

Policy Committee

Wednesday, 18 March 2020 at 10:30

County Hall, West Bridgford, Nottingham, NG2 7QP

AGENDA

- | | | |
|----|--|-----------|
| 1 | Minutes of the last meeting held on 12 February 2020 | 5 - 10 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | Update on the Environmental Policy and Environment Strategy | 11 - 26 |
| 5 | Employment and Health Strategy 2020-30 | 27 - 54 |
| 6 | Increasing Residential Capacity for Looked After Children | 55 - 100 |
| 7 | Careers Provision for Young People in Readiness for Entering the World of Work | 101 - 106 |
| 8 | Proposal for a Nottinghamshire Economic Growth Strategy | 107 - 110 |
| 9 | Digital Connectivity in Nottinghamshire | 111 - 116 |
| 10 | High Speed 2 (HS2) Growth - Delivery Phase | 117 - 122 |
| 11 | Flag Flying Protocol | 123 - 130 |

12	Transfer of County Enterprise Foods from the Adult Social Care and Health Department to Place Department	131 - 134
13	Attendance at Local Government Association Annual Conference and Exhibition 2020	135 - 138
14	Lindhurst Development Update - Site Disposals	139 - 146
15	Work Programme	147 - 154
16	EXCLUSION OF THE PUBLIC	

The Committee will be invited to resolve:-

“That the public be excluded for the remainder of the meeting on the grounds that the discussions are likely to involve disclosure of exempt information described in Schedule 12A of the Local Government Act 1972 and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.”

Note

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

EXEMPT INFORMATION ITEMS

17 Lindhurst Development Scheme - Site Disposals - EXEMPT APPENDIX

- Information relating to the financial or business affairs of any particular person (including the authority holding that information);

Notes

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

Customer Services Centre 0300 500 80 80

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

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

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

Meeting **POLICY COMMITTEE**

Date **Wednesday 12 February 2020 (commencing at 10.30 am)**

membership

Persons absent are marked with 'A'

COUNCILLORS

Mrs Kay Cutts MBE (Chairman)

Reg Adair (Vice-Chairman)

Chris Barnfather
Joyce Bosnjak
Richard Butler
John Cottee
Samantha Deakin
Kate Foale
Stephen Garner **A**
Glynn Gilfoyle
Tony Harper **A**

Richard Jackson
Bruce Laughton
Philip Owen
John Peck JP
Mike Pringle
Alan Rhodes
Muriel Weisz **A**
Jason Zadrozny **A**

SUBSTITUTE MEMBERS

Rachel Madden for Jason Zadrozny
Liz Plant for Muriel Weisz
Francis Purdue-Horan for Tony Harper
Rachel Madden for Jason Zadrozny

OTHER COUNTY COUNCILLORS IN ATTENDANCE

Nicki Brooks

OFFICERS IN ATTENDANCE

Anthony May
Luke Barrett
Phil Cooper
Angie Dilley
Keith Ford
David Hennigan
Holly Marrison
James Silverward
Nigel Stevenson
Marjorie Toward

Jonathan Gribbin

Adult Social Care and Public Health

Colin Pettigrew

Children, Young People's and Culture

Marion Clay

Lawrence Jones

Adrian Smith

Place Department

Andy Evans

Neil Gamble

Derek Higton

ALSO IN ATTENDANCE

Grace Li

Work Experience

1 MINUTES

The Minutes of the last meeting held on 15 January 2020, having been previously circulated, were confirmed and signed by the Chairman.

2 APOLOGIES FOR ABSENCE

The following apologies for absence were reported:-

Stephen Garner – on other Nottinghamshire County Council business

Tony Harper – other reasons

Muriel Weisz – other reasons

Jason Zadrozny – medical / illness

3 DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS.

Councillor Mike Pringle declared a private, non-pecuniary interest in agenda item 4 – Investing in Nottinghamshire – Making the Best Use of Council Premises, as the local Divisional Member for Ollerton, an area included within the proposals for Newark-on-Trent, which did not preclude him from speaking or voting on this item.

Councillor Alan Rhodes declared a private, non-pecuniary interest in agenda item 8 – Midlands Engine Development Corporation Update, as his son was employed by Grant Thornton, one of the companies contracted to provide services for the Development Corporation, which did not preclude him from speaking or voting on this item.

4 INVESTING IN NOTTINGHAMSHIRE – MAKING THE BEST USE OF COUNCIL PREMISES

RESOLVED: 2020/017

- 1) That the proposals to remodel the County Hall campus, as outlined in paragraphs 11 to 17 of the committee report, including the provision of

additional premises incorporating a new archives provision and to approve a variation to the capital programme to increase it by £3,200,000 for detailed design and costing works to be undertaken for a full campus development plan, be approved in principle.

- 2) That the capital programme be varied to increase it by £14,700,000 for the design and construction of new office accommodation and associated infrastructure at Top Wighay.
- 3) That the capital programme be varied to increase it by £4,795,000 for the refurbishment works to be undertaken at Meadow House, Trent Bridge House, Beeston Central Children's Centre and office accommodation at Castle House in Newark.
- 4) That the capital programme be varied to increase it by £2,500,000 to design and construct new office accommodation on the current site of the former Bassetlaw Learning Centre in Worksop.
- 5) That the capital programme be varied to increase it by £250,000 and one-off revenue funding of £2,500 in respect of the establishment of new office and service facilities in Retford at the Retford Post 16 Centre and 17B The Square.
- 6) That the capital programme be varied to increase it by £220,000 for refurbishment works at Sir John Robinson Way, Arnold, necessary to allow surplus office accommodation to be made available for commercial use.
- 7) That the Investing in Nottinghamshire capital and revenue expenditure in respect of programme management resources, as set out in paragraphs 45-51 of the committee report, be approved.

5 RESULTS FROM 2019 NOTTINGHAMSHIRE RESIDENTS' SURVEY

RESOLVED: 2020/018

- 1) That the results of the survey are used to inform development of the Council's service delivery plans and budget setting.
- 2) That the Residents' Survey be carried out in 2020 using a similar approach and methodology.
- 3) That an ongoing programme of engagement with local people be developed, with progress reported through Improvement and Change Sub-Committee.

6 SECONDARY AND PRIMARY SCHOOL PROVISION IN WEST BRIDGFORD

During discussions, Members requested a copy of the pupil place demand information referenced within paragraph 3 of the committee report.

RESOLVED: 2020/019

- 1) That the Children and Young People's capital programme be varied by £445,000 to enable detailed analysis, site surveys and feasibility studies to be undertaken to determine the deliverability and estimated costs for the proposed construction in the West Bridgford planning area of a new secondary school and a relocated and enlarged Lady Bay Primary School.
- 2) That a report summarising the outcomes of the analysis, site surveys and feasibility studies be submitted to a future meeting of Policy Committee.

7 YOUTH VIOLENCE AND CHILD CRIMINAL EXPLOITATION

RESOLVED: 2020/020

- 1) That funding of up to £100,00 be sought from contingency subject to the availability of external funding, to continue in 2020-21 the posts established in May 2019 to tackle youth violence, as detailed in paragraphs 27-28 of the committee report.
- 2) That an update report be submitted to Policy Committee in November 2020.

8 MIDLANDS ENGINE DEVELOPMENT CORPORATION - UPDATE

RESOLVED: 2020/021

- 1) That the progress with the work to examine the feasibility of a Midlands Engine development corporation be endorsed.
- 2) That Nottinghamshire County Council's continued lead role in the development corporation programme be supported.
- 3) That the Statement of Intent, as set out in Appendix A of the committee report, be endorsed.
- 4) That the attendance of Anthony May and Ken Harrison at Le Marche International des Professionnels de L'immobilier on 10-13 March 2020, be noted

9 REVISED CHILDREN MISSING EDUCATION STRATEGY AND ELECTIVE HOME EDUCATION POLICY

RESOLVED: 2020/022

- 1) That the revised Children Missing Education Strategy be approved.
- 2) That the revised Elective Home Education Policy be approved.

10 SCHOOLS AND EARLY YEARS FUNDING – AGREEMENT OF THE LOCAL FUNDING FORMULA FOR 2020-21

RESOLVED: 2020/023

That the recommendations of the Schools Forum to distribute available funding between Nottinghamshire schools, academies and early years providers in 2020-21 be approved.

**11 ADOPTION OF INTERNATIONAL HOLOCAUST REMEMBRANCE ALLIANCE
WORKING DEFINITION OF ANTISEMITISM**

RESOLVED: 2020/024

That the Council adopt the International Holocaust Remembrance Alliance's working definition of antisemitism as follows:-

'Antisemitism is a certain perception of Jews, which may be expressed as hatred towards Jews. Rhetorical and physical manifestations of antisemitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities.'

12 COUNTY COUNCIL CIVIC SERVICE

RESOLVED: 2020/025

That approval be given to the estimated costs of £1500 in connection with the Civic Service on 28 June 2020 at Southwell Minster being met from the County Hospitality budget.

**13 OPERATIONAL DECISIONS ANNUAL REVIEW & QUARTERLY UPDATE
JULY-DECEMBER 2019**

During discussions, Members clarified that the location of Middle Street, decision ref. 3534, was within the Beeston Central and Rylands Division.

RESOLVED: 2020/026

- 1) That the process for the authorising of operational decisions, as originally approved by the Committee on 20 January 2014, be continued.
- 2) That the operational decisions taken between July-December 2019 be noted.

14 SALE OF BEVERCOTES HOUSE, DARWIN DRIVE, OLLERTON

RESOLVED: 2020/027

That approval be given to the sale of Bevercotes House, Darwin Drive, Ollerton on terms detailed in this report and its appendix.

15 WORK PROGRAMME

During discussions, Members requested that updates on HS2, the Violence Reduction Unit and the National Rehabilitation Centre be scheduled for future meetings as appropriate.

RESOLVED: 2020/028

That the Work Programme, as updated by the Committee, be agreed.

16 EXCLUSION OF THE PUBLIC

RESOLVED: 2020/029

That the public be excluded for the remainder of the meeting on the grounds that the discussions were likely to involve disclosure of exempt information described in Schedule 12A of the Local Government Act 1972 and the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

**17 SALE OF BEVERCOTES HOUSE, DARWIN DRIVE, OLLERTON –
EXEMPT APPENDIX**

RESOLVED: 2020/030

That the information set out in the exempt appendix be noted.

The meeting closed at 12.46 pm.

CHAIRMAN

REPORT OF THE LEADER OF THE COUNTY COUNCIL

UPDATE ON THE ENVIRONMENTAL POLICY AND ENVIRONMENT STRATEGY

Purpose of the Report

1. To seek approval for the proposed Corporate Environmental Policy.
2. To update the Committee on progress with the Corporate Environment Strategy and seek approval for the proposed key strategic ambitions.

Information

Context

3. In 2018 the UK Government introduced its 25 Year Environment Plan to protect and enhance the environment by improving air quality, creating richer habitats for wildlife and reducing plastic waste. As part of this plan, the first Environment Bill in 20 years was introduced to parliament in October 2019, setting out the action the Government plans to take to protect landscapes, enhance wildlife, reform farming and tackle plastic waste.
4. In 2019 the Government committed the UK to achieving a legally binding target of net-zero greenhouse gas emissions by 2050.
5. Nottinghamshire County Council as a local authority, major employer, service provider, community leader, partner and local authority plays a leading role in protecting and improving the environment for Nottinghamshire residents. The development of a Corporate Environmental Policy and Strategy is instrumental to fulfilling that role.

Background

6. At its meeting on 16 May 2019, the County Council resolved to welcome plans to bring proposals for a new Corporate Environment Strategy to a future meeting of Policy Committee.
7. On 18 September 2019, Policy Committee approved the proposals and key activities to be covered in developing this strategy. The strategy, alongside an overarching environmental policy, would cover the key activities of the Council that interact with the environment and seek to improve the environmental impacts of those activities. This included:
 - a. Use of fuel, energy and water in our vehicles and our buildings;
 - b. Generation, treatment and disposal of waste from our buildings and our activities;
 - c. The management of the Council's land;
 - d. New developments and projects;

- e. Procurement of goods and services;
- f. Use of goods and materials and their impact on the environment;
- g. Council projects, strategies and policies.

Progress to Date

8. The development of the Corporate Environment Strategy will build on current good environmental practice and achievements to date including;
 - a. A reduction in electricity consumption in street lighting by 36% since 2012/13 thanks to investment in LED technology.
 - b. A reduction in CO₂ emissions from our buildings and street lighting by 69% since 2010/11 due to targeted investment across our estate.
 - c. A 133% increase in renewable power, from 321,071 kWh to 749,413 kWh, produced by solar photovoltaic panels (PVs) installed on Council sites since 2014/2015. Currently 39 Council buildings have PVs installed.
 - d. Landfill for waste disposal down to less than 5%.
 - e. Reduction of single use plastics with the removal of plastic cups and the offering of reusable coffee cups in Council buildings.
 - f. Provision for 6 electric buses used for public transport, with 2 buses currently operational and 4 planned to become operational in 2020.
 - g. The investment of £2m of funding by Go Ultra Low Nottingham from the Office for Low Emission Vehicles Go Ultra Low City Fund to provide a public network of 230 electric vehicle charge points in the Derbyshire and Nottinghamshire local authority areas. Currently there are 20 publicly accessible sites in Nottinghamshire, including County Hall.
 - h. A Cycle to Work scheme and a Nottinghamshire Carshare scheme, with over 400 members in the Council's car sharing group.
 - i. The Council hosting the Nottinghamshire Biodiversity Action Group Partnership, one of the largest local biodiversity partnerships in the country with nearly 50 partners across the public, private and voluntary sectors.
 - j. Working through the County's Health and Wellbeing Board to develop a Nottinghamshire Air Quality Strategy, which sets out the intention for multiagency action tackling emissions from development, transport, domestic and industrial sources.
9. The Council is a lead member of the D2N2 Local Enterprise Partnership and supports the delivery of its Energy Strategy 2019 – 20230 and its recently published draft Industrial Strategy which identified clean growth as one of its 3 central propositions. The Council is also a key partner in the Nottinghamshire and Derbyshire Local Authorities Energy Partnership, which works to alleviate fuel poverty, reduce carbon emissions, improve energy efficiency and promote sustainable energy generation.
10. On a regional level, the Council has recently endorsed the next steps in the Midlands Engine Development Corporation Programme. The Council proposes to take a lead role in this Corporation, and, beyond the economic benefits, the programme will be designed to protect and enhance the environment, with a strong focus on reducing greenhouse gas emissions and achieving net gains in natural capital.

Approach

11. In developing the proposed policy and strategic ambitions, the Council has learnt from good practice through undertaking a desktop review of other councils' environment strategies and attendance at local conferences and workshops.

12. There has also been a programme of cross-Council engagement that has included presentations to the Leader and senior leadership teams of all departments, as well as the Central Joint Consultative and Negotiating Panel to establish awareness and support for the development and delivery of this significant step change in environmental performance for the Council.
13. Employees have been encouraged to contribute positively to the development and delivery of this environmental policy and strategy through the establishment of a Place department working group and an inter-departmental officer working group with key representatives from across the Council. In addition, senior officers have supported the establishment of an employee green initiatives group, with the first event held in January, and a lead from this group is now attending the officer working group to represent the Council's workforce in these key discussions.
14. Corporate communications colleagues have been engaged and are advising on effective communication and interaction with employees to support behaviour change to better our environmental impact. This has included promoting key strategies, such as the Energy Strategy for the County Offices, and sharing information on the employee green initiatives group.
15. Additionally, there are plans to seek endorsement and the involvement of the Young People's Board as part of this on-going programme of engagement and development of the Corporate Environment Strategy. An environmental briefing for the working groups and officers involved in the development of the strategy is currently being planned.

Environmental Policy

16. **Appendix A** is the proposed Corporate Environmental Policy, outlining the key principles, scope and approach to improving the Council's environmental performance and delivering the proposed key strategic ambitions set out further below.

Environment Strategy

17. Many environmental programmes and activities also have positive benefits on other Council objectives, such as improvements in efficiency and reductions in cost and benefits to health.
18. The strategy will provide a key opportunity to maximise positive outcomes for the health and wellbeing and residents in line with the Council's statutory responsibility for improving the health of the local population. Working with partners to create a healthier and more sustainable environment in Nottinghamshire can have an impact on physical activity and diet related diseases and obesity, respiratory diseases, employment rates, substance misuse, mental wellbeing, warmer and safer homes, the resilience of communities and other co-benefits, as identified in Nottinghamshire Health and Wellbeing Strategy. These benefits have been incorporated into the themes of the strategy.
19. The themes proposed to be included in the strategy are:
 - a. **Natural Environment** – including the conservation and enhancement of biodiversity, landscapes, Local Wildlife Sites and Local Nature Reserves; compliance with environmental legislation, flood risk management and adaptations to a changing climate.
 - b. **Built Environment** – including the use and management of buildings, construction projects and protection of heritage in Nottinghamshire.

- c. **Production and Consumption of Resources** – including the consumption of energy and water in Council offices; the generation, treatment and disposal of waste from our buildings; the production of renewable energy and greenhouse gas emissions from Council operations.
- d. **Travel and Transport** – including the Council's work-related travel and fleet provision as well as public transport provision for the County.
- e. **Community Leadership, Health and the Economy** – including the Council's procurement & commissioning practice; supporting clean growth and a circular economy in Nottinghamshire; maximising environmental benefits of a healthier and active lifestyle and supporting our partners and communities to improve their own environmental performance.

Strategic Ambitions

20. Whilst the environment strategy is specifically for the activities undertaken by the Council rather than a strategy for Nottinghamshire as a whole, it will seek to embrace how the Council can influence everyone who lives in, works in, or visits the County through its role as a service provider, community leader and partner. Additionally, it will seek to protect the most vulnerable residents in Nottinghamshire as it is acknowledged that changes in the climate will disproportionately impact those living in disadvantaged communities.
21. **Appendix B** is a proposal for the current key strategic ambitions of the Environment Strategy and captures good environmental practice as well as ambitions for the future. This is a work in progress and details proposals for Council and County-wide aspirations from on-going discussions with services and illustrates the desired direction for the strategy. These ambitions will be further developed as part of on-going work on the strategy and will need costing and final approval, as well as consultation with our key partners, such as Via and Arc. Below highlights several key strategic ambitions, with the full list outlined in **Appendix B**.

Natural Environment

- a. Plant ¼ million trees in the next 7 years through woodland regeneration and woodland planting on Council land.
- b. Achieve net gains in biodiversity on Council land and highway verges, supporting the delivery of Nottinghamshire's Local Biodiversity Action Plan.
- c. Designate a new tranche of Local Nature Reserves (LNRs) that are of significant value for wildlife and people from the Council's Green Spaces portfolio, in addition to the 7 LNRs currently under Council management.
- d. Work with local communities to develop the proposed new 'national forest' in Sherwood, part of the Government's 25-year Environment Plan.
- e. Develop and implement a Greener Highways Plan covering the management of trees, green corridors and road verges with targets to increase tree and wildflower planting on the highways network.

Built Environment

- f. Achieve excellent BREEAM (Building Research Establishment Environmental Assessment Method) rating for the new office accommodation at Top Wighay and West Bridgford, with the ambition for the West Bridgford campus to become carbon neutral.
- g. Design environmental guidelines on achieving good to excellent BREEAM rating (or an equivalent environmental standard) for the design, construction and operation of all new builds by the Council.
- h. Increase the production of renewable energy generated on the Council's estate.

Production and Consumption of Resources

- i. Improve the recycling performance in the County to above the current rate of 43%, aspiring to achieve 52% by 2025.
- j. Maintain landfill diversion to above 95%, aspiring to achieve 100% diversion from landfill for Nottinghamshire's waste.
- k. Develop and implement a carbon reduction plan for the Council to achieve the UK target of net zero carbon emissions by 2050, aspiring to deliver carbon neutrality at the earliest possible opportunity.

Travel and Transport

- l. Implement initiatives to encourage the use of public transport and orchestrate the move towards greener modes of public and community transport.
- m. Develop and implement a strategy to green all the Council's vehicles by 2030.
- n. Develop and implement an Employee Travel Plan & Parking Management Strategy for County Offices to encourage employees to use 'greener' modes of transport.

Community Leadership, Health and the Economy

- o. Develop and implement a programme to support and advise schools on actions and funding opportunities to achieve net zero carbon emissions.
 - p. Develop a Green Investment Fund to provide annual funding for projects improving the Council's environmental performance.
 - q. Implement the Council's new Procurement Strategy, ensuring the Council has a green and sustainable supply chain and secures environmental benefits and social value from its contracts.
22. The motion approved by Council in May 2019 specifically mentioned that developing the strategy would include working through the evidence base related to the world's changing climate, with the intention of making progress towards carbon neutrality. Progress has been made to collect evidence on the Council's carbon footprint.
23. The current proposal is for the Council to achieve the national target of net zero greenhouse gas emissions by 2050, with the ambition to deliver this at the earliest possible opportunity following detailed data analysis and carbon reduction planning. Interim target dates will be set as part of the on-going development and implementation of the Corporate Environment Strategy.
24. It is acknowledged that the County Council's own emissions form only part of the total carbon emissions in Nottinghamshire and therefore consideration shall also be given to developing a carbon reduction plan for the county area, alongside that covering the Council's operations.

Governance Arrangements

25. The proposal for governance arrangements include monitoring and reporting progress to Policy Committee on the development and delivery of the strategy every 6 months.
26. Additionally, as outlined in the environmental policy, it is proposed that the Council reviews and updates the Environmental Policy every 2 years, to consider changes in the Council's service provision as well as to the international, national and local policy context.

Timetable

27. If proposals are approved, a final strategic action plan is expected to return to Committee for approval in the autumn, with delivery and resource requests incorporated.

Other Options Considered

28. To continue to take a more ad hoc approach to ensuring the Council's environmental performance and activities are effectively captured and progressed, however this risks missing opportunities to incorporate best practice, and minimises the chances of achieving significant environmental benefits for the County.

Reason/s for Recommendation/s

29. Having a clear environmental policy and strategy for the Council will ensure that environmental standards will be applied equally and effectively at a corporate level across the Council and can be embedded within both the corporate and departmental plans, and within decision making at Committee and officer level.

30. Improving the environmental performance of the Council's operations, and ensuring environmental considerations are applied transparently within decision making, will allow the Council to set a positive and leading example to partners and stakeholders, and take an active role in embedding best environmental practice across the County.

31. Enhancing environmental standards will improve the long-term viability and sustainability of the Council by future proofing both the assets that we control, and the services we provide, and allow a long – term whole life cost approach to be taken on investment decisions.

Statutory and Policy Implications

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

Financial Implications

33. There are no direct financial implications included in this report.

34. There will be financial implications associated with delivery of these key strategic aspirations if approved. These will be costed and reported to future meetings of the Policy Committee, alongside a more detailed strategic action plan.

35. There will be no implications for the Nottinghamshire Local Government Pension Scheme (LGPS) associated with the delivery of these key strategic aspirations. The Fund's investments are subject to separate Government Regulations and LGPS Central has been commissioned to produce a climate risk analysis to enable the Pension Fund to identify its exposure to fossil fuels, understand its financial risk and to formulate and publish a Climate Strategy. Progress on the management of all financially material risk affecting the Fund's investments, including environmental risk, will be reported through the Pension Fund Committee.

Implications in relation to the NHS Constitution

36. As noted, there will be associated health benefits with the development of an environment strategy, through, for example, improved air quality and increased physical activity such as cycling and walking.

Smarter Working Implications

37. The Investing in Nottinghamshire programme is looking to achieve positive environmental outcomes, including reducing the Council's environmental impact through work to reduce the carbon footprint of the Council's estate and delivering improved work transport/access solutions for employees. In February 2020 Policy Committee approved long term proposals for the future use of the Council's major office and service buildings. This included the long-term ambition for the West Bridgford Campus to achieve carbon neutral status as part of the programme.

38. Additionally, as part of the on-going development of the strategy and ambition to support our workforce in this behavioural change, the promotion of smarter working principles will be key to reducing the Council's carbon footprint through the energy consumption of office buildings and emissions from employee business travel.

Implications for Service Users

39. The environment strategy would be expected to make a positive contribution to the Council's objective of making efficient use of resources through energy and water conservation and waste minimisation, freeing up resources for service provision.

Implications for Sustainability and the Environment

40. Development of an environmental policy and environment strategy and the current proposals put forward for consideration would have a positive effect both on the environmental impacts of the County Council's own activities and on the wider environment through the Council's role as a community leader and partner.

RECOMMENDATION/S

- 1) Committee approves the proposed Corporate Environmental Policy, outlined in **Appendix A**.
 - a) Committee approves the key aspirations of the Corporate Environment Strategy outlined in **Appendix B**, with the knowledge that a final and detailed strategy shall be presented to a future meeting, with action plan, delivery and resource costs included.

Councillor Mrs Kay Cutts MBE
Leader of the County Council

For any enquiries about this report please contact: Mick Allen, Group Manager, Place Commissioning, Tel: 01159774684

Constitutional Comments (EP 17/02/2020)

41. The recommendations fall within the remit of the Policy Committee by virtue of its terms of reference.

Financial Comments (RWK 20/02/2020)

42. There are no specific financial implications arising directly from the report. Any financial implications arising out of actions proposed in the report will be the subject to future reports to Committee.

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.

- Minutes of Full Council, 16 May 2019
- Minutes of Policy Committee, 18 September 2019
- Energy Strategy for County Offices, 2019-2022
- Policy Committee Report, 12 February 2020

Electoral Division(s) and Member(s) Affected

- All

Corporate Environmental Policy

Nottinghamshire County Council recognises the impact its operations and decisions have on the environment and how its position as a service provider, major employer, community leader and partner can have positive environmental outcomes. This policy outlines the Council's commitment to protecting and enhancing the environment for today and for future generations.

The County Council is committed to improving its management of services, resources, land and property assets to:

- Protect and enhance the natural and built environment including
 - Heritage and archaeological sites;
 - Biodiversity;
 - Wildlife and ecosystems.
- Deliver actions that protect and enhance the environment and improve the health and wellbeing of residents, particularly the most vulnerable.
- Limit the negative impacts on the environment from its operations including
 - waste generation and management;
 - energy and water consumption;
 - transport and travel.
- Increase its procurement and production of renewable energy.
- Improve air quality in Nottinghamshire and minimise greenhouse gas emissions.
- Secure additional co-benefits to society and strengthen the relationship between our community, economy and the environment to provide a sustainable and resilient future for residents.

To deliver these commitments, the County Council will;

Set ambitious and deliverable targets for the Council's environmental performance.

Embed environmental considerations into its policies, plans, procurement and use of financial resources as well as an assessment of the implications for sustainability and the environment in all relevant reports to committees.

Engage, collaborate and communicate with its members, workforce, partners, contractors, communities and residents in supporting the Council's environmental objectives and fostering greater environmental citizenship in Nottinghamshire.

Ensure compliance with environmental legislation and play its part in meeting national and internationally agreed environmental commitments.

Review and update this policy every 2 years, to consider changes in the Council's service provision as well as international, national and local policy context.

1. Natural Environment

Objectives	Ambitions
1. Protect our soil, habitats and green estate from pollution, erosion and invasive non-native species.	<p><u>Council:</u></p> <ul style="list-style-type: none"> a. Achieve favourable condition for the 5 Sites of Special Scientific Interest (SSSIs) under the Council's management and ensure habitats on all sites are in a healthy state and conserved by the Council's management. b. Protect and enhance habitats and populations of species on the 46 Local Wildlife Sites (LWSs) under the Council's control and prioritised as under threat by Section 41 of the Natural Environment and Rural Communities Act. <p><u>County:</u></p> <ul style="list-style-type: none"> c. Eradicate harmful invasive non-native species of plants on Council land and co-ordinate a wider approach with partners for Nottinghamshire.
2. Restore landscapes, ecosystems, biodiversity and nature recovery networks.	<p><u>Council:</u></p> <ul style="list-style-type: none"> a. Plant ¼ million trees in the next 7 years through woodland regeneration and woodland planting on Council land. b. Designate a new tranche of Local Nature Reserves (LNRs) that are of significant value for wildlife and people from the Council's Green Spaces portfolio, in addition to the 7 LNRs currently under the Council's management. c. Develop and implement a Greener Highways Plan covering the management of trees, green corridors and road verges, with targets to increase trees and wildflower planting on the highways network. d. Achieve net gains in biodiversity on Council land and highway verges, supporting the delivery of the Local Biodiversity Action Plan. <p><u>County:</u></p> <ul style="list-style-type: none"> e. Work with partners to achieve net gains in biodiversity across the County, including co-ordinating net gain delivered through the planning system. f. Work with partners and local communities to develop the proposed new 'national forest' in Sherwood, offering benefits to the environment, health and visitor economy in Nottinghamshire.
3. Limit the negative impacts of a changing climate on Nottinghamshire's environment.	<p><u>Council:</u></p> <ul style="list-style-type: none"> a. Implement more Natural Flood Management schemes countywide. For example, integration of water (blue) and vegetation (green) infrastructure to reduce the risk of flooding in urban environments in the County. b. Enhance the Council's education programme for Nottinghamshire riparian owners, as well as residents and businesses, on resilience measures. <p><u>County:</u></p> <ul style="list-style-type: none"> c. Work with partners and other agencies to reduce the risk of flooding to properties and businesses in Nottinghamshire. d. Work with partners to establish nature recovery networks across the County to increase the resilience of biodiversity to the negative impacts of a changing climate.

2. Built Environment

Objective	Ambitions
4. Conserve and enhance Nottinghamshire's built and archaeological heritage.	<p><u>Council:</u></p> <ul style="list-style-type: none"> a. Safeguard and enhance built and archaeological heritage sites on Council land and for all heritage assets to be in favourable management. <p><u>County:</u></p> <ul style="list-style-type: none"> b. Work with partners to reduce levels of heritage at risk in Nottinghamshire from neglect, decay or inappropriate development and develop and deliver programmes to safeguard and enhance heritage across the County.
5. Improve the sustainability of Council owned land and property assets.	<p><u>Council:</u></p> <ul style="list-style-type: none"> a. Increase the production of renewable energy generated on the Council's estate. b. Increase the energy efficiency of properties in Council management or ownership. c. Complete and deliver the Investing in Nottinghamshire Programme, a review of the County Offices, which aims to reduce the carbon footprint of the Council's estate and incorporate renewable energy sources into new offices. d. Achieve excellent BREEAM (Building Research Establishment Environmental Assessment Method) rating for the new offices at Top Wighay and County Hall, with the long-term ambition for the West Bridgford campus to be carbon neutral. e. Design environmental guidelines on achieving good to excellent BREEAM rating, or an equivalent environmental standard, for the design, construction and operation of all new builds and developments by the Council. f. Reduce and sustainably manage all waste arisings from the demolition and construction of buildings from our property estate.

3. Consumption and Production of Resources

Objective	Ambitions
6. Reduce our generation of waste.	<p><u>Council:</u></p> <ul style="list-style-type: none"> a. Achieve minimal to zero food waste for the Council's catering services, day care and other services. b. Reduce the waste generated by the Council's offices and services. c. Reduce the Council's use of paper and stop the use of single-use plastic in all Council offices and services. d. Increase the Council's recycling performance, to above last year's performance of 41.246 tonnes. <p><u>County:</u></p> <ul style="list-style-type: none"> e. Maintain landfill diversion to above 95%, aspiring to achieve 100% diversion from landfill for Nottinghamshire's waste. f. Improve the recycling performance of the County to above current rate of 43%, aspiring to achieve 52% by 2025.
7. Reduce our consumption of energy and water.	<p><u>Council:</u></p> <ul style="list-style-type: none"> a. Reduce the consumption of energy of Council premises by implementing and expanding the Energy Strategy for County Offices 2019-2022, aspiring to achieve a 5-10% annual reduction. b. Reduce the consumption of water in Council premises and centralise energy and water budgets, aspiring to achieve a 5-10% annual reduction.
8. Minimise our contribution to air pollution and greenhouse gas emissions.	<p><u>Council:</u></p> <ul style="list-style-type: none"> a. Develop and implement a carbon reduction plan to achieve the UK target of net zero carbon emissions by 2050, aspiring to deliver carbon neutrality at the earliest possible opportunity. b. Complete conversion of all street lighting to LED by 2026. c. Procure fresh local food products for the Council's catering service, reducing the Council's food miles. d. Switch Council-owned transport vehicles to electric or alternatively fuelled models (Please refer to Travel & Transport ambitions 9 & 10). <p><u>County:</u></p> <ul style="list-style-type: none"> e. Work with partners through the planning system guided by the Spatial Planning and Health Framework to mitigate the impact of new residential, commercial minerals and waste developments on air quality including electric vehicle charging infrastructure.

4. Travel & Transport

Objective	Ambition
9. Improve the impact of our work-related travel and transport.	<u>Council:</u> <ol style="list-style-type: none"> Develop and implement a Parking Management Strategy to incentivise staff to use 'greener' modes of transport and increase the number of members to the car sharing scheme, with the environmental aim to reduce the impact of work-related travel. Develop and implement a Staff Travel Plan to provide advice and guidance encouraging staff to take more active or public modes of transport with the environmental aim to reduce staff mileage. Research and action making the Pool cars electric (or hybrid for out of county trips) and expand their rollout to other Council premises. Develop and implement a strategy to green all the Council's vehicles by 2030, including vehicles used for business travel and service provision.
10. Increase the use of public transport and promote 'greener' active modes of travel.	<u>Council:</u> <ol style="list-style-type: none"> Organise and promote initiatives to inspire our employees and partners to become healthier and more active and consider alternative modes of transport, for example participation in the CYCLE LIVE in June 2020. <u>County:</u> <ol style="list-style-type: none"> Implement initiatives to encourage use of public and community transport and orchestrate the move towards greener modes of public and community transport. Retrofit 70 buses in the Nottingham conurbation to meet Euro 6 emission standards by 2021. Develop the electric vehicle charging infrastructure in Nottinghamshire.

5. Community Leadership, Health and the Economy

Objective	Ambition
<p>11. Lead on good environmental practice, encouraging our workforce and community partners to improve their environmental performance.</p>	<p><u>Council:</u></p> <ul style="list-style-type: none"> a. Encourage and support workforce initiatives championing positive environmental action through the newly formed Employee Green Initiatives Group. b. Provide online training for members and employees on good environmental practice at work, including the principles of smarter working and energy efficiency measures in our buildings. c. Continue to improve the sustainability of the Council's catering offer for schools, which already includes vegetarian options, use of locally sourced ingredients and outdoor reared meat and the Schools Food Forum. <p><u>County:</u></p> <ul style="list-style-type: none"> d. Encourage and support our partners and subsidiary companies on delivery of their own environmental agendas including; Arc which deliver our property & new developments, Via which manage our Highways, roads and fleet, Veolia our waste management contractors and Inspire which deliver our library service. e. Develop and implement a programme to support and advise schools on actions and funding opportunities to achieve net zero carbon emissions. f. Identify opportunities where the Council can influence and collaborate with communities to support behaviour change and help communities become resilient to climate change. g. Promote environmental volunteering opportunities with our workforce, community partners, schools and residents.
<p>12. Maximise co-benefits for health and wellbeing by supporting initiatives encouraging healthier and active lifestyles and the development of healthy and sustainable places.</p>	<p><u>Council:</u></p> <ul style="list-style-type: none"> a. Provide leadership to the Nottinghamshire Health and Wellbeing Board on their Healthy and Sustainable Places agenda. <p><u>County:</u></p> <ul style="list-style-type: none"> b. Coordinate an Air Quality Strategy for the County which includes mitigating the impact of development on air quality, enabling the shift from zero to low emission transport, reducing emissions from the built environment, engagement and communication with residents. c. Work with partners to develop a food charter for the County which recognises the role of food for communities, the local economy and environmental outcomes. d. Utilise the role of the planning system for health and wellbeing outcomes and related environmental co-benefits. e. Work with partners to develop healthy and sustainable places as part of the Nottinghamshire and South Yorkshire / Bassetlaw Integrated Care Systems.

<p>13. Maximise co-benefits for the economy by supporting clean growth in Nottinghamshire.</p>	<p><u>Council:</u></p> <ul style="list-style-type: none"> a. Use the Council's purchasing power to positively affect the environment and ensure its investments, services and goods are environmentally responsible. b. Implement the Council's new Procurement Strategy, ensuring the Council has a green and sustainable supply chain and secures environmental benefits and increasing social value from our contracts. c. Set up a Green Investment Fund to provide annual funding for projects and initiatives improving the Council's environmental performance or promoting innovative solutions to mitigate against the impacts of climate change.
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REPORT OF THE LEADER OF THE COUNTY COUNCIL

EMPLOYMENT AND HEALTH STRATEGY 2020-2030

Purpose of the Report

1. The purpose of this report is to seek Policy Committee approval to:
 - a) adopt the Employment and Health Strategy 2020-2030, attached as **Appendix 1**
 - b) establish posts to support employment opportunities across the Council and the County
 - c) approves funding from contingency for the posts mentioned above
 - d) endorse the Implementation Plan setting out how the Strategy will be delivered to be reported to the Improvement & Change Sub-Committee.

Information

2. The Council Plan 'Your Nottinghamshire, Your Future' (2017-2020) explicitly references how the Council will ensure that it considers health factors in all its decisions and recognises there is a lot that can be done to keep people independent, whilst acknowledging that some people will need extra help and support. The Council believes that a disability or health condition should not dictate the path a person is able to take in life, especially in the workplace. There is overwhelming evidence that good quality employment is essential for a person's health and wellbeing, providing them not only with an income but also with status, purpose and positive relationships with others.
3. In September 2019, a report was submitted to the Improvement and Change Sub-Committee reporting progress with the establishment of a cross-cutting programme of work designed to improve employment opportunities with a focus on supporting people who are currently furthest away from work.
4. The Council has made this work one of its key priorities and good progress has been made in order to identify the aims, ambition and key areas of focus for the Council in this area, and to develop an appropriate employment strategy to take this forward. As well as a universal approach to health and wellbeing at work, the Strategy targets those furthest away from work, including actions to support people with disabilities and long-term health conditions, and young people leaving care to find, and remain in, employment.
5. A focus on the importance of employment to people's health is also being driven through the Health and Wellbeing Board and strategic partnerships with health and other public

service organisations. A report to the Health and Wellbeing Board in December 2019 reported on a successful workshop for action held in October 2019 which involved over 50 stakeholders from the public sector and health and social care provider landscape. The aims of the workshop were to explore the relationship between good work and health in Nottinghamshire, understand the gaps in employment for those with health needs and complex social issues, and the barriers they face to employment; and identify and commit to actions to improve opportunities for employment for these groups. A detailed action plan for all partners was produced and will be monitored through the Health and Wellbeing Board.

6. At the Full Council meeting in December 2019 a motion was passed on the Council's commitment to investigate what further proactive, cost-effective measures can be taken across all areas of the Council's work to encourage a local mind-set focused on what people can do, rather than what they cannot. Whilst anchored with this Committee, all service committees will apply this principle in the areas of work most relevant to their remit.
7. The Strategy has been developed through the Employment and Health Steering Group, which includes representatives from across the Council and is led by the Corporate Director for Adult Social Care and Health.
8. The Strategy focuses on the role and influence that the Council has with regard to the employment and health agenda as a system leader, one of the largest employers in the County and a significant commissioner and provider of services. It demonstrates the importance and impact of being in employment, and of not being in employment, and highlights the groups of people that are less likely to have access to employment and how the Council aims to tackle this through a series of key workstreams and activities.
9. The Strategy presents high level milestones at five-year intervals to 2030. A full Implementation Plan will be delivered to Improvement and Change Sub-Committee. This will incorporate the plan in place at Health and Wellbeing Board and actions falling out of the Director of Public Health Annual Report.
10. It is recognised that there are many barriers to work, such as housing, debt, navigating the welfare benefits system, and transport. A place based approach with co-operation from Partners is required to address these wider determinants of health and wellbeing.
11. Strategic development and initiatives are currently led in different ways and through different fora. For example, the Industrial Strategy is led by the Local Enterprise Partnership and the Town Centres Fund led by District Councils. There are clear ambitions to improve productivity and increase employment opportunity, but in order to achieve benefit to residents stronger links between those objectives are needed.
12. The skills agenda is an area that receives a lot of attention and funding from Government through the D2N2 Local Enterprise Partnership (D2N2 LEP). Further, multiple reviews have argued for further devolution of skills budgets to the local area. As identified in the (2017) *D2N2 Skills Mismatch Report*, some employers are still not getting what they need, with examples of courses being delivered that have little to no employer backing, and that fail to prepare the learner for work or progression or add value to the local economy. There are examples of duplication of provision, some poor performance of contracts, limited oversight of how this meets the needs of Nottinghamshire or our employers and little

flexibility in the funding regime to allow providers to respond quickly to changing demand and supply. A key part of this work is to provide political and system leadership to continue to influence for better join up of the skills and employment agenda to ensure investment is maximised.

13. Alongside development of the Strategy, work has taken place on a submission of a Healthy Work bid in partnership with Futures and as part of the D2N2 LEP. The County Council is providing match-funding in support of the bid (£643,600). If successful, the Council will receive specialist staffing resources to implement the proposed delivery model in Nottinghamshire. These posts will support and increase current activity within the Council's existing employment support services. There is no financial risk or gain associated with this bid and the benefit will be better outcomes for people in the County.
14. The Council has also been successful in obtaining support from the Local Government Association (LGA) through their Work Local programme. This programme is aimed at improving employment and skills services in England through local public-private collaborations. The Council has been involved in an initial workshop with other selected local authorities and is planning how to make best use of the resources provided through the LGA to develop the work already underway in the County. A spring seminar to progress an approach to developing a productive economy and inclusive growth will be supported through this work.

Establishment of posts to support employment opportunities

15. Under the oversight of the Employment and Health Steering Group, an external partner was commissioned to undertake an audit of the Council's employment support services. The audit was primarily focused on services provided to adults with disabilities. The review also produced recommendations more broadly for how the Council works in this area. A service improvement plan is in development to address the findings.
16. To progress recommendations on how to make the most of existing investment in employment support and wider Council opportunities for access to employment, it is recommended that the Council establish a full-time equivalent Employment Opportunities Manager post with a Council-wide remit to generate employment opportunities. This post will be in the Place Department and report to the Group Manager, Growth and Development. As phase two of the work, approval is also sought to establish a full-time equivalent Co-ordinator post. Recruitment to this post will be subject to a management review of the approach at three months.
17. It is intended to develop job descriptions for the posts further to Committee approval of the requirement for resources to support this work. This will be subject to established Council processes for evaluation of the posts, but early indications suggest they would be close to Hay Band C (Employment Opportunities Manager) and Band A (Employment Co-ordinator).
18. It is proposed that these posts would be established on a permanent basis. An illustration of how they would work is attached at **Appendix 2**.

Other Options Considered

19. As stated earlier, this programme of work has been prioritised by the Council and is being highlighted in national initiatives as well. Evidence demonstrates that Nottinghamshire can do more to bring the County in line with the national average for employment of people with disabilities and long-term health conditions, therefore the 'do nothing' option was discounted.

Reason for Recommendations

20. The Committee's approval of the Employment and Health Strategy will support the progression of this work led by the Council, as will the establishment of the posts highlighted in **paragraph 16**.

Statutory and Policy Implications

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

Financial Implications

22. The costs of establishing the posts detailed in **paragraph 16** are estimated at £98,000 (including on costs), which will be funded from contingency.

Human Resources Implications

23. The posts will require a new job description which will be subject to the Council's evaluation process to establish a final grade. The posts will be situated in the Place department and will report to the Group Manager, Growth and Development.

Implications for Service Users

24. It is the intention of the Council that the proposed direction of travel, actions and milestones identified in the Strategy will have a positive impact on the employment opportunities and career progression of people in Nottinghamshire, especially those that are currently furthest from the labour market.

RECOMMENDATIONS

That Policy Committee:

- 1) approves the Employment and Health Strategy 2020-2030, attached as **Appendix 1**

- 2) approves the establishment of the following staffing resources required to generate and monitor more cross-council inclusive employment opportunities:
 - 1 full-time equivalent Employment Opportunities Manager
 - 1 full-time equivalent Co-ordinator
- 3) approves a contingency request from Finance and Major Contracts Management Committee for funding the staffing resources as shown in **paragraph 16**
- 4) approves that the Implementation Plan setting out how the Strategy will be delivered is reported to the Improvement and Change Sub-Committee.

Councillor Kay Cutts MBE
Leader of the County Council

For any enquiries about this report please contact:

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Constitutional Comments (KK 02/03/20)

24. The proposals in this report are within the remit of Policy Committee.

Financial Comments (KRP 05/03/20)

25. The estimated cost of the additional posts is £98,000 in a full year. As noted in the report a request for a contingency allocation will be made to Finance & Major Contracts Management Committee to fund this.

HR Comments (GME 02/03/20)

26. The work of the newly created posts will liaise closely with colleagues within HR to build on the current provision for apprenticeships, supported interns and the approach to developing new pathways into paid employment which the Council already provides. The Council has already taken the decision to apply to move from Disability Confident to Disability Confident Leader and work on developing employment opportunities internally and externally for people with disabilities or long term health conditions will enhance the portfolio of evidence for this submission which will seek to demonstrate the Council's community leadership in this area.

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.

[Employment and Health Programme – report to Improvement and Change Sub-Committee on 23rd September 2019](#)

[Developing a health and work approach in Nottinghamshire – report to Health and Wellbeing Board on 4th December 2019](#)

Electoral Division(s) and Member(s) Affected

All.

ASCPH705 final

Employment and Health Strategy



Making our place a
great place to work



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Employment and Health Strategy

2020-2030

Forward

We have the ambition to enable everyone in Nottinghamshire to achieve their potential for a healthy and productive life. The connection between health and work is important – unemployment is bad for health and good work is good for health.

Part of supporting people to achieve their potential in life is looking at how schools and colleges play a role in work readiness, how to enable people to enter the job market and then maintain economic independence for themselves and their families, especially as they age.

This is especially important for individuals with long term conditions and disabilities where the difference in employment rate between disabled people and the general population is unacceptably large and misrepresents the large number of people in this group who want to work and live independent lives.

Creating pathways to good jobs requires partners from across the private, public and third sector to work together, especially for those who are living with long term conditions or disabilities. Nottinghamshire County Council aspires to provide leadership to bring these partners together and lead by example with our own workforce.

I have a mental health disability which I am very open about, and from the very start of my employment with Nottinghamshire County Council two and a half years ago I have received wonderful and pro-active support from both my supervisor and Team Manager. They took on board my need for regular supervision which included looking at how my work impacts on my mental health and vice versa. At two points of stress during my employment they arranged for me to have six sessions of counselling as a preventative measure under the Employee Counselling Scheme.

I have learnt how to manage my health much better over the years, and this, together with the support I have received, has meant that I have not needed any time off at all in relation to my disability during my time with the County Council so far.

I have recently been privileged to be selected to train as a Mental Health First Aider, so hopefully I can provide some support and assistance to others who struggle with mental health needs.

Introduction

Nottinghamshire County Council has a unique role within employment and health - as a system leader, one of the largest employers in the county, and a significant commissioner and provider of services.

We will leverage these roles to influence change to ensure we have the aspiration for every young person that they have the potential to lead a productive life, to enable more people to get into work where this is their goal and develop our workplaces to be settings that facilitate good health and wellbeing.

Economic and political leadership

We will seek opportunities to secure investment for Nottinghamshire to generate growth and through partnership ensure that growth delivers opportunity for people with long-term health conditions and disability.

As commissioners and deliverers of a significant volume of services, with direct and indirect impact on approximately 30,000 of the county's workforce, we will increase the uptake of Wellbeing at Work, and increase the opportunities for people through supported internship, apprenticeship, supported employment and a range of options to improve work readiness.

Knowledge of the local economy

We will build understanding of supply side challenges and local labour market information with our partners, and through membership of and joint work with Local Enterprise Partnerships (LEPs) drive economic development and regeneration to increase reach to work for disadvantaged groups.

Maximise existing responsibilities

Through the remit of the Health and Wellbeing Board, we will drive partnership action on place-based approaches to tackle the health drivers of worklessness.

Through Health and Wellbeing Board and strategic partnerships we will mobilise the system to focus on employment and encourage that provision and pathways are integrated where this adds value to the outcomes for our residents.

Through social care delivery for children, adults and families, create a culture where employment becomes an expectation for individuals and communities, and ensure investment in employment support is both evidence-based and fully utilised so support is available when it is needed, and current reach is increased.

There is a strong economic argument to addressing health-related worklessness, across public expenditure, the wider economy and personal and household income. It is estimated that when a claimant moves into a job paying the National Living Wage, there are savings of £6,900 for government, a £13,100 boost to the local economy, and £6,500 gain to the individual.



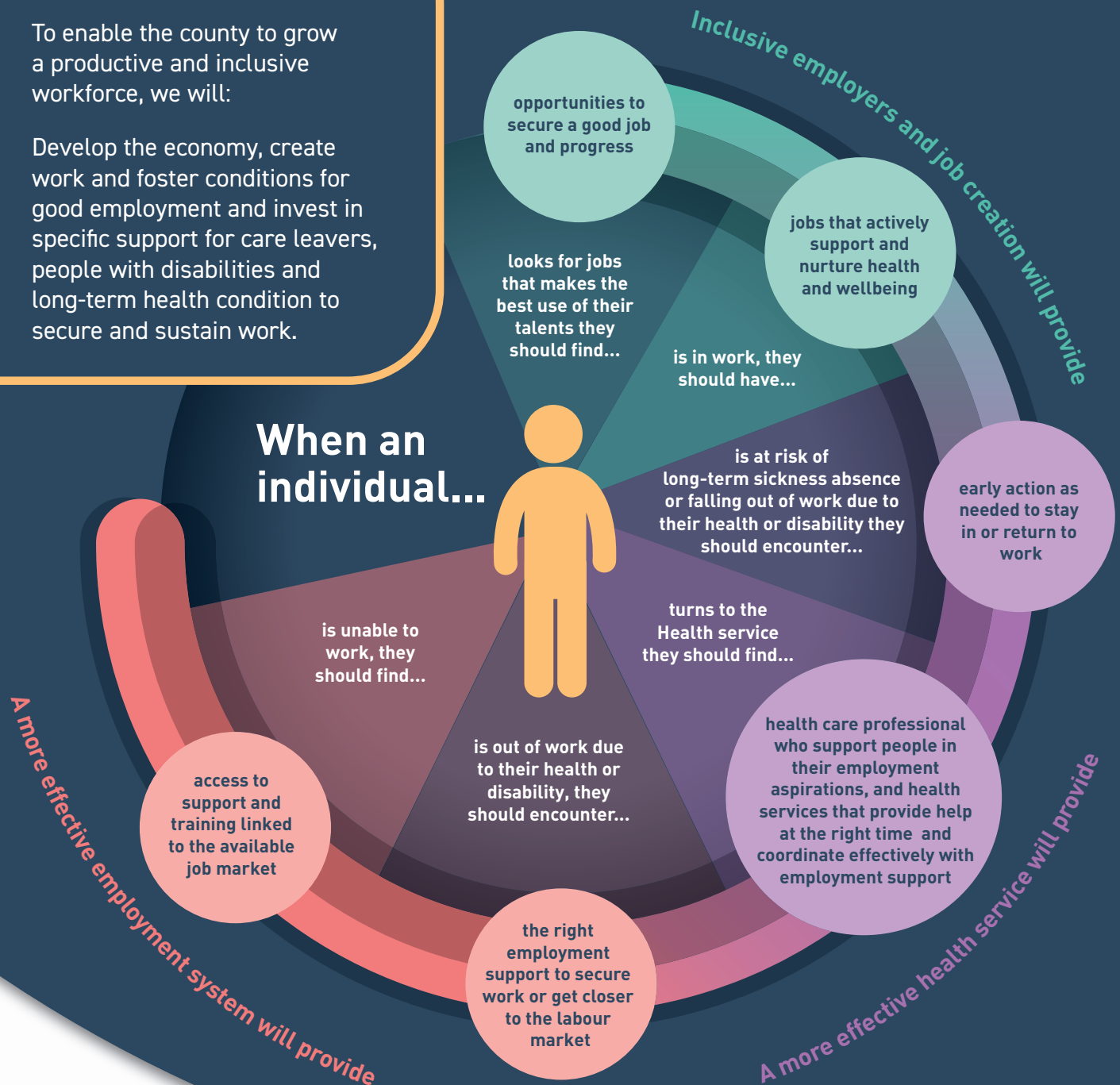
Nottinghamshire Employment and Health

Our vision

To enable the county to grow a productive and inclusive workforce, we will:

Develop the economy, create work and foster conditions for good employment and invest in specific support for care leavers, people with disabilities and long-term health condition to secure and sustain work.

When an individual...



Employment and Health in Nottinghamshire

Good work is generally good for both mental and physical health and at an individual and a collective level, work is one of the most fundamental and defining activities of humankind.

Good work is an enabler and impacts positively on quality of life, social interaction and identity. Within Nottinghamshire, significant numbers of people are experiencing worklessness due to poor health because of physical and mental health conditions.

Being in work can have a strong positive influence on health, protecting against social exclusion through providing an income, social interaction, a core role, identity and purpose.

With appropriate support, securing work is particularly important for individuals with a health condition or disability, not only because it promotes full participation in society and independence, but also because it can promote recovery and rehabilitation, and lead to improved health outcomes and a better quality of life.



The impact of long-term conditions on Nottinghamshire's residents

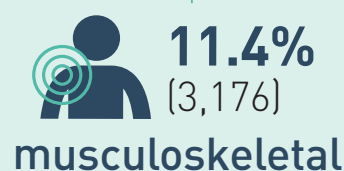
Work and long-term conditions



Nottinghamshire residents who have been unable to work due to an illness or disability for at least a year (Employment Support Allowance, ESA)



Of those, the main reason for their claim is:



Source: DWP 2019

Health has a considerable impact on employment and prosperity in Nottinghamshire. Many of our residents are in work, with around 77% of all working age adults in Nottinghamshire in employment. The reality for people with disabilities and long-term conditions is significantly different. Employment for those with a long-term condition in Nottinghamshire is estimated at only 65.5%.

In Nottinghamshire 30,770 working age adults are claiming Employment and Support Allowance (ESA) benefit due to having ill-health or a disability. Of this, more than 26,000 working age adults have been in receipt of ESA for more than 12 months. We know that the two main health conditions contributing to this are mental health and musculoskeletal health conditions such as back pain and arthritis. Areas in the north of the county, including Bassetlaw, Mansfield and Ashfield, experience the highest levels of health related worklessness.

In Nottinghamshire, people with mental health conditions fare worse than those across England; the English average for employment for this group is 7% but for Nottinghamshire only 4% of adults with mental health conditions are in work. In order to close the gap between the Nottinghamshire and English average we need to support 36 more adults with a mental health condition on a care plan approach into employment.

To close the gap between the Nottinghamshire and English average, we would need to support:

36 more adults in secondary mental health care into employment



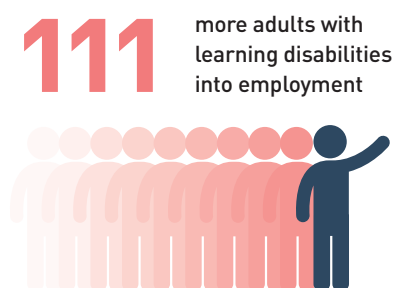
The impact of disability on Nottinghamshire's residents

Disabled people are significantly less likely to be in employment than non-disabled people. In 2015 nationally, 47.9% of working-age disabled people were in employment compared to 80.1% of working-age non-disabled people. Most disabled people are not born with a disability but acquire it during their lives. The prevalence of disability is strongly related to age; around 1 in 20 children are disabled compared with 1 in 5 working adults and 1 in 2 older people. Most impairments are not visible.

Disability affects a large proportion of our population. The number of 18-64-year olds predicted to have a serious physical disability in Nottinghamshire in 2017 was 11,903. Approximately one in ten adults in Nottinghamshire aged 18-64 live with moderate/severe physical disabilities. The numbers of people aged 18+ who are predicted to have a moderate or severe learning disability and therefore likely to be in receipt of services was estimated at 3,145 in 2017.

Learning disability is a particular concern for Nottinghamshire, and it is unlikely that if you have a learning disability you will be in work as only 2.8% of adults with a learning disability who are in contact with social care have paid work.

In order to close the gap between the Nottinghamshire and English average for adults with learning disabilities, Nottinghamshire needs to support 111 more adults with learning disabilities into employment.



Source: ASCOF 2017/18

Getting the best start in life and being ready for work

Enabling the best start in life for the children and young people of Nottinghamshire requires a whole system and whole family approach to ensure young adults are ready for work and have access to extra support if and when this is needed.

We know that children are less likely to be in work and enjoy good work as adults when they have left care, had a special educational need or disability, or have a family where work is not a usual occupation.

Intergenerational worklessness

Family approaches are thought to be most effective to address intergenerational worklessness and an intensive approach is needed to aid work readiness and raise expectations that work is possible. Working in this way will involve addressing wider determinants of health such as disability and mental health, but also specific interventions to increase confidence and raise parental aspirations. These interventions are effective where exposure to working life is coupled with accessible, flexible and local opportunities for education, work experience and childcare. Life skills work is a crucial element to support a change in mindset as well as building the ability to get to appointments on time, to travel further than the local community, setting good routines, communication and literacy skills.

Looked after children and care leavers

Care leavers

In 2018 Nottinghamshire County Council were in contact with 348 care leavers aged 19, 20 or 21. Of these 44% were known to be in education, employment or training. This compares with 51% of care leavers in England. An updated snapshot from January 2020 shows the County Council in contact with 214 care leavers aged 19, 20 or 21, with 51% known to be in education, employment or training.



Nottinghamshire County Council were in contact with aged 19, 20 or 21 in 2018. Of these **44%** were known to be in education, employment or training. This compares with **51%** of care leavers in England.

Source: Department for Education 2019

For some of our looked after children, they have been in alternative education for some years and would struggle to access college or work after many years of being in an alternative setting. Some have very successful education and require very little ongoing support to gain work. Our ambition is that all care leavers have the opportunity for work at whatever point that happens in their education and training, and that work readiness has an increasing focus in their education.

Young people with Special Educational Needs or Disability

There are many children and young people in Nottinghamshire with Special Educational Needs and Disabilities (SEND) who do not have these formally described through an Education, Health and Care Plan (EHCP). We must ensure that the needs of this cohort are not overlooked and that pathways, such as traineeships, are available to support progression into work. We know that having a Special Educational Need or Disability increases the likelihood that the young person will not be in employment, education or training at age 18, and indeed is less likely to secure good work in the longer-term. That is why it is so important to work with educational partners to ensure that pathways to support seamless transitions from education to employment are available for more of our young people with, and without, EHCPs.

Paid employment should be the outcome for young people with SEND whenever possible and appropriate. We should not overlook or devalue the cohort for whom this may not be achievable but who have an equal right and expectation to be included in their communities and to make a meaningful contribution to society. It is crucial that within Nottinghamshire all people and professionals involved in the lives of Looked After Children or Children with SEND shape positive expectations that work is possible when considering the question - "what do you want to be when you grow up?".

There are currently 3,031 children and young people in Nottinghamshire with Education, Health and Care Plans of whom 686 are aged 16-18 and 458 aged 19 or over. These plans are key to setting the future ambition of young people for employment and the role of education in supporting that ambition. We will ensure that Preparation for Adulthood is formally addressed in all EHCP reviews from Year 9 onwards and employment aspirations are articulated where appropriate.

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How will we do it

We will have four key areas of focus:



Inclusive growth

Despite high levels of employment there are still communities and places where unemployment and economic activity remains high with a growing number facing significant or multiple barriers to work. To increase overall prosperity, enjoy higher real wages and promote more opportunities for our residents to get on, we must raise our productivity.

Economic factors such as income and the quality of work are key to people's health. Inclusive Growth, ensuring economic growth benefits everyone, is a vital strand of work. An element of driving this forward is working with employers to have an increased understanding of their needs now and in the future in relation to supporting inclusive recruitment practices for those furthest away from the labour market.

Looking at this in practice means thinking about actions to boost job creation, at the same time as thinking about skills strategies that would improve basic skill levels and enable people to access jobs. It means thinking about interventions that can improve the quality of jobs at the same time as thinking about how people can be supported to progress in and sustain work. And it means thinking about where jobs are located at the same time as thinking about the costs of and ability to use public transport to get to those jobs.

County Council Commitment

To ensure the County Council is as effective as possible in enabling residents of all ages and skill levels to progress and move into more productive, better paid jobs in a transformed local economy. This requires the council to lead and facilitate discussions and actions to address the major challenges and barriers that are preventing our workforce and businesses from growth. We will support actions to:

- close the gap on average earnings - increasing the earnings (gender equality), qualification levels and progression rates for residents to ensure that they have access to opportunities
- close the unemployment gap - removing barriers which make it difficult for people to take up employment and training
- close the education and skills gap - making sure our young people have the skills, knowledge, experience and qualifications to take up quality training and jobs
- close the aspiration and ambition gap - so local people own their economic future and have high aspirations and confidence, with support to enable them to make good choices.



Actions

- Encourage employers to expand their search for talent to include those who might be excluded from traditional recruiting processes for a variety of reasons, despite possessing the skills employers require.
- Work with key stakeholders to provide practical insights into how places can understand local issues and develop shared priorities, capitalise on local assets and use available levers to develop enhance local economies.
- Build attitudes to work with employers to raise awareness of opportunities to widen workforce participation to currently underemployed groups.
- Through partnerships, including with universities and further education, create more opportunities for people to improve skills and work readiness increasing access to existing services.
- Use procurement within the Council to set expectations regarding the offer of apprenticeships, supported internships and disability confident status within the supply chain.
- Encourage employers to improve the quality of existing jobs through contract and creation of graduate level opportunities.
- Continue to support educational providers, particularly Further Education Colleges, to develop and deliver their offer in response to the skills gaps identified in the Industrial Strategy through clearly defined vocational talent pipelines operating from entry level through the full spectrum of apprenticeships to degree level qualifications.
- Increase supply and access to vocational alternatives to GCSE driven by the skills gap in the Industrial Strategy.
- Through the D2N2 Growth Hub and the Council's dedicated Business Advisers, encourage innovation and learning in relation to workplace health practice, especially in small and medium sized enterprises.
- Improve the coordination of interactions with employers between employer-facing council activities.
- Take learning from the Midlands Engine Mental Health and Productivity Pilot with a view to improving the skills and confidence of employers/managers to contribute to improved mental health and wellbeing.



Population health

The population health workstream collates evidence of the scale and nature of need in the Nottinghamshire population for support around employment and health. It will allow us to clearly understand the nature of barriers to employment in our four target groups, who is affected and what approaches are most effective in supporting these groups to secure or maintain employment.

The workstream will also extend our effectiveness and reach in creating new opportunities for employment support, by working with partner organisations to develop a strategic delivery framework. This will identify the roles, responsibilities, infrastructure and investment required to address the gaps in support to our target groups and achieve improvement in employment and health outcomes at scale. A focus will be work with NHS partners to strengthen the contribution of health services to the goal of work as a health outcome.

Support for health in the workplace will also be extended through the Wellbeing at Work programme, which is free and open to any organisation in Nottinghamshire that wishes to be recognised for their work to improve the health and wellbeing of their workforce. By addressing the most significant risk factors for ill-health and loss of independence, it enables employers to invest in their local communities whilst sustaining and improving the productivity of their own organisation.

It is equally important that Nottinghamshire has in place reliable and robust ways to measure the impact our services are having on employment and health outcomes. We will work with expert partners including Public Health England and the Local Enterprise Partnership to develop shared metrics for employment and health outcomes.



County Council Commitment

We will work with partners to ensure that:

- any person facing health or complex social barriers preventing them from working has access to expert advice and support to pursue their aspirations, and secure and maintain paid employment
- employers in Nottinghamshire prioritise the health of their workforce and invest in good health at work through the Wellbeing at Work scheme
- employment support offered in the county is outcomes focussed, joined up across sectors, and based on evidence, both of what residents need and what is most effective in addressing those needs.



Actions

- Develop a rapid health needs assessment and evidence review of effective employment support practice for long term conditions.
- Work with partners including the LEP to develop a strategic delivery framework for employment support, which identifies gaps and opportunities for more effective investment and joint working.
- Work with businesses and organisations in Nottinghamshire to develop a comprehensive approach to improving health of the workforce, through expansion of the Wellbeing at Work programme.
- Through the Health and Wellbeing board, drive partnership action on place-based approaches to tackle the health drivers of worklessness.
- Work with the Integrated Care Systems and Integrated Care Partnerships to develop explicit commitments to improving health and employment outcomes in line with the expectations of the NHS Long Term Plan.
- Work with expert partners in Public Health England, the LEP and the Midlands Engine Economic Observatory to develop better methods of evaluating health related worklessness and assessing outcomes of employment support across local providers.



Employer leadership

The Council aims to be an employer of choice and as such considers it imperative that its workforce is representative of the communities we serve. We have already undertaken the self-assessment process to identify required actions to become an accredited Disability Confident employer.

Elected members have restated their ongoing commitment to becoming a Disability Confident employer and have agreed to progress to the next level of accreditation to become a Disability Confident Leader by the time of the next assessment in April 2021. This provides a focus for further development of the existing range of activities, procedures, provisions and guidance available to support the Council's managers to recruit, develop and retain people with disabilities.

It is important for our commitment to be recognised and understood by prospective employees so that they feel comfortable in applying for jobs with Nottinghamshire County Council in the knowledge that we aim to be an inclusive employer, seeking to support and enable people to access work opportunities. The Council acknowledges and celebrates the positive contribution that people with physical and/or mental disabilities make to its overall talent pool and it seeks to welcome them into its workforce and to lead by example with employers across Nottinghamshire.

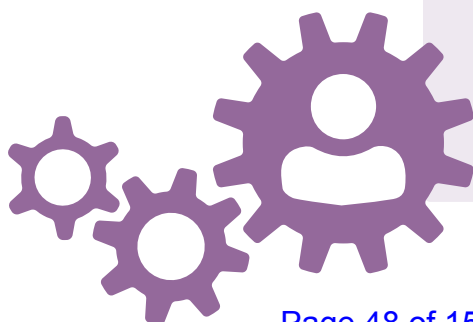
County Council Commitment

The Council aims to be an exemplar employer by modelling good practice and promoting the benefits of employing people with long term conditions and disabilities to other local employers. The council aims to go beyond the minimum statutory requirements set out in the Equality Act 2010.



Actions

- Fair and healthy work to be an explicit priority across the Council and its supply chain.
- Promote the Council to new graduates through our work with the Leonard Cheshire Change 100 Internship Programme, in our apprenticeship offer and graduate programme.
- Promote work with colleagues across the Council to develop a programme of work readiness and to provide access to employment through the supported intern route.
- Work in partnership with other Council departments to ensure 'one conversation' with employers on the support and leadership available through the Council.
- Scope future work to identify other mechanisms by which the Council can demonstrate community leadership and genuine commitment to supporting and enabling people with disabilities to remain in employment with the Council.



Support to gain and maintain employment

The Council provides employment support for priority groups through several mechanisms, both internally and through key partner organisations. Support is provided to adults with disabilities through iWork, County Enterprise Foods, Solutions 4 Data and the Employment Hub at Brooke Farm, whilst young people with additional needs are supported by the Integrated Children's Disability Service (ICDS) and the Leaving Care Team, with complementary support being provided by Inspire, Futures and Building Better Opportunities (BBO) as well as other programmes.

Current services provide person centred, holistic support to help people with disabilities and additional needs into work skills training, supported internships, apprenticeships and paid employment and all are very well regarded in what they do.

The Leaving Care team has a team of Personal Advisors and Achievement Advisors that work one-to-one with our care leavers to support their progression into employment, education or training. These advisors work closely with local businesses and educational establishments to arrange a wide variety of employment interventions. Our Local Offer for Care leavers has also enabled further engagement with preparing our young people for work through a range of workstreams.

However, there is scope for these services to improve their offer through better joint working and consistency of approach which focuses not just on getting a job but on career progression in the future. Alongside this, there needs to be a greater focus on enabling and developing wider independence in other aspects of people's lives.

There is also a need to work more closely with schools and education providers to embed a culture of aspiration towards employment and support young people and their families and carers to understand the full range of employment and learning provision available to them.

The employment support workstream will focus on ensuring that services work collaboratively and in a more joined up way, with a single employment support offer, a clear pathway to employment and focused support on work readiness for individuals, families/ carers and employers which is both aspirational and developmental.

County Council Commitment

We will:

- establish routes to employment as a key enabler in all Council services and initiatives, including commissioned services
- seek to create more traineeships, supported internships and apprenticeships for adults and young people with disabilities and additional needs across the Council
- as a good corporate parent, provide every care leaver with support in accessing opportunities such as work experience, apprenticeships, employment or mentoring
- ensure that employment support services are sufficiently resourced to effectively support disadvantaged groups into employment
- embed Preparing for Adulthood approaches across the education sector and children's services with an early focus on work readiness
- build family approaches to tackle intergenerational worklessness.



Actions

- Develop a clear statement of purpose for a single combined employment support offer with clear targets to increase the number of employment opportunities each year.
- Expand the target cohort to include adults and young people with disabilities or mental health issues, care leavers and people over 50 who have long-term conditions, mental health issues or are at risk of loneliness and isolation.
- Create a mechanism to ensure that employment support is linked to wider independence and enabling through the Adult Social Care Maximising Independence Service and Notts Enabling Service.
- Establish a clear employment support pathway which includes initial assessment, career profiling, job finding, employer engagement and support and employee support with regular reviews of progression and development needs, clear outcomes and aspirations for the future and an exit plan when people are settled to ensure better flow through the pathway.
- Work with schools and Further Education providers to review and refocus the curriculum for SEND learners on employability and work readiness. Developing employability capacity in maintained special schools and academies so that preparation for adulthood and employment is embedded from the earliest years.
- Explore options for accreditation of the employment hub programme at Brooke Farm which could in turn present additional funding opportunities.
- Update and maximise access to on-line advice and support on fair and healthy work through the Notts Help Yourself portal.
- Improve input for learners that is needed for them to access the labour market.
- Develop a suite of work readiness indicators in partnership with a local employer focus group and finalise the Employability Assessment Tool to understand the work readiness of our care leavers.



Employment and Health – key milestones

	2020	2025	2030
Foundations	<ul style="list-style-type: none"> Common pathway approach for support agreed. Health and Wellbeing Board commits to delivery of recommended actions to address health related worklessness. 	<ul style="list-style-type: none"> 200 people each year supported into work. Education, Health and Care Plans have employment as an outcome from year 9 reviews. County Council is a Disability Confident Leader. 	<ul style="list-style-type: none"> County Council is a leader in employment practice. Comprehensive and integrated employment offer is in place.
Strategy	<ul style="list-style-type: none"> Implementation plan agreed by core partner. 	<ul style="list-style-type: none"> Health and Wellbeing Board understand drivers of worklessness, and partners have strategy in place. 	<ul style="list-style-type: none"> Comprehensive approach driven by evidence to enable people with long-term conditions to regain and retain employment across the Health and Wellbeing Board and key partners.
Partnership	<ul style="list-style-type: none"> Contractual requirement for supply-chain to add social value for employment. Strategic delivery framework for employment support is co-produced with partner organisations. Partners agree a core set of actions to stimulate ambition and aspiration across the County. 	<ul style="list-style-type: none"> Apprenticeships, internships, supported employment and employment increased by 50% in supply chain. The (two) Integrated Care System's Workforce Strategy explicitly addresses health and work through the system's roles both as a employer and in clinical decision-making. Maximise the opportunities for residents to access existing employment support by embedding "work as a health outcome" approaches within the delivery of frontline social prescribing and First Contact Practitioner offers. 	<ul style="list-style-type: none"> Wellbeing at work routinely incorporated into standard practice by employers of all sizes across county. ICS partners to maximise their reach and impact on health and employment outcomes by working together to deliver on commitments within the NHS Long Term Plan, including through inclusive employment opportunities, wellbeing of the existing workforce and embedding social value within procurement for employment, work placements, work experience and skills.
Outcomes	<ul style="list-style-type: none"> 50 new employers signed up to Wellbeing at Work. Integrated approach to engaging employers and managers to improve employment offer. All 16 and 17 year olds looked after children to complete an employability assessment personal education plan termly with advisors and be offered access to work experience locally. 	<ul style="list-style-type: none"> 50 more Supported Employment placements. 36 more adults with a mental health condition on a care plan approach supported into employment. 111 more adults with a Learning Disability supported into employment. The Industrial strategy has delivered a partnership approach to ensuring an appropriate skills and training offer is in place across providers that meets the county's demand for labour. 	<ul style="list-style-type: none"> All of our eligible care leavers to be in employment, education or training. Close the skills and productivity gap across the County evidenced by job creation and take up in the County where the gap is greatest. 200 jobs, 200 apprenticeships and 200 inclusive work opportunities created through partnership and supply chain management.



**Nottinghamshire
County Council**

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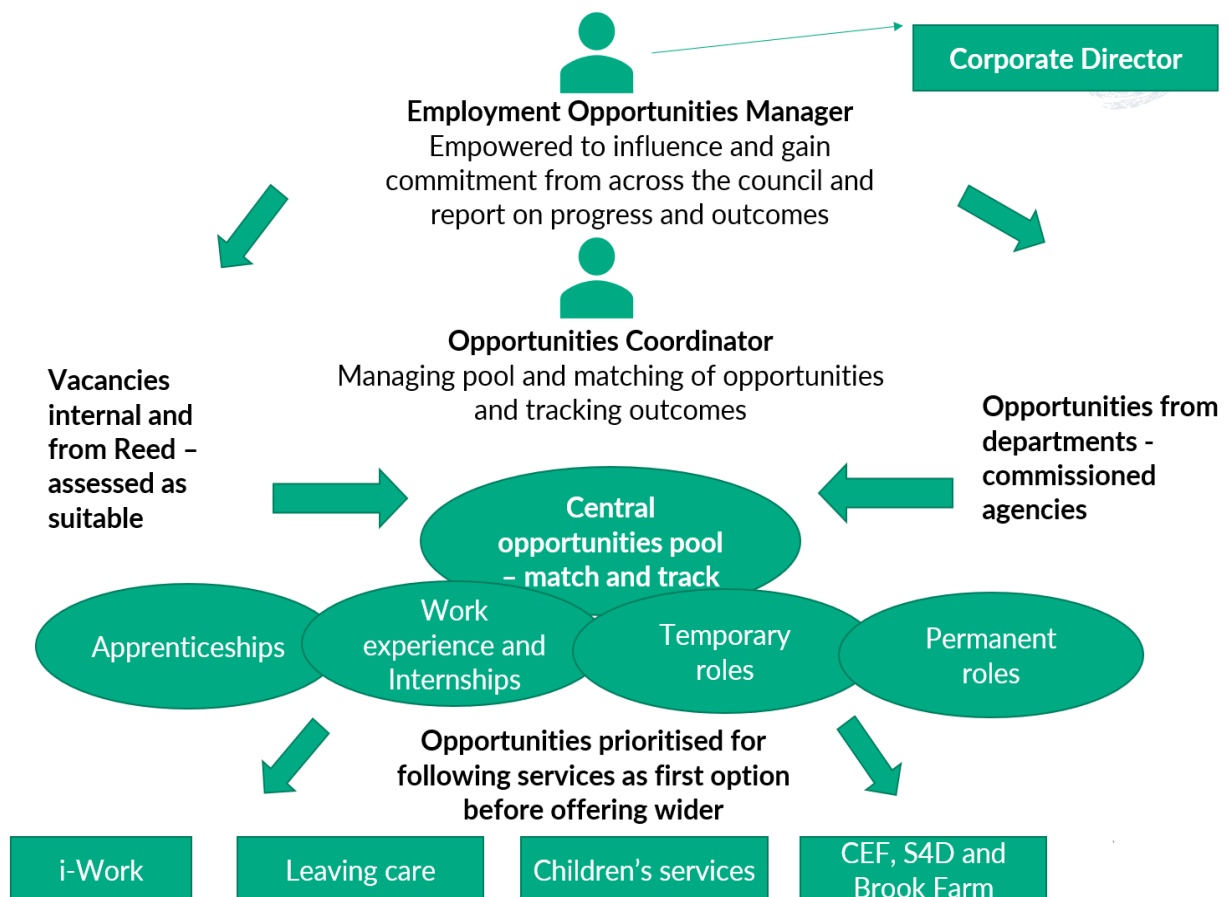


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Appendix 1 Proposed model for Employment Opportunities Manager and Opportunities Co-ordinator for the Council



REPORT OF THE LEADER OF THE COUNCIL**INCREASING RESIDENTIAL CAPACITY FOR LOOKED AFTER CHILDREN****Purpose of the Report**

1. The purposes of this report are:
 - a) to summarise the current position regarding the provision of foster care and residential home placements for children in care of the local authority, and the initiatives being pursued to exercise a degree of control over placement provision and to mitigate the financial challenges presented by the external market in particular;
 - b) considering the above, to seek an amendment to the terms of the approval previously given by Policy Committee to expand the Council's internal residential home estate. Specifically, to establish two 2-bed homes rather than one 4-bed home in order to provide some capacity within the internal estate for accommodating children in care who may present with a range of specialist requirements. This would also better complement the current range of placements available to the Council within its own estate or via exclusive contracts;
 - c) to seek approval in principle for the establishment of a further two pairs of 2-bed homes on the basis that continued expansion of the Council's internal estate be confirmed via a report to Finance and Major Contracts Management Committee in order to approve the allocation of funds for the second and third pairs of homes; and,
 - d) to delegate authorisation for the purchases to the Corporate Director for Place, in consultation with the S151 Officer and the Chairman of Policy Committee.
2. To seek approval to relocate the current Oakhurst children's home to a more suitable property in Mansfield and sell the current building.

Information and Advice**Background**

3. There are currently 930 children looked after by the local authority¹. This number has increased markedly during the past 2½ years (there were 780 children in care as at September 2017) – in line with national trends. The comparative number of children taken into local authority care within Nottinghamshire remains considerably below the national average and social work colleagues continue to do everything possible to ensure children can remain within the family environment wherever possible. The Ofsted inspection undertaken in October 2019 confirmed that the Council's services for children and families continue to be rated 'good'.

¹ As at January 2020

4. Most children looked after by Nottinghamshire County Council reside in foster care or other kinship arrangements. Traditionally, a significantly greater proportion of children in care would have been accommodated in an internal placement, i.e. living with a County Council foster carer. However, the recent sharp increase in overall numbers of children coming into care has resulted in a challenge to this established position. In-house placement capacity has remained largely stable; consequently, use of foster carers sourced via an independent fostering agency has increased to the point where the gap will have closed if the current trend of increasing numbers of children coming to care prevails for a further period.
5. The Council will address this by a concerted programme of foster carer recruitment. This has already involved a number of recent developments, including;
 - increase in fostering allowances by 29% from September 2019 to become more competitive with independent sector and other Councils
 - introduction of a new dedicated recruitment and assessment team to ensure that all initial visits are within 3 working days of fostering enquiry
 - appointment of Fostering Family Workers to ensure foster carers receive additional support
 - development of a network of support hubs to provide peer support
 - roll-out of training which will develop a truly therapeutic fostering service
 - improvement of the fostering offer, including the Max Card and other discounts
 - media campaign in September 2019 to launch the improved offer
 - production and wide circulation of fostering recruitment film
 - very regular fostering recruitment events across the County
 - campaign to recruit carers from faith groups
 - recruitment within District Councils and partners with lunchtime drop-in sessions
 - very well-attended Fostering Conference in September - key note speaker Sir John Timpson
 - transformed social media and marketing profile.
6. Following the introduction of increased foster carer fees and the September publicity campaign, the average number of enquiries per month has doubled, from 8 to 16. Feedback on the quality of the assessments is very positive – new foster carers seem highly resilient following their preparation. We will increase our fostering capacity by 50 foster carers over the next three years.
7. Turning to residential home placements, data show that 125 children looked after by this Council reside in a residential children's home setting, which is in line with national averages. The Council's mainstream residential home estate comprises 11 beds, or less than 9% of the total. The proposal within this report to expand in-house capacity would address this imbalance, doubling the capacity of council-owned homes.
8. The Council has a range of options in place to secure residential placements in the external marketplace, including, from February 2020, the new D2N2 Children in Care Framework, which has been developed in collaboration with neighbouring children's services authorities in Nottingham City, Derby City and Derbyshire. Initially a sub-

regional replacement for the East Midlands Regional Children's Framework Agreement that preceded it, the intention is now that the new framework will develop to ensure that more children in care of the four local authorities may be accommodated within the D2N2 geographical footprint, i.e. more local placements, maintaining the links children have with their communities and support services.

9. This council also has several of its own contracts, including well-established block contracts that provide high quality placements, and good value-for-money too. Recent data provided by CIPFA shows that the average weekly price the Council pays for externally commissioned residential placements is amongst the lowest of all benchmarked local authorities. Initially the block contracts provided a standard type of placement setting that met the needs of many of our children in care. However, as is evidenced across society in general, an increasing number of children in care are having specialist needs and conditions identified and formally diagnosed, which in turn is leading to a requirement for more specialist residential homes – be this in terms of size (more smaller homes) and / or range of staffing skills. To address this evolving need, the Council has extended and expanded these contracts so that they now collectively provide a mix of different types of residential placements – in different sized homes, offering different forms of specialist care, some set up within Nottinghamshire exclusively for our children in care, others offering out-of-county placements as and when required.
10. All of this has been developed as part of ensuring the Council has an appropriately diverse mix of external residential placements, commissioned from a variety of sources. Indeed, the recommendations in this report seek to extend the number and mix of different placements types over which it may proactively exercise an element of decision-making control.

Operating Model

11. One of the council's providers of children's home placements has established an operating model under which two nearby 2-bed homes are managed by a single Registered Manager. This model, which is approved by Ofsted, is already working successfully at the provider's own homes in Nottinghamshire that are exclusively for children looked after by this County Council. The external provider will therefore manage the day-to-day operation of the two new homes on NCC's behalf as a pilot under their existing contract.
12. As well as the benefits of the provider's model and their experience in operating homes in this way, placement costs will be kept down through the removal of property costs from the provider's fee. The authority's property costs will be still lower due to relatively lower costs of borrowing. At the end of the trial period, a report will be taken to Children & Young People's Committee to review the success of the operating model and ensure it yields the expected benefits.

Other Options Considered

13. Since the time of the earlier report to Policy Committee in July 2019, which recommended that NCC purchase a property in which to establish a 4-bed home, there have been increasing numbers of children in care presenting with significant support needs for whom securing a suitable placement match has proved very challenging and expensive. Furthermore, the Council now has the evidence of successfully placing children in care in two in-county 2-bed homes under the auspices of the block contract described earlier in this report. These two homes opened during summer 2019 and are proving to be successful in this regard.

Reason/s for Recommendation/s

14. The Children's Act 1989 (Section 22G) places a 'Sufficiency Duty' on local authorities. This requires them to ensure that there are sufficient placements within their geographical area to meet the needs of children in their care, and to take steps to develop provision to meet the needs of all children in care locally as far as is possible. The County Council's Sufficiency and Commissioning Plan sets out how it will fulfil this duty through developing its own provision and working with external providers and other partners to shape a local market that will meet the needs of children close to where they live, whenever this is appropriate. The evaluation of the available provision, on which the plan is based, concluded that it 'does not fully meet the needs of all our LAC population and that we need to grow provision to meet future need and to achieve our ambition to secure the right place, first time every time.'² This analysis led to the development of the proposal to establish more in-county residential capacity.
15. The numbers of Nottinghamshire children requiring external residential care increased by over 50% between 2016 and 2019. The national increase in demand during the same period resulted in an increase of over 20% in the average cost of an external placement; although the existence of pre-negotiated block contracts for defined numbers of placements kept costs lower for many, placements for children with higher levels of need saw more marked increases. Furthermore, officers engaged in the placement of children observe increasing levels of need. Were these trends of growing numbers of children with increasingly high care needs and rising costs of placements to continue, the effect on NCC's placement budget would be significant.
16. Establishing new homes in Nottinghamshire reduces the County Council's reliance on the external market and the rapidly increasing external placement costs for children with significant support needs. It will increase the number of in-county residential places, thereby maintaining the links children in care need with their communities and the continuity of support from local services, such as education and health, which are at risk of becoming disjointed when placements are in different parts of the country. Evidence indicates that this leads to better outcomes and lower cost through reduced escalation of need, reduced cost of support and less breakdown of placements.

² See **Appendix A**: A Sufficiency & Commissioning Plan for Looked After Children in Nottinghamshire

The relocation of Oakhurst

Background

17. Oakhurst is one of Nottinghamshire County Council's 3 Specialist Group Homes. It provides residential care for up to 4 children.
18. The property is no longer fit for purpose. There is very little outside space for young people to use and the internal size and layout is restrictive, which can lead to safety issues for both young people and staff. The building itself has an institutional character and does not feel like a typical family home.
19. It is recommended that a house is bought within the Mansfield area to relocate the current Oakhurst home to in order to provide the children and staff with the best chance of achieving positive outcomes.

Other Options Considered

20. Remaining in the current building would prevent disruption to the children looked after there, the staff who look after them, and the other services that support the home. Consultation and communication throughout the planning and implementation of the relocation will substantially mitigate these. The benefits of the relocation will therefore outweigh these considerations.

Reason/s for Recommendation

21. Relocating Oakhurst will provide the Council with a more suitable facility, with a number of benefits:
 - a) The new home will be less institutional and more closely resemble a typical family home, providing normalcy for young people who live there
 - b) A new house will be acquired that does not suffer from the same visual and auditory risks attributable to the layout of Oakhurst which have the potential to impact on child and staff safety, such as clear lines of sound and sight
 - c) The new house will have a more usable garden than the current residence
 - d) The new house will be seen by children and staff as an act of support from the authority to enable them to obtain positive outcomes.
22. Initial searches have confirmed suitable properties are available within the preferred areas and within the expected budget.
23. Moving to another area of Nottinghamshire was not considered as an option due to the excessive disruption to the children within the home and to the staff. The activity to replace the home will seek to minimise disruption to both groups. An Equalities Impact Assessment has been undertaken and is available as a Background Paper.

24. A more modern property would require less maintenance than Oakhurst, thereby reducing the authority's overall estate management costs.

Statutory and Policy Implications

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

HR Implications

26. An assessment of the relocation on the Oakhurst staff group has indicated no adverse impact as the new home will be located within the Mansfield district, which is where the current property is located.

Financial Implications

27. The following table shows the acquisition and set up costs of developing a total of six 2-bed homes, i.e. three pairs. The cost of the first pair of 2-bed homes will be £210,000 more than was approved to develop a four-bed home. Each subsequent pair will cost approx. £760,000, at current market rates.

Activity	Cost £
Purchase of a house to be made into a 2-bed home ³	300,000
Set up costs (including alterations, legal fees, refurbishment, fixtures, fittings & equipment)	80,000
Total to establish one 2-bed home	380,000
Multiplied by 2	760,000
Funding approved in previous proposal	550,000
Additional funding requested to establish first pair of 2-bed homes	210,000
Total to establish three pairs of 2-bed homes	2,280,000
Additional funding requested to establish three pairs of 2-bed homes	1,730,000

1 Estimate based on initial searches by NCC Property

28. Whilst potential cashable savings from this proposal are relatively modest, the increase in internal placement capacity via the establishment of these smaller homes will bring significant benefit for some of the most vulnerable children looked after by the County Council. It is one of a number of initiatives the Council is pursuing in order to improve access to a greater volume and mix of residential placements which would collectively provide better financial and social value to the Council and reduce the effects of further price increases in the external placement market.
29. The annual revenue cost of running the new homes will be funded from the existing external placements budget which will be £40.1m in 2020-21.

³ External Placements Budget for Looked After Children, Report to Children & Young People's Committee, 15th October 2018.

30. Following the establishment of the first pair of homes, a report would be taken to Finance and Major Contracts Management Committee at the appropriate time in order to approve the allocation of funds for the second and third pairs of homes.
31. This new proposal has been agreed in principle by NCC's Capital Asset Management Group (CAMG), pending approval by Policy Committee.
32. A contingency allocation of £73k for Financial Year 2020-21 was approved in July 2019 to cover the possible costs of implementation, including the recruitment and training of staff during the period when the homes are being registered and no children can be accommodated. This will still be required.
33. The following table shows the estimated cost of a new house, the cost of moving from Oakhurst and the potential return on the sale of Oakhurst, based on an estimated valuation from NCC Property:

Activity	Cost £
Purchase of a new house	390,000
Relocation (including alterations, removals, legal fees, fixtures, fittings & equipment)	120,000
Budget	510,000
Sale of Oakhurst	-385,000
Net cost	125,000

RECOMMENDATIONS

34. That Policy Committee approves:
 - i. the amendment of the terms of the previous approval given at its meeting on 17 July 2019, such that this now enables the establishment of two 2-bed homes (rather than a single 4-bed home)
 - ii. the establishment of a further two pairs of 2-bed homes on the basis that continued expansion of the Council's internal estate be confirmed via a report to Finance and Major Contracts Management Committee in order to approve the allocation of funds for the second and third pairs of homes
 - iii. that authorisation for the purchase of the homes be delegated to the Corporate Director for Place, in consultation with the Corporate Director for Children and Families, the S151 Officer and the Chairman of Policy Committee
 - iv. the purchase of a suitable property into which to relocate the Oakhurst Children's Home and the subsequent sale of the current property
 - v. the Children and Young People's capital programme is varied by £720,000, funded from borrowing, to reflect the additional £210,000 required to purchase and make operational the two 2-bed residential homes and £510,000 required to fund the purchase and refurbishment of the Oakhurst replacement provision.

Councillor Mrs Kay Cutts
Leader of the Council

For any enquiries about this report please contact:

Colin Pettigrew
Corporate Director, Children & Families
0115 977 4658

Constitutional Comments (EP 28/02/2020)

35. The recommendations fall within the remit of the Policy Committee by virtue of its terms of reference.

Financial Comments (GB 27/02/2020)

36. It is proposed that the Children and Young People's capital programme is varied by £720,000 to reflect the increased cost of providing two 2-bed residential homes and to fund the replacement Oakhurst provision. It is expected that a future estimated capital receipt of £385,000 will be realised which will be used in line with the Council's capital receipts policy.

Background Papers

- Equalities Impact Assessment

Electoral Division(s) and Member(s) Affected

All

A Sufficiency & Commissioning Plan for Looked After Children in Nottinghamshire

OUR VISION

We want our children and young people to have every opportunity and the support they need to be the best they possibly can be.

We will give our children strong roots of stability, love, encouragement, positive relationships and healing from past harm.

We will give our children wings of resilience, ambition, aspirational goals and practical and emotional support into successful adulthood.

A Partnership Strategy for Looked After Children and Care Leavers in Nottinghamshire

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1. Introduction

A 'Sufficiency Duty' is placed on Local Authorities under the Children's Act 1989 (Section 22G). The Sufficiency Duty requires local authorities to ensure that there are sufficient placements within their geographical area to meet the needs of children and young people in care, and to take steps to develop provision to meet the needs of all children and young people in care locally as far as is possible.

In 2010 the government published 'Statutory Guidance on Securing Sufficient Accommodation for Looked After Children' (DCSF 2010) as part of a suite of statutory guidance documents which, together with the Care Planning, Placement and Case Review (England) Regulations 2010 set out how local authorities should carry out the full range of responsibilities in relation to care planning, placement and review for looked after children. The guidance identifies what best practice in securing sufficiency would look like:

- *all children are placed in appropriate placements with access to the support services they require in their local authority area, except where this is not consistent with their welfare;*
- *the full range of universal, targeted and specialist services work together to meet children's needs in an integrated way in the local area, including children who are already looked after, as well as those at risk of care or custody;*
- *where it is not reasonably practicable for a child to be placed within his/her local authority area, there are mechanisms in place to widen the range of provision in neighbouring areas, the sub-region or region which is still within an accessible distance (i.e. based on transport links and community boundaries), while still being able to provide the full range of services required to meet identified needs;*
- *all children with adoption recommendations are placed with an adoptive family within 12 months of that recommendation;*
- *Children's Trust partners, including housing, work together to secure a range of provision to meet the needs of those who become looked after at the age of 16 and 17, and support the continuity of accommodation beyond the age of 18;*
- *services are available in adequate quantity to respond to children, including predicted demand for a range of needs, and emergencies;*
- *in addition to meeting relevant national minimum standards, services are of high enough quality to secure the specific outcomes identified in the care plans of looked after children;*
- *services are situated across the local authority area to reflect geographical distribution of need;*
- *all placement providers (including private, voluntary and public sector providers) are linked into the wider network of services and work with these services to offer appropriate support to deliver identified outcomes for looked after children;*
- *universal services know when a child is looked after and have good links with the range of targeted and specialist services which support him/her, including placement providers;*
- *there are mechanisms in place to ensure that professionals involved in placement decisions have sufficient knowledge and information about the supply and quality of placements and availability of all specialist, targeted and universal support services within the local authority area; and*
- *the local authority and its Children Trust partners collaborate with neighbouring Children's Trusts to plan the market for services for looked after children and commission in regional or sub-regional arrangements. (DCSF 2010)*

This plan for Looked After Children (LAC) in Nottinghamshire sets out how we intend to meet the Sufficiency Duty by developing our own local authority provision and by working with external providers and other partners to shape a local market that will meet the needs of children close to where they live whenever this is appropriate.

Analysis of the needs of children and young people in care, identification of the needs that are not currently being met and care population forecast information will inform our sufficiency and commissioning strategy.

This document should be read in conjunction with:

- [Children & Young People's Departmental Strategy 2019-21](#)
- [Nottinghamshire Pathway to Provision](#)
- [A Partnership Strategy for Looked After Children & Care Leavers in Nottinghamshire 2018-21](#)
- Children Young People and Families Plan

2. National Drivers

Issues such as the Winterbourne scandal and resulting review (DoH 2012) and the independent inquiry in to child sexual abuse (IICSA 2015) has focused concern on vulnerable children and young people living in residential care. Subsequent reports including Sir Martin Narey's independent review of residential care (Narey 2016) and two reports by Dame Christine Lenehan; 'These Are Our Children' (Lenehan 2017) and Good Intentions Good enough? (Lenehan 2017a) have provided some insight into the challenges of providing good support for children living away from home and have concluded that in most cases children are better supported in a family placement in their local community.

In 2017 the annual stability index report was launched by the Children's Commissioner, the index measures the stability of the lives of children in care by looking at the number of home moves, school moves and social worker changes in their lives.

"Stability can be the difference between children flourishing in their environment or having the difficulties they have already had to endure further compounded. Instability makes it harder for a child to form positive trusting relationships with their carers, teachers and social workers, and makes them feel less safe" (OCC 2018)

The report highlights several issues including:

- *Over the longer term most children in care experience a placement move*
- *Some children are at significantly higher risk of experiencing instability and are more likely to experience multiple placement moves:*
 - *Older children, children who enter care at the beginning of adolescence,*
 - *children with additional behavioural or emotional needs, and*
 - *children whose legal status indicates more vulnerability*
- *Children who experience instability are at risk of having it compounded by more instability in the future*

There are several challenges facing all local authorities in the delivery of provision to meet the needs of vulnerable children and young people within the care system;

- The number of children coming into care continues to rise
- Local authority internal provision is operating at full capacity
- The market for external placements is saturated; it cannot cope with increased demand
- Young people are presenting with increasingly complex needs and /or challenging behaviours
- Outcomes for young people are potentially being compromised by being placed in a setting that happens to be available rather than one that fits best with their care plan
- Market forces are pushing up unit costs at a time when pressure on local authority budgets has increased to an unsustainable level

All of these factors impact on a local authority's ability to ensure that there are sufficient placements in the local area, and that those placements can provide the necessary stability to support children and young people on their path in to adulthood.

3. Local Context

OUR AMBITIONS

As corporate parents, we have high aspirations and expectations that every looked after child and care leaver:

- is safe and feels safe
- experiences good physical, emotional and mental health & wellbeing
- fulfils their potential
- makes a positive contribution to their communities
- has a successful transition to adulthood
- achieves sustained and fulfilling employment & economic independence

A Partnership Strategy for Looked After Children and Care Leavers in Nottinghamshire

2018 - 2021

Meeting the needs of our looked after children is not something that can be achieved in isolation; in Nottinghamshire we are fully aware that there needs to be a whole system approach; working closely with our local area partners and providing timely and robust preventative services to children in need who are at risk of coming in to care or custody.

Nottinghamshire has one of the largest Children's Services departments in the country, serving upwards of 170,000 children and young people under the age of 19 across the County. The Department brings together a range of provision for children, young people and their families; delivering universal, targeted and specialist services to fulfil the statutory duties placed on the authority to safeguard and promote the welfare of children and young people, as well as discharging the local authority's education functions

Figure 1: The Nottinghamshire Continuum of Children and Young People's Needs



NB. The Nottinghamshire Continuum illustrates the levels of need rather than numbers of children at each Level.

Nottinghamshire's 'Pathway to Provision' sets out guidance for practitioners in identifying a child, young person and/ or family's level of need, and referral pathways to the most appropriate service to provide support. When it is safe and, in the child's best interest to do so, we would look to implement our Early Help and Targeted Early Help Services to support the family and avoid the need for children and young people coming into care.

We know that for disabled children and young people and those with special educational needs, especially those with an Education, Health and Care Plan (EHCP), access to appropriate support in school is extremely important. Nottinghamshire's Integrated Children's Disability Service works closely with partners to ensure that families are supported in a timely way and that children and young people have access to appropriate education placements. By ensuring that there is a robust system of support in place we hope to avoid crisis situations where lack of a school place is the catalyst for children entering the care system.

In January 2018 the nine local authorities in the East Midlands jointly funded the appointment of a Regional Special Educational Needs and Disability (SEND) Commissioning Project Manager. The Regional SEND Project ran for twelve months; the aim was to review the current commissioning arrangements of education placements for children and young people with SEND across the East Midlands and to explore how things could be improved both in terms of generating efficiencies and improving outcomes. One of the products of the SEND Project has been the development of the SEND Dashboard that will allow us to collate regional statistical level data and will provide business intelligence to support commissioning.

We also believe that it is important to enable children and young people with a disability to participate in positive activities which promote independence and to provide parents and carers a break from caring. Nottinghamshire has recently reviewed its short breaks service; our new Short Break offer was launched on 3 September 2018, it incorporates a number of innovations developed in partnership with parents, carers, children and young people designed to make the new offer more accessible, understandable and responsive.

These include:

- the ability to apply via an online application form, providing an instant indication of eligibility.
- clear and publicly available eligibility criteria, making decision making more transparent and understandable.
- the availability of a 'Standard Offer' which provides £216 per annum by a direct payment for activities, providing a more responsive way for parents/carers and young people to access the Council's Short Break funding.

For the children that do need to come into our care we strive to provide the best possible experience of childhood. It is our duty to do all we can to provide stability, security, love and affection, and nurturing support. These are the building blocks that will help to build their self-esteem, their confidence, and their aspirations not just for education or careers but their aspirations and expectations of relationships. Evidence shows that children and young people achieve better outcomes in a supportive family environment.

For those children not in our care but at risk of coming into local authority care we must strive to achieve the same result by supporting birth families or primary carers to improve home-life and relationships so that children can remain in a nurturing household.

4. Current Commissioning Arrangements for LAC in Nottinghamshire

The Children Act 2004 places a duty on Local Authorities to make arrangements to promote cooperation between agencies and other appropriate bodies. In Nottinghamshire we understand the importance of 'good' commissioning and are fully committed to jointly commissioning with our relevant partners.



Figure 2: The Commissioning Cycle

Nottinghamshire has a history of working collaboratively with our regional local authority neighbours and will continue to do so. We recognise that regional and sub-regional strategic commissioning is necessary to meet the requirements of the sufficiency duty; more importantly we actively pursue collaboration to ensure that we have provision to meet the needs of all our children and young people including those that require low incident but very specialist provision.

The Children's Integrated Commissioning Hub (ICH) works to align and pool commissioning resources on behalf of Clinical Commissioning Groups, Public Health and NHS England. ICH was established to ensure effective commissioning across organisations and works closely with the local authority to support improved physical, mental and emotional health outcomes for children and young people.

Our Remodelling Children's Care programme seeks to deliver consistent and improved care outcomes for children and young people whilst reducing the overall cost. By utilising demand forecasting, strengthening our knowledge of the market and undertaking reviews of our provision, the programme aims to coproduce solutions with service users and directly impacts the way that services are designed, commissioned and delivered in the future. This includes the integration of county-wide commissioning functions within children's services, through

the establishment of the Integrated Placements and Commissioning Service, in order to apply a consistent commissioning approach, benefit from economies of scale and work effectively with providers

The authority also has a Remodelling Social Work Practice programme which amongst other issues is reviewing recruitment and retention initiatives to ensure that there are enough experienced social workers to provide consistency and stability for children and young people.

Current Provision

Nottinghamshire has a mixed market for the provision of placements for our looked after children and young people, the range of services include;

Fostering

Nottinghamshire has an internal fostering service which recruits, supports and supervises its foster carers. The service includes an 11yrs+ provision, a 'Home from Home' short breaks service and a specialist 'Contract Carers' service with salaried carers providing short breaks for children with complex health needs. There are currently 194 fostering households offering 363 places.

The authority is also part of the East Midlands Regional Children's Framework (EMRCF), a consortium of seven local authorities, for the placement of children and young people in independent residential children's homes and independent fostering agencies. The EMRCF provides an approved list of 50 fostering agencies from which the authority can call off individual placements.

Most of our LAC are placed with foster families; 40% of the total LAC are placed with internal carers with 30% placed with independent fostering agencies. The actual number of LAC fluctuates daily, of those children and young people placed with foster carers in the independent sector the majority were called off the EMRCF; only 4 placements were spot purchased, 3 of these were with a provider specialising in therapeutic care and 1 was placed within another local authority's internal provision. This however does not tell the whole story for the securing of foster placements, for some children and young people where the care plan is for a fostering placement if a suitable carer cannot be found a residential placement may become a last resort. It is estimated that as many as 25% of the children in residential care have a care plan that supports foster care either as the preferred placement option or with steps to achieve a fostering placement within a specified timeframe.

Residential Children's Homes

Nottinghamshire has three local authority mainstream children's homes offering up to 11 placements, however the occupancy in one of the 4-bed homes has over the years been capped at 3 in order that the experienced staff team can support some of our most complex young people. This willingness to be flexible and creative in the use of our provision has delivered improved outcomes and provided stability for individual young people.

The authority has block contracts with two independent providers, this has fostered closer working relationships, delivered cost efficiencies and provided stability for young people. Currently over 30 placements are secured via the block contracts, there are plans to increase the supply by a further 8 – 10 beds during 2019 which will include solo or small occupancy homes in the north of the county to provide specialist care for some of our most vulnerable young people.

As for fostering, children's home placements in the independent sector are called off the EMRCF, the number of placements that are spot purchased however is much higher. In 2019 at the end of February over 25% of the 'live' cases (outside of the block contract) had been spot purchased from providers who are not part of EMRCF, this is reflective of the national picture with increasingly complex cases competing for placements in a market that is already saturated. Our placements team are finding it increasingly difficult to secure appropriate residential placements from the EMRCF, even where we might commission a 'framework provider' placements are not always offered at the framework price. According to the EMRCF End of Year Report 2017/18, 40% of Nottinghamshire's residential placements procured via EMRCF were 'non-framework'.

Residential Children's Homes for Children with Disabilities

The authority has three residential homes for children with disabilities that provide a mix of short breaks and fulltime residential provision, this is used flexibly to support children and families who may be in crisis. For example, our 8 bed short breaks home holds one bed for emergencies and the registered manager will apply for a variation notice from Ofsted if a child needs to stay for an extended period. Our home for children with physical disabilities and complex health needs works under capacity to allow for flexibility between short breaks and residential provision and in special circumstances or emergencies will provide for children and young people outside of the designated age range.

Placements in the independent sector are called off the EMRCF which has categories for children with disabilities and complex health needs. We also have the Nottinghamshire Approved Provider List which is for education placements including residential independent

special schools. Where these schools have dual registration (including as a children's home) they can provide full-time care for looked after children.

Secure Residential Provision

Managed by Nottinghamshire County Council, Clayfields House Secure Centre is a secure children's home. There is a total of 20 places available 12 of which are contracted to the Ministry of Justice and monitored through the Youth Custody Service, the remaining 8 are welfare beds, which are purchased by local authorities across England and Wales.

The Centre employs in the region of 140 employees and there is a full education provision on site, which includes vocational provisions and the centre is supported by NHS England contracted Health Team on site. Nottinghamshire used the provision for 5 young people over the last 12 months meaning some of our most vulnerable young people were able to be supported close to home.

16+ Supported Accommodation Provision

Nottinghamshire's 16+supported accommodation contracts commenced in August 2015, the contract is for a period of 5 years with the option to extend for 1 plus 1 years. The service supports young people aged 16-21, and is available to homeless young people, LAC transitioning from Care placements and Care Leavers. In total there are 231 units of core/cluster accommodation and an additional 7 units of emergency accommodation.

In addition to the contracts listed above, a High Needs Dynamic Purchasing System (DPS) was established in May 2018, a placement is sourced from the DPS where the young person's needs can't be met within the main provision due to either a lack of capacity (emergency beds) or the risks posed can't be managed in the existing core settings.

Current Profile of our Looked After Children

Whilst the range of provision for our looked after children is broad and diverse we know that currently it does not fully meet the needs of all our LAC population and that we need to grow provision to meet future need and to achieve our ambition to secure the right place, first time every time.

Appendix A provides the Current Profile of our Looked After Children

5. Our Commissioning Intentions for LAC in Nottinghamshire

The purpose of this Sufficiency and Commissioning Plan is to support our ambition in providing enough local placements so that all our looked after children can live with carers in homes that support them to have strong roots of stability, receive encouragement to achieve and form positive relationships and healing from past harm.

We intend to communicate our intentions and to work with our partners to ensure we can provide the right provision, in the right place, at the right time. We have in partnership with our closest local authority neighbours published a joint D2N2 Market Position Statement (**Appendix B**) and are actively seeking market engagement to inform our commissioning plans. We will work closely with our Children in Care Council and whenever it is appropriate we will involve our children and young people in these developments.

Nottinghamshire County Council has recently met to agree 2019/20 budgets and has committed to invest a further £9m in Children and Young Peoples Services, this represents an 8% increase in the budget to £126.5m. An additional £28m of funding has been agreed for capital projects.

There are currently several initiatives in progress where the local authority is working with partners across the region to develop provision that will offer stability and security for our looked after children. The table in **Appendix C** sets out the authority's response to developing a best practice approach to securing sufficiency for our looked after children and young people, further details regarding our commissioning intentions are listed below;

Regional Adoption Agency

Nottinghamshire will host the Adoption East Midlands (AEM) regional adoption agency for Derby, Derbyshire, Nottingham and Nottinghamshire from April 2019,

The regional adoption agency expects to recruit adopters for circa 200 children a year and will offer support to those adoptive families as they need it.

The regional adoption agency does not expect to be able to place all the Derby, Derbyshire, Nottingham and Nottinghamshire children with their own adopters, sometimes the needs of the children mean we look to other agencies to provide families. We will work with our AEM local authority partners, Lincolnshire, Rutland, Leicester and Leicestershire and with our partners in the voluntary sector, Adopt Together and Coram to work together to place children. We will also work with our regional partners to recruit adoptive families.

All Children who have an adoption plan are tracked from the earliest stages and home finding begins as soon as legally possible; it is aimed to identify a match within 121 days, of placement order.

DN2

Derby City Council, Nottingham City Council, and Nottinghamshire County Council, collectively referred to as DN2 are seeking to jointly commission evidence-informed services that support children and young people in local authority care, and on the edge of care, to achieve better social outcomes. DN2 will deliver this via a Social Impact Bond (SIB). The DN2 SIB will provide intensive support to a cohort of children and young people who have challenged services and who are at risk of entering care and those already looked after that are at risk of escalating to high cost placements, but which are unlikely to deliver positive outcomes.

There is also a cohort of young people who are accommodated in residential care simply because a suitable fostering placement could not be found, we want to enable these young people to have a supported transition into foster care, and where it is appropriate we want to support young people to return home to live with their primary carers.

The numbers of young people Nottinghamshire County Council anticipate working with over the 4yr period of referrals into programme are;

- Cohort A – Residential De-escalation – 8 to 12 per annum
- Cohort B – Placement Stabilisation – 8 to 12 per annum
- Cohort C – Re-unification – 8 to 10 per annum
- Cohort D – Edge of Care – 2 to 6 per annum

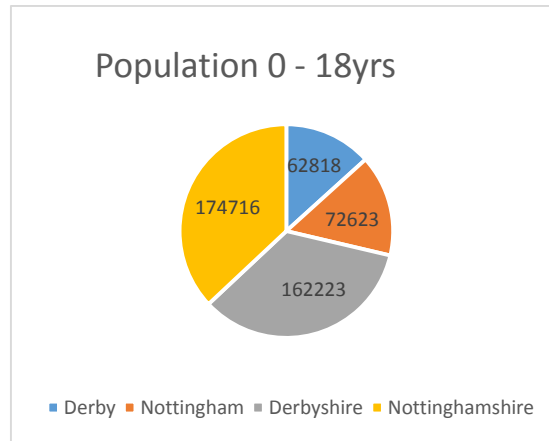
Through this SIB, DN2 aims to support children and young people to achieve stable family type placements (e.g. stepping down from residential care with new types of support) and to remain at home with their families or primary carers where safe to do so.

As well as better social outcomes, DN2 expects cashable efficiency savings will be delivered over the lifetime of the SIB.

D2N2

Derby City, Derbyshire County, Nottingham City and Nottinghamshire County Councils (D2N2) is one of the largest Local Enterprise Partnerships in England covering an area of 4900km², there is a total population of just under 2.2million.

0 -18yr olds make up 22% of the total population with 19 -25yrs accounting for a further 9%. The chart shows how the 0-18yrs population is distributed across D2N2. This population is expected to increase by a further 7% by 2026



D2N2 are currently developing a sub-regional partnership for the commissioning of LAC placements to replace the East Midlands Regional Children's Framework (EMRCF) which expires in January 2020. The new arrangements will be a collaborative approach, meeting the needs of all stakeholders including children and young people, providers and placing local authorities.

D2N2 priorities include:

- Local Provision for Local Children
- Establish D2N2 sub-regional commissioning arrangements
- Greater sharing of Council operated provision across D2N2
- Develop relationships with local providers to shape the market locally
- Greater flexibility of provision and commissioning via alternative contract models
- Right placement; right location; right time; right price

Phased extension of Block Contract for Residential Children's Homes

Phase A: Open 2 dual bed homes and a further 4 bed home in Newark. These homes will be exclusively for Nottinghamshire County Council (NCC)

Phase B: Develop a satellite site to an existing home, to be registered as a dual home but able to be used as a solo home. All beds are for NCC exclusive use on the new block contract rate (7 beds in total).

Phase C: Develop a second satellite site to an existing home, to be registered as a dual home but able to be used as a solo home. Currently, not all the beds are used for NCC young people, to be agreed as to when these homes become blocked for NCC's exclusive use (7 beds in total).

Phase D: After completing of Phases A-C have a standstill period before agreeing on any future developments linked to D2N2 initiatives.

Develop Core+ Supported Accommodation Provision

Develop and commission a model of highly supportive accommodation settings for young people leaving residential settings. Providing an enhanced model of support for those young people who find transition from care settings into semi-independent accommodation most challenging and complementing our Transitional Personal Advisor Project which has been able to improve outcomes for young people who are leaving care including increasing reunification with birth family and supporting young people 16yrs and 17yrs at an earlier stage into their transition into adulthood and independent living. It is anticipated that this new Core+ service will commence in Autumn 2019.

Development of Internal Fostering and Residential Services

We are seeking to consolidate our excellent in-house fostering and residential services so that we can maintain an appropriate mix of internal and external fostering and residential placements.

NCC Fostering Service

Proposal is to achieve a net increase of 50 foster carers over the next three years (2019-2021) with whom children and young people can be placed ensuring that they benefit from a local family environment.

By growing the fostering service and putting it at the core of LAC placement provision:

- more looked after children in Nottinghamshire will have an opportunity to be placed in a loving family environment
- the Council will develop a reputation as an exemplar of fostering provision, offering an attractive package of fees and support which will compete favourably with the support offered by IFAs and reduce the risk of the Council's carers leaving
- demand will be reduced for more costly placement types, and this will ease pressure on declining budgets.

NCC Residential Service

Nottinghamshire County Council are exploring a proposal to extend internal children's home capacity by 4 beds during 2020/21.

Children's Disability Residential Homes

The pattern of need for overnight short breaks has changed in Nottinghamshire with the availability of more community provision. There is a proposal to make the specialist provision in our three Children's Disability Residential Homes available to other local authorities and for private purchase, for example where children have received significant compensation due to medical negligence. This could result in a substantial income for the local authority whilst providing much needed low incident but highly specialist care for children and young people with complex disabilities, in Nottinghamshire and across the wider region.

Clayfields Secure Children's Home

Renegotiation of the contract between the Ministry of Justice and Clayfields House and an increase in the price that local authorities pay for welfare beds has provided funding for service development and reduced the local authority's subsidy of Clayfields House to zero. This reconfiguration has meant an increase in the number of welfare beds that are available from 4 beds to the current 8 beds.

6. Concluding Remarks and Reviewing of this Plan

This plan sets out our commissioning intentions to ensure we have sufficient placements to meet the needs of children and young people in Nottinghamshire. However, strategic commissioning for LAC is about more than ensuring there are enough placements for children at the point they become looked after.

Our plan supports preventive interventions and our priorities include:

- adopting a whole system approach to designing universal, targeted and specialist services to improve outcomes for looked after children and children in need at risk of care or custody;
- quality of individual needs assessments and care plans;
- strategic needs assessment and demand analysis;
- market management;
- regional and sub-regional collaboration;
- procurement including purchasing and contract management;
- involvement of children in placement decisions.

Children's services operate within a rapidly changing landscape, both nationally and locally here in Nottinghamshire. The demand on our services continues to grow, owing to rising populations, increasingly complex needs and greater aspirations. This is against the backdrop of increasing financial constraints, as we strive to deliver high quality services with reducing resources. As such this plan will need to be a fluid document that is continually reviewed to keep abreast of legislative and demographic changes.

The plan will be owned by Children and Family Services, Commissioning and Placements Group and will be refreshed at least annually.

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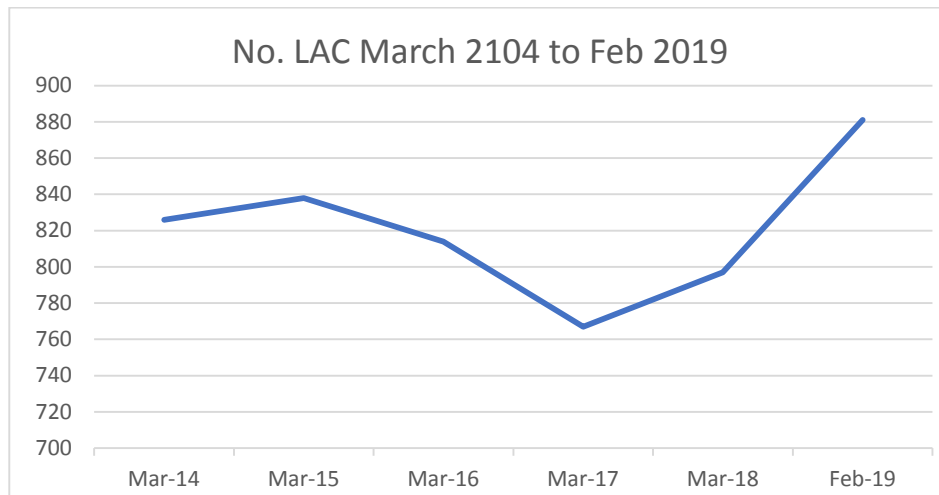
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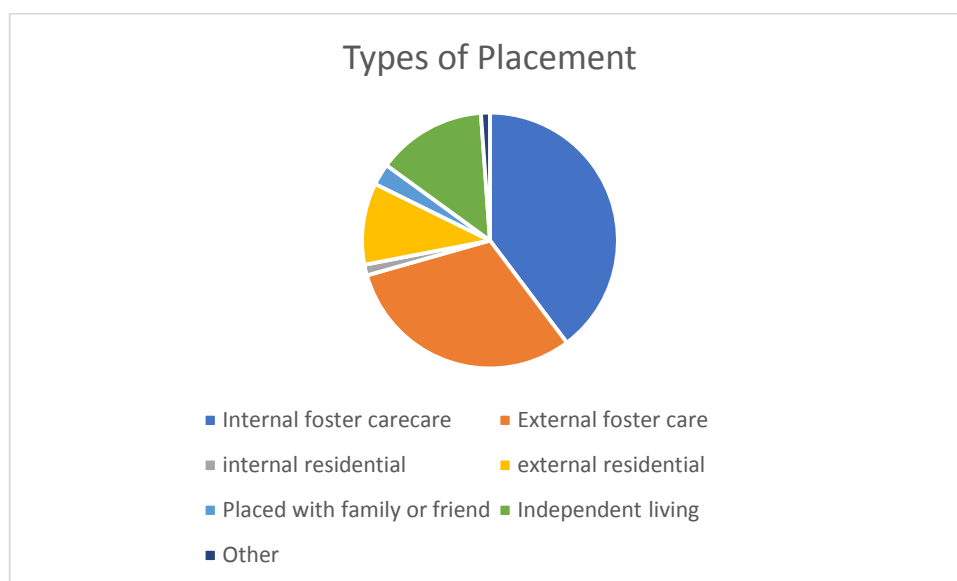
APPENDICES

Appendix A: Current Profile of our Looked After Children

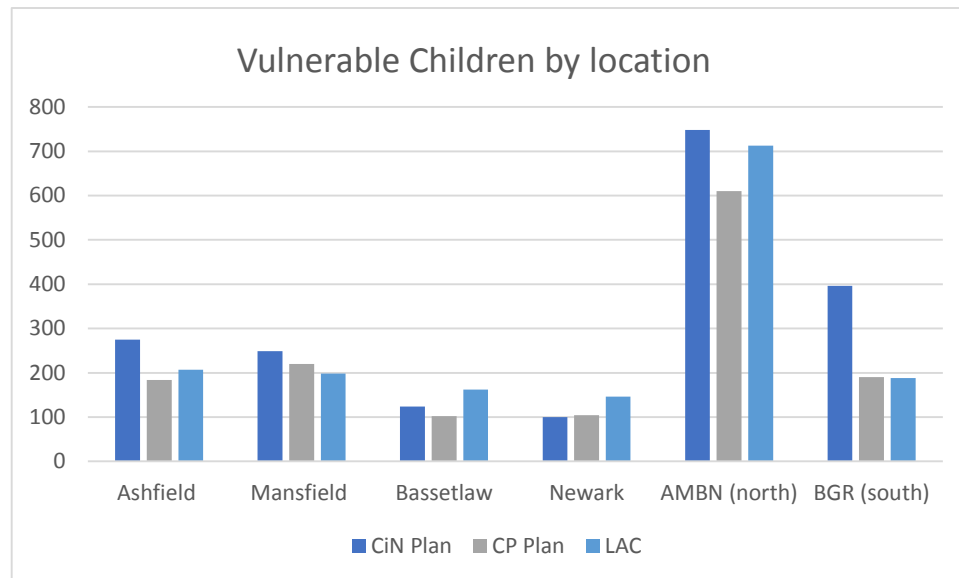
Following a period of steady decline, the number of LAC has risen sharply in recent months.



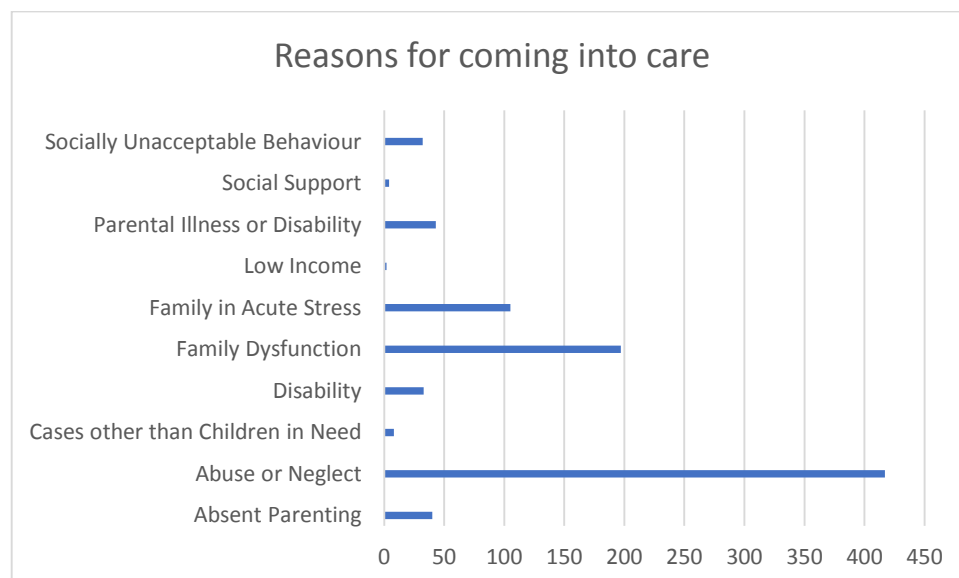
In February 2019 there were 881 children and young people looked after by the authority, accommodated in a range of placement types.



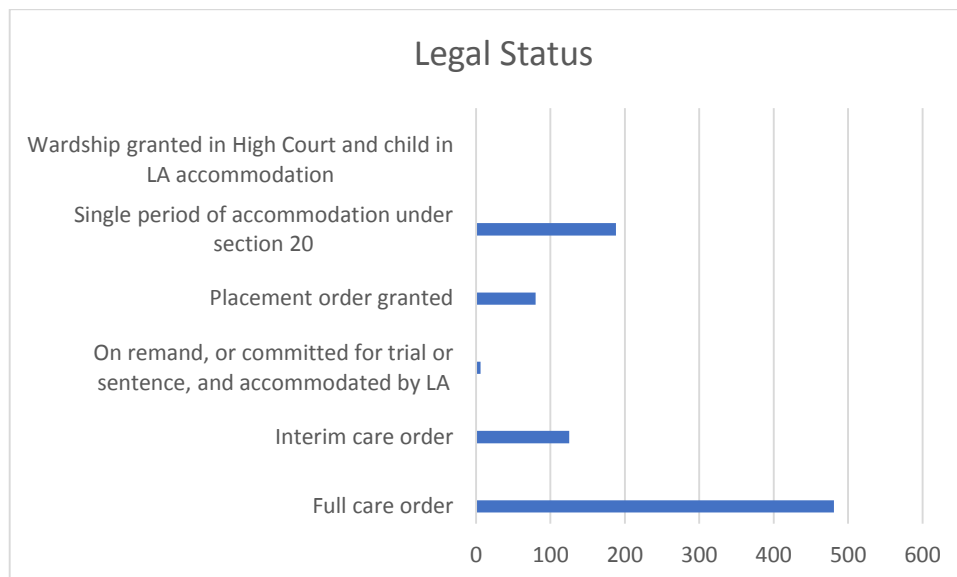
The majority of our children in need, children in need of protection and our looked after children (LAC) are in the north of the county.



For the cohort that were looked after at February 2019 the following reasons are cited for their care episode.

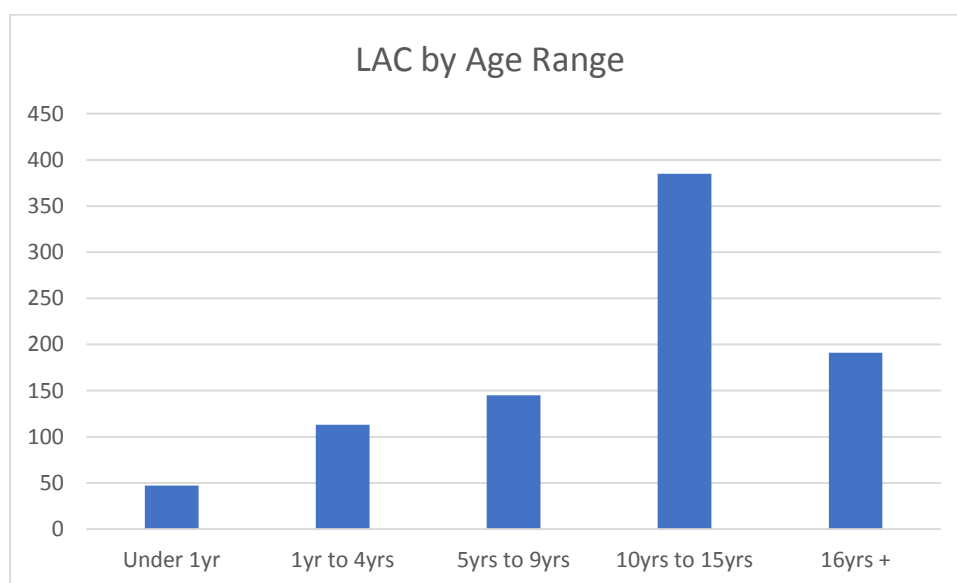


Almost 80% of LAC are accommodated under some form of legal order this is higher than the national average; 188 children and young people are placed voluntarily with parental consent under section 20.



There are more boys (57%) than girls (43%) in care.

The largest age group (44%) are aged 10 to 15yrs; 22% are aged 16yrs and over, 16% are aged 5 to 9yrs, 13% are aged 1 to 4yrs and 5% are aged under 1 year.



Most of our LAC population are white (87%) reflecting the wider children's population in the county, 8% have mixed ethnicity, 1% are Asian, 1% are black and 3% are described as other ethnic groups.

126 (14%) of our LAC have an identified special educational need.

66 (7%) have a disability.

Appendix B: D2N2 Market Position Statement



2019.06.12 D2N2
MARKET POSITION S

Appendix C: Nottinghamshire's response to developing a best practice approach to securing sufficiency for LAC

The following table outlines DfE Statutory Guidance on what 'sufficiency' looks like alongside the authority's approach to meeting sufficiency in Nottinghamshire.	
DfE example of best practice in securing sufficiency would be that:	Nottinghamshire's response to developing a best practice approach:
all children are placed in appropriate placements with access to the support services they require in their local authority area, except where this is not consistent with their welfare;	<p>Initiatives are underway based on the D2N2 footprint and include collaborative commissioning of care and education provision and the delivery of a "care de-escalation" programme funded through a Social Impact Bond.</p> <p>Commitment to increase the number of local children's home placements through extending the block contract arrangements.</p> <p>Local secure welfare provision and the willingness to use internal provision flexibly enables some of our most complex and vulnerable young people to be placed close to home.</p> <p>Plans to increase NCC internal fostering and children's home capacity.</p> <p>Experienced and knowledgeable LAC placements team ensures access to most appropriate placement available.</p>
the full range of universal, targeted and specialist services work together to meet children's needs in an integrated way in the local area, including children who are already looked after, as well as those at risk of care or custody;	Nottinghamshire Children and Families Alliance (CAFA) is a partnership of organisations that provide services to children, young people and families in Nottinghamshire. CAFA focuses on developing thinking on how outcomes for children can be improved through the representation of a number of key stakeholders; this includes Nottinghamshire

	<p>Police, district and borough councils, clinical commissioning groups (CCGs), education trust boards and the NSP. The Children and Families Alliance makes recommendations to the Nottinghamshire Health and Wellbeing Board and monitors progress on their behalf.</p> <p>Nottinghamshire's 'Pathway to Provision' sets out guidance for practitioners in identifying a child, young person and/ or family's level of need, and referral pathways to the most appropriate service to provide support.</p> <p>Integrated Children's Disability Service (ICDS) works closely with partners to ensure that families are supported in a timely way and that children and young people have access to appropriate education placements. Nottinghamshire's Support to Schools and Virtual School Service ensure that wherever possible a child's education provision is maintained locally.</p> <p>The Children's Integrated Commissioning Hub (ICH) was established to ensure effective commissioning across organisations and works closely with the local authority to support improved physical, mental and emotional health outcomes for children and young people.</p> <p>Established partnership joint commissioning arrangements ensures Looked After Children and Care Leavers will be supported through improved placement provision, health services and learning opportunities. Children and young people at risk of 'emerging threats' will be appropriately identified, supported and protected</p>
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<p>where is it is not reasonably practicable for a child to be placed within his/her local authority area, there are mechanisms in place to widen the range of provision in neighbouring areas, the sub-region or region which is still within an accessible distance (i.e. based on transport links and community boundaries), while still being able to provide the full range of services required to meet identified needs;</p>	<p>Deliver a new sub-regional arrangement for procuring residential and foster care placements by January 2020</p> <p>Where necessary and in the child's best interest placements at a distance will be supported by robust monitoring and contract management process that ensures individual outcomes are tracked and constantly reviewed.</p>
<p>all children with adoption recommendations are placed with an adoptive family within 12 months of that recommendation;</p>	<p>Nottinghamshire has been working with agencies across the D2N2 (Derby, Derbyshire, Nottingham, Nottinghamshire) region, with the intention that adoption services across the region will be managed through the D2N2 Regional Adoption Agency by 2020.</p>
<p>Children's Trust partners, including housing, work together to secure a range of provision to meet the needs of those who become looked after at the age of 16 and 17, and support the continuity of accommodation beyond the age of 18;</p>	<p>Good partnership approach to problem resolution has improved access to services and provided a clear pathway from core to cluster to independence with parity of service provision across the county.</p> <p>16+supported accommodation service supports young people aged 16-21, and is available to homeless young people, LAC transitioning from Care placements and Care Leavers.</p> <p>In addition to the above a High Needs Service supports where the young person's needs can't be met within the main provision or the risks posed can't be managed in the existing core settings.</p> <p>Nottinghamshire's Local Offer for Care Leavers provides guidance on the support that is available to care leavers in the county.</p>

	<p>Transitional Personal Advisor Project has been able to improve outcomes for young people who are leaving care including increasing reunification with birth family and supporting young people 16yrs and 17yrs at an earlier stage into their transition into adulthood and independent living</p>
<p>services are available in adequate quantity to respond to children, including predicted demand for a range of needs, and emergencies;</p>	<p>Utilisation of 'Child in Need' and 'Child in Need of Protection' data alongside the evolving forecasting tools will provide accurate assessment of predicted demand.</p> <p>Termly reporting into the SEND Dashboard will provide timeseries data on the needs of children and young people with an EHCP.</p> <p>D2N2 sub-regional commissioning and planned developments in NCC internal provision will support the range of needs and emergencies.</p>
<p>in addition to meeting relevant national minimum standards, services are of high enough quality to secure the specific outcomes identified in the care plans of looked after children;</p>	<p>Outcomes star monitoring will be rolled out across the Commissioning and Placements Group, and approaches to monitoring outcomes will be explored and standardised wherever possible throughout Children's commissioned services.</p> <p>Developments in the newly established Integrated Commissioning and Contracts Team will provide a more robust and consistent contract management function.</p>
<p>services are situated across the local authority area to reflect geographical distribution of need;</p>	<p>Commissioning is informed by accurate analysis of local data.</p> <p>Developments are targeted in the north of the county which we know has the greatest need.</p>

	D2N2 developments will broaden access to provision in neighbouring authorities which in some cases can be closer to the YP's home district.
all placement providers (including private, voluntary and public sector providers) are linked into the wider network of services and work with these services to offer appropriate support to deliver identified outcomes for looked after children;	<p>The Health & Wellbeing Board, through the Health & Wellbeing Strategy and the Joint Strategic Needs Assessment, identifies the priority areas for children and young people's health and wellbeing.</p> <p>The local Sustainability and Transformation Plan looks at how local organisations work together to improve care, health and wellbeing, including the integration of care services for young people transitioning between Children's and Adults Social Care.</p> <p>Nottinghamshire's Local Offer Website provides information and signposting across a range of services.</p> <p>Regular provider engagement activity in support of commissioning objectives includes published Market Position Statement and Sufficiency and Commissioning Plan.</p>
universal services know when a child is looked after and have good links with the range of targeted and specialist services which support him/her, including placement providers;	Multi agency working is promoted and supported via the LAC review process. Independent reviewing officers ensure that a holistic approach to a child's care plan is supported by all relevant partners.
there are mechanisms in place to ensure that professionals involved in placement decisions have sufficient knowledge and information about the supply and quality of placements and availability of all specialist, targeted and universal support services within the local authority area	<p>Nottinghamshire's 'Pathway to Provision' sets out guidance for practitioners.</p> <p>Nottinghamshire's Local offer website provides information and signposting to a range of services.</p> <p>A dedicated LAC placements team supports placement finding and offers advice and support to professionals. When necessary cases are assigned to the Placement Review</p>

	<p>Officer to identify specialist or bespoke provision for 'hard to place' children.</p> <p>Integration of county-wide commissioning functions within children's services will support implementation of a consistent commissioning plan.</p>
<p>the local authority and its Children Trust partners collaborate with neighbouring Children's Trusts to plan the market for services for looked after children and commission in regional or sub-regional arrangements.</p>	<p>There is a well-established Regional Director of Children's Services Group that meets regularly.</p> <p>The local authority is working with all the upper tier councils across the East Midlands as part of a Regional Improvement Alliance to provide mutual challenge and raise standards.</p> <p>There is a Regional Placements Commissioning Board which meets regularly at both operational and strategic level.</p> <p>Termly reporting in to SEND Dashboard.</p> <p>D2N2 Market Position Statement is published and regularly updated.</p>

MARKET POSITION STATEMENT – D2N2 CHILDREN IN CARE PLACEMENTS

Introduction

Derby City, Derbyshire County, Nottingham City and Nottinghamshire County Councils known collectively as **D2N2**, are working together to develop sub-regional commissioning of placement provision for their children in care via the 'D2N2 Children in Care (CiC) Framework'

D2N2 is one of the largest Local Enterprise Partnerships in England covering an area of 4900km² and with a total population of just under 2.2million; the D2N2 local authorities fall within this footprint.



Following the expiry of the current arrangements in January 2020; **D2N2** will be promoting a collaborative approach to the commissioning of residential children's home and foster care placements. We aim to develop our own local authority provision and to work with providers in the independent sector to ensure that there is enough provision to meet the needs of our children and young people in their local community wherever possible.

MARKET POSITION STATEMENT – D2N2 CHILDREN IN CARE PLACEMENTS

Each Local Authority will publish their own individual Children in Care Sufficiency Strategy.

This Market Position Statement (MPS) sets out how these individual strategies and D2N2 collaboration will impact on the collective D2N2 market, and it aims to provide the business intelligence that will support our partners in the independent sector to develop provision in the local area.

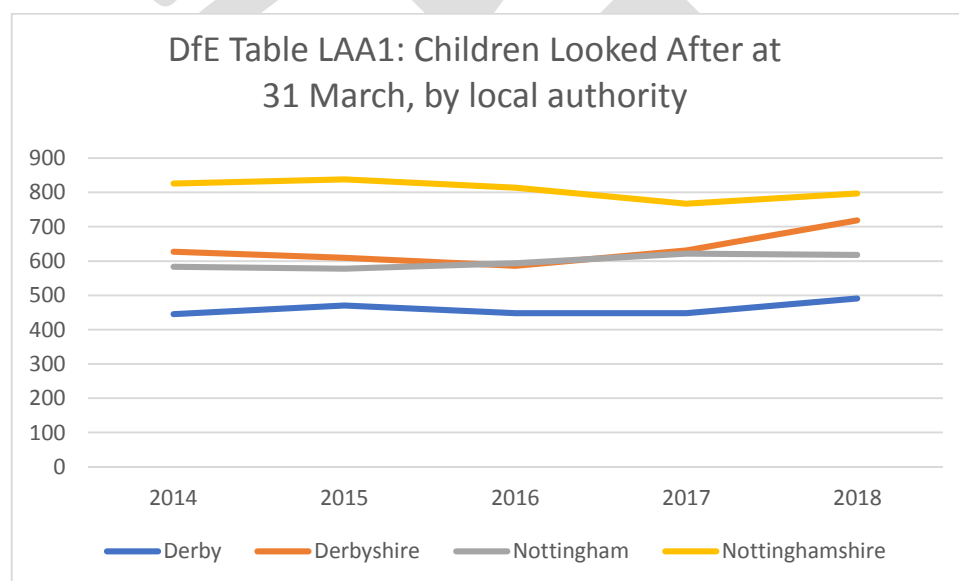
Key issues

- **The number of children coming into care continues to rise**
- **Nationally the market for external placements is saturated; it cannot cope with increased demand**
- **Market forces are pushing up unit costs**
- **Young people are presenting with increasingly complex needs and/or challenging behaviours**
- **Outcomes for young people are potentially being compromised by being placed in a setting that happens to be available rather than one that fits best with their care plan.**

Predictions of Future Demand

At 31 March 2018, the number of children looked after by local authorities in England increased, up 4% to 75,420 from 72,590 in 2017, continuing increases seen in recent years. This is equivalent to a rate of 64 per 10,000 in 2018, which is up from 62 per 10,000 in 2017 and 60 per 10,000 in 2016.

Our local data shows that the national trend is replicated in the D2N2 area.

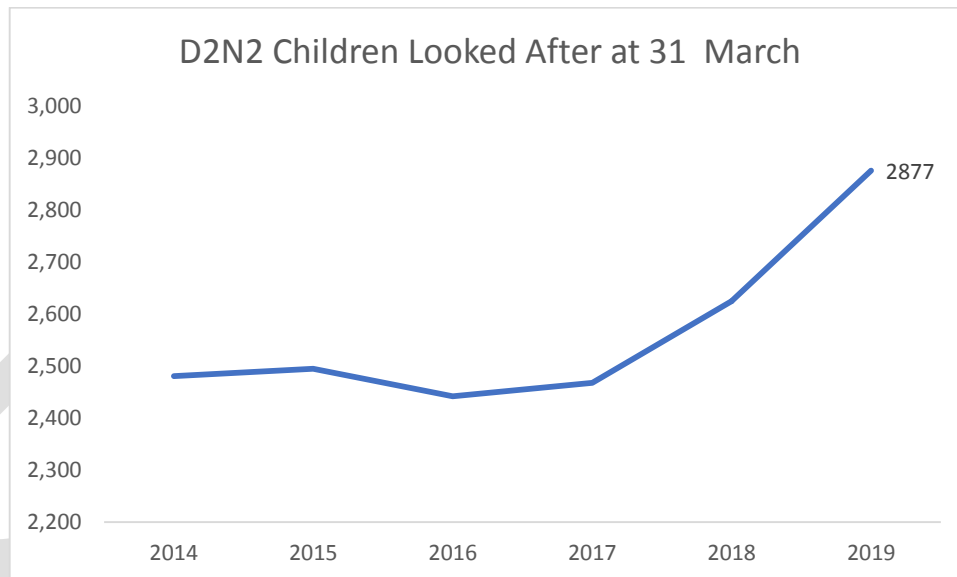


Data source: DfE Statistics: Looked After Children 2017 to 2018

MARKET POSITION STATEMENT – D2N2 CHILDREN IN CARE PLACEMENTS

D2N2: The total number of children in care at **31 March 2019** was 2877; this is an increase of 252 (9.6%) on the previous year

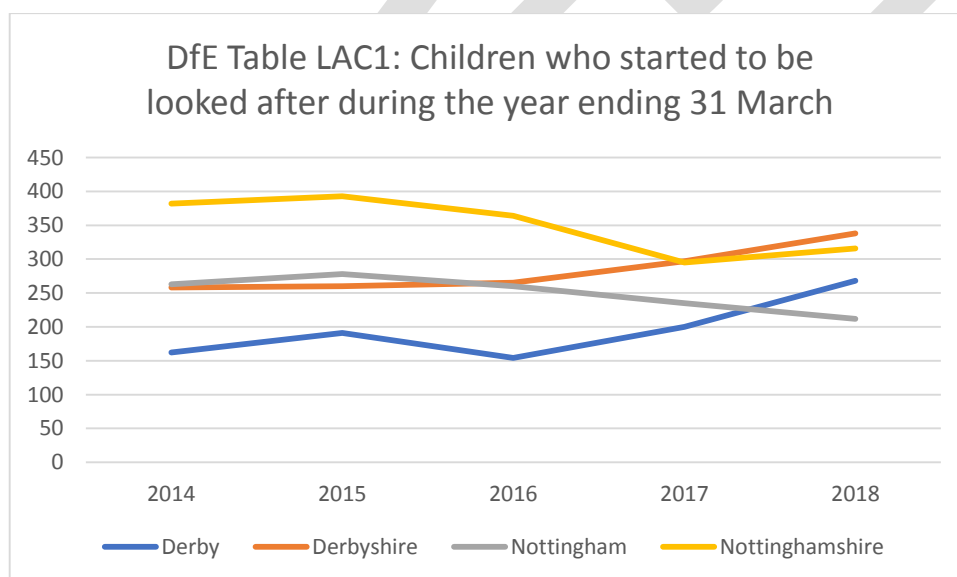
The total number of children in care has fluctuated over recent years; **D2N2** saw an increase of 6.4% between 2017 and 2018. Provisional figures suggest that the increase has been even greater between March 2018 and March 2019 with a rise of 9.6% over that period.



Data source: DfE Statistics: Looked After Children 2017 to 2018 (and local data for 2019)

In three of the four authorities the number of 'new' children entering care increased between 2017 and 2018; whilst Nottingham City saw a drop in that period, the overall trajectory is that the number of LAC is increasing. The total number of D2N2 LAC at the end of March 2019 was 2877, an increase of 252 on the figure at March 2018.

D2N2: There were 1134 CYP who started to be LAC in the



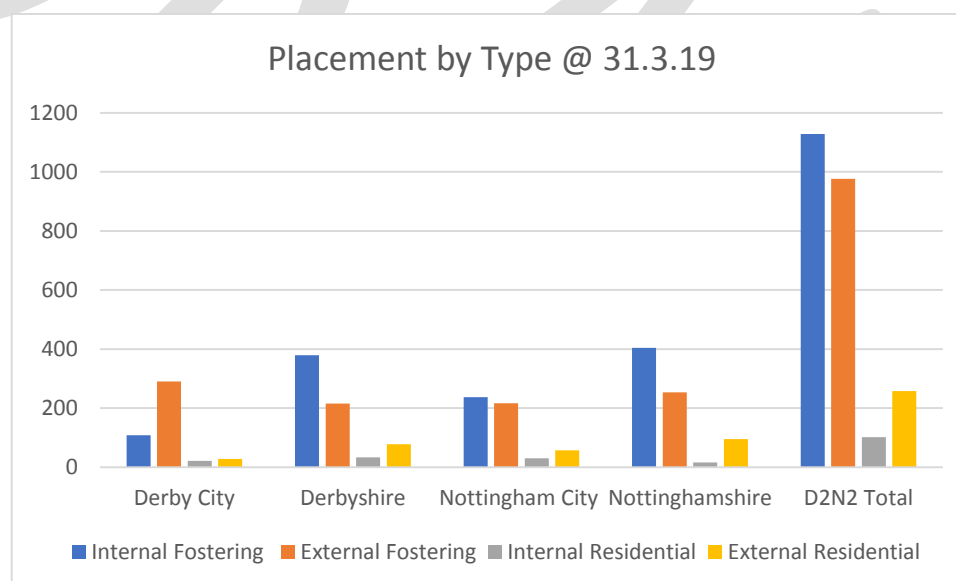
Data source: DfE Statistics: Looked After Children 2017 to 2018

MARKET POSITION STATEMENT – D2N2 CHILDREN IN CARE PLACEMENTS

Current Supply

D2N2 currently procure placements for looked after children from a range of internal and external provision that includes; providers on our current framework solution; block contract and spot purchase placements.

Data as of 31/03/19	Internal Foster	Independent Foster	Internal Childrens Homes	Block-Contract Childrens Homes	Independent Childrens Homes	Total
Derby City	108	290	22	N/A	28	448
Derbyshire	379	216	34	N/A	78	707
Nottingham City	237	217	30	12	48	541
Nottinghamshire	404	254	17	28	67	770
D2N2 TOTAL	1128	977	103	37	221	2466



Through D2N2 collaboration the four authorities will continue to secure the best possible placement in an open market whilst at the same time maximising the use of internal provision.

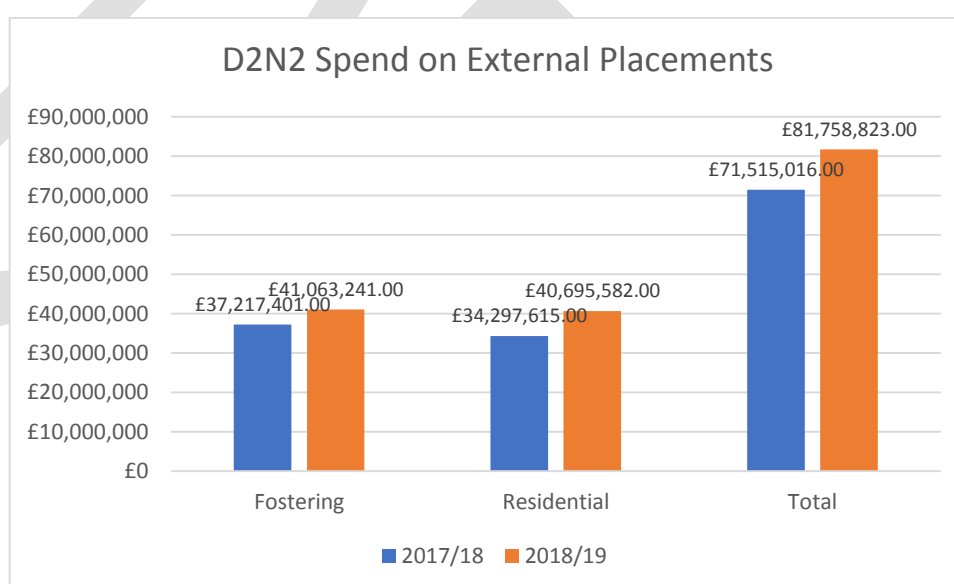
D2N2 (2018/19)	Internal	External
Residential Children's Home	103	258
Fostering Placement	1128	977

Current Expenditure

D2N2 spent £71.5million in the 2017/18 financial period on procuring external placements from residential children's home and fostering providers.

Provisional D2N2 figures show that spending has risen by over £10million in 2018/19 compared to the previous year;

- Spend on fostering increased by more than 10%
- Spend on residential increased by more than 18%



D2N2 Commissioning Intentions

This data alongside a rising population leads us to believe, despite plans to increase capacity in our internal provisions, that there will continue to be an increasing demand for the placement of children and young people in the independent sector.

We are committed to ensuring that our children and young people can be supported in a family placement whenever possible. We face a shortage of foster care provision and we need to increase local supply, we would ask providers to focus recruitment on carers for older children and those who because of the trauma they have faced might initially present with challenging behaviour.

We recognise that some children and young people benefit from the type of support that can only be provided via a residential children's home and in some cases, this will need to be specialist provision.

We have a cohort of children that need support when transitioning from secure children's home placements (remand & welfare) and those that are discharged from adolescent mental health

MARKET POSITION STATEMENT – D2N2 CHILDREN IN CARE PLACEMENTS

provision. We also see a need for these ‘specialist’ children’s homes as a preventative intervention to avoid the need for secure accommodation.

Wherever possible we will want children and young people who are accommodated in residential children’s homes to have the opportunity to move into a family placement, we therefore want providers from both the fostering and residential sectors who are prepared to work with us on these ‘step-down’ care plans.

Derby city, Nottingham city and Nottinghamshire **DN2** are working with partners on a de-escalation project that will identify cases for ‘step-down’ and offer intensive intervention to progress a placement move. We envisage that there will be additional step-down cases outside of the project, including for Derbyshire young people.

Placements and commissioning teams work closely with social care colleagues to ensure that placement requests are referred in a timely way allowing for a thorough search and information sharing with providers to offer a planned solution.

We recognise however, that too often placements are required urgently, and this puts pressure on all partners and can have a negative impact on outcomes for children and young people. We want to work with providers that can offer urgent and emergency placements and who will work with us to move these children on to a placement that is appropriate to their care plan.

We intend to invite the providers who are successful on our D2N2 Provider Framework (due to be launched in February 2020) to join our strategic commissioning forum and work with us on finding solutions to placing children and young people in an emergency as well as our other commissioning issues.

There are over 100 registered children’s homes within the D2N2 footprint offering more than 700 placements, in addition to this there are over 1200 foster carers, our aspiration therefore to have local children in local placements should not be unachievable.

Concluding Remarks

D2N2 are working to develop sub-regional commissioning arrangements for the procurement of services for looked after children.

D2N2 want to develop closer relationships with providers on the new framework and to work together to tackle commissioning issues facing the 4 authorities via a strategic commissioning forum.

We want providers who can offer urgent and emergency placements in both foster homes and residential children’s homes.

Wherever possible D2N2 children and young people in care will be supported in a family placement in their local area.

D2N2 want to see an increase in the number of foster placements available locally including for older young people; where young people are placed in residential care because a foster placement was not available we want to see proactive step-down to the type of placement that is identified in their care plan.

MARKET POSITION STATEMENT – D2N2 CHILDREN IN CARE PLACEMENTS

We want to have access to a range of residential provision in the D2N2 area including specialist placements for our most complex young people.

We acknowledge that we need to work closely with all our partners to achieve our ambition of:

- **Right placement; right location; right time; right price**

DRAFT

REPORT OF THE LEADER OF THE COUNCIL**CAREERS PROVISION FOR YOUNG PEOPLE IN READINESS FOR ENTERING
THE WORLD OF WORK****Purpose of the Report**

1. To update Members on the Ashfield and Mansfield Skills and Employability Summit held in November 2019.
2. To seek approval to extend the funding for the Enterprise Co-ordinators until August 2021.

Information

3. Our Council Plan 2017-2021 sets out how Nottinghamshire will have a skilled workforce, create better opportunities and support a vibrant business base. This includes developing a culture of aspiration and high achievement, whilst supporting those who are not yet achieving their full potential, for whatever reason. We want all children to have the same opportunities and life chances and to be provided with the skills to help create the right conditions for a strong local economy.
4. To achieve this vision, supported by our partners in the skills and employability sector, we developed a unique opportunity for the exchange of experiences between Ashfield and Mansfield based companies and skills, training and education providers.

Ashfield and Mansfield Skills and Employability Summit

5. On 15 November 2019, the Ashfield and Mansfield Skills and Employability Summit took place in Kirkby-in-Ashfield. There were over 100 attendees. Speakers included business representatives, learning providers and Nottingham Trent University. All stated their commitment and passion to improving opportunities for the young people of Ashfield and Mansfield and to ensuring school leavers are work-ready and equipped to seize opportunities.
6. Following the Leader of the Council's keynote speech, the audience heard from a former looked after young person who shared her story, voiced recommendations and gave a call to action. She challenged attendees to think about work experience, health and well-being provision, learning support and skills workshops to help young people transition into work.
7. Sixty pledges of support were received, ranging from giving an hour, mentoring and coaching for young people to becoming an Enterprise Adviser to work with schools. The post-Summit evaluations confirmed the morning's session was well-received. Work is underway to follow up on the pledges of support and ensure that linkages are made between businesses and schools.

Nottinghamshire Enterprise Co-ordinators

8. The Careers and Enterprise Company is an employer-led body set up to deliver the Government's aspirations for strengthening links between employers, schools, colleges, funders and training providers, and give students the chance to get involved in initiatives and find out more about the world of work.
9. In September 2018, Policy Committee approved an allocation of £50,000 to cover half the costs associated with two Full-Time Equivalent Enterprise Co-ordinators posts, employed through (the County Council's part-owned) Futures Group. This included an option to extend subject to performance. The Careers and Enterprise Company committed to covering the remaining 50% of costs.
10. Since then, the two Enterprise Co-ordinators have worked across Nottinghamshire, helping schools and colleges meet the eight benchmarks of excellent careers education – known as the Gatsby Benchmarks. This support has included identifying volunteer Industry Champions (known as Enterprise Advisors) from local businesses. They commit to supporting careers and enterprise activities by: taking part in careers fairs, giving talks, running workshops, providing work experience and mentoring.
11. 48 Nottinghamshire schools and colleges are engaged, 22 of which are matched with Enterprise Advisors. Collectively this structure forms an Enterprise Adviser Network of employers, small and large. **Appendix A** shows the outputs and outcomes of the activity to date in Nottinghamshire.
12. As before, an opportunity has arisen to continue these dedicated roles across the County and draw upon further equal match funding from the Careers and Enterprise Company to extend the period of activity to August 2021.

Other Options Considered

13. The Enterprise Coordinator sits at the heart of the network, harnessing the relationship between education and business. By working in partnership with both the Careers and Enterprise Company and the Derby, Derbyshire, Nottingham and Nottinghamshire Local Enterprise Partnership (D2N2 LEP), and funding the extension to the Enterprise Coordinators role, Nottinghamshire County Council can localise and tailor the programme to meet the needs of Nottinghamshire. It is for this reason, the 'do nothing' option was discounted.

Reason for Recommendation

14. Maintaining the Enterprise Coordinators presence will help simplify engagement between schools, colleges and employers, stimulating more employer engagement in areas of greatest need. Approval of the extension ensures the levelling up of services for the young people of Nottinghamshire, to that which is experienced in other parts of the D2N2 LEP area.

Statutory and Policy Implications

15. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and

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

Financial Implications

16. Extending the funding for the Enterprise Co-ordinators until August 2021 requires an allocation of £72,803. It is proposed this is taken from the Growth and Economic Development Initiatives budget as follows: £5,077 in 2019/20, £53,184 in 2020/21 and £14,542 in 2021/22.

RECOMMENDATION

It is recommended that Policy Committee:

- 1) Approves the revenue contribution of £72,803 (split over the financial years specified under paragraph 16) to extend the two Nottinghamshire Enterprise Co-ordinators until August 2021.
- 2) Approves that a sustainable plan for supporting the Enterprise Advisor Network from September 2021 onwards be developed and submitted to a future meeting for approval.

COUNCILLOR MRS KAY CUTTS MBE **Leader of the Council**

For any enquiries about this report please contact: Nicola M^cCoy-Brown, Growth and Economic Development ext. 72580

Constitutional Comments (SS 18/02/2020)

17. It is appropriate for this report to be considered by Policy Committee.

Financial Comments (RWK 20/02/2020)

18. The report proposes extending the funding for supporting the Enterprise Advisor Network at a cost of £5,077 in 2019/20, £53,184 in 2020/21 and £14,542 in 2021/22. These costs will be met from the Growth and Economic Development Initiatives budget for which a sum of £515,036 is included in the annual revenue budget.

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.

- Enterprise Advisor Network, Report to Policy Committee, published 12 September 2018
- For a summary of what good looks like for each of the Gatsby Benchmarks, download a summary guidance at:
https://www.careersandenterprise.co.uk/sites/default/files/uploaded/what_good_looks_like_-_across_all_gatsby_benchmarks.pdf.

Electoral Division(s) and Member(s) Affected

- All

Appendix A – The outcomes, impacts and outputs achieved by the two Nottinghamshire Enterprise Co-ordinators

2 Enterprise Co-ordinator's covering Nottinghamshire:

- **Caroline Tomlinson, South Nottinghamshire**

Caroline was a Careers Leader across a Multi Academy Trust in the county before joining the Enterprise Co-ordinator Team. She is educated to master's level in School Leadership and Careers and is a qualified Teacher. Caroline is the team's expert on the Quality in Careers Standard.

- **Julia Matthews, North Nottinghamshire**

Julia has managed education business links, capacity building and employer engagement for the Department for Education on a programme for Nottinghamshire's Alternative Provision schools.

48 Schools engaged

50,000 young people – each young person in each year group having at least one meaningful encounter with an employer in each year group (** based on an average of 1,000 pupils per target year group per school*)

48 members of the senior leadership teams are part of the programme

1 Careers Leaders Network – active in the South and similar being established in the North

23 Enterprise Advisors engaged

- 13 female
- 9 male

Average of 184 hours a month of volunteering – this will be 384 volunteer hours a month when at scale

1 Enterprise Advisor Network – active in the South and similar being established in the North

Progress can be seen across the County, schools and colleges are performing well

- 52% of engaged schools achieving GBM 5 (below current national average of 57%, currently an upward trend)
- 55% of engaged schools achieving GBM 6 (above current national average of 50%)
- It has been proven nationally that schools in the network outperform those that are not in the network

Types of Support Provided

- **Career Leader network:** A peer learning network that connects Careers Leaders in schools and colleges to each other and to the Enterprise Advisor Network; share best and emerging practice in response to the Careers Strategy; addresses and seeks to resolve challenges meeting the 2020 requirements of the Careers Strategy; gain insight and support in growing employer partnerships, encourages scaling up and sharing of any resources and partnerships.
- **Enterprise Adviser (EA) network:** Meets termly to provide peer support, EAs share challenges and successes, gain resources and support, EAs seek and receive training.
- **Enterprise Adviser group training:** EA's are given a thorough induction, they are equipped with the skills and knowledge to support schools to audit and improve their career programme, they become familiar with the careers strategy and gatsby benchmarks, they are prepared for and supported in their role.

- **One to one support for schools:** Enterprise Co-ordinators (EC's) provide an advice and capacity building service to schools. EC's enable SLT and Careers Leaders to plan for and improve their career programme; EC's support a school with their employer engagement activity and career strategy.

Nottinghamshire businesses engaged:

Asmech Systems Ltd
01 Agency
ACAS
Boots Walgreen PLC (ex)
Calverton Finance
Collis Engineering
Door Stop international
DWP
Eaton (CIPD)

Lindhurst Engineering
McCracken Consultants
Precise HR
Premier Foods
Rainfast Ltd
RBS
Salvation Army
St Modwen Properties
Warburtons
Whitemeadow Group

List of educational establishments engaged:

Arnold Hill Academy
South Nottinghamshire Academy
Alderman While
Foxwood Academy
Toot Hill School
The Newark Academy
East Leake Academy
Ash lea School
Carlton Digby
Bramcote School
Carlton Academy
Carlton le Willows
Christ the King
Colonel Frank Seely
Derrymount
George Spencer Academy
Hall Park
Hope House
Magnus Church of England Academy
Southwell Minster
The Becket
Redhill Academy
South Wolds Academy
West Bridgford School

Rushcliffe School
Sutton Community Academy
The Brunts Academy
The Joseph Whitaker School
The Manor Academy
The Elizabethan Academy
Meden School
Samworth Church Academy
The Beech Academy
Tuxford Academy
Holgate Academy
Retford Oaks Academy
Portland College
Ashfield Comprehensive School
Outwood Academy Valley
Queen Elizabeth Academy
North Notts College
Outwood Academy Portland
Quarrydale Academy
Vision West Notts College
Yeoman Park School
Serlby Park Academy
Kirkby College
The Dukeries Academy

	Nottinghamshire South	Nottinghamshire North
Schools engaged	25	23
Enterprise Advisors engaged	11	12
Percentage	44%	52%

REPORT OF THE LEADER OF THE COUNCIL**PROPOSAL FOR A NOTTINGHAMSHIRE ECONOMIC GROWTH STRATEGY****Purpose of the Report**

1. To seek approval to allocate £15,000 to develop a Nottinghamshire Economic Growth Strategy to set out and agree a series of policies designed to support raising skill levels, create better jobs, capture growth opportunities and improve the environment in Nottinghamshire.

Information

2. As identified in our Council Plan “Your Nottinghamshire, Your Future”, we want everyone to be part of what we are trying to achieve. To make the most of the opportunities we have in Nottinghamshire, from promoting the county as a great place to visit and supporting our businesses to be cleaner and greener, to ensuring we make the most of our towns and East Midlands Airport, we must continue to help create the conditions for our 31,000 businesses to thrive by working with partners and neighbours. However, not all residents and communities have benefitted from the restructuring of the Nottinghamshire economy and the opportunities it has afforded. Parts of the local population have and do require extra support in improving their wellbeing, their skills and to help reach their full potential.
3. The Nottinghamshire economy is large in terms of value and area, it is also built on a relatively diverse economic base with strengths in manufacturing, health and retail, and typified by a high number of small businesses employing less than 10 employees. The County’s economy is largely performing well but there is scope for improvement in productivity and to address disparities of economic performance across the county. Further, there are opportunities to broaden and “future proof” the business base in order to capture local growth through new and emerging technologies, as a way of facilitating economic resilience and to capture the benefits of growth for the local area. This is likely to include an emphasis on moving away from a carbon-based economy to deliver low carbon, sustainable growth and innovation including the adoption of new methods of construction and associated innovations, digital technology and capitalising on economic, social and environmental investment opportunities.
4. Where Nottinghamshire growth and jobs are at risk of automation and new and disruptive technologies (Artificial Intelligence, autonomous vehicles, 3D Printing etc) the county’s ability to turn a threat into an opportunity and to grow and become more productive will be influenced by its capacity to untap, retain and obtain a skilled workforce. In its favour, Nottinghamshire has very strong educational institutions and public-private initiatives to develop the workforce. We already know which types of projects will make a real difference to people, places, productivity and prosperity. We know that there needs to be increased investment in infrastructure to get schemes moving. We have been relentless in pursuing (and where necessary funding) county-wide high-speed fibre digital networks to support this growth.

5. This is an opportune time to develop this Strategy as the new government consolidates its growth and investment policies around a regional “levelling-up” agenda. Locally we can further develop plans and added value around High Speed 2 (HS2) following the recent announcement confirming the programme, and catalyse the Development Corporation, our Investing in Nottinghamshire Programme, mobile networks and ensure place-based infrastructure reaches all areas. As a key strategic partner in a variety of Towns Fund and Future High Streets programmes, work can also continue to collectively align growth objectives throughout the county, addressing economic disparities and maximising investment opportunities.
6. It is proposed that the five-year Growth Strategy will prioritise our resources to deliver our growth blueprint, with a comprehensive plan of action. The Growth Strategy will be positioned alongside and supportive of a wide range of key strategies such as (but not limited to): The Council Plan (2017-2021), the Place Departmental Strategy (2019-2021), the Nottinghamshire Visitor Economy Strategy (2019-2029), Rights of Way Management Plan (2018-2026), the D2N2 (Derby, Derbyshire, Nottingham and Nottinghamshire) Vision 2030 Strategic Economic Plan (2019-2030), the East Midlands HS2 Growth Strategy: World Class-Locally Driven (2017) and the Midlands Engine Strategy (soon to be ratified). The work will be evidence driven and based on the extensive data that has been collected as part of the work to develop the D2N2 Local Industrial Strategy (LIS).
7. Subject to members giving the greenlight to proceed, there will be full cross-organisational input to avoid duplication of work. Again, the proposed Strategy is timely in also being able to align with the work of the Council’s new Strategic Partner Newton and the Investing in Nottinghamshire programme. The work will be able to contribute to and learn from the emerging work of Newton during its critical analysis and exploration stage.
8. Further, the Growth Strategy will expand upon Nottinghamshire County Council’s (planned) Employment and Health Strategy which focusses on individuals with long term conditions and disabilities and the Corporate Environment Strategy. Additionally, the Growth Strategy will link to the Council’s cultural organisation Inspire, part-owned Futures Group, any emerging plans from the D2N2 Local Enterprise Partnerships various advisory boards, the D2N2 LIS, as well as emerging national economic policies and the modern Industrial Strategy for the UK.
9. As we do not have control over all actions and activities that will generate economic growth, the development of the vision will only be achieved by working collaboratively across the public and private sectors and with our communities. A consultation process to capture a wide range of stakeholder feedback will be required. There may be the requirement, especially for the skills element, to purchase supplementary data to articulate the Nottinghamshire specific needs and priorities building out from the D2N2 LIS.

Other Options Considered

10. The proposed strategy is an essential component of the Council’s drive to focus resources effectively, align with key national and regional growth strategies and to adopt evidence-based data to develop current policies and shape future trends and needs. The links to the D2N2 LIS and the Investing in Nottinghamshire work is critical. The do-nothing option was discounted on the basis that a growth-specific set of policies was needed to express the Council’s ambition and provide a clear strategic focus in this area.

Reason for Recommendation

11. Producing a high quality, evidence-based, accessible document which clearly demonstrates how we will deliver the economic and growth outcomes of the Council Plan and other high-level documents will demonstrate we are a strategically focussed, policy-led organisation. The Growth Strategy will make sure that we all work to an agreed set of principles to guide the work of Nottinghamshire County Council.

Statutory and Policy Implications

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

Financial Implications

13. It is proposed that £15,000 is allocated from 2020/21 Growth and Economic Development Initiative Budget to cover the costs of any additional datasets and the design and print of the eventual Growth Strategy.

RECOMMENDATION

It is recommended that Policy Committee:

- 1) Approves the allocation of up to £15,000 from 2020/21 Growth and Economic Development Initiative Budget to develop a Growth Strategy, to be submitted to a future meeting for approval.

COUNCILLOR MRS KAY CUTTS MBE
Leader of the Council

For any enquiries about this report please contact: Nicola M^cCoy-Brown, Growth and Economic Development ext. 72580

Constitutional Comments (AK 18/02/2020)

14. The report falls within the remit of Policy Committee under its terms of reference.

Financial Comments (RWK 20/02/2020)

15. The report proposes the development of a Growth Strategy at a cost of £15,000 in 2020/21. This cost will be met from the Growth and Economic Development Initiatives budget for which a sum of £515,036 is included in the revenue budget.

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.

- Council Plan (2017-2021) available online at: <https://www.nottinghamshire.gov.uk/council-and-democracy/plans-policies-assessments/council-plans-policies/council-plan>
- Place Departmental Strategy (2019-2021) available online at: <https://www.nottinghamshire.gov.uk/policy-library/44051/place-departmental-strategy>
- Nottinghamshire Visitor Economy Strategy (2019-2029) available online at: <https://www.nottinghamshire.gov.uk/policy-library/57133/visitor-economy-strategy-2018-2029>
- Rights of Way Management Plan (2018-2026) available online at: <https://www.nottinghamshire.gov.uk/planning-and-environment/walking-cycling-and-rights-of-way/rights-of-way/rights-of-way-plan>
- D2N2 Vision 2030 Strategic Economic Plan (2019-2030) available online at: <http://www.d2n2lep.org/write/Vision2030.pdf>
- East Midlands HS2 Growth Strategy: World Class-Locally Driven (2017) available online at: https://www.emcouncils.gov.uk/write/East_Midlands_HS2_Growth_Strategy_-_September_2017.pdf

Electoral Division(s) and Member(s) Affected

- All

REPORT OF THE LEADER OF THE COUNCIL**DIGITAL CONNECTIVITY IN NOTTINGHAMSHIRE****Purpose of the Report**

1. The purpose of this report is to
 - a) Accept £4,975,948 of Government funding towards the £10m 5G Connected Forest project
 - b) Approve establishing two fixed-term digital connectivity posts to support the contract management and promotion of the Better Broadband for Nottinghamshire project rollout, until June 2022
 - c) Approve establishing a permanent Digital Connectivity Manager post to realise the Council's approach to digital connectivity
 - d) Approve extending the existing Broadband Project Manager and Broadband Engagement Officer posts until 31 July 2020, to cover the period that the digital connectivity posts are established
 - e) request that the Policy Committee capital programme is varied by £5.37m to reflect the capital expenditure that will be incurred on the 5G Connected Forest Project

Information

2. Nottinghamshire County Council has played a key role in getting the digital ball rolling with strategies, policy initiatives, investment and funding. Our Council Plan "Your Nottinghamshire, Your Future" has, as one of its 12 commitments, improving fixed and mobile digital connectivity. The Council has always looked to move the county up the digital evolution curve. Through a mix of private and public sector involvement, for the past eight years we have led the way in ensuring the availability of full and partial fibre-based digital infrastructure.
3. In November 2018, we were the first county in the East Midlands to be selected for Openreach's local full fibre build. Successive waves of private sector innovation and investment recently saw West Bridgford selected next for engineers to begin installing the cables and infrastructure required to connect the area.
4. Today, 11.16% of Nottinghamshire has full-fibre, over 98.1% of our county can access superfast speeds greater than 30 megabits per second (30 Mbps) and where our new digital infrastructure has been installed, over 61% of premises (homes and businesses) have made the switch to high-speed Internet access.
5. Unlocking the vast amount of potential to drive tourism growth is also a key priority. In February 2019, this Committee approved the Council's first ever Visitor Economy Strategy.

The Strategy is about adding value and stimulating market growth through the Council's role as a leader, influencer, facilitator and investor. The Strategy proposed that the county's tourism offer is focussed on the Council's asset to develop three key tourism hubs around: Sherwood Forest, Rufford Abbey Country Park and Holme Pierrepont.

6. The Council recognises that technology and digital connectivity are rapidly changing the way people travel and how audiences interact with the world around them. This change is an opportunity for the Council and its partners to understand visitor's motivations and habits in new and innovative ways.

The '5G Connected Forest' Project

7. On 20 February 2020, Government announced the Council as one of the nine projects across the country to receive a share of £35 million from their rural and industrial 5G (fifth generation) competition. The '5G Connected Forest' Project will build on our unrivalled digital achievements and shows our county's ability to deliver the latest technologies to support the lives of our residents, businesses and visitors, to stimulate our creative and digital industries. Sherwood Forest will see cutting-edge apps transform the visitor experience, with Robin Hood telling the history of the medieval Forest via virtual and augmented relation on 5G networks. New robotic environmental management will also be tested, alongside live monitoring of the health of Sherwood Forest to preserve the site for future generations.
8. This £10 million project is a unique opportunity for Nottinghamshire to become a world-leader, exploiting the technological innovation that 5G can offer by developing and using innovative technology for destination branding for the visitor economy, preserving the wellbeing of the environment, and creating a scalable and sustainable commercial grade network.
9. As the Accountable Body, Nottinghamshire County Council will manage the project, assure consortium members claims and draw down the funding. Policy Committee approval is therefore being sought to accept £4,975,948 of Government funding towards half the costs of the 5G Connected Forest Project. The remaining equal match is made up of consortium partner contributions.

Staffing Resources

10. In November 2019, Policy Committee agreed to extend the existing Broadband Engagement Officer post by four months to enable an internal review of the staffing resources to take place. This assessment has taken place and identified a lack of appropriate capacity as a risk for both the Better Broadband for Nottinghamshire project rollout and the 5G Connected Forest project going forward, particularly given the high levels of external funding involved. The review assessed the existing Broadband Project Manager role does not sufficiently cover the seniority or skilled support for the complex consortium requirements.
11. We now need to extend the two existing posts for a further four months to 31 July 2020 to enable appropriate job descriptions to be developed as outlined in paragraph below.
12. To ensure that the appropriate level of staff resource is allocated to fulfil the existing Better Broadband for Nottinghamshire Programme and the 5G Connected Forest Project contractual obligations as well as the Council's approach to digital connectivity, it is proposed the following three posts are established:

- a) **One permanent full-time equivalent Digital Connectivity Manager post** - Leading on digital projects and generating a pipeline of future digital connectivity and smart infrastructure schemes and bids, to expand digital (fixed and mobile) coverage across the County.
 - b) **One fixed term full-time equivalent Digital Project Officer post (to June 2022)** - Coordinating the performance and financial aspects relating to the management of several contracts with telecommunication suppliers and associated funding agreements.
 - c) **One fixed term full-time equivalent Digital Engagement Officer post (to June 2022)** – to develop and implement an engagement strategy to encourage take up of high-speed connectivity (both fixed and mobile) amongst all sections of the population.
13. The planned extension of the two fixed term posts, referred to in paragraph 11, provides the opportunity to develop appropriate relevant job descriptions for the newly established posts which will ensure the most effective recruitment outcomes. There is money available within the Growth and Economic Development budget to cover the costs.
14. For the next two financial years (2020/21 and 2021/22), there is money available within the Growth and Economic Development budget to cover the costs of these 2-year fixed-term Digital Project Officer and Digital Engagement Officer posts.
15. The Digital Connectivity Manager post will initially be funded from the 5G Connected Forest Project. Thereafter, the post will continue developing digital projects and generating a pipeline of digital connectivity and smart infrastructure schemes and bids, to expand digital coverage (fixed and mobile) across the County. From April 2022 onwards, it is anticipated that the costs associated with the Digital Connectivity Manager post will be met from the Growth and Economic Development Staffing Budget.
16. The three newly established posts will require full job evaluation to determine the correct grading. Initial discussions around the potential grades of each of the roles, indicate that there are enough funds within existing budgets to meet the costs. Recruitment to these roles will be in accordance with the Council's agreed recruitment policy and procedure.

Other Options Considered

17. The staffing structure was reviewed in line with PRINCE2 guidelines which found the proposal was the best way for the County Council to realise its digital connectivity ambitions. Whilst maintaining the status quo was considered, it was discounted due the evolution of the UK's digital infrastructure and the accelerated Government targets for the availability of full fibre and 5G networks, all of which require getting the right skills in place.

Reason for Recommendations

18. The changes proposed to the new staffing establishment outlined in the report will enable more effective delivery of both the Better Broadband for Nottinghamshire Programme, the 5G Connected Forest Project and other digital projects prioritised by the Digital Development Programme Board and the Department's Leadership Team.

Statutory and Policy Implications

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

Financial Implications

20. Subject to Policy Committee agreement to support the 5G Connected Forest Project, Government funding will pass through the Council's accounts across 2020/2021, 2021/2022 and 2022/2023 to fund both the Council's committed resources and the partners' grant claims.

21. It is proposed that the Policy Committee capital programme is varied by £5.7m to reflect the capital expenditure that is expected to be incurred on the 5G Connected Forest Project, funding by £4.9m capital grant and £0.8m from reserves. An opportunity is being explored to lever in £0.5m of Local Growth Fund funded which, if successful, will replace an element of reserve funding required.

22. All staffing costs will be funded from within existing Growth and Economic Development budgets, except for the Digital Connectivity Manager post for the period to March 2022.

Human Resources Implications

23. The Council aspires to be at the forefront of digital connectivity and therefore aims to recruit the best candidates to take forward this priority. Once developed the job descriptions will be subject to full Hay evaluation and be subject to a rigorous recruitment process in accordance with agreed policy and procedure.

RECOMMENDATION

It is recommended that Policy Committee:

- 1) accepts £4,975,948 of Government funding towards the 5G Connected Forest Project
- 2) approves establishing two fixed-term digital connectivity posts until June 2022, to support the contract management and promotion of the Better Broadband for Nottinghamshire project rollout
- 3) approves establishing a permanent Digital Connectivity Manager post to oversee the management of the Better Broadband for Nottinghamshire project, the 5G Connected Forest Project, develop digital projects and generate a pipeline of digital connectivity and smart infrastructure schemes and bids to expand digital coverage (fixed and mobile) across the County
- 4) approves extending the existing Broadband Project Manager and Broadband Engagement Officer posts until 31 July 2020, to cover the period that the digital connectivity posts are established

- 5) requests that the Policy Committee capital programme is varied by £5.37m to reflect the capital expenditure that will be incurred on the 5G Connected Forest Project

COUNCILLOR MRS KAY CUTTS MBE
Leader of the Council

For any enquiries about this report please contact: Nicola M^cCoy-Brown, Growth and Economic Development ext. 72580

Constitutional Comments (AK 26/02/2020)

24. The report falls within the remit of Policy Committee under the terms of reference.

HR Comments (GME 09/03/2020)

25. It would be usual to have full job descriptions worked up prior to going to Committee for approval. However, to maximise the funding available and as there is existing cover from the extension of the 2 fixed term posts to 31 July 2020, this is the most timely and appropriate way forward. The Council's agreed policy and procedures will be applied to the job evaluation and recruitment processes.

Financial Comments (SES 28/02/2020)

26. The financial implications are set out in paragraphs 12 to 22 of the report.

27. If Policy Committee agrees to support the 5G Connected Forest Project, government funding will pass through the Council's accounts across 2020/2021, 2021/2022 and 2022/23 to fund both the Council's committed resources and the partners' grant claims.

28. It is proposed that the Policy Committee capital programme is varied by £5.7m to reflect the capital expenditure that is expected to be incurred on this project, funded by £4.9m capital grant and £0.8m from reserves. An opportunity is being explored to lever in £0.5m of Local Growth Fund funding which, if successful, will replace an element of reserve funding required.

29. The additional staffing costs for 2020/21, 2021/22 and 2022/23 will be borne by the existing Growth and Economic Development budget.

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.

- *Better Broadband for Nottinghamshire – Resources to 31 March 2020*, Report to Policy Committee, published 13 November 2019

Electoral Division(s) and Member(s) Affected

- All

REPORT OF THE LEADER OF THE COUNCIL**HIGH SPEED 2 (HS2) GROWTH – DELIVERY PHASE****Purpose of the Report**

1. To seek Policy Committee approval for continued funding into 2020-21 to resource the work of the HS2 delivery team, following the recent announcement of the Government's commitment to delivery of HS2 in full.

Information

2. The Government commissioned an Independent Review into HS2 in August 2019, chaired by Doug Oakervee. The Leader of the Council, in her capacity as Chairman of the East Midlands HS2 Strategic Board and Toton Delivery Board, invited Mr Oakervee to the region on the 25th September 2019 to hear the case for HS2's arrival at Toton. It was made clear that the region expects Government to deliver on its investment and that the East Midlands must receive its fair share. The Council, along with partners in the region from Midlands Engine, Midlands Connect, Universities, Local Enterprise Partnerships (LEPs), Local Councils and businesses, of which 125 are already in the HS2 supply chain, have continued to lobby hard to ensure investment in rail capacity in the East Midlands.
3. The Prime Minister announced on 11 February 2020 a commitment to delivering HS2 in full, on the same day the Oakervee review was published. The key announcements are summarised below:
 - An integrated rail plan is to be developed for Phase 2b (this includes the West Midlands to Leeds route and the East Midlands hub station) alongside a railway investment programme for the Midlands and the North of England
 - A new body to deliver Northern Powerhouse Rail and HS2 beyond Crewe
 - A minister for HS2, whose sole responsibility is the high-speed rail project, will be appointed.
 - The rebuilding of London Euston station will now be overseen as a separate project
 - There will be a "full-time oversight group" to monitor HS2 Ltd.
4. The confirmation that HS2 will be delivered in full is very welcome news for Nottinghamshire and the wider region. We will, alongside our partners, look to work with the review team to see what improvements can be made to the line through the East Midlands to maximise efficiencies and integrate with other rail investment projects. This provides further certainty for the ongoing investment in planning and delivery at Toton. It also strengthens the County Council and local partners' case for further funding in order to ensure the integrated rail plan being developed meets the needs of local people.

5. The reports presented to Policy Committee on 14 February 2018 and 13 February 2019 outlined the importance of HS2 related growth to Nottinghamshire, and specifically how the development of an East Midlands hub at Toton was integral to this. More recently, a report to the 13 November 2019 Policy Committee sought approval for the acquisition of land in the vicinity of Toton Lane to deliver the HS2 Growth Strategy ambitions at Toton. These reports followed the publication of the East Midlands HS2 Growth Strategy in September 2017.
6. The East Midlands HS2 Growth Strategy sets out how HS2 can be a catalyst for growth – creating the potential for 74,000 additional local jobs and £4 billion in Gross Value Added (GVA) in the region. Key to this will be the successful delivery of the East Midlands Growth Zone, centred on the HS2 station at Toton.
7. East Midlands Growth Zone at Toton – the vision:
 - An ambitious Innovation Campus, attracting universities and leading global research and innovation companies, creating a potential 6,500 knowledge driven jobs within the Toton and Chetwynd Barracks site. Home to high value, precision engineering/manufacturing excellence, boosting productivity – university and research driven – a destination in its own right;
 - The most “Connected Place” in the country – High speed rail and network rail with 22 trains per hour, linked to a high growth passenger and freight airport, light rail and mass rapid transport connectivity, upgraded highway capacity, fixed/mobile digital connectivity, and 5G ubiquitous networks with autonomous vehicle network.
 - A network of Garden Villages across the region including Toton and Chetwynd at its heart – new modern “live and work” settlements providing higher density and higher quality 21st Century innovative living, at a human scale, offering world class environment and places to live with new housing developments.
 - Driving growth of productivity and prosperity across the East Midlands, in cities, urban areas, towns and villages to achieve a complementary development, adding value as a key component of the Midlands Engine
8. Many of these benefits can be delivered well ahead of the opening of the HS2 East Midlands Station (expected between 2035 and 2040). However, this is only possible with government funding to create the conditions for growth and continued proactive involvement of the County Council, the local partners including the planning authority, and Midlands Engine.
9. The programme is overseen by a Programme Director (also responsible for the linked Midlands Engine Development Corporation programme) and an Economic Development Officer who has now been in place for approximately a year. This team has been enhanced through additional development management, masterplanning, transport planning and other specialist consultant support procured. This has been funded through the first £900,000 tranche of £1.8m Department for Transport (DfT) grant funding, awarded to support development and infrastructure around the Toton HS2 station. The Delivery team are co-ordinating a number of workstreams involving colleagues from across the Council in a ‘virtual team’ approach.
10. With this in mind, an initial £246,000 was agreed at 14 February 2018 Policy Committee for the establishment of a HS2 Delivery team, and a further £250,000 in February 2019 to drive forward delivery and help secure additional investment. In order to maintain momentum on this critical programme, Policy Committee are asked to commit to staff and resource the HS2 Delivery team for a further year (2020/21), in advance of anticipated additional funding through the second tranche of £900,000 DfT funding and the development corporation programme.

There is also the potential for further funding through the East Midlands Housing Infrastructure Fund (HIF) bid, which is currently under consideration(detailed in paragraph 11 below).

11. The Delivery team approach outlined above enabled the following progress to be made towards HS2 Growth Strategy objectives:

- Governance structures in place ensuring appropriate accountability and direction for progression of work programme towards establishing the growth strategy vision.
- Initial tranche of £900,000 of DfT funding secured through D2N2 LEP. Funding utilised to procure expert advice and knowledge to progress work as directed by Toton Delivery Board. This includes masterplanning and local connectivity commissions, which have developed a conceptual framework and strategic transport strategy, playing to the strengths of the natural assets found at Toton and Chetwynd and better linking local communities.
- Close working with partners at HS2 Ltd to ensure the region's voice is heard by inputting during the design phase. This involved formal 'asks' submitted in relation to the station design. These proposed changes will enable the design to make an important move away from that of a "parkway station" which would deliver little economic benefit for our communities. Instead, they highlight the opportunity for the station to maximise growth opportunities and offer transformational connectivity for the region.
- Continued work with HS2 Ltd, following the Oakervee Review, to develop an Integrated Rail Plan for the North and the Midlands: High Speed North. This will include Northern Powerhouse Rail, Midlands Engine Rail and other major Network Rail schemes alongside Phase 2b and will ensure these are scoped and delivered so they can be operated as an integrated network.
- Housing Infrastructure Fund bid submitted – Working alongside Derbyshire, Derby City and Chesterfield Borough Councils and partners, Nottinghamshire County Council led the region's £72m bid, utilising match funding support from the Ministry of Housing, Communities and Local Government (MHCLG). The bid seeks approximately £29m investment in infrastructure for Toton and Chetwynd. A decision is expected in early 2020.
- Proposals developed for tranche two of DfT funding (£900,000), endorsed by Toton Delivery Board and submitted to the Secretary of State for Transport. These are currently under consideration.
- Further progression in the complementary work towards establishing a Development Corporation through Midlands Engine, which includes Toton & Chetwynd as one of the proposed sites. This work has reinforced the potential for significant housing and economic growth in the area.
- Delivering a land strategy which supports the HS2 Growth Strategy ambitions and vision for Toton (as detailed in the 13 November 2019 Policy Committee paper)

Midlands Engine Development Corporation

12. Complementing the direct work of the HS2 delivery team, Nottinghamshire County Council is hosting a team on behalf of Midlands Engine working on the potential creation of a Development Corporation in the East Midlands. Toton and Chetwynd are one of the three sites which form the proposal for the Development Corporation. It is envisaged this would bring enhanced growth and development, accelerating the delivery of the growth strategy objectives. An update on the development corporation programme was presented to Policy Committee on 12 February 2020. The business case for the development corporation is due to be submitted to MHCLG in the coming months, with an interim structure established within the next financial year.

13. The decision whether to establish a development corporation of any kind rests with the Secretary of State and is subject to a clear criterion, and a parliamentary process. Equally, if a new type of development corporation was to be implemented, it is likely that this would require a parliamentary process. This being the case, there has been consideration of how to maintain momentum in the interim, assuming Government and local partners want to proceed. This momentum could be achieved by the introduction of a non-statutory interim vehicle, established with the agreement of affected partners. The details of this vehicle will be considered by the programme governance and be worked up for the draft business case. The involvement of all the directly affected local authorities, as part of the oversight function, would be a cornerstone of any such interim approach.

Future Work Planned

14. The Toton Delivery Board approved the submission of proposals for the second tranche of DfT funding and the identified funding allocations in September 2019. Detailed specifications are in development for these proposals ready for procurement, subject to confirmation of the grant from DfT. Following the positive news that HS2 will go ahead, we are expecting a decision on funding imminently and anticipating that government will continue to support our work at Toton. A significant focus for 2020 will also be the second stage of masterplanning. This will lead to the creation of a strategic masterplan and supplementary planning document for the Toton and Chetwynd area, capable of formal adoption by Broxtowe Borough Council.

15. The Council's continued commitment to support the Delivery team will sustain momentum and ensure the opportunities HS2 brings are optimised for the benefit of Nottinghamshire and the wider region. This will involve maintaining the services of the Delivery team and a day-to-day working budget to ensure continuity and appropriate levels of match funding to complement Government funding commitments.

16. The work programme will need to be cash-flowed but will benefit from cost recovery opportunities utilising the funding identified in paragraph 9. The team will be working closely with partners including the D2N2 LEP under the guidance of the Toton Delivery Board to manage that process.

17. In light of the above and based on the previous financial years, a further £250,000 of funding is requested for 2020/21. Currently funding for the HS2 programme team is subject to annual review. However, as detailed in paragraphs 10 and 14, we now have greater clarity regarding potential alternative funding sources, and do not anticipate requiring further funds beyond 2020-21.

Other Options Considered

18. The 'do-nothing' option was discounted given the alignment with Nottinghamshire County Council's priorities. Whilst formation of a development body will be subject to further consideration and development in due course, there remains a need to maintain momentum. There is currently no clear alternative to the Delivery team hosted by Nottinghamshire County Council.

Reason/s for Recommendation/s

19. To ensure NCC has sufficient capacity to help drive the delivery of growth at Toton in a way that meets residents & business needs and aspirations. The HS2 programme is vital to the economic prosperity of the County and work needs to progress at pace.

Statutory and Policy Implications

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

Financial Implications

21. As determined at the 14 February 2018 Policy Committee, the costs and funding of the HS2 delivery team are to be reviewed annually. An allocation will be sought from the Finance and Major Contracts Committee to fund the costs of up to £250,000 in 2020/21 (Paragraphs 10 and 17 above).

Human Resources Implications

22. The funding requested will cover the costs of an Economic Development Officer, as well as providing a working budget for the programme. It is proposed that the Programme Director and Economic Development Officer continue current contractual arrangements. The Economic Development Officer is a Nottinghamshire County Council employee currently allocated to the HS2 Programme team. The Programme Director is employed by Nottinghamshire County Council on behalf of the Midlands Engine partnership. The Programme Director post is subject to separate funding arrangements.

Implications for Service Users

23. One of the aims of the delivery team is to ensure that implications for service users are given appropriate consideration throughout this programme of work.

Implications for Sustainability and the Environment

24. A further aim of the delivery team is to ensure that the implications for sustainability and the environment are considered throughout this programme.

RECOMMENDATION/S

It is recommended that:

- 1) The current investment in the HS2 Delivery Team be continued at the same level in 2020/21;
- 2) Dialogue with Government and key delivery partners is maintained to further scope the evolutionary steps to establishing a delivery body.

COUNCILLOR MRS KAY CUTTS, MBE
Leader of the Council

For any enquiries about this report please contact: Adrian Smith, Corporate Director, Place,
Tel: 0115 977 3680

Constitutional Comments [CEH 18/02/2020]

25. The recommendations fall within the remit of Policy Committee under its terms of reference.

Financial Comments [RWK 05/03/2020]

26. The report is seeking approval to continue the work of the HS2 Delivery Team in 2020/21 at a cost of up to £250,000 to be funded from the County Council's share of the National Non-Domestic Rates Pool Reserve.

HR Comments [GME 10/03/2020] The HR implications are set out at para 22 and reflect the increasingly complex cross cutting work the Council and its employees support. The contractual positions of the individual Delivery Team members will be different depending on the relevant terms of their employer but will be part of a continuing integrated team hosted by the Council. The funding requested relates specifically to Council employees.

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.

- [Oakervee Review of HS2 - published 11 February 2020](#)
- [Policy Committee Report – 12 February 2020](#)
- [Policy Committee Report - 13 February 2019](#)
- [Policy Committee Report - 14 February 2018](#)
- [East Midlands HS2 Growth Strategy - September 2017](#)

Electoral Division(s) and Member(s) Affected

- All

REPORT OF THE LEADER OF THE COUNTY COUNCIL

FLAG FLYING PROTOCOL

Purpose of the Report

1. To seek approval for a new protocol in relation to the flying of flags at the Council's properties.

Information

2. In line with many public bodies, Nottinghamshire County Council recognises the importance and prestige of flying flags to honour certain dates and events.
3. As the Government's own guidance on the subject (*Plain English guide to flying flags, November 2012*) states:

'Flags are a very British way of expressing joy and pride – they are emotive symbols which can boost local and national identities and strengthen community cohesion'.

4. In line with the practice of various other County Councils, Nottinghamshire County Council chooses to fly a number of flags on both a daily and occasional basis at its main offices at County Hall. Currently the Flag of St. George, the Union Flag and the County Council's own flag are flown on a daily basis and the Ministry of Housing, Communities and Local Government has recently clarified that all local authorities have discretion to take such an approach.
5. The Council also receives guidance and requests on an annual and an ad hoc basis from Government to fly the Union Flag, either at full mast (for example to mark certain Royal birthdays) or at half-mast (to honour specific events - for example in tribute to victims of terrorist attacks).
6. On occasions, the Council receives requests to fly flags on behalf of other organisations or to honour important historical dates or to pay tribute to recent events – for example the Council was requested by the Ministry of Housing, Communities and Local Government to fly the Nottinghamshire flag on the Historic County Flags Day on 23 July 2019.
7. A protocol (attached at **Appendix A**) has been developed to help enable a consistent and transparent approach to dealing with this issue.

Other Options Considered

8. To continue to deal with these matters on an ad hoc basis but it is felt that the protocol offers greater clarity.

Reason/s for Recommendation/s

9. The protocol will better enable a consistent and transparent approach to flying flags at County Hall.

Statutory and Policy Implications

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

Financial Implications

11. Should the Council need to purchase or replace a flag then the costs of these will be met through joint contributions from the relevant Democratic Services budget and the relevant corporate Facilities budget.
12. Should an event requiring hospitality be arranged to accompany the flying of a specific flag then this will be funded from the hospitality budget of the Chairman of the Council. Such costs do not require Committee approval but will be reported to the Governance & Ethics Committee as part of the ongoing Use of Resources by Councillors update reports.

RECOMMENDATION/S

- 1) That Policy Committee approves the Flag Flying Protocol attached as **Appendix A**.

Councillor Mrs Kay Cutts MBE
Leader of the Council

For any enquiries about this report please contact: Derek Higton, Service Director, Place and Communities

Constitutional Comments (EP 09/03/2020)

13. The recommendation falls within the remit of the Policy Committee by virtue of its terms of reference.

Financial Comments (RWK 09/03/2020)

14. Any costs arising from the proposals detailed in the report will be funded from the existing revenue budget provision for Democratic Services and Corporate Facilities.

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.

- 'Plain English guide to flying flags' - Department for Communities and Local Government
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/15438/flying_flags_guide.pdf
- Various Flag Flying Policies of other County Councils
- Government guidance - 'Designated days for Union Flag flying'
<https://www.gov.uk/guidance/designated-days-for-union-flag-flying>

Electoral Division(s) and Member(s) Affected

- All

FLAG FLYING PROTOCOL

A) INTRODUCTION

1. Nottinghamshire County Council recognises the importance of flying flags as a means of marking important events, honouring people and strengthening local and national identity and community cohesion.
2. This protocol aims to identify those pre-arranged occasions, known in advance, on which specific flags will be flown. The protocol also seeks to clarify the process for dealing with any ad hoc requests for flags to be flown. The practical arrangements and responsibilities for funding and arranging the flying of flags (and any accompanying events) are also covered in general terms.

B) FLAGS FLYING ON A DAILY BASIS

3. The Ministry of Housing, Communities and Local Government has underlined that Councils have discretion to fly whichever flags, and at whatever frequency, Councils deem appropriate.
4. The choice of which flags are flown on a daily basis is at the discretion of The Leader of the Council and the Chief Executive.

C) PRE-ARRANGED DATES FOR FLAG FLYING

5. The County Council has previously agreed to fly flags on the following occasions:-

Flag	Date	Comments
Commonwealth Flag	March – 2 nd Monday in March	This flag is flown to show support for the values set out in the Commonwealth Charter and as a symbol of the ties and affinity with the worldwide Commonwealth community.
Rainbow Flag	17th May – or nearest working day	This flag is flown to mark International Day Against Homophobia, Transphobia and Biphobia, commemorating the day in 1990 when the World Health Organisation took the decision to declassify homosexuality as a mental disorder.
Armed Forces Flag	June – usually the Monday prior to the national Armed Forces Day.	This flag is flown to mark both Armed Forces Day and National Reservists Day to show their support for the serving and ex-serving forces and reservists.

Historic County Flags day	23 rd July	In 2019, the Government flew all County Council flags in Parliament Square on this day and requested that each County Council flew its own County Flag at its main headquarters. It is anticipated that this will be an annual event.
Merchant Navy Flag	3 rd September – or nearest working day	This flag (also known as the Red Ensign or Red Duster) is flown to commemorate the sinking in 1939 of the first merchant ship in World War 2, SS Athenia.

6. Further events can be added into this annual list at the discretion of The Leader, in consultation with the Chief Executive where appropriate.
7. The Council will, as a minimum, fly the Union Flag on the occasions contained within the Government's guidance - 'Designated days for Union Flag flying'. However, the Council may also choose to fly this flag on other days and accompany this with other flags such as the Flag of St. George (the national flag of England) and the County Council's Flag.

D) AD HOC OCCASIONS

8. At the discretion of the Leader and the Chief Executive, the Council may also choose to fly flags (at full mast or half-mast) to mark ad hoc events.
9. The County Council's Flag may be flown at half-mast on other occasions at the discretion of the Leader and the Chief Executive. Such occasions will usually be in response to specific requests from the Ministry of Housing, Communities and Local Government.
10. In line with Government guidance, the Council will fly the Union Flag at half-mast on the following occasions:-
 - a) From the announcement of the Death up to the Funeral of the Sovereign except on Proclamation Day on which they are hoisted full mast from 11am until sunset.
 - b) In response to any Special Commands by the Sovereign – for example, the funerals of members of the Royal Family or Foreign Rulers and other occasions.
11. N.B. If any other flags are flying alongside the Union Flag at half-mast then they must also be lowered to at least half-mast (ensuring that no flag is raised above it).

E) OTHER REQUESTS FOR FLAGS TO BE FLOWN

12. The Council occasionally receives requests to fly the flags of other local and national organisations, charities and community groups. Such requests will not be met although the Council will continue to offer support to such groups where appropriate.

F) HOSPITALITY OFFERED AT FLAG FLYING EVENTS

13. Should an event requiring hospitality be arranged to accompany the flying of a specific flag then the costs of the hospitality will be funded from the hospitality budget of the Chairman of the Council. Such costs do not require Committee approval but will be reported to the Governance & Ethics Committee as part of the ongoing Use of Resources by Councillors update reports.

14. These events will be organised by Democratic Services, with support from departmental colleagues including Facilities and Communications officers.

G) GENERAL PRINCIPLES

15. The purchase of flags will be funded through joint contributions from the relevant budgets of Democratic Services and Central Facilities.
16. In arranging the flying of flags, officers will give due consideration to relevant Government guidance and the 'Flying Flags in the United Kingdom – A Guide to Britain's Flag Protocol' issued by the Flag Institute and the Flags and Heraldry Committee.

REPORT OF THE SERVICE DIRECTOR, COMMUNITY SERVICES, ADULT SOCIAL CARE AND HEALTH & THE SERVICE DIRECTOR, PLACE AND COMMUNITIES**TRANSFER OF COUNTY ENTERPRISE FOODS FROM THE ADULT SOCIAL CARE & HEALTH DEPARTMENT TO PLACE DEPARTMENT****Purpose of the Report**

1. To seek Committee approval to transfer County Enterprise Foods (CEF) from the Adult Social Care & Health department to Catering and Facilities Management (CFM) in Place department.

Information

2. CEF is the only supplier of hot meals 'meals on wheels' across Nottinghamshire and has been delivering meals at home for over 30 years. In addition to home delivery, the service also delivers to businesses and other local authorities and in 2018/19 they provided over 216,000 meals, an average of nearly 600 meals per day.
3. The service caters for a variety of dietary needs, with over 70 meals available in the CEF range, and operates from two sites – a food production unit in Worksop and a distribution hub in Rainworth.
4. Catering and Facilities Management produce 36,000 meals per day, primarily school meals for 270 primary (infant & junior) and secondary schools, as well as running the catering operations for County Council office buildings across Nottinghamshire.

County Enterprise Foods (CEF)

5. County Enterprise Foods was set up in 1987 to provide supported employment, with protected job roles, for people with either a physical or learning disability, and to provide chilled and frozen meals for the Council's own meals on wheels service.
6. There are currently 22 protected jobs at CEF and 46 people have benefitted from the scheme since 1987. Supported employees are given continuous support in terms of buddying, mentoring, extra supervision and holistic and pastoral support to enable them to fulfil their roles. The Council receives funding from Access to Work to help cover the cost of the scheme.

Catering and Facilities Management (CFM)

7. Catering & Facilities Management employs over 2,500 staff, some 1,160 full-time equivalents, across Nottinghamshire. In addition to schools catering, staff are employed in cleaning, landscaping and grounds maintenance.
8. The Catering & Facilities Management group produces over 7 million meals annually, and as such has longstanding expertise in large scale commercial food production and logistics.

Rationale for transfer

9. Across CEF and CFM there are obvious food related synergies around nutrition, allergens, food safety and supply chain as well as business development synergies around marketing and account management.
10. The skill set of the CFM group is geared towards the operational delivery of commercial catering services so it is proposed that CEF will move into this existing management structure.
11. Increasing the volume of food produced at the County Enterprise Foods central production unit in Worksop would help to utilise some of the capacity at the site without an increase in costs.
12. The Council is committed to providing employment support for priority groups, including those with a learning or physical disability or mental health issues, through a number of mechanisms, both internally and through key partner organisations.
13. Being in work can have a strong positive influence on health, protecting against social exclusion through providing an income, social interaction, a core role, identity and purpose. With appropriate support, securing work is particularly important for individuals with a health condition or disability, not only because it promotes full participation in society and independence, but also because it can promote recovery and rehabilitation, and lead to improved health outcomes and a better quality of life.
14. The transfer of CEF to CFM gives an opportunity to extend the supported employment scheme to other areas within CFM and increase the number of employment opportunities available.

Conditions of transfer

15. The entire CEF budget for both food production and distribution will transfer to CFM (Place department) on 1st June 2020.
16. The operation of the hot meal delivery service will remain unchanged at the point of transfer as it is recognised that it provides a valuable function that supports a large number of vulnerable adults who might otherwise need a more significant social care intervention.

17. Supported employment will continue in its current form and consideration will be given to opportunities to expand the supported employment offer across the wider CFM group after the transfer.
18. The Team Manager for CEF will transfer to Place department and report into the Group Manager for CFM.
19. All of the 37.54 FTE CEF employees at the Worksop production unit and the 20.79 FTE at the Rainworth distribution hub will transfer to the Place department alongside the Team Manager.

Other Options Considered

20. County Enterprise Foods remains part of Adult Social Care & Health department and does not transfer to Place department.

Reason/s for Recommendation/s

21. The transfer of CEF from Adult Social Care & Health department to Place department is proposed for the following reasons:
 - To take advantage of synergies across the two departments
 - To take advantage of the collective commercial catering experience
 - To increase the number of opportunities for supported employment.

Statutory and Policy Implications

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

Financial Implications

23. The operational budget, for both production and distribution, will move across from Adult Social Care & Health department to Place department at the point of transfer. Although this will be moving into an area that is a traded service, it will continue to be treated as a Local Authority budget.

Human Resources Implications

24. The transfer will involve 59.33 FTE transferring from the Adult Social Care & Health department to the Place department. As this is an internal transfer there will be no change in terms and conditions, only the reporting lines of senior staff members.

Implications for Service Users

25. There should not be any implications for service users as CEF will transfer to Place department with no changes to the service.

RECOMMENDATION/S

- 1) That Committee approves the proposed transfer of County Enterprise Foods from the Adult Social Care & Health department to Catering & Facilities Management in the Place department.

Ainsley Macdonnell
Service Director, Community Services,
Adult Social Care and Health

Derek Higon
Service Director, Place and Communities

For any enquiries about this report please contact:

Ainsley Macdonnell
Service Director, Community Services (Living Well)
T: 0115 9772147
E: Ainsley.macdonnell@nottscg.gov.uk

Constitutional Comments (EP 20/02/20)

26. The recommendation falls within the remit of Policy Committee by virtue of its terms of reference.

Financial Comments (KAS 06/03/20)

27. The financial implications are contained within paragraph 24 of the report. The entire annual 2020/21 budget for CEF along with any costs/income incurred between 1st April and 31st May will transfer to the Place department on 1st June.

HR Comments (FW 26/02/20)

28. The transfer of staff from the Adult Social Care & Health department to the Place department is for senior line management reporting processes only. There are no other staffing implications arising from the report.

Background Papers and Published Documents

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

Equality Impact Assessment.

Electoral Division(s) and Member(s) Affected

All

REPORT OF THE LEADER OF THE COUNCIL**ATTENDANCE AT LOCAL GOVERNMENT ASSOCIATION ANNUAL
CONFERENCE AND EXHIBITION 2020****Purpose of the Report**

1. To seek approval for the attendance of three Members and the Chief Executive at the Local Government Association (LGA) Annual Conference & Exhibition in Harrogate on 30 June - 2 July 2020.

Information and Advice

2. The LGA covers every part of England and Wales, and is the voice of local government. The LGA's annual conference is the largest event in the local government calendar, regularly attracting over 1,400 delegates, 130 speakers and more than 100 exhibitors. This year's event is being held on 30 June - 2 July in Harrogate
3. This year's conference will focus on the key issues affecting local communities including sustainable funding, adult and children's social care, housing and homelessness and local government in a post-Brexit world.
4. The programme will consist of a mix of cross-party political addresses and other significant plenary sessions by key players throughout the local government community, taking in private and voluntary perspectives. There will also be opportunities to take part in a variety of workshops and fringe sessions.
5. It is proposed that the Leader and Deputy Leader attend the conference along with the Chief Executive. The remaining place will be offered to the main Opposition group.

Other Options Considered

6. To not send any delegates to the event but this would mean the Council missing out on a valuable opportunity to share best practice and utilise valuable networking opportunities.

Reasons for Recommendation

7. To enable the County Council to be appropriately represented at this year's annual conference.

Statutory and Policy Implications

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

Financial Implications

9. The cost of each conference place remains again at £545 this year (which reflects a reduced rate for LGA Members). The costs for Member attendance and related travel and accommodation will be met from the Democratic Services budget for Member conference fees and will be in accordance with the requirements and rules within the Travel and Accommodation Policy.

RECOMMENDATION

That approval be given for the attendance of the Leader, Deputy Leader, a member of the main Opposition group and the Chief Executive at the Local Government Association Annual Conference and Exhibition.

COUNCILLOR MRS KAY CUTTS MBE
Leader of the Council

For any enquiries about this report please contact: Keith Ford, Team Manager, Democratic Services T: (0115) 9772590 E-mail: keith.ford@nottsc.gov.uk

Constitutional Comments (SS 03/03/2020)

The recommendation falls within the remit of Policy Committee by virtue of its terms of reference.

Financial Comments (SES 03/03/2020)

The financial implications are set out in paragraph 9 of the report. The costs will be contained within the appropriate budgetary provision.

Background Papers

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

- The Local Government Association's dedicated website for the event –

<https://lgaevents.local.gov.uk/lga/frontend/reg/thome.csp?pageID=263589&eventID=776&traceRedir=2>

Electoral Division(s) and Member(s) Affected

All

REPORT OF THE LEADER OF THE COUNTY COUNCIL**LINDHURST DEVELOPMENT UPDATE: SITE DISPOSALS****Purpose of the Report**

1. The purpose of this report is to provide an update on the Lindhurst Development Scheme and, to seek approval for the disposal of Phase Two (Residential) land in accordance with the Lindhurst Developers Collaboration Agreement (DCA).
2. To provide delegated authority to the Corporate Director, Place, in consultation with the Group Manager, Legal, Democratic and Complaints, the Service Director Finance, Infrastructure & Improvement, and, the Chairman (or Vice Chairman) of the Policy Committee to approve the final terms of the sale contracts as set out in the **Exempt Appendix** to this report.

Information

3. Some information relating to this report is not for publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972. Having regard to the circumstances, on balance the public interest in disclosing the information does not outweigh the reason for exemption because divulging the information would significantly damage the Council's commercial position. The exempt information is set out in the Exempt Appendix.

Background

4. The 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 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 therefore work with developers and the Government to bring forward new housing that meets the needs of our growing population and everyone who wants to build their future here.
5. The Council has further defined its ambitions in its Place Strategy 2019-21 by investing in opportunity areas the Council aims to unlock new jobs and deliver better housing. Key activities identified for Investing in Nottinghamshire in 2019/20 include bringing forward developments at Lindhurst, Mansfield.
6. By embracing the ethos of working with Government and developers in order to bring forward new housing, the Council has been very successful in working as a partner of the Lindhurst Group to kick start development activity. Phase One is well under way with land disposals already achieved to Avant, Barratt/David Wilson Homes and Bellway. The development saw 175 housing completions by the end of 2019. Making the best possible use of the land will make a critical contribution towards fulfilling the Council's ambitions for the county and for the housing needs of its communities.

7. This area of the County needs new opportunities for employment and housing for its economic and social wellbeing. The Lindhurst Scheme will help to provide new jobs and homes and improve the prospects for the whole area. It is a new neighbourhood which will create over 1700 homes, and associated community facilities.
8. The Council entered the Lindhurst Developers Collaboration Agreement (DCA) in June 2010 and subsequent Supplemental Agreements, with the principle aims: to share the risk in obtaining planning for the Lindhurst Scheme, maximise the value of the net developable land, procure the infrastructure to enable individual plots to be sold and share costs and income in “Agreed Proportions” as created by the DCA . The division of shared costs and shared income between the three parties being W Westerman, Lindhurst (Jersey), and the County Council.
9. All three parties join in each land sale contracts to ensure buyers are satisfied all beneficial interests are included in the sale. The individual land sale contracts do not though extend the Council’s liabilities beyond the arrangements as set out in the original DCA and in particular are to make it clear that the County Council does not have liability in any obligations to deliver site infrastructure and it is only Westerman and Lindhurst Jersey that will enter into any obligations to deliver infrastructure. In order to assist in the funding of the infrastructure the Lindhurst Group were successful in securing a loan facility from Homes England. The payment received for the disposal of Phase 2 Residential will be utilised to repay the final element of the loan and thus will remove interest payments from the cash flow as well as reducing the outstanding capital. No direct payment will be received by the Council at this stage of the development process, however, further income will see the Council receive 22.404% of net profit from site disposals.
10. The Lindhurst Group is in a position to commence the disposals of Phase Two with the first stage being the release of residential elements referred to as Phase Two (Residential). This comprises approximately 15 hectares of land with Outline Planning Permission for the residential development of approximately 475 dwellings, to include 170 affordable homes. Utilities and infrastructure are be provided to the boundary of the red line of the site and all services and infrastructure within the redline plan will be provided by the subsequent purchaser. The methodology for the marketing and disposal of Phase Two (Residential) is outlined in the Exempt Appendix of this report. A plan of the site is attached as an Appendix to this report.
11. Further information regarding the detail of the offers for Phase Two (Residential) is set out in the Exempt Appendix to this report.

Other Options Considered

12. As detailed in the Exempt Appendix.

Reason/s for Recommendation/s

13. To enable the sale of land in line with the Developer Collaboration Agreement and to secure a capital receipt to the Lindhurst Group and to provide much needed housing for this location.

Statutory and Policy Implications

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

RECOMMENDATION/S

It is recommended that Policy Committee approves:

- 1) The disposal of Phase Two (Residential) land in accordance with the Lindhurst Developers Collaboration Agreement (DCA) to the preferred bidder on the terms outlined in the Exempt Appendix to this report.
- 2) Granting delegated authority to the Corporate Director, Place, in consultation with the Group Manager, Legal, Democratic and Complaints, the Service Director Finance, Infrastructure & Improvement, and, the Chairman (or Vice Chairman) of the Policy Committee to negotiate and finalise detailed terms of the sale contracts as set out in the Exempt Appendix to this report.

Councillor Kay Cutts MBE
Leader of the County Council

For any enquiries about this report please contact: Derek Higton, Service Director for Place & Communities, Tel: 0115 9773498

Constitutional Comments (SSR 14/02/2020)

15. The recommendations set out in this report fall within the scope of decisions which may be approved by Policy Committee.

Financial Comment (KRP 05/03/2020)

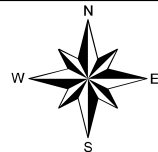
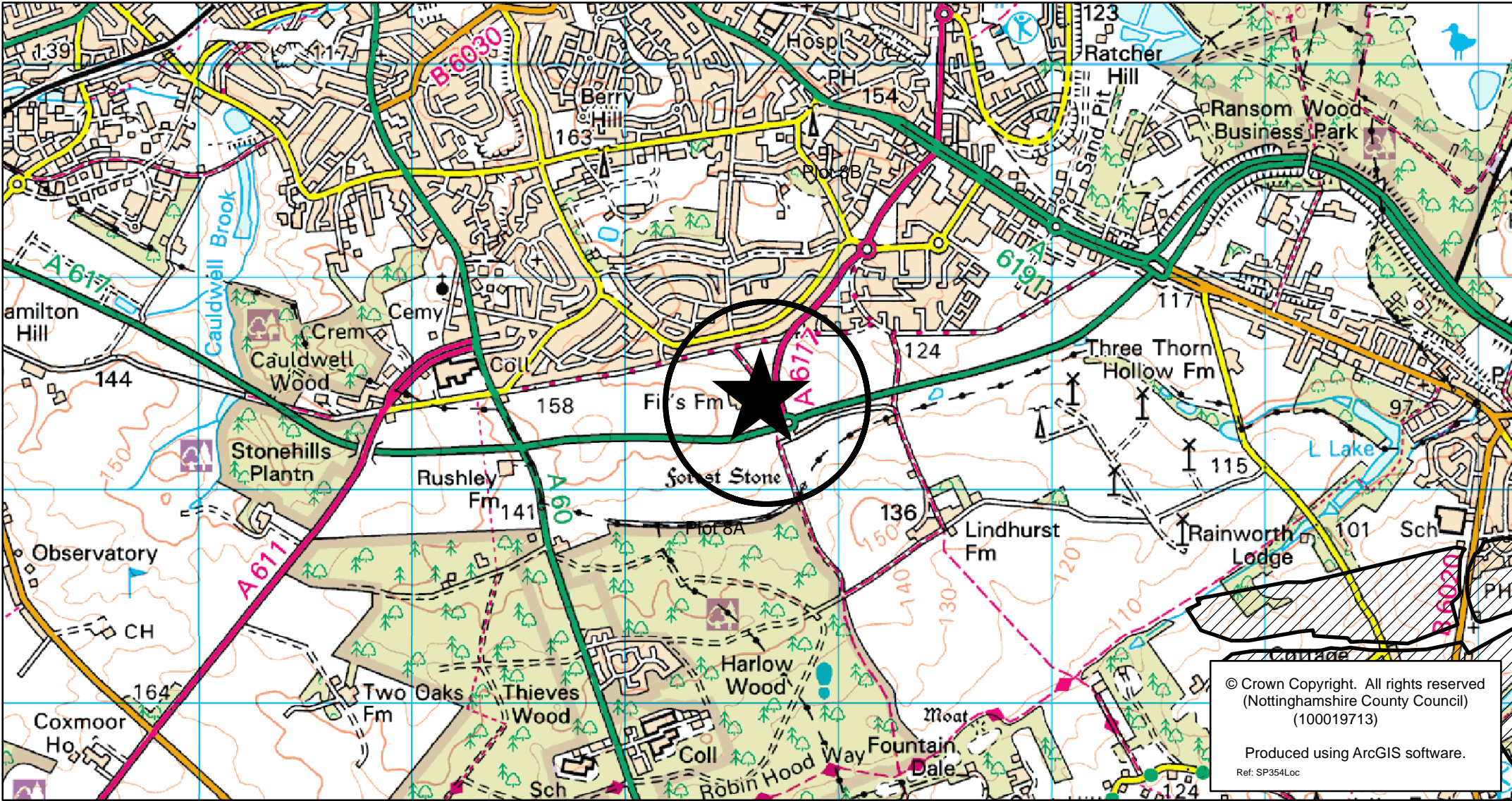
16. The financial implications of the proposed disposal are as set out in the Exempt Appendix.

Background Papers and Published Documents

- None.

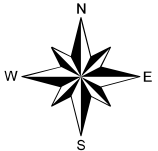
Electoral Division(s) and Member(s) Affected

- Electoral Division: Sutton Central East, Mansfield South
- Member(s): Councillor Samantha Deakin, Councillor Stephen Garner, Councillor Andy Sissons



Lindhurst Development Update - Site Disposals

Plan provided by: dlc



**REPORT OF THE SERVICE DIRECTOR, CUSTOMERS, GOVERNANCE AND
EMPLOYEES****WORK PROGRAMME****Purpose of the Report**

1. To review the Committee's work programme for 2020.

Information

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. 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.
5. The following changes have been made since the work programme was published in the agenda for the last meeting:-
 - a. The following items were added to the work programme for March 2020:-
 - Update on the Environmental Policy and Environment Strategy
 - Transfer of County Enterprise Foods from Adult Social Care & Health to Place Department
 - Digital Connectivity in Nottinghamshire
 - Attendance at Local Government Association Conference and Exhibition 2020
 - b. The following items were deferred from March 2020 to April 2020:-
 - Disposal of Abbey School site, Mansfield
 - Planned Maintenance Capital Programme 2020-21
 - Working with Nottinghamshire's Universities
 - c. The following items were added to the work programme:-
 - Carlton le Willows Academy project – added to April 2020

- Land acquisition at High Street, Hucknall for Hucknall Town Centre Improvement Scheme (HTCIS) – added to April 2020
- Update on the work of East Midlands Councils – added to May 2020 and February 2021
- Update on the work of the Violence Reduction Unit- added to June 2020, December 2020 and June 2021
- HS2 update – added to July 2020 and January 2021
- The National Rehabilitation Centre – added to September 2020 and July 2021
- Local Government Association Conference and Exhibition 2021 – added to February 2021

Other Options Considered

6. None.

Reason for Recommendation

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

RECOMMENDATION

That the Committee considers whether any amendments are required to the Work Programme.

Marjorie Toward

Service Director, Customers, Governance and Employees

For any enquiries about this report please contact: Keith Ford, Team Manager, Democratic Services, Tel: 0115 9772590

Constitutional Comments (EH)

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

Financial Comments (NS)

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 (AS AT 10 MARCH 2020)

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>Lead Officer</u>	<u>Report Author</u>
22 April 2020			
Land acquisition at High Street, Hucknall for Hucknall Town Centre Improvement Scheme (HTCIS)	To seek approval for this land transaction.	Adrian Smith	James Houghton
Working with Nottinghamshire's Universities	To update on the Council's work with Nottingham Trent University and University of Nottingham.	Anthony May	Nicola McCoy-Brown
Planned Maintenance Capital Programme 2020-21		Adrian Smith	Mick Allen / Phil Berrill
Disposal of Abbey School site, Mansfield	To approve the disposal of this site.	Adrian Smith	Steve Keating
Carlton le Willows Academy project	Approval for funding to provide additional school places at the Carlton le Willows academy and to enter into a Grant Funding Agreement with the academy trust.	Derek Highton	Amanda Bourne
Update on D2N2 Local Enterprise Partnership and Midlands Engine Partnership	To provide an update on the work of the D2N2 LEP, the City of Nottingham and the Midlands Engine Partnership and seek funding as appropriate.	Adrian Smith	Nicola McCoy-Brown
Special Educational Needs and Disability Policy		Marion Clay	Christopher Jones
13 May 2020			
Update on the work of East Midlands Councils	Stuart Young, Executive Director of East Midlands Councils to provide an update.	Anthony May	Stuart Young
Outside Bodies Update Report	To notify Committee of any changes to the Council's Outside Bodies Register and to seek approvals where appropriate (in line with new processes agreed by Policy Committee on 22 May 2019).	Marjorie Toward	Keith Ford
Use of Urgency Procedures	Six Monthly Update report on the use of the Council's procedures for taking urgent decisions.	Marjorie Toward	Keith Ford
17 June 2020			
Update on the work of the Violence Reduction Unit	Dave Wakelin, Director of the Violence Reduction Unit, to provide a progress update.	Anthony May	Dave Wakelin

County Councils Network Conference 2020	To seek approval for attendance at this annual conference.	Marjorie Toward	Keith Ford
Property Operational Decisions Quarterly Update Report	To consider the latest update on operational decisions taken by officers.	Adrian Smith	Sue Blockley
15 July 2020			
High Speed 2 (HS2) Update	To provide an update on progress with HS2	Adrian Smith	Ken Harrison / Hannah Barrett
9 September 2020			
Property Operational Decisions Quarterly Update Report	To consider the latest update on operational decisions taken by officers.	Adrian Smith	Sue Blockley
30 September 2020			
The National Rehabilitation Centre Update	Miriam Duffy, Programme Director to give an update on progress following the initial report to Policy Committee in January 2020.	Anthony May	Miriam Duffy
11 November 2020			
Outside Bodies - Update Report	To notify Committee, on a six monthly basis, of any changes to the Council's Outside Bodies Register and to seek approvals where appropriate.	Marjorie Toward	Keith Ford
9 December 2020			
Property Operational Decisions Quarterly Update Report	To consider the latest update on operational decisions taken by officers.	Adrian Smith	Sue Blockley
Update on the work of the Violence Reduction Unit	Dave Wakelin, Director of the Violence Reduction Unit, to provide a progress update.	Anthony May	Dave Wakelin
13 January 2021			
High Speed 2 (HS2) Update	To provide an update on progress with HS2	Adrian Smith	Ken Harrison / Hannah Barrett
10 February 2021			
Update on the work of East Midlands Councils	Stuart Young, Executive Director of East Midlands Councils to provide an update.	Anthony May	Stuart Young

Local Government Association Conference and Exhibition 2021	To seek approval for attendance at this annual conference.	Anthony May	Keith Ford
17 March 2021			
Property Operational Decisions Quarterly Update Report	To consider the latest update on operational decisions taken by officers.	Adrian Smith	Sue Blockley
21 April 2021			
16 June 2021			
Property Operational Decisions Quarterly Update Report	To consider the latest update on operational decisions taken by officers.	Adrian Smith	Sue Blockley
Update on the work of the Violence Reduction Unit	Dave Wakelin, Director of the Violence Reduction Unit, to provide a progress update.	Anthony May	Dave Wakelin
14 July 2021			
Outside Bodies - Update Report	To update Committee on the revised Outside Bodies Register following the County Council election of 6 May 2021.	Marjorie Toward	Keith Ford
The National Rehabilitation Centre Update	Miriam Duffy, Programme Director to give an update on progress following the initial report to Policy Committee in January 2020.	Anthony May	Miriam Duffy

