 2012/13. Priorities that are common across localities have now been translated into eight priority areas of:

1. **Domestic Violence**
2. **Violent Crime**
3. **Reducing Re-offending**
4. **Anti-Social Behaviour**
5. **Substance Misuse**
6. **Youth Issues**
7. **Hate Crime**
8. **Road Safety**

These priorities will be directed towards fifteen areas having the highest levels of priority crimes. These are:

1. **Worksop South East (Bassetlaw)**
2. **Portland (Mansfield)**
3. **Worksop North West (Bassetlaw)**
4. **Sutton-in-Ashfield East (Ashfield)**
5. **Carr Bank (Mansfield)**
6. **Castle (Newark and Sherwood)**
7. **Kirkby-in-Ashfield East (Ashfield)**
8. **Hucknall East (Ashfield)**
9. **Sutton-in-Ashfield Central (Ashfield)**
10. **Netherfield and Colwick (Gedling)**
11. **Woodlands (Mansfield)**
12. **Hucknall Central (Ashfield)**
13. **Magnus (Newark and Sherwood)**
14. **Eastwood South (Broxtowe)**

15. Worksop South (Bassetlaw)

Our performance management arrangements will include targets to drive down crime and anti-social behaviour in these priority areas.

In November 2012 the first Police and Crime Commissioner (PCC) for Nottinghamshire was elected. The PCC has laid out his priorities and plans in the Nottinghamshire Police and Crime Plan 2013-18. For 2013/14 the PCC has chosen to work in collaboration with Community Safety Partnerships and the Safer Nottinghamshire Board to deliver interventions and activities and commission alternative provision in tackling crime and antisocial behaviour.

Section 3: The Nottinghamshire Community Safety Strategic Plan for 2012 – 15

This plan outlines how the accountable bodies and their partners will work together to improve community safety across the county. These are the shared priorities, which partners will work on together during 2012-15 in order to improve community safety outcomes for local citizens and communities. In order to achieve this overall aim, public sector agencies in Nottinghamshire will work together with local communities and local businesses to achieve three strategic objectives, which are;

- **Early intervention** with individuals, families and communities seen to be at risk of substance misuse or crime, with a particular focus on children and young people.
- **Prevention of offending** through the delivery of effective interventions to reduce levels of crime, disorder, and substance misuse.
- **Improved confidence** and satisfaction levels in local communities through the implementation of effective engagement strategies, which identify the issues that are most important to those communities, and work effectively with those communities to tackle those issues and reduce anti social behaviour.

Four key principles underpin our approach to community safety:

- That local communities are best served by organisations and agencies working together effectively.
- That communities may require different solutions and interventions to their problems.
- That communities are themselves part of the solution and have a key role to play in building safer and stronger neighbourhoods.
- That plans and actions need to value diversity and promote equality

Objective 1 - Early Intervention.

- Improve levels of community engagement in tackling local issues.
- Prevent and reduce offending by children and young people
- Prevent and reduce the risk of substance misuse by children and young people
- Prevent and reduce domestic violence

Objective 2 - Prevention of crime/offending.

- Reduce violent crime
- Reduce serious acquisitive crime
- Prevent and reduce levels of re-offending
- Prevent and reduce substance (drug and alcohol) misuse by adults

Objective 3 - Increasing the confidence and satisfaction of local communities.

- Respond effectively to community safety issues raised by local people, such as hate crime
- Prevent and reduce levels of anti social behaviour
- Support victims, both individuals and families and also vulnerable communities
- Public perception, satisfaction and confidence (PSC) work streams - to understand perceptions.

Section 4: The Delivery Framework

In order to deliver the Nottinghamshire Community Safety Strategic Plan an effective model of collective leadership and delivery is required. The model will recognise that we are operating within an area of complexity in regard to leadership, governance, access and use of resources and accountability.

Underpinning Principles

The Nottinghamshire leadership and delivery model operate on the following principles;

1. Community Safety Partnerships are both the legally responsible bodies for the development and delivery of community safety strategies and action plans and more importantly are also best placed to understand the needs of local communities and to build locally responsive services and interventions.
2. County based organisations will aim to empower Community Safety Partnerships to enable them to operate as effectively as possible.
3. There are however shared priorities and challenges that are best dealt with on countywide basis and will also require close working with the Nottingham Crime and Disorder Partnership and the City Council.
4. Delivery structures need to be fit for purpose, responsive to real time problems, operate in a joined up manner and manage resources effectively.
5. It is the responsibility of the accountable bodies to ensure that the delivery framework is effective and remains fit for purpose.

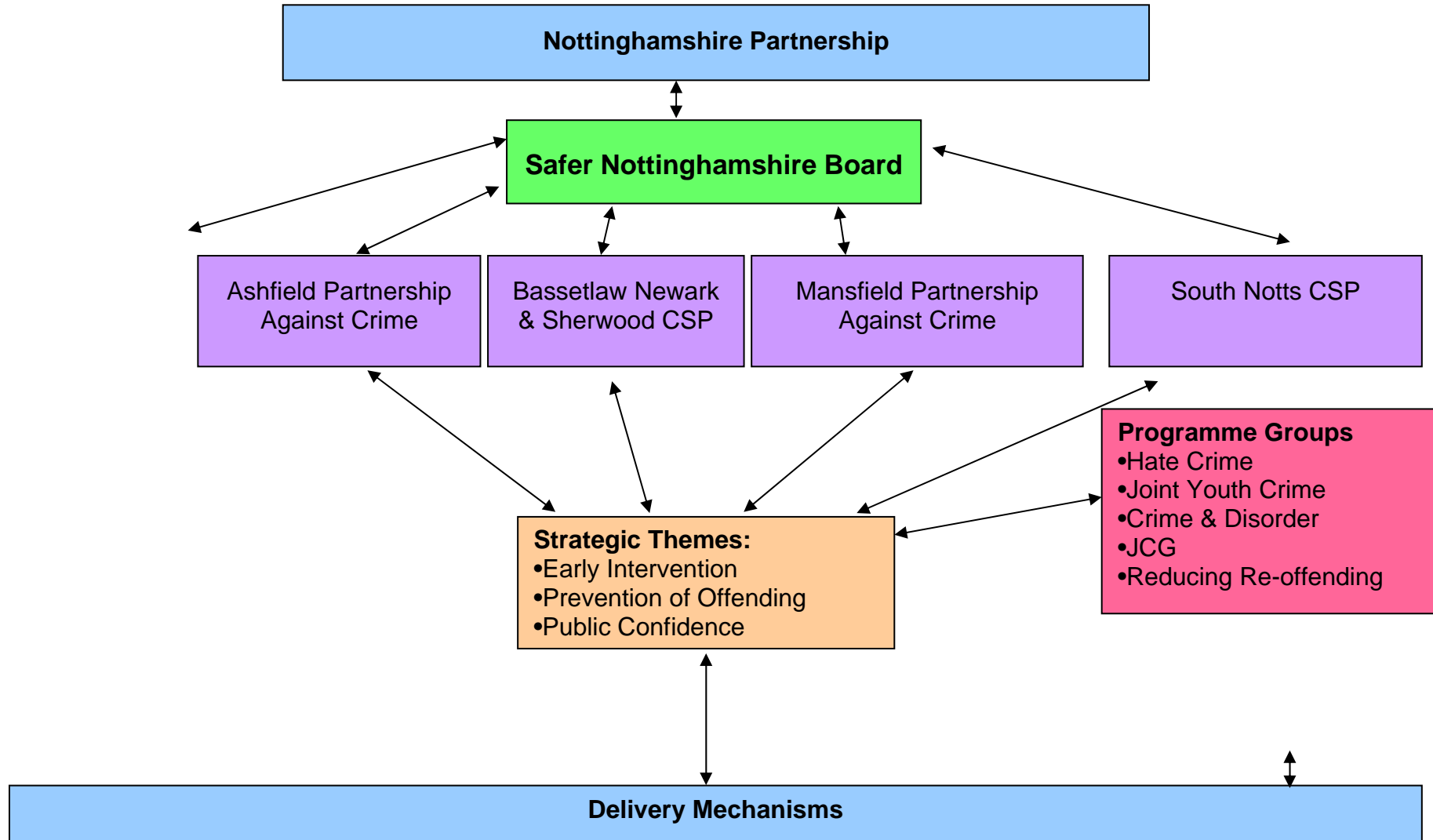
Leadership Structures

The Home Office in its publication 'Delivering Safer Communities' outlines the statutory requirements of leadership structures, which are:-

- Community Safety Partnerships lead on the identification, through their strategic intelligence assessment (SIA) process, of local crime, disorder and substance issues, including those issues of most concern to their local communities.
- Community Safety Partnerships are also required to prepare local strategies and action plans to address those issues. In Nottinghamshire, it has been agreed that each Community Safety Partnership SIA will be completed in November each year, with a six month review in May. Community Safety Partnership strategies and action plans are reviewed on an annual basis.
- **A county wide strategic group** is required and its primary role is to ensure the delivery on the shared priorities and prepare a community safety agreement.

Nottinghamshire will implement collective leadership through the following model:

Safer Nottinghamshire Board; Delivering Through Collective Leadership 2011-14
 [Draft Note 3] This section will be updated following the SNBPG on 31-1-2011



The Safer Nottinghamshire Board will be the lead body for the development and delivery of strategies and action plans aimed to achieving the priorities identified in the Nottinghamshire County Strategic Assessment.

Role of SNB Champions

SNB will further develop its role through the establishment of Board members as “Champions” for specific themes. This role will entail commissioning a briefing from the theme lead in the partnership and from any local experts within their own organisation to get an understanding of the key issues on:

- performance
- funding
- resourcing
- strategic approach
- delivery plans etc.

Champions will:

- reflect on the National frameworks and guidance and consider how all of this fits into local service delivery, identifying blockages and opportunities.
- commission or review the problem profile and also review best practice nationally.
- determine what needs to be considered by the Board for debate and decision and ensure that this aligns with the planning cycle and the strategic assessment process.
- be available to the theme lead and give them guidance and direction to progress the strategic intent.
- ensure they have an up to date briefing on the theme strategy, its progress, risks to delivery and performance outcomes across the County ahead of each SNB meeting.

Themes which have benefited from having an identified Champion are:

- Domestic violence and abuse
- Violent crime
- Reducing re-offending
- Anti-social behaviour
- Substance misuse
- Youth issues
- Hate crime

Other Key Leadership Linkages

The Safer Nottinghamshire Board needs to ensure that effective linkages are in place with:

- Nottinghamshire Police & Crime Commissioner
- Nottinghamshire Criminal Justice Board
- Children’s Trust Board

- Health and Well-being Board
- Local Economic Partnership.

Problem Profiles and Action Plans

Problem Profiles provide a greater understanding of established and emerging crime or incident series, priority locations and other identified high risk issues in an area. Action Plans describe the interventions that will be delivered to achieve measurable outcomes for local communities. In order to ensure that these outcomes are achieved, high quality evidence based problem profiles for the fifteen priority areas will be developed.

Performance Management, Analysis and Information Sharing Protocols

The Safer Nottinghamshire Board has delegated its comprehensive performance management functions to the Performance Group. This Group is tasked to provide a summary of performance to the Board at each Board meeting together with any exception reports around areas of poor performance or areas of concern in order that the Board is then able to take key decisions, and areas of excellent/effective performance for the Board to note.

The Safer Nottinghamshire Board has adopted a community safety information sharing protocol which ensures full sharing of information in Nottinghamshire.

Resource Management

Community Safety Partnerships are responsible for the effective use of resources at the local level.

The Safer Nottinghamshire Board is responsible for the effective use of county wide resources. including in 2013/14 funding from the Police and Crime Commissioner. In order to achieve this, clear budget reporting and procurement and commissioning processes will be put in place, based on accountable body financial regulations. The Board will have overall responsibility for ensuring these processes work effectively, although commissioning and day to day management of resources will be delegated to the Performance Group and other relevant structures.

Nottinghamshire Community Safety Agreement 2012-15

Purpose of Agreement

This agreement outlines how partners will continue to work for the next three years in continuing to provide strategic leadership and direction to tackle crime, disorder and substance misuse in Nottinghamshire. This agreement includes the Nottinghamshire Community Safety Strategy for 2012-15, which contains the shared community safety priorities that will be addressed at a county level, in order to improve outcomes for local citizens and communities.

This agreement meets the requirements of The Crime and Disorder (Formation and Implementation of Strategy) Regulations 2007 and sets out how agencies and partnerships will work together, including the sharing of resources to tackle common community safety priorities.

This agreement will be for three years (2012-15) and reviewed on an annual basis.

Section 1: The National Context

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Section 2: The Local Context

Nottinghamshire is a large county, covering 805 square miles and with a local population of just fewer than 766,400 people. The county has areas of relative affluent but also a significant number of deprived and marginalised communities.

The highest concentration of people is found in the districts close the City of Nottingham. Overall the county has a slightly older population profile then the national average, with fewer under-16s. The population is predominately white, with less the 3% from black and minority ethnic communities.

The County has eight local authorities, which are: - Nottinghamshire County Council, and the District Councils of Ashfield, Bassetlaw, Broxtowe, Gedling, Mansfield, Newark and Sherwood, and Rushcliffe. The district councils have formed four Crime and Disorder/Community Safety Partnerships, which are:-

- Ashfield Community Safety Partnership
- Mansfield Partnership Against Crime (MPAC)
- Bassetlaw, Newark and Sherwood Community Safety Partnership (BNS)
- South Nottinghamshire Community Safety Partnership (a combined partnership of Broxtowe, Gedling and Rushcliffe)

Each of the partnerships completed a strategic assessment in November 2012, identifying local priorities to be addressed in 2012/13. Priorities that are common across localities have now been translated into eight priority areas of:

1. **Domestic Violence**
2. **Violent Crime**
3. **Reducing Re-offending**
4. **Anti-Social Behaviour**
5. **Substance Misuse**
6. **Youth Issues**
7. **Hate Crime**
8. **Road Safety**

These priorities will be directed towards fifteen areas having the highest levels of priority crimes. These are:

1. **Worksop South East (Bassetlaw)**
2. **Portland (Mansfield)**
3. **Worksop North West (Bassetlaw)**
4. **Sutton-in-Ashfield East (Ashfield)**
5. **Carr Bank (Mansfield)**
6. **Castle (Newark and Sherwood)**
7. **Kirkby-in-Ashfield East (Ashfield)**
8. **Hucknall East (Ashfield)**
9. **Sutton-in-Ashfield Central (Ashfield)**
10. **Netherfield and Colwick (Gedling)**
11. **Woodlands (Mansfield)**
12. **Hucknall Central (Ashfield)**
13. **Magnus (Newark and Sherwood)**
14. **Eastwood South (Broxtowe)**
15. **Worksop South (Bassetlaw)**

Our performance management arrangements will include targets to drive down crime and anti-social behaviour in these priority areas.

In November 2012 the first Police and Crime Commissioner (PCC) for Nottinghamshire was elected. The PCC has laid out his priorities and plans in the Nottinghamshire Police and Crime Plan 2013-18. For 2013/14 the PCC has chosen to work in collaboration with Community Safety Partnerships and the Safer Nottinghamshire Board to deliver interventions and activities and commission alternative provision in tackling crime and antisocial behaviour.

Section 3: The Nottinghamshire Community Safety Strategic Plan for 2012 – 15

This plan outlines how the accountable bodies and their partners will work together to improve community safety across the county. These are the shared priorities, which partners will work on together during 2012-15 in order to improve community safety outcomes for local citizens and communities. In order to achieve this overall aim, public sector agencies in Nottinghamshire will work together with local communities and local businesses to achieve three strategic objectives, which are;

- **Early intervention** with individuals, families and communities seen to be at risk of substance misuse or crime, with a particular focus on children and young people.
- **Prevention of offending** through the delivery of effective interventions to reduce levels of crime, disorder, and substance misuse.
- **Improved confidence** and satisfaction levels in local communities through the implementation of effective engagement strategies, which identify the issues that are most important to those communities, and work effectively with those communities to tackle those issues and reduce anti social behaviour.

Four key principles underpin our approach to community safety:

- That local communities are best served by organisations and agencies working together effectively.
- That communities may require different solutions and interventions to their problems.
- That communities are themselves part of the solution and have a key role to play in building safer and stronger neighbourhoods.
- That plans and actions need to value diversity and promote equality.

Objective 1 - Early Intervention.

- Improve levels of community engagement in tackling local issues.
- Prevent and reduce offending by children and young people
- Prevent and reduce the risk of substance misuse by children and young people
- Prevent and reduce domestic violence

Objective 2 - Prevention of crime/offending.

- Reduce violent crime
- Reduce serious acquisitive crime
- Prevent and reduce levels of re-offending
- Prevent and reduce substance (drug and alcohol) misuse by adults

Objective 3 - Increasing the confidence and satisfaction of local communities.

- Respond effectively to community safety issues raised by local people, such as hate crime
- Prevent and reduce levels of anti social behaviour
- Support victims, both individuals and families and also vulnerable communities
- Public perception, satisfaction and confidence (PSC) work streams - to understand perceptions.

Section 4: The Delivery Framework

In order to deliver the Nottinghamshire Community Safety Strategic Plan an effective model of collective leadership and delivery is required. The model will recognise that we are operating within an area of complexity in regard to leadership, governance, access and use of resources and accountability.

Underpinning Principles

The Nottinghamshire leadership and delivery model operate on the following principles;

1. Community Safety Partnerships are both the legally responsible bodies for the development and delivery of community safety strategies and action plans and more importantly are also best placed to understand the needs of local communities and to build locally responsive services and interventions.
2. County based organisations will aim to empower Community Safety Partnerships to enable them to operate as effectively as possible.
3. There are however shared priorities and challenges that are best dealt with on countywide basis and will also require close working with the Nottingham Crime and Disorder Partnership and the City Council.
4. Delivery structures need to be fit for purpose, responsive to real time problems, operate in a joined up manner and manage resources effectively.

5. It is the responsibility of the accountable bodies to ensure that the delivery framework is effective and remains fit for purpose.

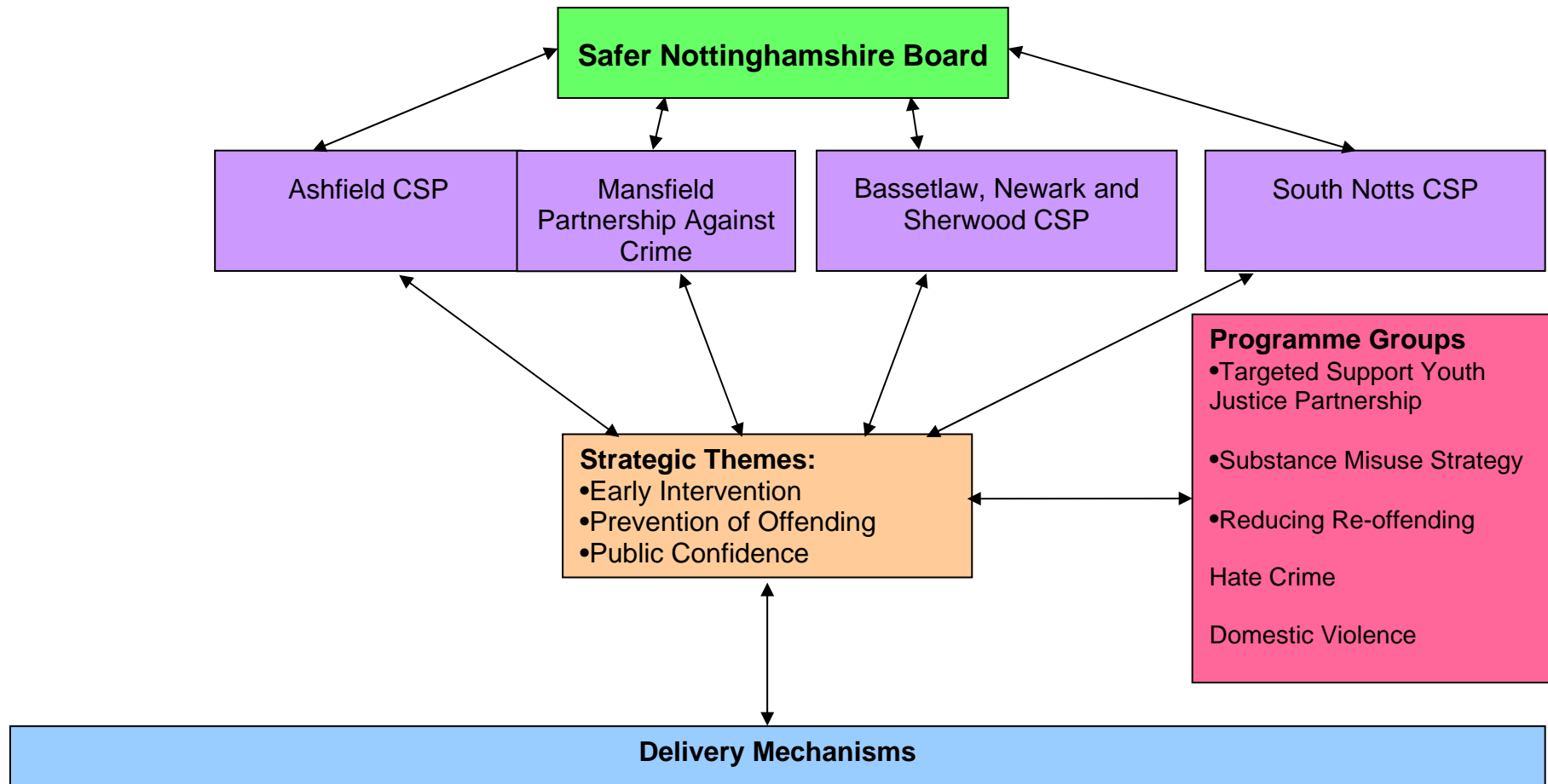
Leadership Structures

The Home Office in its publication 'Delivering Safer Communities' outlines the statutory requirements of leadership structures, which are:-

- Community Safety Partnerships lead on the identification, through their strategic intelligence assessment (SIA) process, of local crime, disorder and substance issues, including those issues of most concern to their local communities.
- Community Safety Partnerships are also required to prepare local strategies and action plans to address those issues. In Nottinghamshire, it has been agreed that each Community Safety Partnership SIA will be completed in November each year, with a six month review in May. Community Safety Partnership strategies and action plans are reviewed on an annual basis.
- **A county wide strategic group** is required and its primary role is to ensure the delivery on the shared priorities and prepare a community safety agreement.

Nottinghamshire will implement collective leadership through the following model

Safer Nottinghamshire Board: Delivering Through Collective Leadership 2012-15



The Safer Nottinghamshire Board will be the lead body for the development and delivery of strategies and action plans aimed to achieving the priorities identified in the Nottinghamshire County Strategic Assessment.

Role of SNB Champions

SNB will further develop its role through the establishment of Board members as “Champions” for specific themes. This role will entail commissioning a briefing from the theme lead in the partnership and from any local experts within their own organisation to get an understanding of the key issues on:

- performance
- funding
- resourcing
- strategic approach
- delivery plans etc.

Champions will:

- reflect on the National frameworks and guidance and consider how all of this fits into local service delivery, identifying blockages and opportunities.
- commission or review the problem profile and also review best practice nationally.
- determine what needs to be considered by the Board for debate and decision and ensure that this aligns with the planning cycle and the strategic assessment process.
- be available to the theme lead and give them guidance and direction to progress the strategic intent.
- ensure they have an up to date briefing on the theme strategy, its progress, risks to delivery and performance outcomes across the County ahead of each SNB meeting.

Themes which have benefited from having an identified Champion are:

- Domestic violence and abuse
- Violent crime
- Reducing re-offending
- Anti-social behaviour
- Substance misuse
- Youth issues
- Hate crime

Other Key Leadership Linkages

The Safer Nottinghamshire Board needs to ensure that effective linkages are in place with:

- Nottinghamshire Police & Crime Commissioner

- Nottinghamshire Criminal Justice Board
- Children's Trust Board
- Health and Well-being Board
- Local Economic Partnership.

Problem Profiles and Action Plans

Problem Profiles provide a greater understanding of established and emerging crime or incident series, priority locations and other identified high risk issues in an area. Action Plans describe the interventions that will be delivered to achieve measurable outcomes for local communities. In order to ensure that these outcomes are achieved, high quality evidence based problem profiles for the fifteen priority areas will be developed.

Performance Management, Analysis and Information Sharing Protocols

The Board has delegated its comprehensive performance management functions to the Performance Group. This Group is tasked to provide a summary of performance to the Board at each Board meeting together with any exception reports around areas of poor performance or areas of concern in order that the Board is then able to take key decisions, and areas of excellent/effective performance for the Board to note.

The Board has adopted a community safety information sharing protocol which ensures full sharing of information in Nottinghamshire.

Resource Management

Community Safety Partnerships are responsible for the effective use of resources at the local level.

The Safer Nottinghamshire Board is responsible for the effective use of county wide resources. including in 2013/14 funding from the Police and Crime Commissioner. In order to achieve this, clear budget reporting and procurement and commissioning processes will be put in place, based on accountable body financial regulations. The Board will have overall responsibility for ensuring these processes work effectively, although commissioning and day to day management of resources will be delegated to the Performance Group and other relevant structures.

REPORT OF THE LEADER OF THE COUNTY COUNCIL**FREEDOM OF INFORMATION ACT AND ENVIRONMENTAL INFORMATION REGULATIONS UPDATE****Purpose of the Report**

1. To update Policy Committee on the Council's discharge of its duties under the Freedom of Information Act 2000 and Environmental Information Regulations 2004.

Freedom of Information Act and Environmental Information Regulations

2. The Freedom of Information Act 2000 (FOIA) and Environmental Information Regulations 2004 (EIR) place the Council under a duty to respond to requests for information (unless an exemption applies) and to be proactive in making as much information as possible publicly available.
3. The Council publishes guidance on its website advising the public how to access information under the FOIA and EIR. The Council has adopted the Information Commissioners Model Publication Scheme which sets out the classes of information that are routinely published; this is also published on the website. The Scheme is currently being reviewed with a view to updating it and making more information routinely available for the public
4. In the period 1st April 2012 – 31st March 2013 the total number of requests received was 826 compared to 925 for 2011- 2012, a reduction of 11%. Of the requests received 47% were from members of the public, 18% were from businesses, a third of which related to procurement information, and 13% were from the media covering a variety issues. The subject matter is extremely varied including requests about staff salaries, safeguarding in social care, intestate estates administered by the Council, and road condition surveys.
5. In the majority of cases the information requested was released. In some instances an exemption was applied with the Council withholding some information, in 2012-13 an exemption was applied to 100 requests (12.1%) and some of the information withheld. The majority of exemptions relate to third party information or matters that are commercially sensitive.
6. The number of requests received in 2012-13 that were responded to within the timescale of 20 working days was 81.4%; this is an improvement on 2011-12 when the figure was 71.7%.The Information Commissioners Office response standard is 85% in timescale.

7. For the year 2012-13 there has been one complaint referred to the Information Commissioners Office alleging that the Act has not been applied correctly. The Council is currently waiting to hear the outcome of this complaint.
8. The Council publicises a substantial amount of information on the public website (e.g. spending on goods and services over £500, senior officer salaries, members expenses) to enable greater transparency and efficiency. The Council is looking at how more information can be published to reduce the number of FOI and EIR requests and will be working with all departments to achieve this during 2013-14.

Statutory and Policy Implications

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

RECOMMENDATION/S

1. It is recommended that the Policy Committee notes the content of the report and the progress that is being made in responding to FOIA and EIR requests within the timescales.

Leader of the Council

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

Constitutional Comments (SG 23/04/2013)

The Committee is the appropriate body to decide the issues set out in this Report. The Committee has responsibility for Information Governance under its Terms of Reference.

Financial Comments (SEM 17/4/13)

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

Background Papers and Published Documents

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

Electoral Division(s) and Member(s) Affected

All

REPORT OF THE LEADER

TRANSLATION AND INTERPRETATION SERVICE PROPOSAL

Purpose of the Report

1. To seek approval for The Language Shop to provide translation and interpretation services for the County Council.

Information and Advice

2. The need to deliver translation and interpretation services in a different and more efficient way was first identified back in 2009. Alternative delivery options were not progressed for a variety of historical reasons until a shared service with Nottingham City Council was actively explored with approval from Policy Committee in the autumn on 2012. This was unfortunately not able to go ahead at the current time.
3. The existing in house translation and interpretation service requires significant investment to implement efficient back office processes, estimated as a one-off cost of between **£100-200k**. This is to achieve changes in workflow, develop an online system and review the terms and conditions of interpreters and translators.
4. Ongoing staff and running costs are additional and represent a minimum of **£55,000** a year. This amount would increase considerably if a full-cost recovery model was implemented.
5. There is no budget identified to make the necessary improvements to service. Even if budget could be found, this would not represent good value for money because:
 - If the service operated a full cost recovery model it would not meet its costs;
 - Delivering a financially sustainable service for the future is reliant on delivering translation and interpretation jobs for external customers (as the volume of work from the County Council itself is relatively small); and
 - It is becoming harder to maintain external business and very challenging to increase this due to an increasingly competitive marketplace (most councils have already ceased to provide an in-house service in favour of commissioning translation and interpretation).
6. Since the last Policy Committee update in February 2013, alternative options for delivering translation and interpretations services have been explored including: operating a mixed

model; establishing a shared service with another public sector provider; commissioning a private sector provider; and commissioning a public sector provider.

7. After considering all the options, the recommendation is to commission The Language Shop to provide translation and interpretation services on behalf of the County Council. The Language Shop is part of the London Borough of Newham and has over 20 years experience providing translation and interpretation services to the public sector. It is quality assured through Investors in People, the Charter Mark for Customer Service Excellence and is in the process of securing ISO 9000 accreditation. The Language Shop has a proven track record of successfully providing translation and interpretation services to a range of public sector providers in the London area and is looking to expand its business model into other regions.
8. This option is recommended because the Council would make savings whilst receiving an improved service compared to the current in-house provision. Specifically:
 - It represents best value for money
 - It will deliver an improved quality of service and customer experience
 - It will support local translators and interpreters (all will have the opportunity to apply to work for the Language Shop)
 - It is a low risk option for the Council
9. See **Appendix A** for full details of the proposal, along with a benefits and risk analysis. Under the proposal Council departments would pay the same overall amount for translation and interpretation under the contract with The Language Shop. The overall average payment to translators and interpreters would be comparable to their current rate of pay.
10. The Language Shop would be commissioned for an initial one year contract. Based on the volume of translation and interpretation work in 2012-13, this represents **£107,500** of work which would be commissioned. The Language Shop is on the HealthTrust Europe framework, which means a direct contract award could be made and there would be no need to undertake a procurement exercise to select a supplier. There is likely to be a fee for the use of HealthTrust Europe's framework which is estimated at approximately 1% of the contract spend.
11. In Year 1, a one-off transition fee which is estimated to be no more than £20,625 would be needed for the service to be transferred to The Language Shop (e.g. setting up access to the online portal and implementing payment arrangements). This would be met through the in-house staff salary cost saving of £55,000. In addition, from the same saving, Communications and Marketing would pick up the cost of The Language Shop to manage and deliver the service, which is also estimated to be no more than £20,625.
12. In Year 2, Council departments would need to pick up any management and delivery fees applied thereafter. If the contract was extended it is expected that The Language Shop would reduce the management and delivery cost by finding further efficiencies (e.g. through bulk bookings). This means the potential for Council departments to make savings on translation and interpretation are likely to increase in future.

13. The proposal would achieve **a minimum of £13,750 cashable savings in Year 1 and £55,000 cashable savings in Year 2**. Additional non-cashable savings would also be made by stopping back office activity relating to ceasing the in-house service. This includes: manual processing of payments to interpreters; processing of invoices, credit control and cash flow; and management costs of running the service.
14. The following stakeholders would be affected:
- Two Council employees
 - the staff currently running the service would potentially be put at risk.
 - 121 translators and interpreters
 - the vast majority would be likely to work for The Language Shop (facilitated through a simple application process) and would receive a fair work allocation for jobs in Nottinghamshire, supporting their future engagement.
 - County Council staff who use the service
 - requests for jobs would be done online instead of by telephone or email (supporting channel shift); a single point of contact telephone helpline to The Language Shop would be still available; improved out of hours service (24/7 online portal not reliant on office hours); and better management information.
 - External organisations
 - adequate (3 months) notice would be given and they could choose to use The Language Shop.
 - People of Nottinghamshire (end users of the service)
 - an Equality Impact Assessment has been produced and no negative impact is anticipated.
15. It should be noted that The Language Shop is developing proposals (subject to approval) to become a trading organisation which complies with the Localism Act 2012. In the first instance this would mean establishing the Language Shop as a company which is 100% owned by the London Borough of Newham. Longer term, The Language Shop's aspiration is to develop a co-operative model that would involve all stakeholders (including buyers, direct employees and freelance interpreters/translators).

Recommendation

- i. Commission the Language Shop to provide translation and interpretation services on behalf of the County Council for an initial twelve month contract.

Councillor Alan Rhodes
Leader Elect of the Council

For any enquiries about this report please contact: Clare Yau, Marketing and Engagement Group Manager, telephone: 0115 9773851. E: clare.yau@nottscc.gov.uk

Constitutional Comments [EP 22/03/13]

1. The recommendation in the report falls within the remit of the Policy Committee. Any contract entered into with The Language Shop should be in a form approved by the Group Manager Legal and Democratic Services.

Financial Comments [RWK 22/04/2013]

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

HR Comments [AB 29/4/13]

3. During the transition phase issues relating to TUPE will need to be considered. Transition arrangements would need to be implemented in accordance with this legislation.

Background Papers

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

Electoral Division(s) and Member(s) Affected

All

Appendices

Appendix A – Proposal document

Proposal to commission The Language Shop to provide translation and interpretation services

What is The Language Shop?

The Language Shop is the name of the London Borough of Newham's award winning translation and interpretation service, which is widely considered to be the leading public sector provider. It has obtained a Charter Mark for customer service excellence, has been accredited with Investors in People for over a decade and is currently working towards the ISO 9000 quality mark.

Only 9% of The Language Shop's business comes from the London Borough of Newham. It has an annual turnover of £3m and has successfully applied to be on a number of national procurement frameworks. It has a proven track record of delivering services to a range of public sector organisations in the London area. For example, it successfully delivers to a range of public sector organisations including the London boroughs of Barking and Dagenham, Redbridge, Tower Hamlets, Waltham Forest, Enfield; and local NHS organisations including the East London Mental Health Foundation Trust and North East London Foundation Trust.

The Language Shop is currently exploring alternative models of delivery as part of local transformation and service planning initiatives within the London Borough of Newham. As part of this review, it is seeking permission (June 2013) to establish a trading company to approve The Language Shop's business plan to become a limited company 100% owned by the London Borough of Newham. This will remain the case for at least twelve months and then longer term shares may be divested to employees working for The Language Shop as part of a cooperative model, with the London Borough of Newham and possibly other council stakeholders retaining some shares and therefore say in how the company is run.

The Language Shop operates a full cost recovery model. It considers itself an ethical supplier which upholds public sector values in terms of fair pay to its workers, serving the needs of public sector organisations and not being profit driven (providing good value for money in terms of what it charges).

Background

The existing in house service requires significant investment to implement efficient back office processes, estimated as a one off **cost of between £100-200k**. This is to achieve changes in workflow, develop an online system and review the terms and conditions of interpreters and translators. This cost would be in addition to existing running costs.

The current costs of running the in-house service are:

<i>Cost type</i>	<i>£Amount</i>
Staff costs (includes basic salary with annual on-costs at 28% for National Insurance and Pension contributions)	£55,000
Cost to Council departments for translation/interpretation (includes mark up fees)	£107,500
Total:	£162,500

This cost would increase significantly if a full cost recovery model was introduced.

Proposal

Commission The Language Shop to provide translation and interpretation services on behalf of Nottinghamshire County Council for a 12 month contract.

The contract start date aimed for would be 1 January 2014, subject to the length of time needed to implement the transition. See the outline timeline at the end of this document for more information.

Scope

The Language Shop would provide the following range of services to meet the County Council's needs:

- 24/7 face to face spoken language
- Telephone interpreting
- 24/7 translation of written word into alternative languages
- Braille translation

British Sign Language (BSL) interpreting is out of scope as this is covered by a separate three year contract.

Contract value

The total value of the contract is estimated to be **£107,500**

This is based on work undertaken for the County Council between April 2012 and March 2013 (last financial year) and comprises of:

- 2,082 interpretation and translation jobs with a total value of £106,500 (1,695 interpretation and 387 translation jobs).
- 10 Braille jobs with a total value of up to £1,000.

Savings

Commissioning the Language Shop is expected to achieve **a minimum of £13,750 cashable savings in Year 1 and a minimum of £55,000 in Year 2.**

Year 1

The main saving is the in-house staff cost of £55,000.

In Year 1, this saving is offset against:

- A one-off transition fee for The Language Shop to transfer the service, estimated to be £20,625 (equivalent to 37.5% of the in house staff cost).
- The fee charged by The Language Shop for managing and delivering the service - estimated to be £20,625 (equivalent to 37.5% of the in house staff cost).

The Communications and Marketing team currently delivers the in-house translation and interpretation service. It would cover these costs in Year 1, resulting in a **NET saving of £13,750.**

Year 2

The main saving is the in-house staff cost of **£55,000.**

In Year 2 and thereafter, Council departments would need to pick up any management and delivery fees applied.

If The Language Shop's contract was extended it is expected that the management and delivery cost charged would be reduced by finding further efficiencies (e.g. through bulk bookings). This means **the potential for Council departments to make savings on translation and interpretation work are likely to increase.**

Points to note

Savings have been described in the context of Year 1 and Year 2, so savings represent a full year (12 months). It is worth noting that the contract implementation date proposed is 1 January 2014, which would mean the Year 1 saving would be split over two financial years (a 3 month saving in 2013-14 with the rest being realised in 2014-15).

A range of **non-cashable savings** are also expected to be made by stopping back office activity relating to ceasing the in-house service. For example:

- manual processing of payments to interpreters
- processing of invoices, credit control and cash flow
- management costs of running the service

Other benefits

In addition to the savings outlined above, the advantages for Nottinghamshire County Council are substantial and include:

- Best value for money
 - No need for costly investment in the existing in-house service to recover costs and further develop the service to remain financially stable on an ongoing basis
 - Significant cashable and non-cashable savings (as outlined above) – through improved back office efficiency (online ordering, standard costs etc)
 - A reduced cost to Council departments for ordering translation and interpretation in Year 1 (with Communications and Marketing picking up the management and delivery cost of the service)
 - Savings on procurement costs as the contract award can be done through an existing framework
 - Supports channel shift – online ordering and customer portal (easy to use out of hours etc)
 - Some knowledge transfer – expertise and knowledge gained from the Language Shop to support the Council's equalities agenda
- Improved quality of service and customer experience
 - Same quality checks (e.g. security checks will be undertaken in line with prevailing DBS guidelines and best practice)
 - A single point of contact telephone helpline for Council staff
 - Quicker and more convenient ordering through availability of 24/7 online portal
 - Improved out of hours service through 24/7 portal
 - Better management information – e.g. regular performance reports and easier to understand costs through standard payments
 - Improved performance management of translators/interpreters
 - Improved two-way feedback mechanisms
- Supports local translators and interpreters
 - Supports the continued future engagement of local translators and interpreters - all would have the opportunity to apply to work for the Language Shop, which may increase the availability of potential future work from other organisations for which the Language Shop delivers

- Translators and interpreters would receive a comparable rate of pay from The Language Shop compared to what the Council currently pays – the savings outlined in the proposal are by improving ‘back-office’ efficiency and not by reducing their rate of pay
- Translators and interpreters would receive additional benefits from The Language Shop (e.g. access to a specially designed Continuous Professional Development programme)
- The Language Shop positions itself as an ethical supplier, committed to the well-being of their interpreters (e.g. its interpreters have access to professional counselling and advice)
- Opportunity to have a potential future stake in The Language Shop (e.g. through a co-operative model)
- Low risk to the Council
 - Language Shop has a proven track record of delivery
 - Exploration of 3 month break clause provision in the contract
 - Removes existing risk resulting from historic arrangements with translators and interpreters
 - Possible opportunity to have a future stake in governance of The Language Shop (e.g. an influence over how it is run) if desirable
 - Contract can be awarded quickly as The Language Shop is part of two national frameworks – no need for a long tender exercise
 - The Language Shop will also offer a service to any local residents and partners wishing to use its service

Risks and impacts

There are a number of risks and impacts for Nottinghamshire County Council to consider.

Risk	Mitigation
Complaints/challenge around the proposed contract	Effective information and engagement. Follow appropriate Legal and HR advice/processes.
Issues arising from historic arrangements with translators/interpreters	Follow appropriate Legal and HR advice/processes
Local translators/interpreter choose not to work for The Language Shop	Low risk based on experience of The Language Shop delivering services for other local authorities (e.g. 95% transfer rate for London Borough of Hackney’s existing interpreters/translators). Support translators/interpreters with application process.
Costs increase for translation/interpretation	Fixed prices comparable with existing costs for contract duration
Quality of service declines	Contract management and consideration of 3 month break clause
Language Shop fails to deliver contract	Contract management and 3 month break clause. Nottingham City Council’s Language Solutions service could be used as a potential contingency to deliver work on a short term basis. Low risk due to The Language Shop’s proven track record of delivery. Two references relating to The Language Shop’s performance have been followed up and they confirm a positive experience. The charging model reflects the small amount of additional resources needed by The Language Shop to deliver the contract – it involves mainly using or

	expanding existing resources.
Two in house staff placed at risk	HR support processes (e.g. redeployment, redundancy etc)
Complaints from external customers currently using the in-house service	Good communication and 3 month notice period to allow an alternative provider to be found
Affects Nottingham City Council's translation and interpretation service	Consultation with the City Council to ensure any necessary partnership working arrangements are formalised and included in the contract. Any issues arising to be discussed as part of ongoing contract management
The contract has a disproportionate or negative affect on stakeholders, including the end service user	Due consideration given through an Equality Impact Assessment (EIA), no negative impact anticipated to end service users
The Council's reputation is affected/damaged	Low risk – mitigate through effective communication, consultation and the EIA.
The Language Shop no longer qualifies to be on the HealthTrust Europe framework	If The Language Shop becomes a company limited by shares 100% owned by the London Borough of Newham, it is anticipated that it will remain compliant to the conditions of the framework agreement as a public sector owned organisation.

How would it work in practice?

Contract management:

- By Communications and Marketing (Group Manager, Marketing and Engagement) in partnership with Procurement
- Quarterly face to face/video conference meeting with The Language Shop
- Monthly performance report provided by The Language Shop
- 3 month break clause provision included in contract

Ordering of translation and interpretation services:

- Council staff would do this through the Language Shop's online portal/website
- The Language Shop to arrange all bookings, logistics, processing and payments

Fees and charges:

- A fixed charging model will be used for the duration of the contract – this will include:
 - a one-off fixed transition fee for transferring the service
 - a management and delivery cost
 - standard costs for providing interpretation and translation
- The average cost of a translation/interpretation job will be comparable to the current costs
- In Year 1, Council departments would only be charged for the cost of the job (paying the interpreter/translator) with Communications and Marketing picking up the management and delivery cost

Payments:

- The Language Shop would provide one single monthly invoice to Nottinghamshire County Council with 30 day payment terms
- An electronic file would be provided to the Council, containing a breakdown of jobs so effective internal recharging of departments can take place
- Internal recharges would be done by the Business Service Centre

Local translators and interpreters:

- Would need to apply to work for The Language Shop
- Fair allocation of jobs managed through the online system
- Performance management undertaken by The Language Shop
- Paid using standard rate cost model – expected to be comparable pay overall to what the Council’s in-house service would have paid them
- Paid by BACS monthly by The Language Shop
- Access to the bespoke CPD programme to be established by The Language Shop
- Possible future opportunity to have shares in The Language Shop as part of co-operative model

Timescale

The transition to the proposed contract implementation is estimated to take 3-6 months, to allow enough time for:

- Political approval
- Consultation with all stakeholders
- Local translators/interpreters to apply to work for The Language Shop
- Cost model to be finalised
- Payment processes to be set up
- Contract finalisation
- Appropriate HR and legal processes to be followed
- Appropriate notice to be given of the changes

An outline of the proposed anticipated timeline if this proposal is approved is shown below:

9 May	JCNP (PPCS) union meeting – update to be provided
22 May	Policy Committee decision on whether the proposal can be taken forward
23 May onwards	Key stakeholders informed of Nottinghamshire County Council decision
Late May to end of June	<ul style="list-style-type: none"> • Consultation conducted with 2 affected employees • Briefings held with translators/interpreters • Update given to external clients
1 July	<ul style="list-style-type: none"> • Internal communication – latest update. • 3 months notice formally given to external clients (cease external service 27 September). • Contract drafted. Practical details to be agreed including payment mechanism to The Language Shop and process for how dept budgets will be recharged.
7 August	JCNP (PPCS) union meeting – update to be provided as required
August	<ul style="list-style-type: none"> • Consultation results communicated • Contract finalised and signed • Transition plan to be finalised
27 August	<ul style="list-style-type: none"> • No further external work undertaken (reduces processing etc) • Council work continues
September	<ul style="list-style-type: none"> • Transition plan implementation in partnership with The Language Shop • Translators and interpreters apply to work for The Language Shop • The Language Shop deals with applications, queries and arranging DBS checks for local translators/interpreters
October	<ul style="list-style-type: none"> • Translators and interpreters apply to work for The Language Shop – continued

	<ul style="list-style-type: none"> The Language Shop deals with applications, queries and arranging DBS checks for local translators/interpreters - continued
6 November	JCNP (PPCS) union meeting - – update to be provided as required
1 January	Implementation date – Language Shop delivers the service for 12 months (until 31 December 2014)
September/ October	Decide whether to continue/extend contract with The Language Shop or commission an alternative organisation

Next steps

If Policy Committee gives approval for translation and interpretation services to be commissioned, the following will take place:

- Appropriate consultation with all stakeholders will take place as part of managing the transition to the new arrangements with The Language Shop.
- Detailed contract discussions will take place before finalising the contract.
- Progression of the timetable outlined above.

REPORT OF THE LEADER OF THE COUNCIL

ANNUAL STRATEGIC PERFORMANCE REPORT 2012/13

Purpose of the Report

1. This report outlines how the council has performed against its strategic objectives and agreed priorities during the financial year 2012/13.

Information and Advice

2. The County Council is primarily accountable to the people of Nottinghamshire for the services that it provides and for the improvements that it makes.
3. The Strategic Plan 2010 – 2014 sets out the County Council's promises to the people of Nottinghamshire and the priorities to be achieved over the four year life of the Plan. It lists the activity that the Council will take to deliver on each priority and the outcomes that will be sought.
4. As part of the Council's governance arrangements, Members receive regular reporting on progress delivering the Strategic Plan priorities and activities relevant to each committee's terms of reference.
5. The Policy Committee is responsible for considering the overall performance of the Council including progress against the Strategic Plan. The Annual Strategic Performance Report sets out:
 - activity undertaken from April 2012 – March 2013 that advances the priorities set in the Strategic Plan
 - progress made from April 2012 – March 2013 against the key measures of the Strategic Plan and areas where further progress is required.
6. A copy of the Annual Strategic Performance Report is attached as an appendix to the report.

Other Options Considered

7. None.

Reason/s for Recommendation/s

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

Statutory and Policy Implications

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

RECOMMENDATION/S

It is recommended that

1. the policy committee note the Annual Strategic Performance Report.

Councillor Alan Rhodes
Leader of the Council

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

Constitutional Comments (SG 14/05/2013)

10. This report is for noting only and no Constitutional Comments are required.

Financial Comments (SEM 14/05/2013)

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

Background Papers

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

Nottinghamshire County Council Strategic Plan 2010 - 2014

Electoral Division(s) and Member(s) Affected

All



**Nottinghamshire
County Council**

Annual Strategic Performance Report

2012/13

Introduction

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

This annual report tells you about our progress in the 2012/13 financial year against our five priorities for Nottinghamshire, as detailed in our [Strategic Plan 2010-2014](#).

It includes examples of the work that we have done from April 2012 to March 2013 and of our successes so far, as we work towards our four year goals. We also identify areas we need to continue our efforts to improve on in the final year of our plan.

Summary

Our priorities are:

to foster aspiration, independence and personal responsibility – Priority A

This year we have helped more people live independently through a range of services that give them greater control and choice. We introduced a new operating model for Children's Social Care during 2012 which further strengthens our safeguarding arrangements. We have spent £20m improving 86 of our school buildings with 33 now completed. We need to build on the work we've done this year to improve the number of people who feel able to influence our decision making processes.

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

Over the past year we have agreed the Nottinghamshire Growth Plan, setting out how growth and jobs can be stimulated and must now ensure it is achieved. We have developed and invested in our infrastructure including the commencement of advanced works on

the A453 and completion of the new bus station in Mansfield. We have more to do to improve our minor roads and have invested an additional £1m to repair our roads next year. We are working to manage our waste, including the preparation of a Joint Waste Core Strategy with Nottingham City Council.

to make Nottinghamshire a safer place to live – Priority C

We have been working with our partners to make Nottinghamshire safer. In the last year, we have reduced crime overall and ensured that our residents feel safer. We have implemented a number of successful road safety campaigns leading to a reduction in the number of people killed or seriously injured on our roads. We are closely monitoring our recently developed Multi Agency Safeguarding Hub to assess how it is progressing and its effectiveness at protecting vulnerable adults and children in the county.

to secure good quality, affordable services – Priority D

This year we delivered savings of £43m whilst ensuring improvements were made to our services. We have invested in our services to meet customer needs with high profile schemes such as the 'Local Lend a Hand' mortgage support scheme. We have built on the success of the 2012 Olympics through grant support for local support clubs – awarding over £1.5m in grant funding.

to be financially robust and sustainable – Priority E

We have improved our procurement practices and made changes to the way we use our buildings. We recognise that more needs to be done to ensure our invoices are being paid on time and to further improve our business processes and systems.

Priority A: Fostering aspiration, independence and personal responsibility

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

Sometimes as people age and become frail they have falls or periods of ill health, which can result in them going to hospital. This can be an anxious and confusing time - made harder because a person is not at home. They can quickly lose their confidence and find it hard to manage the basic tasks of everyday living that make them independent.

The Short Term Assessment and Reablement Team (START) offers a fast and effective service which enables people to be discharged from hospital at the right time and reduces delays. The service has been developed to include professionals with the right skills who work together, to ensure that people get the right support at the right time so that they can choose to live independently. **This year the service has helped around 2,300 people, which is increasing by 10% year on year.**

The County Council has been working over the last year to change the way this support is delivered. Occupational therapists now work with our reablement support workers to share their professional knowledge and support. This provides our support workers with the confidence to know when to stand back and let people do tasks for themselves. This is crucial culture change in moving away from older notions of 'doing for', which can encourage dependence.

The key measure of our success is whether, following reablement, service users can live independently and require either no further support or a reduced level of support. **Performance for 2012/13**

is well above the target of 65%, with 77% of service users benefiting from this assistance and requiring less ongoing support.

In 2012/13 we have developed a range of Reablement services including specialist Mental Health and Physical Disability Services – these are relatively new, but the impact has been positive. **In Mental Health reablement there has been over 550 referrals – over 60% of people required no further involvement and only 11% required ongoing longer term services. 43 people received Physical Disability reablement services this year.**

During support planning, we ask service users and carers to identify which personal outcomes are most important to them. **At review, 95.8% felt that the support had fully or partly met their most important outcomes, a good indication that staff are working well with service users to reach clear and achievable outcomes in most cases (Aug-Dec 2012).**

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

The Living at Home (LAH) programme was 'relaunched' in late 2012 and coordinates 6 projects to enable older people to live at home safely for longer; reablement services, joint working with health, the development of care and support centres, assistive technology, extra care and demand management.

As part of this programme, road shows have been undertaken with staff in Older Adults services to challenge the way we work, achieve cultural change and develop a greater focus on promoting independent living, and reduce the demand for residential care.

Similar work is planned for staff in Younger Adults Services and work has already commenced with commissioning staff to focus on 'just enough' support.

During 2012/13 we are also worked to deliver a more flexible and efficient service by training all community care officers to undertake both social care and occupational therapy assessments. It is anticipated this will reduce the need for visits by more than one member of staff.

Improve the quality of school buildings

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

During 2012/13 we invested £20m improving 86 schools across the County. Work on 33 schools has been completed and work on those outstanding will continue into 2013/14. Delays with these projects were primarily due to the detailed and sometimes intrusive surveys required to fully inform the works required and the programming and extended working necessary to ensure all schools are kept operational. Major projects include the Grove School in Balderton and West Bridgford Infants School where work was undertaken during the summer holidays to make repairs and improve the quality of the buildings. The programme is prioritised to address schools in the worst condition first and is therefore making significant advances in ensuring all school buildings are fit for purpose .

We also successfully bid for government funding to make major improvements to our schools through the Priority School Building Programme. In May 2012, the Secretary of State announced that we had been successful in securing this funding for 15 Nottinghamshire schools. Despite this being fewer schools than our

original bid, we had the most successful bid in the country with more schools accepted than any other local authority.

Improve the life chances and achievements of children and young people

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

Over the last year the County Council has been able to offer apprenticeships to more than 50 young people in the county. This has provided a platform for them to progress through gaining a qualification whilst learning new skills, meeting new people and experiencing the world of work. Some have already gone on to secure jobs within the Council, others have found employment with local Nottinghamshire organisations and many others have gained the confidence to go on to higher education.

One of the key measures of achievement is the percentage of pupils achieving five or more GCSEs Grade A*-C including English and Mathematics. Results for 2012 show that, for the first time, Nottinghamshire's outcomes are better than the national average. 60.6% of Nottinghamshire pupils achieved five good GCSEs including English and Mathematics (an increase of 3.0 percentage points from 2011) compared to 59.4% nationally (which saw an increase of 0.4% from 2011).

To give children and young people the best possible life chances, our Education Improvement Service has worked with one special school and six primary schools which Ofsted judged to require special measures and with 4 primary schools judged to have serious weaknesses or given a notice to improve. As a result 2 of the 6 primary schools no longer require special

measures and 1 school with a notice to improve has now improved and was judged as requires improvement. The other schools in Ofsted categories of concern are all making appropriate improvement. We support head teachers brought in as advisors by the Department of Education (because of their track record of high performance and leadership) to develop and implement improvement plans. These plans are monitored and the progress of each school checked prior to further inspection.

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

A key measure of progress is the gap between the attainment of pupils eligible for free school meals and those not eligible, at age 16. The gap has reduced to 31.8% (from 34.3% in 2010/11), just missing our target of 31%. Subsequently we have held a Listening Activity to gain an insight into the views of vulnerable pupils and their parents/carers. The feedback from this will help to inform the way we work to further improve children's examination outcomes and life chances.

The continuing increase in the uptake of paid and free school meals to 44.4% and 74.5% respectively contributes to the learning as well as the health and wellbeing of pupils. Despite above inflationary increases in food prices through operating efficiencies the school meal price at £2 has been held for the past 4 years; which for a two course nutritious and healthy meal is considered excellent value.

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

We have worked over the last year to reinforce our commitment to work with the voluntary sector in a number of ways, including reviewing how we work together.

To support our Living at Home Programme and to improve our preventative services, over the last year we have been working in partnership with voluntary sector organisations, such as Age UK and the Alzheimer's Society.

In May 2012 we established a committee of councillors - the Grant Aid Sub Committee - to specifically oversee our work with the voluntary sector and local community. Throughout 2012/13 we have supported over 129 voluntary and community groups and for the majority of these, have committed funding for a three year period. In order to further maximise the use of the Grant Aid budget for 2012/13, we are working with the Big Lottery to develop a programme of support and funding for struggling voluntary groups across the county. We have allocated £94,000 from the Grant Aid budget to support this programme.

We have continued to provide core funding for the Greenwood Community Forest partnership, which works with local voluntary groups to enable Nottinghamshire's communities to create, care for and to use woodlands and other high quality accessible green spaces in a sustainable way that benefits the environment, landscape and the local economy.

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

Increasing community involvement is important to ensure that people are able to be involved in the services that affect them and the way in which they are delivered. Over the last year, we have sought to increase involvement through a number of ways.

We have been working to launch Healthwatch in Nottinghamshire and consulted widely with the voluntary and community sector to shape this. Healthwatch is the new independent consumer champion created to gather and represent the views of the public. Healthwatch Nottinghamshire takes on the work of the Local Involvement Networks and also represents the views of people who use services, carers and the public.

In March, Healthwatch Nottinghamshire was formally established as an independent social enterprise and will be launched in April 2013.

This year we also launched the Lengthsman Scheme to enable local communities to employ a local person to carry out some of our services such as clearing drains and grass cutting. This has now been extended and next year, a total of 39 town and parish councils are to participate in the pilot scheme.

We have also sought community involvement in shaping the services to be prioritised by the Government. In May 2012, we launched the Superfast Broadband campaign aiming to get 5,000 public pledges by October 2012 to ensure that broadband infrastructure work in rural areas is prioritised by the Government. Residents and businesses have shown their support and the campaign not only exceeded the 5,000 pledges we sought,

but has since managed to secure just short of 5,700 pledges

A key measure of progress is the proportion of people that feel they are able to influence decisions in their local area. This was measured in our Annual Residents Survey in October 2012 and showed that 36% of people agreed that they could influence decision making. This has remained the same as compared to our last two Citizen's Panel surveys and is below our target of 37%. We recognise that we need to do more to increase this and will continue the work started this year to ensure we are involving our residents and listening to them when making decisions about the way that our services are shaped and delivered.

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

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

A Carer is often an unpaid person who looks after a friend or relative of any age with a physical or mental illness or disability, frailty or an addiction who needs support to live at home. In practical terms, this could be a spouse, partner, parent, child, relative, friend or 'Good Samaritan'. At the last Census in 2011, 90,698 people identify themselves as carers in Nottinghamshire.

During 2012-13 we have worked to improve our support for Carers to remain independent and help inform them to make positive choices about their lives. Performance in relation to Carers receiving a separate assessment

of their own requirements has improved with a provisional 27.4% having received this service against a target of 30%. However, action is being taken to improve our performance, through improved analysis and comparison of the data and to enhance the Carer experience, through improved communications with clearer benefits.

Overall, satisfaction amongst service users remains broadly similar to 2011/12, above the national average. Service users who feel they have control over their daily life rose slightly to nearly 80%, and over 90% of service users said that their services made them feel safe and secure, a significant improvement of over 15%.

There has been a major project to modernise internal day services by developing an intergenerational model of care providing for all service user groups within multipurpose buildings. In 2012 the national user survey showed satisfaction levels of 80-90% for people using the day services.

We currently support over 600 people with Learning Disabilities in Supporting Living environments, and in the last twelve months have moved 37 people from residential setting to independent living. There are now 79% of service users with a Learning Disability living with family or in their own homes, an increase of 10% from 2011/12.

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

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

progression routes towards achieving paid employment.

We have extended the funding of the i-work team for another two years to support 153 people to find paid employment over the next two years, which could save the authority up to £520,000 in day services costs.

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

Promote Nottinghamshire as a place to do business and invest

Nottinghamshire County Council takes economic growth seriously and recognises the potential of the county's business community to grow and create new jobs and wealth.

In the last year, a Growth Plan for Nottinghamshire has been developed setting out how economic growth and crucially more and better quality jobs can be stimulated. There has been extensive consultation on the plan which takes into account a wide range of responses received from businesses; business support organisations and stakeholders on what the priorities for growth in the county should be. Promoting key economic priorities collectively provides a stronger voice at local, regional and national level for further investment in Nottinghamshire.

We have also been working towards ensuring that 66,702 premises across the County are able to connect to a next generation broadband network, providing a platform for future economic development and regeneration. The County Council is investing 2.5m and has secured a total of £8.5m of public funds for this project, demonstrating our confidence in the economic future of Nottinghamshire. We are working towards completion of the project by the end of 2015 with the first communities expected to get access to the next generation broadband from early 2014.

In December 2012, 6.6% of people aged 16-64 in Nottinghamshire were self-employed, which falls short of our target of 8.2%. This is also worse than the average for England at 9.8%. We are currently commissioning activity to support start-up businesses and entrepreneurs, worth £85,000 over the

next 12 months. It is anticipated that at least 150 people will be supported through this programme. In addition, Enterprise Clubs are being rolled out in West Bridgford, Beeston and Retford to complement those already operating in Ashfield and Mansfield.

We have also continued to support self-employment and entrepreneurs through our innovation centre networks. The centres are home to over 90 local businesses, predominantly new starts and Small and Medium Enterprises and these companies employ over 500 people across Newark, Mansfield and Worksop. **Occupancy rates at Newark and Mansfield are strong, with both centres achieving over our target of 80% occupancy. However, the Worksop Turbine centre has been less successful in terms of achieving occupancy levels, but as a result of work with the centre, we have seen an increase in occupancy of 7% (from 65.7% to 72.8%) since the start of the year.**

In order to help fledgling businesses get off the ground and help grow existing businesses, we have contributed towards a £400,000 micro loan scheme. The scheme offers financial support and business mentoring to people with a good business idea who are unable to secure finance in more traditional ways like banks. Loans are available from £500 up to £10,000 for start up businesses, and up to £20,000 for more established businesses with a good financial track record.

The Council is also set to invest up to £50,000 in the Funding Circle scheme, which makes loans available to businesses through an online auction model. Up to 30 companies will benefit from direct support from the County Council through this project during 2013-14.

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

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

At the beginning of the year we secured approval of the A453 widening scheme to improve the link between the M1/East Midlands Airport and employment sites around Nottingham. Advanced works on the scheme began in October 2012 ahead of the main construction works which began on 7th January 2013. These included activities such as archaeology and ecology works, fencing and site clearance. The Council's funding of £20m helped to persuade the government to bring forward this scheme and it is expected that the urban section of the improvement scheme will open in June 2015 with the rural section scheduled for August 2015.

The condition of our principal 'A' roads continues to be in the top 25% nationally. However the number of non-principal 'B' and 'C' roads and unclassified roads requiring maintenance is higher than our targets of 7% and 17% respectively. To address this, we have transferred our focus and some funding from principal to non-principal and unclassified roads over the next two years. We have also committed an additional £1m to repair our roads in 2013/14.

In order to ensure improvement of the County's road network, the Council has awarded a new 10-year £160m highways contract to Tarmac. Under the deal the Council will make savings of around £2.17m each year which will be reinvested into improving the condition of

the county's road network and 90% of the work under the new contract will be carried out using the local workforce and suppliers - helping to boost the Nottinghamshire economy.

Building a strong public transport system contributes to the economic growth of Nottinghamshire and improves people's ability to access employment opportunities. Throughout the year we have built and now opened a brand new £9m bus station in the heart of Mansfield linked to the railway station. The new bus station creates a more relaxed and safe waiting environment with protection from the weather and a range of modern facilities.

We have developed plans for a new bus station in Worksop and have been working with the local community to finalise these before commencing construction in the autumn next year.

The success of the work we have been doing can be demonstrated by the recent customer satisfaction results from the National Highways and Transport Survey. Overall satisfaction with the Highways and Transport Service is 56.5%, placing us second against other participating counties and only 0.5% behind the top performing authority.

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

The Council has demonstrated its commitment to enhancing Nottinghamshire as a tourist destination throughout 2012/13 through a number of different ways.

The Council this year announced that we had secured a multi million pound investment plan to secure the long term

future of the National Water Sports Centre – announcing that the centre will be under new management from The Holme Pierrepont Leisure Trust (HPLT), from 1 April. Final contracts have been signed with the Trust and Serco Leisure, who will provide operational management for the site on behalf of the community trust. This will provide a major boost to the local economy helping to secure this facility as one of the UK's premier outdoor leisure attractions bringing a total of £6.7m investment into the centre, including a £1.6m contribution from the County Council. At the same time, it is anticipated that the proposals will save the council over £14m in revenue costs over the life of the 21 year contract.

The National Water Sports Centre also hosted a hugely successful Diamond Jubilee Spectacular in the summer which attracted more than 5,000 people and also welcomed the Olympic Torch during its tour of Great Britain.

We also announced in 2012/13 our intention to work with tourism experts from Discovery Attractions to invest £13m to create a world class Robin Hood experience and protect historic Sherwood Forest which will provide a major boost for the local economy. Around 100 people could be employed through plans for a new Sherwood Forest Visitor attraction which will also generate huge visitor spend for the local economy and vital investment for the Forest itself. We expect the first phase of the project which includes a brand new visitor centre, café and shop to open in 2014 and the new Discover Robin Hood attraction to welcome its first visitors in 2015.

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

programme. Plans are already underway to organise the 2013 event.

In September 2012, the council agreed to increase its annual contribution to Experience Nottinghamshire by £100,000 to £218,000. Experience Nottinghamshire markets the county to the leisure and business visitor, including to domestic and overseas markets. In February 2013, Experience Nottinghamshire kick started their three-year strategy by launching a new national marketing campaign, in partnership with Visit England, focussing on the premise that 'One Day in Notts is Never Enough'. This is live in locations including London underground stations, train station platforms across the country, national print media, high profile online sites such as The Guardian and has also been linked to promotion of the Ashes test at Trent Bridge in the Summer of 2013.

In February 2013, we approved the allocation of £1m towards a national Museum and Civil War Centre in Newark. The centre is expected to attract 40,850 visitors each year and bring £1,335,795 tourist spend to Nottinghamshire.

Regenerate our market towns and rural areas

Through our Local Improvement Scheme we have worked closely with local communities to provide a wide range of environmental improvements to regenerate the county. During 2012/13 we had completed 203 local schemes in rural/market towns against a target of 173. Next year around 200 schemes are expected to be delivered, with the vast majority of these being requested directly by local communities.

We have helped local people to restore and celebrate their heritage ranging from a clock on a listed community

building to the restoration of a walled Victorian kitchen garden and have made a £25,000 contribution towards the restoration of Newark Castle. We have continued to restore war memorials across the County and have created new heritage trails, signage and interpretation for both local people and visitors.

Projects to enhance the natural environment have included planting native trees; creating community gardens, allotments and orchards; improving wildlife habitats and controlling invasive non-native species; and restoring water meadows. We have also supported the new Newstead and Annesley Country Park, including a contribution of £25,000 to create pathways and plant hedgerows. Many of these projects have been delivered with the help volunteers, who have given hundreds of hours of their time, including 400 hours to help control Himalayan Balsam along the Rivers Meden and Maun.

In the last year we have been developing and consulting on proposals to improve Hucknall town centre by easing traffic congestion and revitalising the town centre. In November 2012, the Department for Transport confirmed that they would provisionally fund the majority of the scheme with £2.65m from the County Council. The new scheme is expected to open in May 2016.

Ensured our environment is well managed and our countryside is protected

A key factor in protecting our environment is the effective management of our energy and carbon emissions. This can have a major impact on the environmental and economic wellbeing of Nottinghamshire.

The Council is contributing significantly to the efficient use of resources against a backdrop of rapidly increasing fuel and

energy prices. To date, we have invested £620,000 in installing over 1,300 solar panels on our buildings. Up to the end of December 2012, annual income to date from Feed in Tariff payments for these panels amounted to £47,000. There was also an additional avoidance of around £11,000 worth of electricity costs and carbon emissions savings of 100 tonnes. Our overall investment in solar panels will pay back in less than 10 years.

In February 2013, we committed to an annual investment of £250,000 in further solar panels for the period 2013/14 to 2016/17.

As part of our management of the environment we are seeking to reduce our dependence on landfill. Following the success of the Love Food Hate Waste roadshow tour this year, our waste contractors Veolia Environmental Services have compiled a new Nottinghamshire sustainable cook book called 'Love Your Leftovers' to help residents cut down on food waste and save money. The recipes will help families cut down on waste and at the same time save up to £680 each year. The book launched in March 2013 and marks the start of the 'Love Your Leftovers' tour of Nottinghamshire in 2013.

In 2012/13, 39% of household waste in Nottinghamshire was sent to landfill against a target of 39%. The Council continues to focus on waste minimisation and recycling activities to reduce reliance on landfill.

We are planning for how to manage our waste in the future and have been working with Nottingham City Council to prepare a Joint Waste Core Strategy for the area. We have submitted our proposals to the Secretary of State for independent examination and

anticipate that the Core Strategy will be adopted by the Councils in July 2013.

The government's Natural Environment White Paper states that a healthy, properly functioning natural environment is the foundation of sustained economic growth, prospering communities and personal wellbeing, and that action needs to be taken across sectors rather than by treating environmental issues in isolation. With partners from the health, environment, education, business, land management and community sectors we have established the Lowland Derbyshire and Nottinghamshire Local Nature Partnership, achieving formal recognition from Government in September 2012.

As part of our contribution to protecting our countryside, the County Council has secured an investment of £200,000 to the benefit of the local community and wildlife at Manton Pit Wood – woodland on a former pit site. We are working with a series of partner agencies on a project to restore the land for recreational use. The funding will be matchfunded from the county council to deliver a significant programme of improvements. This will also be complemented by volunteers who will carry out scrub clearance and heathland creation and restoration work to improve environmental conditions for wildlife and biodiversity. Work on the project started in February and will be complete in the summer of 2013.

We have also secured an investment of over £70,000 to help protect the Grizzled Skipper butterfly, a national conservation priority which is at the northern edge of its range in Nottinghamshire. We have worked in partnership with local people, the Biodiversity Action Group and Butterfly Conservation to restore and create new habitats and to train volunteers in survey, recording and habitat management techniques.

Priority C: making Nottinghamshire a safer place to live

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

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

Nottinghamshire has a higher number of adult safeguarding referrals or requests for action than neighbouring councils, in part due to the proactive approach we have taken to raise awareness about the risks to vulnerable adults. The MASH will help us to continue to improve our safeguarding performance for both children and adults. The MASH, along with the recently implemented 'thresholds and pathways for referrers' guidance, will help us to continue to improve our safeguarding performance for vulnerable adults by providing a consistent approach to dealing with concerns.

Safeguarding Plans demonstrate required actions to help mitigate risk to vulnerable adults following adult safeguarding intervention. **During 2012-13 there has been a significant increase in the number of safeguarding plans completed, from 152 in 2011-12 to 457 throughout 2012-13.**

Between April and December 2012, the percentage of children's safeguarding assessments (referred to as initial and core assessments) we have completed within agreed timescales has consistently been above the target levels.

Performance between January and March 2013 was affected by the introduction of the new operating model and the continued increase in demand for children's social care services. Processes have been reviewed and additional capacity introduced to stabilise performance.

Referrals are requests for action from Children's Social Care to the perceived need of a child, young person or their family. **During 2012/13 we received 7,424 referrals to children's social care, an increase of 9.6% on 2011/12. Of these 25.6% were re-referrals. The MASH will ensure that referrals are effectively handled and help to reduce the level of re-referrals as referrers receive clear feedback.**

The MASH became operational in November 2012. We are closely monitoring the effectiveness of the MASH and the wider operating model in Children's Social Care to assess how well it is protecting vulnerable children and families.

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

There are a number of ways that the County Council and our partners work together to deliver preventative activity in order to ensure that our residents are safe.

Throughout 2012/13, Nottinghamshire County Council's community safety activity has focussed on 15 areas of the county that were experiencing high levels of crime, disorder and anti-social behaviour and also exhibiting elements of social deprivation – deemed to be our most vulnerable communities. **This approach was successful in contributing to reductions of 14% in all crime and**

34% in anti-social behaviour compared to the same period last year.

Community Lorry Watch is a scheme operated using local people to identify the misuse of weight restricted routes by heavy goods vehicles in Nottinghamshire. This is an important preventative scheme to ensure our road users are safe. Large vehicles using certain routes can create serious safety hazards for other road users and pedestrians, in particular children. During 2012/13 we have worked with residents to identify HGV vehicles who breach the weight limits on our roads. One of our schemes in the Cromwell area near Newark has seen a reduction in the number of reported incidents of potential breaches to 9 from 24 in October/November of last year, since signs were erected in the area. Another scheme in Tollerton has also been hailed a success by local residents with the Council not issuing any warnings or observing any vehicles breaching restrictions since the scheme was launched.

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

In order to ensure that our residents have confidence in Nottinghamshire as a safe place to live, we have delivered a programme of activity in 2012/13 to contribute to this.

Three ambitious projects that the County Council undertook with its partners to address problems with youth crime have won a series of prestigious national awards. The projects aimed to reduce cyber bullying, youth offending and hate crime against vulnerable young people all won a National Youth Crime Beat Award commendation certificate from the High Sheriff's Association for their outstanding contribution to helping reduce crime and creating a safer community. They involved working with over 4,000 children and young people at primary and

secondary schools across the county over the last 12 months.

Our success can be demonstrated by the results from our annual satisfaction survey which was undertaken in October 2012. This showed that 95% of people felt safe during the day and 74% at night – our best ever results. We have also seen improvements in the perception of anti-social behaviour in all categories.

The County Council continues to work with partners to address crime and anti-social behaviour including:

- o Domestic violence support services have been successfully commissioned to two main providers covering the north and south of Nottinghamshire in response to the Overview Committee Review of Domestic Violence 2011. This has improved quality allowing partners to link more effectively with specialist services
- o Through Alcohol and Substance Misuse implementation plans we have focused on reducing the harm caused by alcohol and substance misuse developing specific actions in tackling binge drinking, alcohol fuelled crime, violence and anti social behaviour.

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

In 2012/13 we led the 'Pedestrian Safety Campaign' which is targeted at different age and road user groups according to data analysis and research of local accidents. The campaign has included child pedestrian training with school

starters, encouraging schools to take on more road safety education activity by appointing Junior Road Safety Officers and a programme of activity for secondary school teenagers where casualties are higher.

In February 2013, we launched a series of adult cycling training sessions at various locations around the county to improve the skills and confidence of cyclists with particular emphasis on road positioning and interaction with other road users. In addition, the County Council has been successful in bidding for Government funding for two schemes to improve safety for cyclists in the county. In total we have secured £244,000 for schemes in Worksop and Retford which will be matched by £200,000 funding from our own budget.

Road safety education is just one way we look to reduce road accidents. During the 2012/13, we have delivered a number of important engineering and enforcement measures. These include new traffic signals at the junction of the A60 and Forest Lane, and the recently installed signal junction at the A614/B6034 (Rose Cottage).

We measure the effectiveness of our work by monitoring the number of people killed or seriously injured on our roads (KSI). The number of reported KSI casualties during 2012 was 443. This shows a reduction of 14% compared with the 2005/9 average baseline figure of 517 and puts us on track to achieve a 40% reduction by 2020.

Recent satisfaction data from the National Highways and Transport Survey has also shown that 55% of people are satisfied with our road safety service which places us second against other counties and only 0.5% behind the top performing authority.

Priority D: to provide good quality, affordable services

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

Undertaking value for money service reviews

Clear business cases for service development and investment

The Council is continuing to face a very challenging financial future and to deliver significant efficiency savings and provide improved services, also needs to modernise the Council's business practices.

In 2012/13 we delivered savings of £43m and will deliver a further £13m in 2013/14. This is in addition to the £70m we saved during 2011/12. Projects that have delivered these savings have also led to significant service improvements across the Council. Key achievements include:

- Establishment of the Multi Agency Safeguarding Hub (MASH)
- Refurbishment of Day Services buildings
- Securing contracts for the development and operation of Sherwood Forest Visitor Centre and National Water Sports Centre
- Delivery of phase 2 of the Extra Care Strategy – enabling people to live at home for longer

For 2012/13 we set ourselves a target to save £37m and we have achieved these savings.

We are also working to ensure that we provide value for money from our existing budgets, and are predicting a saving of £9.7m against the 2012/13 budget.

In order to ensure we know exactly how our budget is being spent, we completed a base budget review this year. We analysed everything we do, how it is

delivered and the costs in terms of staffing and overheads. This provided an up-to-date, comprehensive and detailed breakdown of every pound that we spend and how this compares to others to provide clarity over all of our budgets and identify where savings can be made. The County Council's budget for 2013/14 has been agreed following extensive consultation with our residents on which services they would want to see prioritised. We listened to feedback from respondents to the survey and have included extra money for vulnerable people, new school buildings, road improvements, jobs for young people and local sports clubs. We will spend £512m on around 500 services, including public health, which we are responsible for from April 2013. We have also agreed a £133m capital programme for 2013/14 which will be used to fund investment in major projects such as schools and roads.

The current predictions are that we will need to find around £133m of further savings over the four year period to 2018. Of this figure, £73m will be reinvested in services to help vulnerable people including children and older people.

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

To quality assure against the best, we invited a team from other local authorities and the Local Government Association to visit the council in July 2012. They conducted a 'peer review' to give us an external perspective on our services and identify other councils that we could learn from. The review highlighted a number of achievements we can be proud of, but was also clear that more needs to be done, and at

pace, in order to meet future service efficiencies. We put an action plan in place to address this, but we need to do more to speed up our implementation of this in line with the recommendations of the review.

Having found this experience very useful, we volunteered to be the pilot for the first regional Peer Review using the new framework for assessing progress in Adult Social Care. This process will culminate in a three day Peer Review event at the end of April 2013.

In addition to specific events such as Peer Reviews, the County Council continues to work to compare and challenge performance. We are actively involved in benchmarking groups within Nottinghamshire and the wider region, developing new tools and methods to compare and share expertise.

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

In order to help residents onto the property ladder and to provide an economic boost for Nottinghamshire, the County Council has set aside £15m for the 'Local Lend a Hand' scheme. This was launched in February and will help at least 500 first-time buyers in Nottinghamshire to purchase their dream home with a deposit of just 5%.

The scheme has already benefited its first young couple who have been approved for the Council's mortgage support scheme and are in the process of buying their first property in Newark.

We are creating more school places across the county to deal with the impact of soaring birth rates. Work has started on a £7m extension to Heymann Primary School which will help to meet increasing demand for places in West Bridgford. The additional capacity being added at

Heymann is part of the 1,400 extra places being created at 17 schools in time for the next school year, starting in September 2013. Over the five year period to 2016/17 we will have invested over £30 million expanding schools.

Through the council's 10-year Library Strategy we are investing in library services to meet community needs. The new £5.3m West Bridgford Library and Young People's Centre opened in March 2013 and saw unprecedented demand in its opening weekend with around 8,000 people visiting - more than four times the level normally seen on a weekend. The new, larger and enhanced library also houses a new young people's centre and a register office, while the ceremony room in the existing register office site in Central Avenue remains in operation.

The flagship West Bridgford Library development is the latest in the county council's plan to continue to invest, develop and remodel its existing libraries to be able to continue to serve traditional library users and meet the demand for digital services and reach out to new audiences.

Nottinghamshire Archives was awarded a heritage award for innovation and has developed a capital scheme to extend the life of the current building for 24 years.

Satisfaction with our libraries service is currently very high at 96% against a target of 90%. The Libraries, Archives, Information and Learning group of service attained the Customer Excellence Award (successor to Charter Mark) following a 2 day assessment where inspectors spoke to customers, staff and key stakeholders.

To help our residents with the rising costs of energy, this year we launched the Nottinghamshire 'Switch n Save'

scheme - a partnership between Nottinghamshire County Council, the seven local district councils and consumer organisation Which? - to help people secure a better deal on their gas and electricity prices. This scheme brings people together to pool their buying power and then energy suppliers are invited to offer a special discount deal to scheme members. At the end of March 2013, over 3,800 households had joined the scheme and in total, two out of every three households will be able to save money on their heating and lighting. We have so far managed to secure savings for Nottinghamshire residents worth £347,000. To help benefit even more households, the offer has been extended until the end of April 2013.

To meet our customer needs we have invested in a number of our day services in 2012/13 as part of a countywide programme to modernise our day service provision. This included a £500,000 makeover for Mansfield Day Service, £190,000 for Bingham Day Service, £950,000 for Ashfield Day Service and £550,000 for Beeston day Service. Many of the changes have been based on suggestions from people who use the service and their carers. All improvements form part of a wider £4m programme of modernising our day services across the county to create a network of modern, multi purpose centres.

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

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

The 2012 Olympic and Paralympic Games produced outstanding performances from UK sportspeople many of whom live and/or train in

Nottinghamshire. The 2012 Games captivated the watching public, and has inspired many to investigate opportunities to get involved in local sporting activities. Community based sports clubs play a crucial role in providing positive and health promoting activities for their members, many of whom are children or young people.

To inspire a generation the council set up a £1.7 million sports grant fund for Nottinghamshire's community sports clubs as part of Nottinghamshire's Olympic and Paralympic legacy programme. The scheme was designed to support local clubs retain and grow their membership. The Legacy Fund scheme attracted 187 applications from clubs and groups across the county. To date funding totalling £1.54 million has been awarded to 162 clubs.

We have demonstrated an increase in the number of young people and adults taking part in sports, arts and outdoor education to 186,949 in 2012/13. This is higher than anticipated, and well above our target.

We have also had 2,378 people volunteering in the delivery of sports and arts activities in the county against a target for the year of 2,000. Building on the legacy of the London 2012 Olympic Games, we are the county's lead organisation for managing the Sport England Sport Maker campaign - backed by Olympic legend Sir Steve Redgrave. We are aiming to recruit 1,000 sports volunteers this year.

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

Services that are organised around the customer

In October 2012, we undertook an Annual Residents' Satisfaction Survey in order to gather public perceptions on a number of issues including value for money and quality of life as well as measuring overall satisfaction. We have committed to repeating this survey each year to ensure we understand the views and priorities of our residents and that they are taken into account when decisions are made about council plans and services.

Headline results from this survey indicate that satisfaction has improved significantly against key measures such as value for money, the way the council runs things and how well informed residents feel they are. We are using this data to inform our decision making and priority setting for 2013/14.

We have been working to improve our services by making it easier for our customers to access them, including how to: apply for school places, report potholes, bookings for registering births and deaths and our Handy Persons Scheme. A total of 84% of applications for 2013/14 school places were completed online. Over the coming year, we will be ensuring that access to our services is available through the most appropriate and cost effective channel, designed with the needs and preferences of our customers in mind.

We take any complaint seriously and aim to resolve them as quickly as possible. **This year 93% of complaints have been resolved at the first stage of the complaints process, – well above our target of 90%.** To continue to respond to complaints efficiently, we will seek to learn from what we have done well and identify further areas for improvement.

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

Our targeted prevention work has included the introduction of an offer to support all vulnerable adolescents. We have continued to work with those at risk of offending, and our youth workers have focused on diverting young people away from anti-social behaviour into positive activities. **We have reduced the number of 10-17 year olds entering the Youth Justice System for the first time, with a 27% reduction compared to 2011. Re-offending has also been reduced from 14.7% to 13.2%. Reductions are due to successful implementation of policing practices such as restorative justice – giving victims of crime the chance to tell offenders the real impact of their crimes, and continued prevention work.**

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

We are working hard to help turn around the lives of Nottinghamshire's most troubled families. Supporting the Government's Troubled Families programme we are working with 370 families who are struggling with crime and anti-social behaviour, school attendance and poverty.

The programme aims to reduce the burden of certain families on the public purse. Support provided to families varies according to their needs. Examples include offering parenting advice, help with benefits and budgeting

advice; getting children up and ready for school and ensuring attendance at meetings or appointments with doctors, school and probation services. Although there is a time lag before it is possible to demonstrate results, feedback shows that the vast majority (84%) of families have welcomed the support they have received.

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

Children's Centres continue to offer services to families with young children across the County, with some support aimed at those families in most need of support. **During 2012/13, Children's Centres reached 57% families in the greatest need of support. This is an increase on last year, although we haven't reached our target of 65%.** Children's Centres have targeted families through community-based events, and now 75% of families in the greatest need are registered with Children's Centres. The service provided by Children's Centres continues to be of high quality, with 80% of centres inspected by Ofsted during 2012/13 having received a grading of good or outstanding.

The re-commissioning of children's centres in Nottinghamshire has been undertaken during 2012/13. The new provider is Nottingham Children and Families Partnership, a consortia of the County Council's existing providers. The new contractual arrangements are expected to be fully implemented by June 2013.

The County Council has worked with its partners to develop a refreshed Pathway to Provision document. This defines and

simplifies the pathways that children and families follow through support services. It defines what services are provided and ensures that early help for families is integrated with the support for children in the greatest need provided by Children's Social Care and accessed through the Multi-agency Safeguarding Hub (MASH).

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

We have a number of partnerships that ensure effective working with partner organisations.

Public Health becomes the responsibility of local authorities from 1st April 2013. We have been working over the last year to forge strong relationships with health colleagues. As part of this we set up the Health and Wellbeing Board which looks at what Nottinghamshire needs to improve its health and wellbeing and develops a strategy to deliver this. We developed our first Health and Wellbeing Strategy for Nottinghamshire in 2012/13 which details our shared priorities across partner organisations and are working with partners to deliver this. The strategy will be continuously reviewed and updated to ensure it remains accurate and up to date.

Following the elections in November 2012, a new Police and Crime Commissioner is now in post and will bring significant change to the community safety landscape in Nottinghamshire. The PCC will be working in collaboration with Community Safety Partnerships (CSPs) and the Safer Nottinghamshire Board to deliver interventions/activities and commission mainstream and alternative provision in tackling crime and antisocial behaviour.

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

Priority E: to be financially robust and sustainable

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

To support new and existing providers, many of whom are SME's, we have been working to reduce the number of invoices awaiting payment by us. Quicker payment by the county council helps these businesses to maintain a healthy cash flow. The latest data from March 2013 shows that 65.4% of our invoices were being paid on time against the terms set out in the system. Those items which have been in the system for over 30 days include invoices which are incorrect, are in dispute, duplicate invoices or which we cannot match to goods or services received. We are working to address a number of issues that are impacting our performance and all of our business processes are currently being reviewed as part of a council-wide project to improve this further.

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

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

At the end of the year we realised capital receipts from the disposal of buildings of over £1.4m and estimated revenue savings of over £650,000. Further disposals are planned with the first of these, Centenary House, expected at the end of May 2013.

Next year we will be rationalising our remaining property portfolio, outside of

our West Bridgford campus, focussing on Meadow House and Prospect House first.

Through successful planning promotions the Council achieved a 120% increase in development land for housing and employment. Development land allocations are also up by 70%. This will provide land-bank for sales in future which would yield in excess of £200m capital receipts for investment into services in future.

In partnership with private sector investors we have progressed the Lindhurst Scheme into the implementation phase which will provide nearly 1,700 homes and 1m square feet of employment space in the south of Mansfield, creating nearly 4,000 permanent jobs. During the year, land sale deals yielding nearly £23m were completed.

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

Due to the increasing financial difficulties that all local authorities are facing, the County Council needs to change the way in which it works. There are a number of ways that we have been looking to share resources with our partners in order to deliver efficient and effective services, whilst reducing our costs.

An example of this is the TITAN project which we have piloted this year. We are working with partners and residents to ensure that in the future commercial, voluntary, community and health transport services are planned together to meet local needs in an affordable way.

Another example of joint working with our public sector partners is the Nottinghamshire Finance Managers Training Scheme which will employ up to eight graduate trainees who will be funded to study for their CIPFA qualification while working for the County Council, six local district councils, the Police & Crime Commissioner, and the fire and rescue service. The successful candidates - chosen from 800 applicants - are likely to start working from June 2013, and will be employed on a 3 1/2 year contract.

We have worked not only across our youth service and community and voluntary sector teams within the County Council, but also with Rushcliffe Borough Council to support the 'Making Cotgrave Smile' project which has contributed to a 55% reduction in crime and a 40% drop in anti-social behaviour. This project has been recognised as runner-up in the national Tilley Awards which honour excellence in making places safer and cutting crime.

Over the last year, our customer service team has co-located customer service points and moved teams to Beeston, Eastwood, Mansfield and Worksop libraries. There are plans to locate teams in West Bridgford and Bingham libraries in 2013/14. This benefits our customers, particularly those who are more vulnerable, by providing a service within the community for people who may not be able to use or have access to services online or via the telephone.

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

We launched the Business Management System (BMS) in November 2011. The final stages of the core functionality in relation to external clients, schools and academy payrolls go live on 1st April.

Since its launch there have been many improvements in how we pay our suppliers and staff, but there have also been many teething problems which we continue to address.

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

We are developing plans for rolling out further improvements in the system during 2013/14. These include roll out of the Plant Maintenance Module to schools at the end of June 2013.

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

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

There were a number of strengths that were highlighted by the inspectors which included inspirational leadership, highly effective communications and a culture of continuous improvement. A number of areas for development were also identified such as further improving communications in some areas and ensuring that the 'One Council, One Team' vision is fully communicated and understood throughout the Council. We

will be using our new workforce strategy to address some of the findings from the IIP inspectors.

Another area for development identified by the IIP inspectors was around leadership and management training. To specifically address this ensuring strong leadership skills at the Council and to help bring about organisational and cultural change, this year we have completed the mandatory stages of our Leadership Development Programme for our Group Managers. This will be tailored and delivered to our Team Managers over the next year. The programme also helps to identify opportunities for joint working across Council services in the future.

We have continued to reduce sickness absence levels by working with managers to build employee health and well-being, and encouraging employees to make lifestyle choices to feel fitter, healthier and more resilient at work. In February 2013 the County Council was awarded a bronze certificate for Wellbeing@Work. We are being seen as a model of good practice for others to learn from and will be awarded the silver certificate in April.

Our success in leading this important wellbeing work is reflected in our sickness absence figures for 2012/13. We have met our target with 8.25 average days per employee. This compares to 8.43 days at the same period in 2011/12 showing a reduction of 2% over the year. From the start of the Strategic Plan in 2010/11, there has been a 15% reduction in employee absence.

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

Significant improvements have been made over the last year to the council's approach to policy development, helping to ensure that all council policies are aligned with its strategic priorities. The

council approved its policy framework in May 2012 and is successfully implementing this across the Council. A Policy and Strategy Library is now available on the Council's website.



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

WORK PROGRAMME

Purpose of the Report

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

Information and Advice

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

Other Options Considered

6. None.

Reason/s for Recommendation/s

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

Statutory and Policy Implications

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

RECOMMENDATION/S

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

Jayne Francis-Ward

Corporate Director, Policy, Planning and Corporate Services

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

Constitutional Comments (SLB 30/04/2012)

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

Financial Comments (PS 2/5/12)

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

Background Papers

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

None

Electoral Division(s) and Member(s) Affected

All

POLICY COMMITTEE - WORK PROGRAMME

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>For Decision or Information</u>	<u>Lead Officer</u>	<u>Report Author</u>
June 2013 - 19th				
Sustainable Communities Act	To examine the opportunities provided by the Act and to determine whether and how these might be taken forward	Decision	Celia Morris	Steve Derbyshire
Protection of Property & Funerals Policy	To agree revisions to the Policy	Decision	Caroline Baria	
Improvement Programme – Annual Report	Annual report of achievements for 2012-13.	Information	Deborah Hinde	
Public Health	Update on cost pressures.	Information	Chris Kenny	Cathy Quinn
Flooding	To review flood risk management in accordance with the statutory requirement	Decision	Gary Wood	Andy Wallace
Community Safety	To review community safety in accordance with the statutory requirement	Decision	Chris Walker	
Communications and Marketing Campaigns	Report on the reach of communication and marketing campaigns 2012-13	Information	Martin Done	Clare Yau
Legal Settlements	Bi-annual overview of legal settlements reached in the preceding 6 months	Information	Heather Dickinson	
Brand Progress	Next Steps	Decision	Martin Done	Clare Yau
July 2013 – 17th				
Social Media Usage	6 month usage of social media	Information	Martin Done	
Economic Development Strategy	To consider proposals from the Economic Development Committee for an economic development strategy for Nottingham	Decision	Celia Morris	Matt Lockley
Review of Complaints	Bi-annual overview of complaints received by the County Council.	Information	Celia Morris	Jo Kirkby
September 2013 – 18th				
October 2013 – 16th				
Welfare Assistance Scheme	Report on first 6 months of operation of scheme and proposals for operation beyond April 2014	Decision	Paul McKay	

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>For Decision or Information</u>	<u>Lead Officer</u>	<u>Report Author</u>
November 2013 – 13th				
Healthwatch Nottinghamshire	Progress report	Information	Caroline Agnew	