

Place Departmental Strategy



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Introduction

Your Nottinghamshire, Your Future

Our new Council Plan “Your Nottinghamshire Your Future” sets out an ambitious vision for the future of Nottinghamshire in which the county is at the forefront of modern Britain. We want Nottinghamshire to stand out as:

- **A great place to bring up your family**
- **A great place to fulfil your ambition**
- **A great place to enjoy your later life**
- **A great place to start and grow your business**

As a Council our duty is to provide a diverse range of services, to protect and shape the environment in which we live, and to create the right conditions for a strong local economy.

Our Council Plan sets out 12 commitments covering all aspects of the Council’s role in our County and the outcomes we wish to achieve for the people of Nottinghamshire.

This Place Departmental Strategy is one of four strategies setting out how each department will support the delivery of the Council Plan. Each of the strategies outlines the priorities and programmes of activity that will be pursued in the coming year to achieve this. The Departmental Strategies will be refreshed on an annual basis.

The Council must act as a single organisation with all departments working corporately to maximise opportunities and expertise and ensure that the Council Plan commitments are delivered.

These strategies are agreed by the Council’s Policy Committee as part of its responsibility for approving the policies and strategies of the Council. Policy Committee will monitor the progress of these strategies enabling elected Councillors to ensure that the Council Plan is implemented effectively.



Strategic Context and Commissioning Challenges

Strategic Context

The importance of 'place' in improving people's wellbeing and prosperity should not be underestimated. Research shows that successful places tend to have the following characteristics:

- desirable areas to live, work, study, invest and visit, with good housing choice, strong schools, quality healthcare, a safe and attractive physical environment and inspiring cultural and leisure opportunities
- good connectivity, with the ability to move easily by car, bus, train, cycle or on foot between jobs, homes and local services, and where businesses can link with each other locally, nationally and internationally
- a strong and skilled labour market with a high proportion of people economically active and skilled to meet the needs of businesses and adapt to new ways of living and working
- a strong enterprise culture driven by research and innovation, with a diverse and enterprising commercial base within which businesses are easily created and able to grow, with strong local supply chains, providing 'good' jobs.

The Place Department brings together a range of services in order to meet the needs and aspirations of the people of Nottinghamshire. The department is made up of two divisions:

- an Investment and Growth Division, responsible for a range of functions that help drive the growth and prosperity agenda including economic development, regeneration, land and assets, planning and development management

- a Communities and Place Division, responsible for helping to make Nottinghamshire a great place to live every day, with services including waste, environment, highways, transport, voluntary and community support, cultural, trading standards, emergency planning, community safety and birth, death and marriage registration.

Nottinghamshire has a great many strengths, including a wonderful heritage and countryside, some of the best market towns and villages in the country, good living standards and world class sport. The county also has an increasingly diverse business base with some of the fastest growing companies in the Midlands providing good quality jobs. Our task is to grasp these exciting opportunities and build on these strengths.

Whilst many residents already experience the best that Nottinghamshire has to offer, there are others who deserve to experience more. We need to balance our activity between building on opportunity, harnessing the benefits of growth in the economy, and providing support to those who need more help to fulfil their potential.

Of equal importance is ensuring we continue to deliver high quality and efficient services in a way that provides excellent customer service to our residents. It is only by delivering the very best services on a daily basis that we will earn and retain the trust and confidence of our residents and businesses as we pursue the opportunities for growth.

Nottinghamshire enjoys a rich historic environment and a diverse landscape

- 21,000 hectares of woodland
- 2,538 hectares of ancient woodland dating back to 1600AD
- 4,000 listed buildings, 158 ancient monuments
- 67 Sites of Special Scientific Interest covering nearly 3,400 hectares
- 64 nature reserves
- A Special Area of Conservation covering 270 hectares of Sherwood Forest
- Over 4000 public rights of way covering nearly 3000 kilometres



What is Nottinghamshire like as a place to live and do business?

Our economic landscape has undergone significant structural change over the last 30 years. The dominance of heavy industries that once supported entire communities and multiple generations has ended. The economy is now characterised by a more diverse range of businesses and service industries. There are now 26,800 businesses registered in the county, 89% of which employ fewer than 10 people, whereas 90 firms employ more than 250 people.

The 'productivity gap' describes the difference between measured output per worker. Internationally, the UK is lagging behind, and the county falls further behind other parts of the country. Increasing productivity is a Government priority and there is significant scope to increase productivity in Nottinghamshire. Gross Value Added (GVA) per head, a measure of productivity, grew by 13% in Nottinghamshire over the past 10 years, compared with 20% for England as a whole and 17% for the East Midlands. There is a need to create more value in our economy by building the business base and improving productivity. This will create more and better-paid jobs and drive up standards of living in our county.

Higher productivity will be driven by investment in infrastructure and in skills. The county is below the national average in Key Stage 5 attainment in schools and NVQ4+ qualifications (33.1% compared to 36.7%).

Positively, economic inactivity levels are lower in Nottinghamshire than in the East Midlands or nationally. In 2016/2017 in Nottinghamshire the percentage of the population aged between 16–64 in employment was 78.6%, higher than the East Midlands average of 77.4% and the average for Great Britain of 78.3%.

There are, however, marked disparities in economic fortunes across the county. The south and east are generally performing at or around the national average but the north, especially Ashfield and Mansfield, are below the national average. This applies across virtually all measures, a number of which are shown in the following table.

Untapped potential for growth

- Growth in active businesses – 28.11% in Rushcliffe but only 6.63% in Bassetlaw over the past 10 years
- Productivity – the south of the county (Broxtowe, Gedling & Rushcliffe) is around the UK average whereas North Nottinghamshire is below average
- Annual earnings – range from £22k in Mansfield to £33k in Rushcliffe
- Population with a degree or equivalent or above – 16.2% in Ashfield, 46.6% in Rushcliffe
- Unemployment – the 5 wards with the highest rates of unemployment in the county are all in Mansfield
- The index of multiple deprivation (IMD) ranks Mansfield in the top 20% most deprived Districts in the country and Ashfield in the top 25%. For comparison, Nottingham City is in the top 3%. Rushcliffe is in the top 3% least deprived.
- Within the IMD, Ashfield is ranked in the top 3% most deprived for education, skills and training, and Mansfield in the top 10% on the same measure.
- Estimated that the number of older people living alone will increase by 40% by 2025

We have over 4,000 kilometres of road network in the county. North-south routes are particularly strong for both road and rail, with the recently upgraded M1 on the western side and the A1 to the east.

The East Coast Mainline has stations at Newark and Retford, providing very good access to London and northern cities. The quality of east-west routes is more variable. Widening schemes for the A453 and A46 have resulted in improved access in the south, but significant investment is required for the A46 link with the A1 and Newark, to support growth and productivity and to relieve congestion and improve safety. This investment is being pursued in partnership with Highways England, but more is required to tackle other routes that continue to suffer from congestion, including the A614, the A38, and around the Ollerton roundabout and Kelham Bridge.



Partnerships

The Place Department is committed to working in partnership both at an operational and strategic level. A large number of partnership arrangements are in place and examples of these are highlighted throughout this strategy. The department will seek to develop and grow these partnership arrangements in order to improve outcomes for the residents of Nottinghamshire.

Commissioning Challenges

The Place Department has achieved a great deal using an approach based on the delivery of services through direct provision, arms-length organisations and externally commissioned providers.

We will focus on delivering services in the most cost effective way, in order to ensure that our extra investment in services such as highways maintenance delivers tangible improvements for our residents and other road users. The same principles will also be applied, for instance, to achieve low cost waste disposal and provide new schools that are good value for money. We recognise that our day to day operational services are essential foundations on which we will build our future success.

The Place department delivers a diverse range of services, some of which are statutory, prescribed by Government. The context in which we are operating is increasingly complex, not least because the way people live their lives is changing so fast.

Our residents expect highly personalised services that are easy to access, and our duty to meet the needs of an aging and increasingly isolated population has significant implications for the future planning and delivery of services. New homes will be built across Nottinghamshire to accommodate individuals and families from the local area and elsewhere, so the services we provide must take into account their differing needs and ambitions.

This is happening at a time when the Council as an organisation is having to adapt to new ways in which local government will be funded. Services within the Place department are continuing to explore ways they can work differently, both internally and in collaboration with partners, to make public money go further. We need to find innovative ways of doing business, generating sound returns for all residents and making this great county an even better place to live.

Vision and Priorities

The vision for Nottinghamshire is “**A county that is a great place to bring up a family, to fulfil ambition, to enjoy later life and to start and grow business**”. Our Council Plan commitments describe the outcomes the Council wants to achieve over the coming years, and whilst the Place Department will make a contribution to the achievement of all of these outcomes, there are a number of specific priorities for the department which are set out below.

Place Plan Priorities drawn from ‘Your Nottinghamshire, Your Future’

A great place to bring up a family

- Families prosper and achieve their potential
- Children and young people go to good schools

A great place to fulfil your ambition

- Nottinghamshire has a thriving jobs market
- Nottinghamshire is a great place to live, work, visit and relax

A great place to enjoy later life

- People live in vibrant and supportive communities

A great place to start and grow a business

- Nottinghamshire is a great place to invest and do business
- Nottinghamshire is a well-connected County
- Nottinghamshire has a skilled workforce for a global economy

A great place to bring up a family

We want Nottinghamshire to be a great place to bring up a family and we especially want to ensure our children have the best start in life.

We want to see young people aim high and achieve the level of qualifications and skills they need to fulfil their ambitions. The education landscape continues to change, but we will be consistent in continuing to help meet the needs of our children and young people, not just through our role in supporting teaching and learning, but also by ensuring that we provide quality, nutritious school meals, sustainable school transport and school buildings that are safe and inspiring environments.

We know that families in work are more resilient, so Nottinghamshire County Council has established a strong partnership with other local organisations to help people into work.

We also have a large number of libraries, outstanding schools and colleges and world class universities to support families to gain the skills they need. We want Nottinghamshire to be a thriving place where families have access to jobs that help them be financially and socially secure.

We also want families in Nottinghamshire to feel safe, so we work in close partnership with the Police to safeguard young people from illegal sales of tobacco or alcohol and prevent the harm caused by solvents or knives. Our successful, intelligence-led approach to preventing and tackling crime and antisocial behaviour helps to make Nottinghamshire a more desirable place to live.

We will continue to preserve and enhance Nottinghamshire's environment, making sure there are things to do and places to visit where families can enjoy healthy leisure time and make memories they can cherish.

A great place to fulfil your ambition

We want Nottinghamshire to be a place which attracts young people and encourages them to stay and build their careers, businesses and lives here. The future prosperity of this county in many ways lies in the hands of the "Millennials" – the generation which entered adulthood in the first decade of this century.

If we are to retain and attract young professionals in Nottinghamshire, then we need to ensure that they have access to good jobs, or the space in which to start and grow their own business. We will ensure access to a wide range of opportunities and employment sectors, including promoting routes into employment such as apprenticeships, and working with local universities to retain students. We will encourage entrepreneurs to invest here.

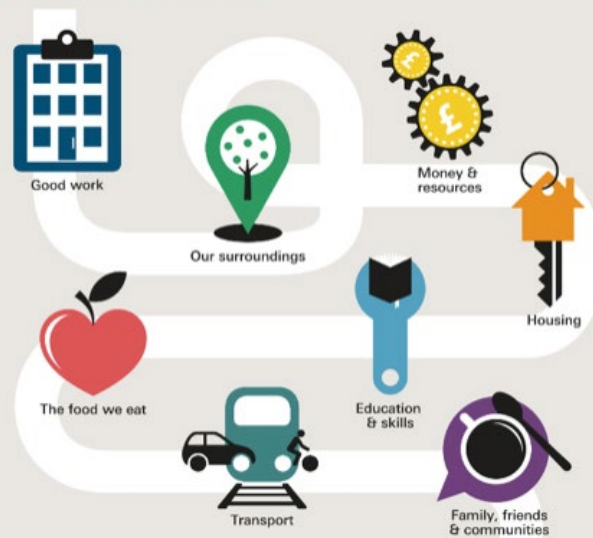
We want Nottinghamshire to be a place where young people and young families have the opportunity to put down their roots and live healthy and fulfilling lives. In order to achieve this, we know that quality housing in good locations is vital. We will work proactively with developers and the Government to bring forward new housing for rental or buying that meets the needs of our growing population, including accommodation for ambitious young adults who want to build their future here.

At the same time, we want to improve our transport links so that young people can access education, training, jobs and leisure. We will make sure our road network is maintained to the highest possible standards so that people can quickly and safely get where they want to go, whether that means their workplace, or cultural and leisure activities in the county.

What makes us healthy?

AS LITTLE AS
10% of a population's health and wellbeing is linked to access to health care.

We need to look at the bigger picture:



But the picture isn't the same for everyone.

A great place to enjoy later life

Our ambition is to make Nottinghamshire a place where everyone can thrive as they grow older and be healthy and happy in later life. For many people, staying in work for longer might be a financial necessity or a personal choice, but we recognise the value of their knowledge and experience.

Whilst we know that attracting and retaining young people is important, we also know the jobs market and our local communities must cater for all ages, with people working later in life and living longer. We want people in their middle and later years to be a strong part of their community, connected by good transport and digital links and with access to good quality services and facilities. All of these factors are essential to ensure our residents can enjoy life and remain active and independent for as long as possible.

We know people value local green spaces and cultural and leisure amenities, so we will continue to protect these and ensure that they are accessible.

We have invested in projects and activities that help communities help themselves to be healthier and independent for longer and we are working to encourage people to support each other. When residents are mobilised to help their neighbours we know communities are more cohesive, and outcomes are improved in terms of health and quality of life.

To enjoy life, people need to feel safe, which is why we work to protect communities from threats such as crime and rogue traders. We will always protect our most vulnerable residents and work collaboratively with partners to keep them safe from harm.

Crime rates have reduced over the last decade however newer types of crime such as 'digital' have been increasing and improved recording has seen an increase in the last couple of years in police recorded crime. Doorstep crime and other scams and fraud targeted at the most vulnerable remains a strategic threat at a national and local level. Incidents previously regarded as being carried out by rogue traders are more frequently connected to organised crime. There are hotspots within Nottinghamshire for burglaries and antisocial behaviour which our Community Safety team work in partnership with the Safer Nottinghamshire Board to tackle.

A great place to start and grow your business

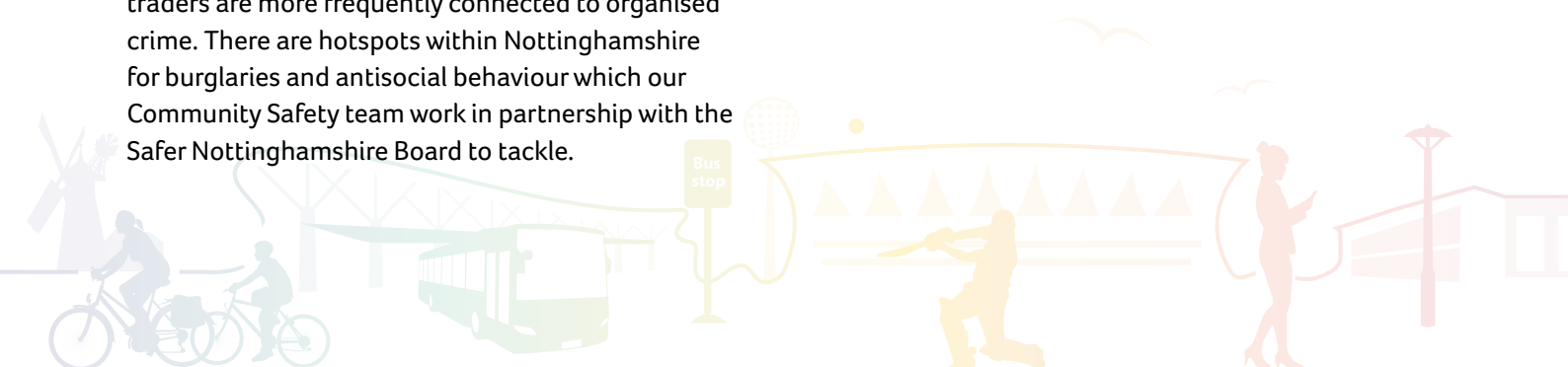
Our goal is for all residents, communities and businesses across the county to have the opportunity to fulfil their potential and share in economic success. We will do this in part by raising the profile of Nottinghamshire and creating the best conditions for investment and growth.

We will maximise the impact of the Midlands Engine and Midlands Connect programmes on the county and we will continue to be an active and influential partner within the D2N2 Local Enterprise Partnership. The Midlands Engine offers the opportunity to make critical investments in infrastructure to improve transport and digital connectivity, support skills, unlock housing and business growth, and drive civic renewal.

Nottinghamshire is competing on a global stage in a world that is changing rapidly, not just in terms of our trading relationships but also how we produce and consume goods and services. Through our prominent role in the Midlands Engine, Nottinghamshire can look further than the short term, towards the Britain of 2030 and beyond. By then autonomous vehicles, artificial intelligence-based manufacturing, and hyper-fast connectivity will be the norm and High-Speed 2 (HS2) will be up and running.

We support the Midlands Engine Vision for Growth and believe that a strong Midlands economy will grow the national economy, attract more investment and help to redress the 'North-South divide'.

Midlands Engine partners are committed to collaboration to support local and national priorities in the Industrial Strategy. Across the Midlands, our ambition is to close the GVA gap to match or exceed the national average and add £54 billion to the Midlands and UK economies by 2030.



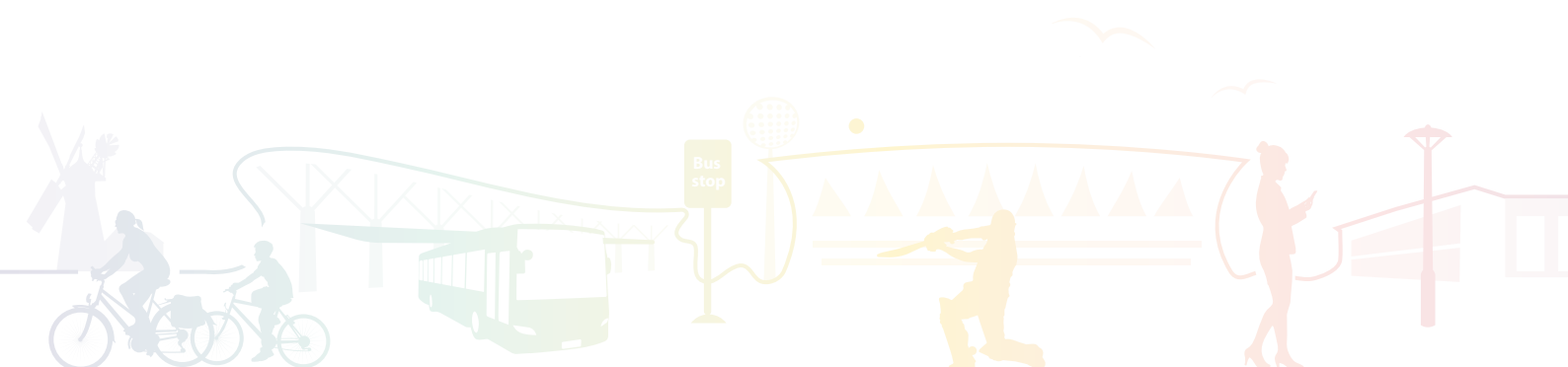
This county has a rich history of powering the economy and people lives. Nottinghamshire was at the forefront of the development of the National Grid. Minerals, oil and gas extracted in the county helped build houses, roads and infrastructure within and well beyond our borders, and powered the industrial age. Extraction of minerals is in our DNA and has not only generated prosperity and jobs for the people of Nottinghamshire, but also shaped the county as it looks today. As we look to the future, not least in producing our Minerals Local Plan, we will ensure that extraction is properly planned, with careful regard to the legacy we create for future generations.

Our county is also a rural county, home to the production of crops that feed the nation. Not only do we work to support the growth and productivity of our rural businesses, we also work to reduce the risk of animal health diseases (Rabies, Avian Flu or Anthrax) through farm enforcement activities and robust contingency planning in case of national outbreaks. Our work helps protect the human food chain by ensuring the authenticity and safety of human food and animal feed.

Our market towns have an important role in the vibrancy of the county. We will continue to improve the appearance of our towns as lively and attractive places that generate local jobs and meet people's changing shopping and leisure habits.

We need our workforce to be skilled, productive and healthy, in jobs that enable people to sustain a good quality of life. Existing jobs are susceptible to automation by the early 2030s. In some pockets of Nottinghamshire, communities still feel the social impact caused by unemployment after the decline of traditional industries. This is why it will be important for the Council and its partners to work together to plan now for the advent of automation which, if well managed, can offer new opportunities and widespread and positive benefits to residents and businesses.

In this digital era, we want to ensure the maximum possible access to superfast broadband. We are starting from a high base, with over 98% of premises in the county already able to access superfast broadband. Our investment in broadband means we are one of the most digitally connected places in the country. But we are now in the early stages of the next technological revolution, the development of a ubiquitous 5G wireless network that will marry data collection and computation with billions of devices. It is widely believed that all industries will feel the effects of the shift to 5G including the health care and automotive industries. The 'Internet of Things' is expected to bring about dramatic transformations in our daily lives through a network of physical devices, vehicles, home appliances and other items embedded with electronics, software, sensors, actuators, and network connectivity which enables these objects to connect and exchange data. Nottinghamshire will need to be at the forefront of these developments to safeguard the future prosperity of our residents and businesses.



The Departmental Operating Model

This Place Plan sets out our approach to achieving our priorities through:

- ▶ **Four commissioning programmes** which set out how we will tackle the most complex challenges and opportunities across the County
- ▶ A series of **key service activities** extracted from Departmental Service Plans, highlighted because of their importance towards delivering the Council Plan Commitments
- ▶ A portfolio of **improvement and change programmes** describing which services we will change to improve service impact for residents and businesses and reduce cost for the taxpayer.

We will monitor the impact of our work through a single, integrated Place Core Data Set which is set out in section five. All of our work should be focused on the achievement of the outcomes and priorities set out in this strategy. We will decommission activity that does not have a demonstrable impact on these outcomes as this simply does not reflect good value for money for the taxpayer.

A different way of thinking about achieving outcomes

To meet the changing needs and ambitions of our residents and businesses, we will need to think differently about how we can achieve the outcomes that matter most to our residents and businesses.

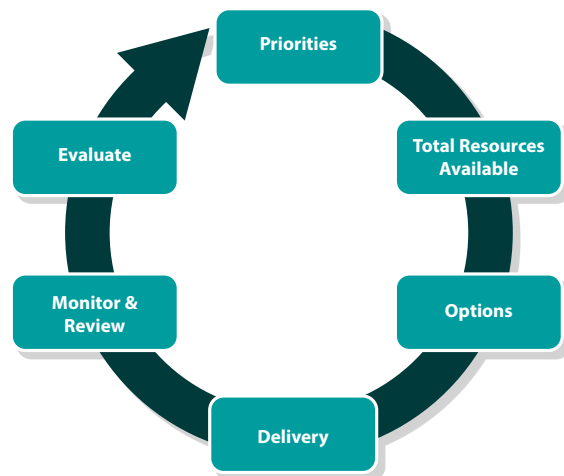
In considering each of the Council Plan commitments, we will need to thoroughly investigate our evidence base and needs assessment. We need to think deeply about what our residents and businesses tell us as we set priorities.

Through this approach we have the opportunity to find different ways of using the total resources at our disposal to deliver better outcomes. Rather than simply considering the revenue cash available to fund services, this might include using our assets differently or using our policy powers, partnerships and influence to achieve outcomes without necessarily spending more public money.

A large part of our operating model reflects our ability as influencers, such as our role in the D2N2 Local Enterprise Partnership, the Midlands Engine, the Safer Nottinghamshire Partnership and with culture and tourism partners. Through these partnerships we can achieve a great deal by brokering opportunities, attracting or unlocking investment, or influencing the spend of other organisations to help meet priorities in Nottinghamshire.

Fundamental to this whole approach is having a strong set of measures and systems that allow us to track and monitor the impact we are having against our priorities. Only by regular reporting and thorough evaluation can we understand where we are really making the difference we set out to achieve, and where we need to adapt, change or stop projects and services we're providing.

We will embed a discipline in the Place department to ensure we actively consider all of the possible resources at our disposal in the pursuit of outcomes, not just the role of Council services.



Commissioning Programmes

The Place Department can have significant impact across many of the Council Plan commitments. Some of the actions we will take to achieve these priorities are tried and tested, but other priorities involve more complex social, economic and environmental challenges that will require new thinking.

Our desire to strengthen our focus on improving outcomes and our analysis of our evidence base has helped identify four new commissioning programmes, set out below, which we will design and deliver. In many respects the challenges facing our communities are not new, they are longstanding and have faced people living in some parts of our county for many years. They are inherently complex, with many interdependencies, and no one team, department or organisation can tackle these challenges alone.

The four commissioning programmes are:

1. Investing in place and community
2. Investing in opportunity areas
3. Investing in economic and social regeneration
4. Investing in skills and aspiration

Commissioning Programme 1: Investing in place and community

We will invest in protecting and enhancing quality of life across Nottinghamshire, further strengthening community, enhancing our countryside, and our heritage and sense of place. This will be driven by understanding the changing ways people are living their lives, the increased expectations of residents and making use of the 'Internet of Things'.

Nottinghamshire people are proud to be from this county. A great many play an active part in their communities, for example by volunteering, joining 'Friends of' groups, coaching various sports, serving as school governors and serving on parish councils. We will use our resources to help and encourage more people to become active citizens, taking responsibility for their own neighbourhoods and communities, supporting each other and helping make Nottinghamshire the welcoming, friendly place it is to live. As well as empowering communities, we will also take enforcement action where required, tackling in particular serious and organised crime groups involved in scams and frauds so that we protect the most vulnerable in our communities. We will use our services and influence to build civic pride. Our registration and celebratory services are not just a way of registering a birth or getting married, they are a gateway to active citizenship in Nottinghamshire and a means of celebrating key milestones in people's lives. Our partnerships with Sport England and our sporting clubs also help people to be physically active, enjoy sport and connect as teams and communities.

Our countryside, culture and heritage are amongst our greatest strengths, and are integral drivers of growth, wellbeing and quality of life for both residents and visitors. Combined they help achieve Nottinghamshire's sense of uniqueness as a place. Thousands of events take place in neighbourhoods, towns and villages across our county every year. Our partners INSPIRE, the RSPB and Greenwood Community Forest (to name three) provide opportunities for people to come together to enjoy the best that Nottinghamshire has to offer.

The Pilgrim Roots event offers a significant opportunity to celebrate our heritage and invite people from around the world back to our county to explore their history and ancestry. Events such as the Tour of Britain also put Nottinghamshire on the map. Over 210,000 people watched the Tour as it raced through the County in 2017, generating over £2m of economic benefits for the county and showcasing the best we have to offer to the viewing public. Our major sporting clubs also help boost our profile and economy. We support our clubs in any way we can, from ensuring high standards of spectator safety, through to marketing and promotion. We will work with partners including sports clubs and schools to provide opportunities for everyone to get involved in sport and physical activity for enjoyment as well as wider outcomes.

Key activities to Invest in Communities and Place:

- Bring forward iconic developments on the County Hall campus and county owned land
- Deliver an integrated local improvement funding strategy including the commissioning of Voluntary and Community Sector organisations
- Protect young people and vulnerable adults from harm through early intervention, prevention and enforcement activities
- Provide support to communities to attract investment to preserve and enhance their local heritage and environment
- Develop and deliver a strong heritage strategy, including Phase 2 of the development at Sherwood Forest and new investment into Rufford Country Park
- Protect library services across the County and pursue the development of more Community Partnership Libraries
- Develop country parks through innovative partnerships

- Develop and deliver different transport solutions to improve transport accessibility, particularly in rural areas
- Expand our relationship with INSPIRE to lever in external funding, increasing the number of activities and opportunities available
- Develop a programme of events for residents and visitors
- Develop a visitor economy strategy
- Improve the visitor experience in Nottinghamshire including interactive and immersive experiences
- Invest in management of public rights of way, promoting the network and the associated health benefits

Commissioning Programme 2: Investing in Opportunity Areas

Harnessing and maximising the impact of the significant opportunities for growth in the county is one of our greatest challenges. We will do this by driving the development of a series of 'Opportunity Areas' across the county to bring new jobs, better housing, more connectivity and more prosperity for our residents and businesses. Aligned with the Opportunity Areas will be partnerships and activities to invest in productivity, providing accommodation for businesses, attracting new inward investment and supporting existing businesses to grow. A key pillar of this work will be through our role contributing to and benefiting from the Midlands Engine and maximising the economic and social impacts of HS2.

Through the designation of a series of Opportunity Areas as outlined in the diagram on page 14 and working with partners including Homes England and local planning authorities, the County Council will progressively bring forward its own land and property assets to unlock and accelerate development.

There is evidence of unmet need and demand for high quality office accommodation and employment space. We will therefore use our own property and assets to bring forward a network of Business Parks across the county to respond to that need and bring further new, high quality and productive jobs into Nottinghamshire.

We want Nottinghamshire to be a place where young people and families can put down their roots and build their own prosperous future. In order to achieve this, we know that affordable housing in good locations is crucial. We want to address this by working with

Government, developers and local partners to ensure a supply of good quality housing in attractive areas, close to sources of employment.

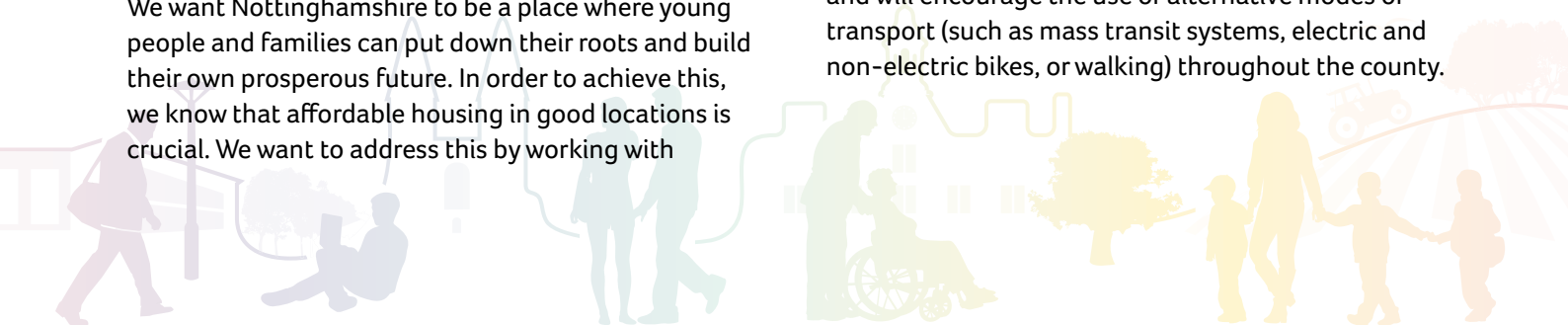
The Major Route Network (MRN) in Nottinghamshire connects us to the cities of Nottingham, Derby and Leicester, Sheffield and Doncaster as well as the towns, jobs and amenities of neighbouring counties. The economic impact of connecting places like Worksop, Retford, Mansfield and Newark to other parts of the Midlands cannot be underestimated. The MRN outlined in the diagram overleaf demonstrates that connectivity. Working with Midlands Connect and our partners in Transport for the East Midlands, we will continue to press Government to not only invest in the Strategic Route Network but also in key routes in the MRN linked to our growth and opportunity areas.

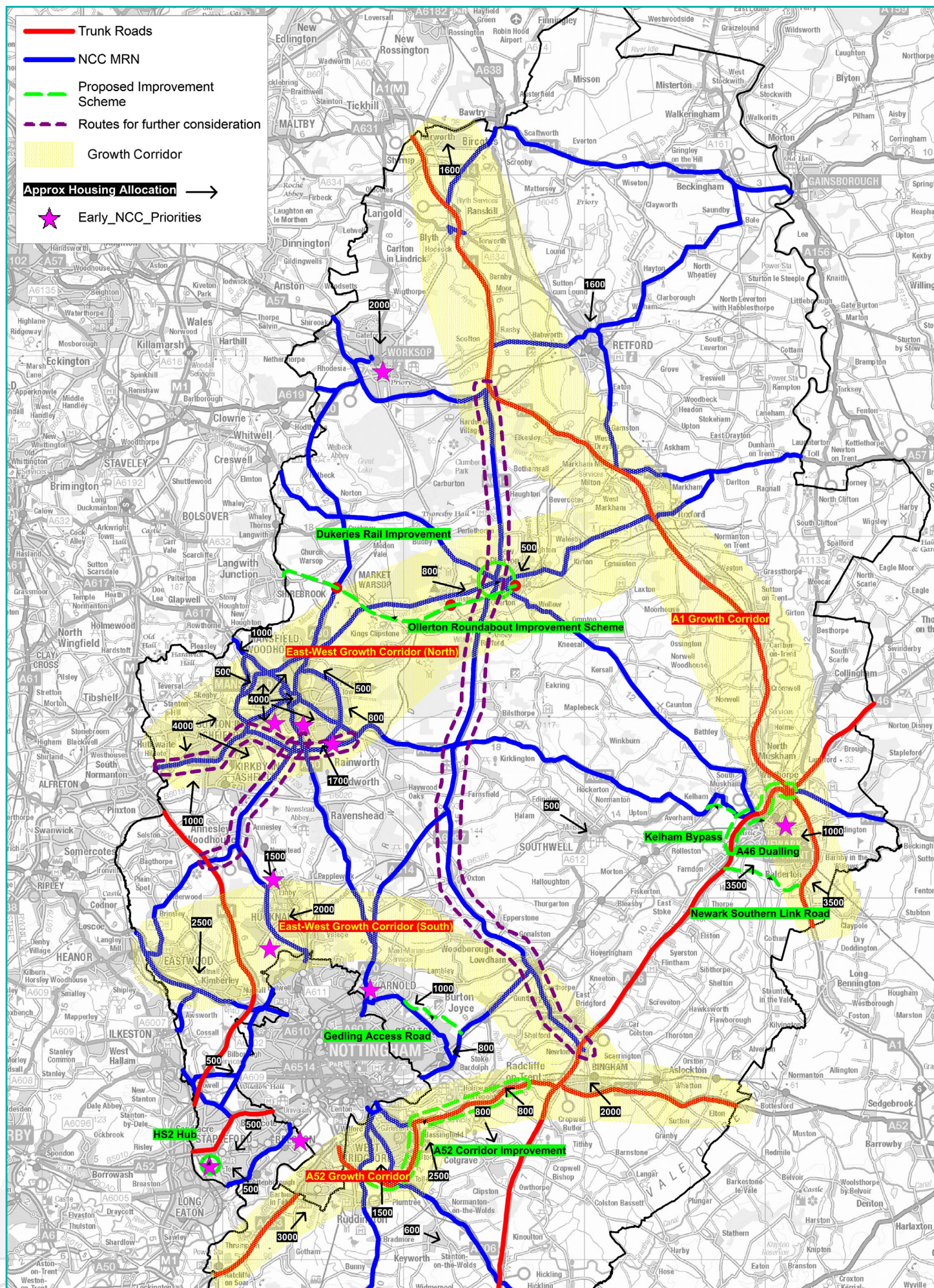
Our priorities for highway investment

- | | |
|---------------------------|------------------------------|
| • A1 /A46/A52 | • A614/A6097 corridors |
| • Gedling Access Road | • HS2 links |
| • Ollerton Roundabout | • Dukeries Rail re-opening |
| • Kelham bridge / bypass | • Bus/rail based Park & Ride |
| • A38/A617/A611 corridors | |

We know that having excellent Broadband and mobile connectivity helps attract young people to an area and retain them. We will work with local planning authorities to encourage all developments over 30 units to have Superfast fibre broadband infrastructure installed in each home or office, in order to retain Nottinghamshire's vanguard position as the most digitally connected place in the East Midlands.

It is widely predicted that by 2050, diesel and petrol cars will only exist as museum pieces. Like the car makers and technology firms, we are determined to get autonomous technology onto Nottinghamshire roads. At the moment, driverless car testing is concentrated in small urban areas and city centres but with reported plans to test a fleet of autonomous vehicles on motorways by 2019, we will aim to ensure that Nottinghamshire is at the forefront of this revolution. This will contribute to improving air quality and will encourage the use of alternative modes of transport (such as mass transit systems, electric and non-electric bikes, or walking) throughout the county.





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In July 2017, the Government confirmed the preferred route for HS2 in the East Midlands, through Nottinghamshire and Derbyshire and north to Leeds. This represents a significant opportunity with the line including plans for an East Midlands station at Toton, Nottinghamshire – set to be the network's best connected point outside London with 22 trains per hour. Whilst current plans are for the station to open in 2033, the Midlands Engine has already set out proposals to partially open the station at Toton by 2030.

'People, place and connectivity' are the focus of the HS2 Growth Strategy for the East Midlands. The Strategy sets out plans to drive long term growth in the regional economy, equivalent to an additional 74,000 jobs and almost £4billion of GVA (Gross Value Added) by 2043.

The East Midlands Growth Zone at Toton in Nottinghamshire will have as its centre piece a new Innovation Campus to accommodate high growth businesses and university research. It is forecast that the Growth Zone has the capacity to create up to 11,500 highly skilled jobs and improved community facilities, which will be at the heart of a network of 'garden village' developments, including the nearby Chetwynd Barracks site.

Delivering this growth will be one of the county's greatest challenges. The County Council will play a leading role, working with neighbouring Councils, HS2 Ltd, the D2N2 LEP, local businesses and residents to maximise the benefits HS2 can bring as a major catalyst for growth.

In facing up to these opportunities and challenges, we must tackle underinvestment in the county. Evidence from the Treasury demonstrates how the East Midlands has been 'underfunded' in comparison with levels of Government investment in other parts of the country. In 2015-16 the East Midlands received the lowest level of Government expenditure on transport, rail and economic activities in the country. The East Midlands received a total of £8,237 per head in 2015/16, compared with £10,129 in London, £9,472 in the North East and £8,750 in the West Midlands. A key pillar of our work will be a campaign to build Nottinghamshire's profile nationally and internationally. This will involve setting out a prospectus for Government investment in our Opportunity Areas specifically for road and rail infrastructure, fixed and mobile connectivity, housing and employment, and skills.

Key activities to 'Invest in Opportunity Areas':

- Build on our economic research with Nottingham Trent University Business School to shape and designate a series of Opportunity Areas across the county
- Design a programme of development for County Council-owned land aligned to each Opportunity Area and maximise external funding and investment
- Develop business cases to invest in and bring forward a network of new business parks across the County targeted at inward investment and growing regional businesses
- Drive the delivery of the HS2 Station at Toton including the Innovation Campus and the associated network of 'garden villages'
- Play a leading role in the Midlands Engine and Midlands Connect
- Invest in our trading relationship with China as a mechanism for inward investment and exports for Nottinghamshire businesses
- Explore the economic potential of the circular economy in which we keep resources in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life
- Complete superfast broadband roll out, bidding for 5G testbed and a Terabit Community linked to new schools in the county
- Design a forward programme of schemes for transport and highways infrastructure, determined through the Major Route Network and safeguarded routes
- Engage in an autonomous driving project
- Invest in innovation and productivity, enabling the further restructuring of the economy for a digital, automated world.

Commissioning Programme 3: Investing in economic and social regeneration

We want to bring new thinking and interventions to support communities and businesses in these areas, so they become more resilient and prosperous. Key to achieving this will be 're-imagining' our town centres. Our market towns and town centres need investment to remain relevant as places in which people connect, enjoy leisure and employment. Our town centres need to not only meet the needs of local people, but also service the needs and demands of those who visit our county.

We want to be leading the technology driven changes in transport and highways, not waiting for them to happen to us.

In the short term, we will increase our investment in maintaining and improving the highway, as we prepare plans for longer term innovations in technology to improve connectivity.

Key activities to invest in economic and social regeneration:

- Programme of town centre regeneration, using our assets to unlock opportunities – people and place
- Increase investment to ensure transport and highways are safe, reliable and sustainable to promote regeneration and meet resident expectations
- Support a safe and vibrant night-time economy
- Develop a forward plan for our branding and Place marketing activity as our current arrangements are due to expire
- Bring forward new business and office accommodation through a network of business parks across the county
- Explore, design and deliver new future-proofed models of public transport
- Work with Public Health on co-ordinated approaches to tackling substance misuse, homelessness and dependency through pathways to employment

Commissioning Programme 4: Investing in skills and aspiration

People in good quality work enjoy better health and wellbeing and greater prosperity. As the economy continues to restructure, technology is driving change at speed, particularly in the workplace. Preparing the workforce and giving them the skills for the labour market of the future is a challenge, but also an opportunity. With greater automation and changing patterns of work, people in Nottinghamshire will need the aspiration and skills that meet the needs of business. This starts with excellent education at school, but also learning and training for adults both in and out of work through colleges, university and other learning providers.

We will work with our schools and Higher and Further Education providers to ensure that there is an excellent education and training offer matched to the skills requirements we know our economy needs now and in the future. Nottinghamshire is proud to be home to the University of Nottingham and Nottingham Trent University (NTU), who we recognise as an anchor institution in the county. Through our partnership with Nottingham Trent University for example, we will see increasing numbers of our young

people graduate with degrees that position them well for their careers, with increasing numbers of graduates choosing Nottinghamshire as the place to use their skills to build and grow their future.

We will stimulate the provision of skills to meet business demand, with a focus on higher level and technical skills for growing businesses and on promoting training and innovation in key sectors. We need to tackle the skills gaps in our economy and address any future labour shortages. This will require the upskilling of individuals, especially in medical sciences, technology, engineering, arts and mathematics and in agriculture and food processing.

Nottinghamshire County Council jointly owns the Futures, Advice, Skills and Employment Company (Futures), a social enterprise at the national forefront of providing jobs and skills advice, training and apprenticeships to support young people and adults into work or training. We will maximise the contribution Futures makes towards the Council's core strategies and ensure governance and reporting arrangements reflect the increasing role of Futures in wider skills and economic development activity.

We will support young people's aspiration and attainment through programmes of activity and work with schools, as well as making significant investment into the building of new schools where they are most needed.

Key activities to invest in skills and aspiration:

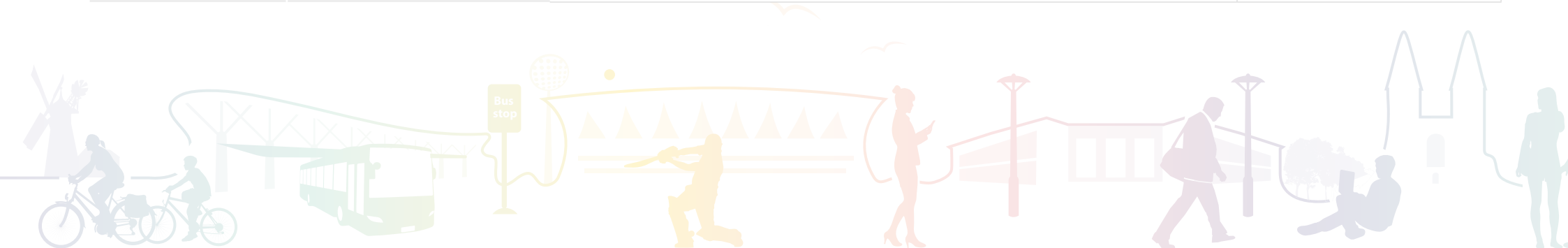
- Provide leadership with the skills sector – FE, HE and post-16 education, and be more proactive in brokering the demand and supply of skills
- Support people to acquire new skills to work in the future economy
- Develop our strategic partnership with Futures to build pathways into employment and ensure that Futures' contribution towards the Council's strategic objectives for economic development and skills is maximised
- As a large employer we will deliver a wide range of apprenticeships and encourage greater provision and take up of apprenticeships in the county
- Work with NTU as the anchor institution for the county, increasing the number of people with higher level skills and retaining graduates to work in the future economy
- Build a culture of aspiration and achievement from school age children, their parents, young people and adults throughout their careers
- Work with business leaders to increase the availability of apprenticeships and employment support for key groups, including for our looked after children.

Priorities and Key Activities that Support the Delivery of the Council Plan

The Council has set four ambitions in the new Council Plan “**Your Nottinghamshire, Your Future**”. The following table sets out some of the key activities that will be delivered by the Place Department.

Commitment	Success measures	Activities	Key Measures of Success
A great place to bring up your family			
Commitment 1: Families prosper and achieve their potential	More families will be in work More families will live in good quality housing	Develop and deliver the ‘Investing in Opportunity Areas’ commissioning programme Bring forward developments on County Council land: - Rolleston Drive - Top Wighay - Wilford Lane - Broomhill Farm Deliver Phase 2 of the Lindhurst/Berry Hill scheme.	Number of jobs created from schemes in which we have had involvement Number of new businesses
Commitment 3: Children and young people go to good schools	Children and young people are provided with sufficient early years provision and school places in their local communities	Ensure delivery of high quality, good value school places to meet basic need Develop an innovative schools capital programme, replacing the Orchard school in Newark and opening a new school in Bestwood Village Devise and agree a revised Developer Contributions Strategy Review of the Catering and Facilities Management service delivery model including for the provision of school meals	Pupil Places Construction plans within target (+/- 10%) Total/Value of s106 contributions received School meals take-up Surplus/Deficit schools catering
A great place to fulfil your ambition			
Commitment 4: Nottinghamshire has a thriving jobs market	People leave education with better qualifications and skill More people are in higher paid and skilled jobs More apprenticeships available for people of all ages More graduates choose to stay in Nottinghamshire for further work or study	Develop and deliver the ‘Investing in skills and aspiration’ commissioning programme Work with partners and business to develop the Apprenticeship programme Develop an action plan for expanded delivery with Futures Advice, Skills & Employment and INSPIRE, related to skills Implementation of the Area Based Review’s recommendations, including addressing quality and the alignment of the curriculum with employer needs	Number of adult learning opportunities available Number of apprenticeship opportunities available

Commitment	Success measures	Activities	Key Measures of Success
Commitment 5: Nottinghamshire is a great place to live, work, visit and relax	People live in communities supported by good housing and infrastructure People can enjoy a wide range of leisure or cultural activities People can travel safely and quickly across urban and rural parts of the county People look after and enjoy the local environment	Develop and deliver the 'Investing in Economic and Social Regeneration' commissioning programme Develop a Heritage Strategy. Support the Tour of Britain event 2018. Open an additional Household Waste Recycling Centre for residents of Rushcliffe. Review and monitor Flood Risk Assessments and plans for towns and villages at risk. Deliver a comprehensive and efficient Public Transport network in partnership with commercial providers, community providers and County Council fleet. Bid for Clean Bus Technology Fund and Low Emission Bus Scheme to reduce NOX emissions and improve Air Quality Invest in reducing our own energy usage, increasing energy efficiency and reducing cost. Support the continued operation of the Greenwood Community Forest partnership Bring forward revised Minerals and Waste Local Plans for approval. Review and update the Rights of Way Management Plan Review and monitor Local Transport Strategy (LTP) to ensure efficient use of entire network	Satisfaction levels at Rufford Abbey Country Park Number of visits to libraries % of household waste sent to reuse, recycling or composting New recycling centre opened within timescale Number of flood risk projects completed within timescale Number of properties with enhanced levels of flood protection Total value of successful bids for government funding for transport and highways projects % of transport projects within target
A great place to enjoy your later life			
Commitment 7: People live in vibrant and supportive communities	Communities will support each other through volunteering and involvement in local organisations	Develop and deliver the 'Investing in Place and Communities' commissioning programme Deliver and evaluate the Age Friendly pilot Using Trading Standards powers and our community safety service to protect vulnerable residents, build resilience and independence Well regulated businesses – Trading Standards service work commercially to support businesses to be safe, effective and to trade	Number of tailored interventions to protect vulnerable residents Increase in number of approved traders



Commitment	Success measures	Activities	Key Measures of Success
A great place to start and grow your business			
Commitment 10: Nottinghamshire is a great place to invest and do business	<p>An increased amount of inward investment in the county</p> <p>High quality business accommodation is available for business to start and grow</p> <p>Increased economic productivity across the county</p> <p>More visitors spending more money in our county</p> <p>Increased economic vibrancy and improved appearance of market towns</p>	<p>Develop and deliver the 'Investing in Opportunity Areas' commissioning programme</p> <p>Deliver the D2N2 Growth Hub business support programme</p> <p>Develop proposals for the integration of the three Nottinghamshire Innovation Centres</p> <p>Generate investment opportunities and trade as part of the Midlands Engine and Friendship Agreement with China</p> <p>Develop and deliver the 'Investing in Economic and Social Regeneration' programme</p> <p>Develop a Visitor Economy Strategy and delivery plan</p> <p>Develop and adopt a D2N2 Town Centre Strategy</p> <p>Develop a Property Strategy and Asset Management Plan to align use of Council Assets to strategic priorities</p> <p>Lead the Nottinghamshire strand of the OPE North Midland Partnership</p> <p>Expand the Trading Standards Checkatrade approved traders service</p>	<p>Number of programmes operating</p> <p>% of milestones achieved</p> <p>Number/value of successful investments</p> <p>No of successful HIF Bids</p> <p>Strategy developed within project timescales</p>
Commitment 11: Nottinghamshire is a well-connected County	<p>Improved roads and transport infrastructure with better connectivity across the county and region</p> <p>Improved superfast broadband coverage</p> <p>Local people have the right skills to benefit from employment opportunities generated by HS2 and other major infrastructure developments</p>	<p>Develop and deliver the 'Investing in Opportunity Areas' and 'Economic and Social Regeneration' commissioning programmes</p> <p>Lead the development of HS2 at Toton Nottinghamshire, including the Innovation Campus and network of 'garden villages'</p> <p>Deliver contract 3 of the Better Broadband for Nottinghamshire programme</p> <p>Develop plans for the County's first terabit school and (if appropriate) apply to the Government's Local Full Fibre Network (LFFN) Challenge Fund</p> <p>Work with operators to establish a 5G testbed for the Midlands Engine to trial Augmented Reality (AR) on the rural visitor experience</p> <p>Develop a significant programme of investment in the highway network using Council resources and by accessing Government funding</p> <p>Review Highway maintenance and integrated transport measures policy framework including with Via East Midland</p>	<p>% of HS2 project milestones achieved on target</p> <p>% of highway capital programmes delivered on target</p> <p>Total value of successful bids for broadband</p> <p>Total value of NCC investment on broadband programme</p> <p>Total value of successful bids for government funding for transport and highway projects</p> <p>Number of successful bids for new technology pilots</p>
Commitment 12: Nottinghamshire has a skilled workforce for a global economy	<p>People have a higher level of skills</p> <p>There is a flexible and varied workforce that is able to meet the needs of local businesses in the future</p>	<p>Develop a European Social Investment Funding (ESIF) Skills programme</p> <p>Support the delivery of the County Council Apprenticeship Scheme</p> <p>Develop a series of pathways to work and progression routes into higher value employment</p> <p>Support the NTU Anchor Institution programme</p>	<p>Number of apprenticeship opportunities taken up</p> <p>Number of adult learners</p> <p>Care Leavers in employment</p>

The Place Improvement and Change Portfolio

**Senior Responsible Officer: Corporate
Director for Place**

**Lead Members: Chairman of Policy
Committee and Chairman of
Communities and Place Committee**

Description: In addition to our key activities and commissioning intentions above, the Department will deliver a portfolio of improvement and change programmes. All of these will be robustly managed through the Council's agreed programme and project methodologies and regularly monitored by the Place Leadership Team.

Programmes

There are three programmes of work that will support this portfolio:

01 Our internal journey of improvement

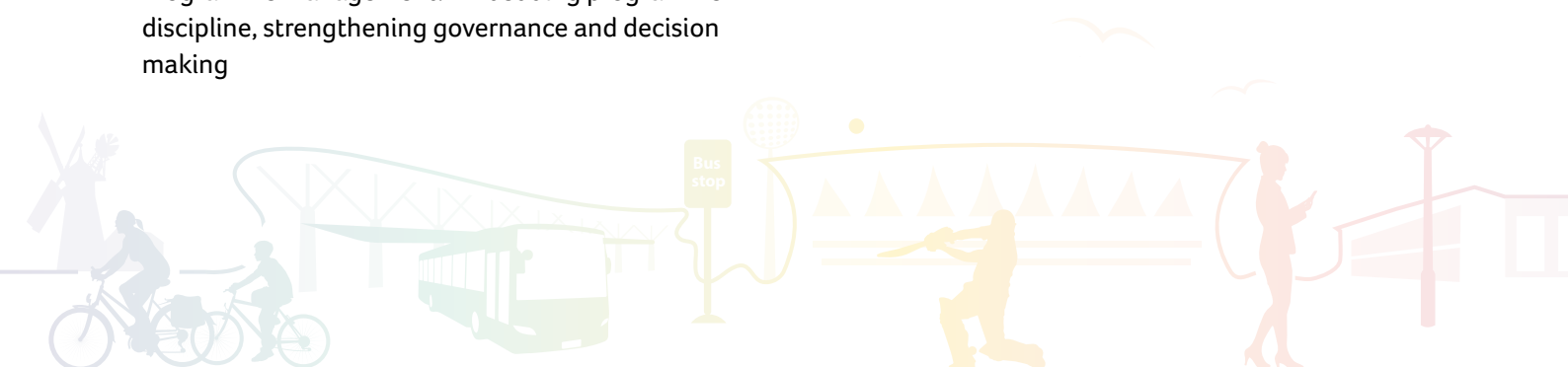
The Department is putting in place the foundations to help us move towards excellence. Moving forward, the Department will embed and strengthen our approach to:

- **Intelligence:** Ensuring an evidence based approach, data driven policy and decision making
- **Technology:** Using new service design techniques, incorporating user insight and digital technologies
- **Programme Management:** Embedding programme discipline, strengthening governance and decision making

- **Performance Management:** Using the new core data set to hold providers, teams and individuals to account for performance
- **Integrated assurance:** Balancing performance, finance, risk, health and safety, emergency planning and service continuing
- **Business continuity and risk management:** Strengthening the Department management of risk, health and safety and emergency planning
- **Leadership development:** A programme to build leadership capacity, working as place leaders with high performing teams – culture change and organisational development

Key milestones for the next year include:

- ▶ New core data set established April 2018
- ▶ Department Programme Board established February 2018
- ▶ Risk Assessments review complete February 2018
- ▶ Business Continuity Plans refreshed February 2018
- ▶ Leadership skills/behaviours diagnostic phase complete December 2017
- ▶ Definition of values/behaviours February 2018
- ▶ Systems Leadership programme March 2018



02

Investment and commercial returns

This programme focused on the development of proposals that generate new sources of income for the County Council to help reduce the public subsidy for the services we provide for residents and businesses.

The key projects are:

Redesigning the strategic management of assets to generate a revenue return for the County Council.

Key milestones:

- ▶ Diagnostic Phase complete April 2018
- ▶ Review findings implemented April 2019.

Catering and facilities management commercial model to generate a surplus for reinvestment by the Council.

Key milestones:

- ▶ Options appraisal for Committee approval March 2018
- ▶ Full business case approved September 2018
- ▶ New models live April 2020

Increasing income in trading standards and registration and celebratory services to reduce the public subsidy for these important place based services.

Key milestones:

- ▶ Fees approved by Committee
- ▶ Fees structures in place April 2018.

03

Doing things differently with less

These projects are focused on getting the maximum value from our ever reducing resources. It is about taking a fresh look at how we operate and aligning our priorities across service areas in a joined-up approach:

Libraries and youth art service – through our collaboration with INSPIRE, drawing new resources together to grow the services that our communities can access for learning, enjoyment and enrichment.

Key milestones:

- ▶ Annual review of Cultural Strategy June 2018

Integrated Local Improvement Scheme supporting communities and the voluntary sector – shifting to a commissioning led model and a more integrated approach to supporting communities using a wide range of resources and functions from across the Department and Council.

Key milestone:

- ▶ Initial funding announcements April 2018

Future Transport – building on the early work undertaken in partnership with Future Gov to develop different transport solutions including working more closely with the Heath and Community Transport Sector.

Key milestones:

Potential partnership working with NHS

Commissioning groups:

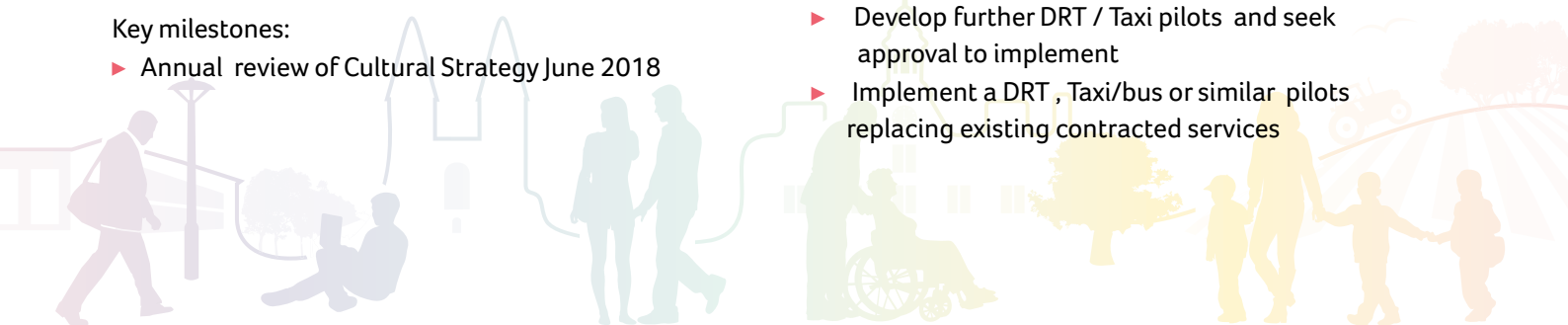
- ▶ February 2018 : Senior Leadership approval to carry out further detailed scoping work with the Nottinghamshire and Nottingham City Clinical Commissioning Group's to develop more integrated transport solutions for Nottinghamshire residents.
- ▶ April 2018 : Communities and Place Committee approval to proceed with different transport solution for the provision of Non-Emergency Patient Transport (NEPTS) and Notts County Council Transport .
- ▶ Autumn 2019 : Implementation of new joint NEPTS and Notts County Council transport provision.

Community Transport Sector:

- ▶ March 2018 : To seek approval to appoint a new Development officer to develop Community Transport provision and Demand Responsive Transport (DRT) /Taxi/Bus provision
- ▶ August 2018: To develop Community Transport Strategy to build capacity within the sector to provide further transport options to strengthen resident connectivity to work, training and essential services including Health.

Local bus, alternative delivery options:

- ▶ Summer 2018: Further investigation of 'alternative', delivery models
- ▶ Develop further DRT / Taxi pilots and seek approval to implement
- ▶ Implement a DRT , Taxi/bus or similar pilots replacing existing contracted services



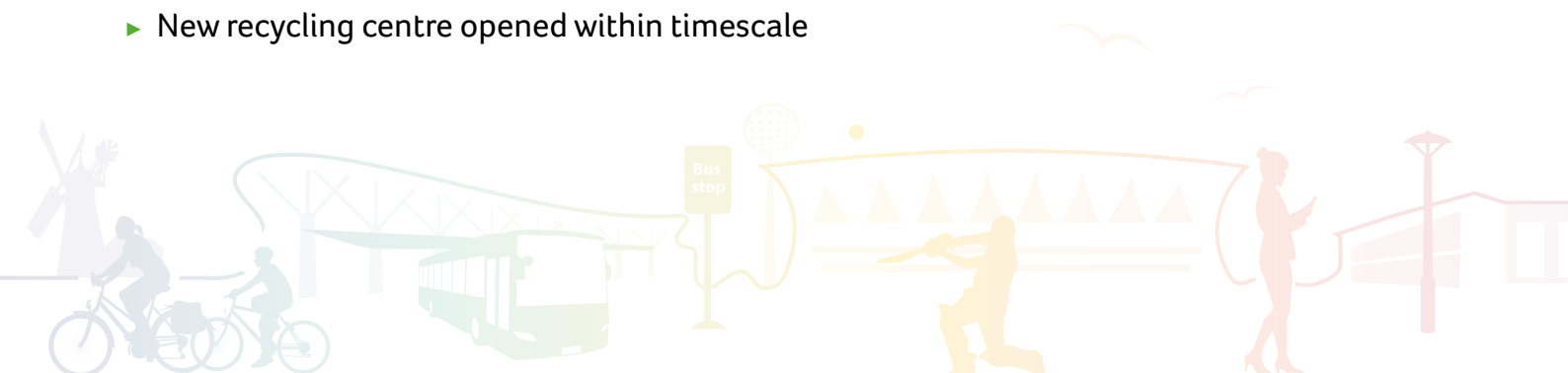
Departmental Core Data Set

A great place to bring up your family

- ▶ Adult/Families in work (one adult in work)
- ▶ Number of new Business start ups
- ▶ Number of children killed or seriously injured in road traffic accidents
- ▶ School meals take-up
- ▶ The availability of illicit tobacco to Nottinghamshire residents
- ▶ Number of additional school places Created
- ▶ Number of jobs created from schemes we have had involvement in
- ▶ School Construction plans within target (+/-10%)
- ▶ Total/Value of s106 contributions received
- ▶ Surplus/Deficit schools catering

Great place to fulfil your ambition

- ▶ Population with Level 4, 5, plus skills
- ▶ Number of children killed or seriously injured in road traffic accidents
- ▶ People killed or seriously injured in road traffic collisions
- ▶ CO2 emissions - annual reductions
- ▶ Number of properties with enhanced levels of flood protection
- ▶ Percentage of household waste sent to reuse, recycling and composting
- ▶ Residual household waste (per household)
- ▶ No of visits to libraries
- ▶ Satisfaction level at Rufford Abbey County Park
- ▶ New recycling centre opened within timescale



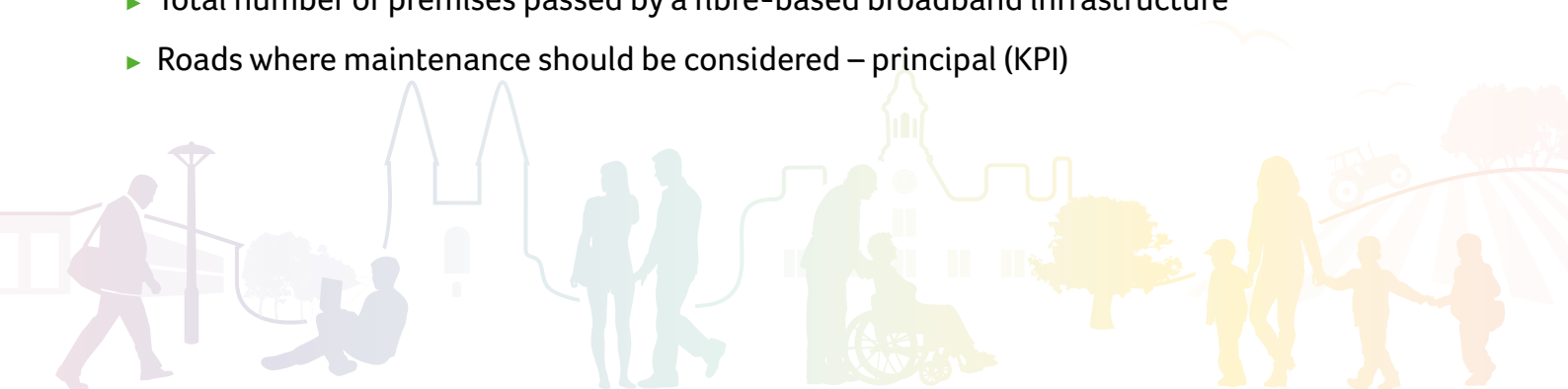
- ▶ Number of apprenticeship opportunities available
- ▶ Number of flood risk projects completed within timescale
- ▶ Number of adult learning opportunities available
- ▶ % of transport projects delivered on time/in budget

Great place to enjoy later life

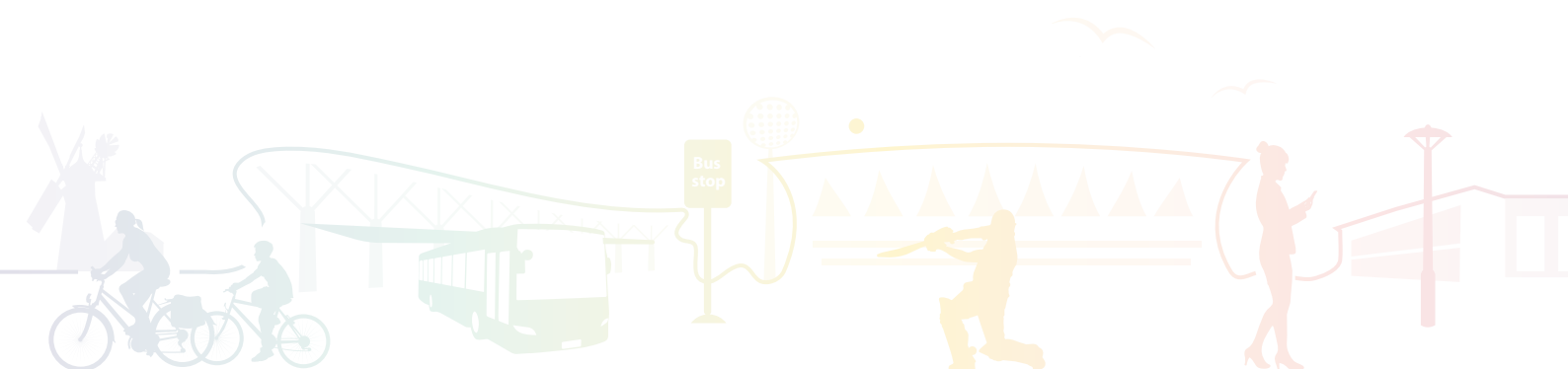
- ▶ Reduction in Anti-Social Behaviour
- ▶ Annual satisfaction survey (Corporate)
- ▶ Reduction in all crime compared to 2015/16
- ▶ Increase in the number of approved traders
- ▶ % of Trading Standards problems worked on solved
- ▶ Number of tailored interventions to protect vulnerable residents based on the risk, threat and harm to the individual
- ▶ Growth in Friends Against Scams and Nominate Neighbour Schemes
- ▶ Number of doorstep crime victims protected
- ▶ Number of Voluntary and Community Sector organisations supported through the Local Improvement Scheme

Great place to start and grow a business

- ▶ Average earnings
- ▶ Working Age population employment/unemployed
- ▶ Adult unemployment rate
- ▶ Care Leavers in employment
- ▶ Suggest delete can only supply for NCC staff not overall figure
- ▶ Business start up/survival
- ▶ Business base
- ▶ Productivity/GVA Pop (Gross value added)
- ▶ Total number of premises passed by a fibre-based broadband infrastructure
- ▶ Roads where maintenance should be considered – principal (KPI)



- ▶ Roads where maintenance should be considered - non-principal (KPI)
- ▶ Roads where maintenance should be considered - unclassified (KPI)
- ▶ Increase in Primary Authority Companies
- ▶ Achievement of additional Trading Standards income target
- ▶ Inward investment
- ▶ County Planning matters determined in 13 weeks
- ▶ No. of investment programmes operating
- ▶ % of D2N2 milestones achieved on target
- ▶ No. of successful HIF bids
- ▶ Property Strategy developed within project timescales
- ▶ % of HS2 project milestone achieved on target
- ▶ % of highway capital programmes delivered on target
- ▶ Total value of successful bids for broadband
- ▶ Total value of NCC investment on broadband programme
- ▶ Total value of successful bids for government funding for Transport and Highway projects
- ▶ No of successful bids for new technology pilots
- ▶ No of apprenticeship opportunities taken up
- ▶ No of adult learners





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