

Policy Committee

Wednesday, 16 October 2019 at 10:30

County Hall, West Bridgford, Nottingham, NG2 7QP

AGENDA

- | | | |
|----|--|---------|
| 1 | Minutes of the last meeting held on 18 September 2019 | 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 | Local Government Association Peer Challenge 2019 | 11 - 34 |
| 5 | The Future Approach to Transformation and Change Within Nottinghamshire County Council | 35 - 42 |
| 6 | Energy Strategy for County Offices | 43 - 54 |
| 7 | Corporate Property Transformation Programme | 55 - 60 |
| 8 | Renewal of Mansfield Business Improvement District (BID) for 2020-25 | 61 - 66 |
| 9 | Update on the work of Futures Group | 67 - 74 |
| 10 | Victory in Europe Day Commemorations 2020 | 75 - 80 |
| 11 | 5G Testbeds and Trials Programme | 81 - 84 |

12	Gedling Access Road - Land Acquisitions	85 - 102
13	Investing in Nottinghamshire Local Authority Accelerated Construction Fund Update	103 - 112
14	Work Programme	113 - 118
15	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

- | | |
|----|--|
| 16 | Gedling Access Road - Land Acquisitions - EXEMPT APPENDIX |
| | <ul style="list-style-type: none"> • Information relating to the financial or business affairs of any particular person (including the authority holding that information); |
| 17 | Investing in Nottinghamshire Local Authority Accelerated Construction Fund Update - EXEMPT APPENDIX |
| | <ul style="list-style-type: none"> • 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:-

- (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 18 September 2019 (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

Kate Foale

Stephen Garner

Glynn Gilfoyle

Richard Jackson

Rachel Madden

David Martin

Philip Owen

John Peck JP

Mike Pringle

Francis Purdue-Horan

Alan Rhodes

Andy Sissons

Muriel Weisz

OTHER COUNCILLORS IN ATTENDANCE

Nicki Brooks

Neil Clarke

Bruce Laughton

John Longdon

Diana Meale

Liz Plant

Sue Saddington

OFFICERS IN ATTENDANCE

Anthony May

Angie Dilley

Keith Ford

Nigel Stevenson

Marjorie Toward

James Ward

Chief Executives Department

Colin Pettigrew

Marion Clay

Ed Goodson

Pam Rosseter

Children, Families and Cultural Services Department

Adrian Smith
Mick Allen
Andy Evans
Rob Fisher
Neil Gamble
Sally Gill
Derek Higton
Nicola McCoy-Brown
Gary Wood

Place Department

1 MINUTES

The Minutes of the last meeting held on 17 July 2019, having been previously circulated, were confirmed and signed by the Chairman.

2 APOLOGIES FOR ABSENCE

There were no apologies for absence received.

The following temporary changes of membership for this meeting only were reported:-

- Councillor David Martin had replaced Councillor Jason Zadrozny
- Councillor Rachel Madden had replaced Councillor Samantha Deakin
- Councillor Francis Purdue-Horan had replaced Councillor Tony Harper
- Councillor Andy Sissons had replaced Councillor Bruce Laughton

3 DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS.

Councillor Joyce Bosnjak declared a private, non-pecuniary interest in agenda items 14 and 17 – Lindhurst Development Update – Site Disposals and Exempt Appendix as a _____ **TBC** which did not preclude her from participating or voicing on those items.

Councillor Kate Foale declared a private and non-pecuniary interest in agenda item 6 –Secondary School Provision in West Bridgford as a trustee of East Midlands Education Trust which did not preclude her from participating or voting on that item.

Councillor Chris Barnfather declared a private and non-pecuniary interest in agenda item 6 –Secondary School Provision in West Bridgford as a trustee of East Midlands Education Trust which did not preclude him from participating or voting on that item.

ORDER OF AGENDA

The Chairman agreed that the agenda order should be changed to enable the item on the Independent Inquiry into Child Sexual Abuse – Initial Response to be dealt with as the first item of business.

4 INDEPENDENT INQUIRY INTO CHILD SEXUAL ABUSE – INITIAL RESPONSE

RESOLVED: 2019/079

- 1) That the Council develops a comprehensive action plan within three months of this meeting which will be monitored and scrutinised by the Children and Young People's Committee at appropriate intervals.
- 2) That a final report be brought back to Policy Committee on completion of the actions within the comprehensive action plan.

5 DEVELOPMENT OF AN ENVIRONMENT STRATEGY AND ENVIRONMENTAL POLICY

RESOLVED: 2019/080

That the proposed scope and approach to developing an all-encompassing environment strategy and associated environmental policy for the Council be approved.

6 WARM HOMES FUND

In moving the recommendations, the Chairman underlined that vulnerable householders to be targeted by any subsequent funding would include the elderly.

RESOLVED: 2019/081

- 1) That the Council applies for the Warm Homes Fund, in partnership with E.ON.
- 2) That if the bid be successful, the Council sign the concession agreement with the Warm Homes Fund and E.ON and this funding be targeted at householders who could otherwise be vulnerable to illnesses caused or exacerbated by inadequately heated homes, including the elderly.

7 SECONDARY SCHOOL PROVISION IN WEST BRIDGFORD

With the agreement of the Chairman, Councillor Liz Plant addressed the Committee as a local elected Member and welcomed the actions proposed by the Council.

RESOLVED: 2019/082

- 1) That the Council continues to work with the Spencer Academies Trust to review their current plan for a 12-form entry at Rushcliffe School by September 2020 and to agree the principle of using Basic Need funding to deliver the additional places.
- 2) That the Council identifies land that could accommodate a new secondary school within the West Bridgford planning area and in principle make appropriate funding commitments for the build costs, to be supported by Section 106 and Community Infrastructure Levy contributions.

- 3) That the demolition of the former Rushcliffe Leisure Centre be included and costed in the Council's wider demolition programme.

8 NEW PRIMARY SCHOOLS AT BINGHAM AND EAST LEAKE

RESOLVED: 2019/083

- 1) That the transfer to the Council of land which had been reserved for school use in the Romans' Quarter development at Bingham be agreed in principle.
- 2) That the strategy for funding to enable the development of a new primary school at Bingham, subject to any application for forward funding to be met from the School Places Capital Programme in accordance with the Council's financial regulations, be approved.
- 3) That the transfer to the Council of land which had been reserved for primary school development at East Leake be agreed in principle.
- 4) That the strategy for funding to enable the development of a new primary school at East Leake, subject to any application for forward funding to be met from the School Places Capital Programme in accordance with the Council's financial regulations, be approved.

9 OPERATIONAL DECISIONS QUARTERLY UPDATE – APRIL-JUNE 2019

RESOLVED: 2019/084

That the Estate Practice operational decisions taken between April and June 2019 be noted.

10 PLANNING FOR POSSIBLE NO-DEAL EXIT FROM THE EUROPEAN UNION

Following discussions, Councillor Alan Rhodes moved an amendment to the motion, seconded by Councillor Glynn Gilfoyle, that the planning and preparations be noted, rather than endorsed.

Following a vote, the amendment was not supported.

RESOLVED: 2019/085

That the planning and preparations being taken in readiness for a possible no-deal UK exit from the European Union be endorsed.

11 SAFER NOTTINGHAMSHIRE BOARD UPDATE

RESOLVED: 2019/086

That no actions were required in relation to the issues contained within the report.

12 VIA GOVERNANCE REVIEW AND APPOINTMENT OF DIRECTORS

RESOLVED: 2019/087

That the current Council nominated directors of Via East Midlands Limited be replaced with the new nominated directors as detailed in paragraph 7 of the report.

13 ATTENDANCE AT NATIONAL CHILDREN AND ADULT SERVICES CONFERENCE - NOVEMBER 2019

RESOLVED: 2019/088

- 1) That approval be given for the Chairman and one of the Vice-Chairmen of the Adult Social Care and Public Health Committee and one of the Vice-Chairmen of the Children and Young People's Committee to attend the National Children and Adult Services Conference in Bournemouth from 20-22 November 2019, together with any necessary travel and accommodation arrangements.
- 2) That a report on the key outcomes of the conference be brought back to the Adult Social Care and Public Health Committee and the Children and Young People's Committee in due course.

14 LINDHURST DEVELOPMENT UPDATE – SITE DISPOSALS

RESOLVED: 2019/089

- 1) That the Council enter into a land sales contract along with the two other collaborating parties.
- 2) That the Corporate Director – Place be authorised, in consultation with the Group Manager - Legal, Democratic and Complaints, the Service Director – Finance, Infrastructure and Improvement and the Chairman or Vice-Chairman of the Policy Committee, to enter sales contracts as set out in the exempt appendix to the report.

15 WORK PROGRAMME

During discussions, Members requested the inclusion of a further item for October's meeting about the Council's Transformation Programme.

RESOLVED: 2019/090

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

16 EXCLUSION OF THE PUBLIC

RESOLVED: 2019/091

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 paragraph 3 of the Local Government (Access to Information) (Variation) Order 2006

and the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

17 LINDHURST DEVELOPMENT UPDATE – EXEMPT APPENDIX

RESOLVED: 2019/092

That the contents of the exempt appendix be noted.

The meeting closed at 12.22 pm.

CHAIRMAN

REPORT OF THE LEADER OF THE COUNCIL

LGA PEER CHALLENGE 2019

Purpose of the Report

1. This report is for the Policy Committee to consider the report arising from the Corporate Peer Challenge undertaken in 2019 and to agree actions in response to the recommendations made by the Peer Challenge team.

Information

2. In June 2019 the Council invited the Local Government Association to undertake a Peer Challenge. Peer Challenges are improvement focussed and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement and are organised into the following themes:
 - Understanding of the local place and priority setting
 - Leadership of Place
 - Organisational leadership and governance
 - Financial planning and viability
 - Capacity to deliver
3. Peer challenges are delivered by a team of experienced elected member and officer peers. The team spent three days on-site in Nottinghamshire, from 4 – 6 June, during which they:
 - Spoke to more than 200 people including a range of council staff, Councillors, external partners and stakeholders;
 - Gathered information and views from more than 65 meetings, visits to key sites and additional research and reading; and
 - Collectively spent more than 240 hours to determine their findings – the equivalent of one person spending more than 7 weeks in Nottinghamshire.
4. The Council's Strategic Plan 'Your Nottinghamshire Your Future' sets out a clear and ambitious vision for the future of Nottinghamshire, as a County that is a great place to bring up a family, to fulfil ambition, to enjoy later life and to start and grow a business.

5. The feedback received from the Peer Challenge was very positive and recognises the progress made and steps taken by the Council to implement this approach.
6. The Peer Challenge feedback highlighted the following key attributes of Nottinghamshire County Council:
 - The authority is an effective council, delivering good quality citizen-focused services to its residents. It has an excellent and committed workforce and a good track record for delivering savings whilst protecting front line services.
 - The Peer Team found the Council to be an open, friendly and a welcoming organisation with a very enthusiastic and committed workforce that is focused on the needs of residents.
 - There is financial stability in the organisation and the Council has a proven track record of delivering savings while maintaining front-line services over a long period of time. The Peer Team was impressed by this achievement.
 - The Council has a proven track record of project-based innovation and this is evident in the way it is using technology; focusing on service users; and developing alternative delivery models.

Key recommendations and the Council's Response

7. The report of the Peer Team is set out at Appendix A and includes a range of suggestions and observations intended to support improvement. The Peer Team also offered five key recommendations which are listed below, along with the Council's response.

A. Recommendations One and Two and the Council's Response

Develop an inclusive vision and plan for Nottinghamshire in conjunction with partners and residents. This will help in developing a compelling narrative for Nottinghamshire as a place backed up by shared ambitions among all strategic partners and communities. It will also secure buy-in and commitment to the delivery of those ambitions by bringing partners and communities together.

Show leadership of place by reaching out to key partners and communities. This means reaching out and resetting relationships with district councils and working more closely with Town and Parish Councils and the Community and Voluntary Sector to engage with all sections of the community across the whole County. Modern technologies and creative approaches could be utilised.

8. The Council Plan is a comprehensive strategic plan, which exists within a wider planning and performance framework, including companion plans for each of the Council's four departments. These plans contain clear priorities, which are measured through the Council's performance management arrangements.

9. A new Council Plan will be published in 2021. It is proposed to establish a process to develop this new Council Plan in line with the recommendations of the Peer Challenge. For example, the process will more systematically include engagement with local communities, Parish and Town Councils, and the Council's wider stakeholder group. Plans are in hand to engage Parish and Town Councils in the latter part of 2019, and a programme of wider engagement will be undertaken during 2020. This will include the use of new technologies and the Council's Customer Services Centre and Communications and Marketing Service.
10. Actions have already been taken to engage District and Borough Councils, for example:
- The County Council's Chief Executive has initiated three workshops with District, Borough and City Council peers to examine the opportunities for joint working. These workshops were facilitated, free of charge, by a world-leading consultancy. At the meeting of the Nottingham and Nottinghamshire Economic Prosperity Committee (EPC) held on 27 September, it was agreed that a report, setting out the opportunities in more detail, would be received at the next meeting of the EPC.
 - As part of this work, the Council's Corporate Director for Adult Social Care and Public Health has held two meetings with District and Borough Councils to examine the potential for closer working in respect of vulnerable adults, particularly in supporting this cohort to be more independent, in their own homes, for longer.
 - At the same meeting of the EPC, the Leader of the County Council and the Corporate Director for Place, made a presentation of the economic development potential across Nottinghamshire. This presentation was the product of ongoing work, with District and Borough Councils, and the City Council, to align planning and priorities for growth and prosperity. This work will continue and will inform the priorities of the Council's Place Strategy, and the Local Enterprise Partnership's (LEP) evolving Local Industrial Strategy. In this regard, the Council's Corporate Director for Place made the same presentation to the new LEP Place Committee on 1 October.
 - The County Council is in a formal business rates pooling arrangement with the district and borough councils, with pool proceeds being used to support the work of the EPC.
 - The Council has also been engaged in the work on the various strands of Government funding to improve towns and high streets, with five Nottinghamshire towns standing to benefit.
 - The Council is engaged fully in Nottingham Trent University's (NTU) work to increase its presence across Mansfield and Ashfield.
 - The Council's Corporate Director for Children, Young People and Families has been working closely with the Chief Executives of Borough and District Councils on their engagement with our strategies for Looked After Children and Care

Leavers. An example of this, is the agreement across all seven District and Borough Councils to exempt Care Leavers from Council Tax.

B. Recommendation Three and the Council's Response

Use the forthcoming reviews of the Constitution and Operating Model to improve governance and corporate working. This is about strengthening and consolidating - going from good to great. Building in more opportunities for public engagement, robust debate, overview and scrutiny, and consistency and speed into the process will help to demonstrate even more openness and transparency.

11. It is gratifying to note the Council is on a journey from good to great. This journey is supported by the Council's system of governance, which is highly transparent and representative, through a comprehensive set of committee, sub-committee and scrutiny arrangements. All documents (unless exempt in the terms of the relevant legislation) are published and all debate is held in public. Every member of the County Council engaged, in one way or another, in the Committee system. There are few, if any, examples of other Councils, locally or nationally, with a similarly open system.
12. The current review of the Council's constitution is underway and will be overseen by the Governance and Ethics Committee. The outcome of the review – a revised constitution – will be presented to the meeting of the County Council in December 2019.
13. In the meantime, the Service Director for Governance is undertaking a review of the consistency of the operation of the committee system, to ensure that papers and agendas are prepared to a high standard, and that the underpinning principles and rules of the system are operating consistently. Any changes arising from this will be implemented as management actions or reported as recommendations under the cover of the report to County Council in December, which deals with the constitution. This includes recommendations in respect of broadcasting future meetings of the County Council, to bring them to a wider audience.

C. Recommendation Four and the Council's Response

Model sustainable savings plans around different financial scenarios. This may require some difficult conversations, but the acid test is how deliverable and sustainable savings plans are. Consideration could be given to presenting different scenarios in relation to the Medium-Term Financial Strategy (MTFS), in order that Members are aware of the impact of different funding settlements on the MTFS position and the potential savings needed to bridge the gap. As an example, this could include 'expected', 'worse' and 'best' case scenarios.

14. The Council has good track record of managing its complex budget, and of achieving savings, across the recent years of austerity. This is particularly the case in respect of the ration of savings achieved from approved business cases.
15. Whilst it is important to understand a range of potential scenarios for the MTFS, the Council is legally obliged to set a balanced budget every year. In recent years, this has required increased use of scenarios and options, with the resultant blended approach to

savings, income (including Council Tax and Adult Social Care Precept), pressures and the use of reserves and underspends.

16. Following the Peer Challenge, and in anticipation of the Spending Round, consideration was given to various scenarios, including how the ongoing impact of temporary grant-funding would impact in the shorter and longer term. Now the Spending Round has been announced, work continues to model its implications for the MTFS.
17. Beyond the immediate impact of the Spending Round, the Council will continue to look at the potential impact of the Government's intention to implement Fairer Funding, Business Rates Retention, and devolution. The Council is well placed to do so, with several of its Corporate Leadership Team in positions with professional associations, which are invited to engage in the criteria and distribution of major financial reforms, such as Fairer Funding.
18. Aside from understanding the impact of national reforms, the Council intends to engage external advice in respect of the modelling of demographic/service related pressures across all its people related services. This will include analysis and forecasting for the key drivers of demand in both adult social care and children services. Specifically, work will be undertaken in the forthcoming months to assess the current methodology used to predict demand in children's social care, where budgets have overspent in recent years, due to unanticipated demand in services for Looked After Children and Special Educational Needs (including transport). A separate report will be considered at this Policy Committee, which deals with the future intentions for the Council's transformation and change processes. This report will seek formal approval to engage external advice, through an open-market procurement.
19. In the meantime, the Local Government settlement is due in December 2019. In advance, a report detailing the key assumptions from the Spending Round, and their impact of the MTFS, will be brought to a meeting of the Finance and Major Contracts Management Committee.

D. Recommendation Five and the Council's Response

Develop a corporate and agile approach to the Change and Digital Development Programmes. This calls for a corporate and culture-led approach to digitisation across the Council. This is to ensure that any change and transformation delivered through such programmes is deeply embedded into the everyday business of the organisation to make their benefits more sustainable.

20. The Council has a strong record of using change management processes to deliver service change and financial savings. These processes and systems, refined over many years, have driven a succession of high-quality initiatives, under successive administrations, which have helped protect and enhance front-line services. This has included the implementation of innovative strategies for the remodelling of both people and place services. The Council has retained critical services such as libraries, children's centres, an open-access youth service, highways, school improvement, and many others, which have been reduced to a greater extent elsewhere.

21. That being said, it has become increasingly challenging to identify further opportunities for wholesale change and financial savings, which continue to protect the front-line. For this reason, there is a separate report to Policy Committee on 16 October, which sets out the intention to review the way in which change and transformation is undertaken. Specifically, it seeks approval to engage a suitable external partner to advise on the potential for further service transformation, with a focus on the use of data and intelligence to drive change, and the opportunities for cross-council working.
22. Subject to approval, it is anticipated that a period of initial assessment/diagnostic will identify key interventions, which can come forward for approval, as appropriate.
23. In addition to assisting with the identification of interventions, the external partner will be asked to advise on the current arrangements for the use of data and evidence in service planning, and the future skills and capacity needed to drive the next era of change and transformation across the Council.
24. In respect of the Council's new Digital Development Programme, this has now been established and a report was approved by the Improvement and Change Sub Committee on 23 September.
25. This report identified five themes with associated key deliverables. A separate item was approved at the same committee, for the development of the Council's new My Notts App.
26. The Digital Development Programme has a strong cross-Council approach and is led by the Deputy Chief Executive. Progress will be continue to be monitored by the Improvement and Change Sub Committee.

Other Options Considered

27. Consideration of the feedback from a Peer Challenge is a key part of the local government approach to sector led improvement. No other options were considered.

Reason/s for Recommendation/s

28. Peer Challenges are designed to complement and add value to a council's own performance and improvement. The recommendations contained in this report are aligned to the outcomes of the Peer Challenge.

Statutory and Policy Implications

29. 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.

RECOMMENDATIONS

It is recommended that:

- 1) Policy Committee welcomes the positive findings of the 2019 LGA Corporate Peer Challenge
- 2) Policy Committee endorses the response to the Peer Challenge, which is set out in the body of the report.
- 3) Further reports, in respect of individual actions, which are part of the Council's response to the Peer Challenge, are submitted to the appropriate committees and sub-committees of the County Council.

Councillor Mrs Kay Cutts, MBE
Leader of the County Council

For any enquiries about this report please contact:
Anthony May, Chief Executive of the County Council

Constitutional Comments (LW26/09/2019)

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

Financial Comments (NS02/10/2019)

31. There are no direct financial implications arising from this report.

Background Papers and Published Documents

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

- Nottinghamshire's Peer Review Position Statement

Electoral Division(s) and Member(s) Affected

- All

Corporate Peer Challenge

Nottinghamshire County Council

4th – 6th June 2019

Feedback Report

1. Executive Summary

Nottinghamshire County Council is an effective council delivering good quality citizen-focused services to its residents. It has a good track record for delivering savings whilst protecting front line services. There are a range of projects that are delivering innovation and developing cutting-edge practice in service delivery. The Council has a good reputation and is viewed by its strategic partners as a dependable, reliable and solid organisation.

The peer team found the Council to be an open, friendly and a welcoming organisation with a very enthusiastic and committed workforce that is focused on the needs of residents. Everyone the peer team met was proud to be working for the Council and felt valued and supported in their roles. They are motivated and have a positive approach to delivering the best for the citizens of Nottinghamshire. There are some very high order skills that the Council has and this is in no small way due to the leadership provided by the Chief Executive and the corporate leadership team.

There is financial stability in the organisation and the Council has a proven track record of delivering savings while maintaining front-line services over a long period of time - this is impressive. Looking to the future, the peer team would encourage the Council to be in a position where it is relatively comfortable with any uncertainty resulting from increases in demand for services and the short-term nature of central government funding. This should include developing a range of alternative approaches to transformation, savings and demand management.

The Council has a vision and a plan for Nottinghamshire. However, there is an opportunity for the Council to do more with its strategic partners, communities and residents to develop a vision and a strategy for the whole of Nottinghamshire which will help to develop shared ambitions for the place and its people.

One of the big issues to have impacted on the cohesiveness of the County has been the Council's attempt at Local Government Re-organisation in Nottinghamshire. This has strained relationships with the district councils, particularly at the political level. However, the peer team's conversations with the districts, boroughs and other partners suggest that "doors are not shut" and there is an opportunity to reach out and reset relationships for the wider benefits of Nottinghamshire. Everyone whom the peer team spoke to said they would appreciate and welcome that.

There is some good engagement with residents at the service delivery level and a transparent system of governance within the Council. Nevertheless, there are further opportunities to develop a continuous and a much broader conversation with residents to enable them to articulate their needs and wants. The Council should therefore explore new and creative ways of engaging with residents.

Internally, the review of the Council's Constitution is an opportunity to streamline, standardise and further enhance clarity, openness and transparency of the decision

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Chief Executive: Mark Lloyd

Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577

making processes. There is room to make the current system of governance in the Council better for itself as an organisation and for the residents of Nottinghamshire. This would include improving consistency and increasing the speed at which decisions are made.

The Council has a proven track record of project-based innovation and this is evident in the way it is using technology; focusing on service users; and developing alternative delivery models. It lands change projects very well and this was evident in the number of innovative alternative delivery models which have been used intelligently to release efficiencies and drive improvements. However, these initiatives are project-based and are bound by time, scope and controls; this may be hampering the Council's efforts to embed them into the culture of the organisation. Looking forward therefore, a pivot towards a culture-led approach and sustainable provision is essential if the Council is to reap long term benefits from its innovations.

Specifically, the Council's Digital Development Programme is delivering benefits and now may be the right time to look wider than Nottinghamshire to see what else can be done to improve how the Council uses technology to achieve better outcomes, i.e. roll out of Mobile Applications (Apps) for residents to access a wider range of services. Again, the Digital Development Programme Board needs to balance innovation with control to deliver a corporate approach.

There is therefore room for a more corporate and cross-departmental approach to delivering the strategic agenda for Nottinghamshire. The Chief Executive's Department's new operating model provides an opportunity to drive forward better corporate working and a one-council approach, in order to achieve improved outcomes.

2. Key recommendations

There are a range of suggestions and observations within the main section of the report that will inform some 'quick wins' and practical actions, in addition to the conversations onsite, many of which provided ideas and examples of practice from other organisations.

The following are the peer team's key recommendations to the Council:

1. ***Develop an inclusive vision and plan for Nottinghamshire in conjunction with partners and residents.*** This will help in developing a compelling narrative for Nottinghamshire as a place backed up by shared ambitions among all strategic partners and communities. It will also secure buy-in and commitment to the delivery of those ambitions by bringing partners and communities together.
2. ***Show leadership of place by reaching out to key partners and communities.*** This means reaching out and resetting relationships with district councils and working more closely with Town and Parish Councils and the Community and

Voluntary Sector to engage with all sections of the community across the whole County. Modern technologies and creative approaches could be utilised.

3. ***Use the forthcoming reviews of the Constitution and Operating Model to improve governance and corporate working.*** This is about strengthening and consolidating - going from good to great. Building in more opportunities for public engagement, robust debate, overview and scrutiny, and consistency and speed into the process will help to demonstrate even more openness and transparency.
4. ***Model sustainable savings plans around different financial scenarios.*** This may require some difficult conversations, but the acid test is how deliverable and sustainable savings plans are. Consideration could be given to presenting different scenarios in relation to the Medium Term Financial Strategy (MTFS), in order that Members are aware of the impact of different funding settlements on the MTFS position and the potential savings needed to bridge the gap. As an example, this could include 'expected', 'worse' and 'best' case scenarios.
5. ***Develop a corporate and agile approach to the Change and Digital Development Programmes.*** This calls for a corporate and culture-led approach to digitisation across the Council. This is to ensure that any change and transformation delivered through such programmes is deeply embedded into the everyday business of the organisation to make their benefits more sustainable.

3. Summary of the Peer Challenge approach

The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected the Council's requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and expertise and agreed with the Council. The peers who delivered the peer challenge at Nottinghamshire County Council were:

- **John Henderson CB** (Chief Executive, Staffordshire County Council)
- **Councillor Baroness Jane Scott** (Leader, Wiltshire Council)
- **Phillip Davies** (Former Leader, Wirral Council)
- **John Hewitt** (Corporate Director of Resources, Durham County Council)
- **Louise Taylor** (Executive Director - Adult Services and Health & Wellbeing, Lancashire County Council)
- **Mick Gibbs** (Director of Children & Community Resilience, North Lincolnshire Council)
- **Simon Neilson** (Executive Director, Economy & Environment, Walsall Council)
- **Satvinder Rana** (Programme Manager, LGA)

Scope and focus

The peer team considered the following five questions which form the core components that all Corporate Peer Challenges cover. These are the areas the LGA believe are critical to councils' performance and improvement:

1. Understanding of the local place and priority setting: Does the council understand its local context and place and use that to inform a clear vision and set of priorities?
2. Leadership of Place: Does the council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?
3. Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?
4. Financial planning and viability: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
5. Capacity to deliver: Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes?

In addition to these questions, the Council asked the peer team to look at and provide feedback on the Council's Digital Development Programme.

The peer challenge process

It is important to stress that this was not an inspection. Peer challenges are improvement focussed and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared for the peer challenge by reviewing a range of documents and information in order to ensure they were familiar with the Council and the challenges it is facing. The team then spent 3 days onsite at Nottinghamshire County Council, during which they:

- Spoke to more than 200 people including a range of council staff together with councillors and external partners and stakeholders.

- Gathered information and views from more than 65 meetings, visits to key sites in the area and additional research and reading.
- Collectively spent more than 240 hours to determine their findings – the equivalent of one person spending more than 7 weeks in Nottinghamshire.

This report provides a summary of the peer team’s findings. It builds on the feedback presentation provided by the peer team at the end of their on-site visit (4th – 6th June 2019). In presenting feedback to the Council, they have done so as fellow local government officers and members, not professional consultants or inspectors. By its nature, the peer challenge is a snapshot in time. The peer team appreciate that some of the feedback may be about things the Council is already addressing and progressing.

4. Feedback

4.1 Understanding of the local place and priority setting

There is understanding and recognition among Members and officers of the many strengths and opportunities Nottinghamshire has. The location of the place, its history and heritage, and the strategic assets it has in terms of motorway connectivity, East Midlands Airport, open spaces and the planned High Speed 2 (HS2) line which will cut through the County are all strengths and provide opportunities for the Council. There is also recognition of the challenges that the County faces, particularly in increasing demand for services from an ageing population, the disparities in skills and employment opportunities across the County, the importance of reducing health inequalities, and the need for more homes.

There is also a good understanding across the Council of the service needs of residents and what and where improvements are needed. For example, Children & Family Services demonstrated a good understanding of their service improvement agenda. They portrayed their ambition in terms of service development and developing initiatives that would lead to “cost avoidance” by providing alternative delivery methods, e.g. Social Impact Bonds as a commissioning tool to deliver outcome-based contracts and make funding for services conditional on achieving results.

The Council is committed to putting local people at the heart of everything it does and the Council Plan ‘Your Nottinghamshire Your Future’ sets out people-centred ambitions to make Nottinghamshire a ‘great place to bring up a family, to fulfil ambition, to enjoy later life and to start and grow business’. Initiatives such as the Resident Survey, Youth Services (‘Making Your Mark’), the Personalisation Agenda approach in Adult Social Care, and elected Members being embedded in their communities and providing community leadership at local levels all provide a “finger-tip feel” to understanding the needs of residents.

There is now potential for broader conversations with the public and these should be grasped in order to better engage with residents across the whole County, to help develop a strong narrative for Nottinghamshire, and promote civic-pride in the place. The Care Act films developed by the Adult Social Care department are a great example of how stories of place and people can be captured, shared and used to have this broader conversation with residents. In addition to these broader conversations, there is also potential to open up the Council's decision-making processes to the public, using modern communication technologies - webcasting council and committee meetings for example.

The peer team's most prominent recommendation for the Council is to develop a strong vision and a compelling narrative for Nottinghamshire as a place with clear ambitions for its economy and infrastructure as well as its people. The primary aim of this should be to talk up the sense of place and belonging across the County and to continue attracting inward investment to help deliver the ambitions around jobs and housing. It should be about helping to set the destination, while engaging, involving and inspiring staff, partners and communities to be part of that journey. Communication and marketing should be focused on ensuring that the right messages are sent out to all the stakeholders locally and to the outside world about where Nottinghamshire is heading. This will inevitably require the Council to work with the districts and its strategic partners to get them to own and help deliver, not just the messages but also, the ambitions.

4.2 Leadership of Place

Nottinghamshire County Council provides strong leadership regionally and nationally, but local relationships with district and borough councils are strained.

Some of the impressive things the Council is doing within the Midlands Engine, East Midlands Councils, East Midlands Strategic Alliance and senior representations on national and professional bodies demonstrate its strong leadership credentials across the region and nationally.

Locally, Local Government Re-organisation has challenged relationships between the Council and its key partners, particularly the borough and district councils. However, there is a readiness among partners to "get back into the room" with the Council to discuss issues such as opportunities for pooling resources and to rebuild trust and confidence on all sides. Everyone whom the peer team spoke to from across the County was very complimentary about the officers of the Council, the Chief Executive in particular, and was equally clear in their respect for the political leadership. It is imperative that the Council seizes this opportunity to deliver its ambitions for the place and its people.

The peer team feel the time is right to build this confidence and exploit the opportunities that are being presented for collaborative working to boost the local economy through the Midlands Engine, the growth opportunities emerging from

the planned HS2, the plans for East Midlands Airport, and the redevelopment of the Ratcliffe-on-Soar power station site. These could open up a whole raft of possibilities, and the leadership should now renew its influence to move into this space.

Strategic partners reflected that the Council's approach to Nottinghamshire as a place had improved in the last couple of years and its renewed and explicit focus on place was helpful. However, there were questions raised as to the capacity within the Council to both build a pipeline of investment proposals and the ability to then see those through to delivery. It was felt that to best exploit the opportunity of its focus on place, consideration of specific additional regeneration and economic development capacity within the Council merited attention. It was also felt this would complement the suggested vision for Nottinghamshire in providing a visible commitment to collaborative place-making across the County.

There is a mixed picture of engagement with the Community and Voluntary Sector (CVS). There are some really good examples of engagement with the CVS in both the adults' and children's departments on the ground. However at a corporate level the picture is mixed. This could be due to funding reductions, but it is something to check and see if engagement can be improved, as the CVS is critical to understanding and engaging with communities on the ground. This should be complemented with opportunities to do further work with the 161 Town and Parish Councils across Nottinghamshire. The peer team is aware that work has been and is being done with them, but this can be accelerated and they can help to get more engagement with residents in local communities.

4.3 Organisational leadership and governance

There is effective organisational leadership and governance in Nottinghamshire County Council, with respected and visible leadership from the Chief Executive. Communication across the Council is good and the annual employee events together with the rolling programme of visits to front line teams by the Chief Executive and the corporate leadership team have been well received. There are positive, respectful and trusting relationships between Members and officers; Members feel supported in their political leadership roles.

The Council is a good employer and has a very enthusiastic and committed workforce that is focused on the needs of residents. Employees enjoy opportunities for personal and professional development and the peer team were impressed with both the 'My Learning, My Career' portal and the visible use of apprenticeships, particularly through the Leonard Cheshire Scheme. Employees expressed pride in working for the Council and felt valued and supported in their roles. Relationships with Trade Unions are very good and the peer team heard a lot of positive messages from the Council's Employee Support Groups for Disabled, Black and Minority Ethnic, Lesbian, Gay, Bisexual and Transgender employees, on its responsiveness to any emerging issues and concerns.

All the necessary structures, systems and processes needed to manage and govern a large and complex organisation are in place, with good business planning and performance management arrangements that deliver the necessary information to Members to assist in evidence-based decision-making.

The Council has a strong team of executive directors delivering on their portfolios, with opportunities for more corporate working. The Council is currently very strong within departments and each department is delivering some very good services within their areas of responsibility. Nevertheless, there is room to join this up across departments to not just foster a more joined up approach to dealing with some of the strategic challenges, but also to facilitate learning and sharing of best practice across the organisation. Getting a balance in terms of horizontal and vertical integration in the organisation will help to expand and embed the 'finger-tip feel' for the needs of residents across the organisation, in order that all departments are delivering services based on similar information on needs.

Nottinghamshire County Council has had a committee system of governance since 2012 and it involves Members of all political parties in its approach to decision-making. The peer team are agnostic about the merits of a committee system versus a cabinet model and there were mixed views across the organisation from Members and officers about the effectiveness of the committee system. Any scepticism was mainly about how the system operates and not about the system itself. The peer team heard about lengthy variations in the time it takes to get a decision from different committees, insufficient time given to debating/scrutinising issues, the variations in the way meetings are chaired, the lack of opportunities for effective overview and scrutiny and cross-party working, and examples of procedural issues being taken to committee for a decision when they could be dealt with under officer delegated powers.

The planned review of the Council's Constitution provides opportunities to review and modernise the system of governance so that it has greater clarity and is more standardised and consistent - resulting in even greater openness and transparency.

4.4 Financial planning and viability

Nottinghamshire County Council has good financial management in place and there is a history of the organisation setting balanced budgets. It has a good record of delivering savings and protecting frontline services. Senior managers are committed to make money go further and continually seek more innovative ways of working to deliver value for money for local people – the transformation programme is good evidence of this. The peer team heard about a range of initiatives and projects designed to create change and reduce costs within departments.

The Council is financially robust with a strong reserves position, albeit the majority of reserves are earmarked for specific purposes. There is a planned approach to

savings identification linked to the transformation programme which is agreed by officers and Members through recognised internal governance processes. More recently, pressures in Children's services have emerged with the Council reporting an overall revenue budget overspend for 2018/19. Whilst this has been recognised in the 2019/20 budget, there is a risk that additional pressures will manifest themselves in 2019/20, placing further pressure on the current year's budget and increasing the Medium Term Financial Strategy (MTFS) savings requirement. It is more important than ever that a corporate approach to the MTFS, and the issues facing Children's services, is considered through the corporate transformation programme. The Council is aware of these pressures and is addressing areas such as high cost placements. It was encouraging to note a desire to identify corporate solutions to the pressures in Children's services and this approach will help the Council to mitigate future pressures if it is followed through.

The funding shortfall set out in the MTFS for 2021 – 2023 totals circa £34 million and whilst work has commenced to identify savings options, these are at an early stage of development. Because savings going forward will be challenging, and with the increasing pressures in Children's Services, it is important that options are developed in a timely manner so that sufficient discussion and deliberation involving Members can take place prior to consultation and implementation.

Furthermore, given the significant uncertainty around the financial settlement for 2020/21 and beyond, the Council should plan with uncertainty in mind and develop robust plans for a range of MTFS scenarios, so that Members are aware of the impact of different funding settlements on the MTFS position. As an example, this could include 'expected', 'worse' and 'best' case scenarios.

The Council has significant ambition to invest in the future of Nottinghamshire. The Council's Capital programme is well managed and managed within budget. These ambitions are likely to require significant capital investment over the medium to longer term. Depending on the Council's success in attracting external funding, the capital programme will need to be prioritised within available resources over the medium to longer term. This is recognised within the Council as a key area of the MTFS that will need to be carefully managed going forward.

4.5 Capacity to deliver

The Council is strong in individual service areas but has capacity to be more corporate and cross-cutting to deliver on its corporate and strategic priorities. At present there is a tendency to present initiatives and projects on a departmental basis without narrating the whole picture in terms of corporate priorities and ambitions. The net result and impression is that the Council comes across as service and initiative driven in approach. The Chief Executive's Department's new operating model provides an opportunity for corporate transformation to drive forward better cross-departmental working and a one-council approach, in order to

achieve improved outcomes. This will also allow greater agility and delegation to be built into the new operating model.

Improved relationships with partners can also help the Council to increase capacity to achieve its ambitions and deliver better outcomes for residents. For example, there is huge potential for the Council to work with district councils on the 'One Public Estate Programme' to transform local communities and public services across the County. District councils expressed their keenness to work with Nottinghamshire County Council to maximise assets across the County.

To deliver on its economic growth ambitions, it is suggested that the Council develops and releases capacity for follow through on place-based projects and develop a pipeline for the County. This will enable the Council and its strategic partners to have a supply of place-based projects ready to implement for sustainable growth. Having plans in place, and being 'fleet of foot' in decision-making, will reap rewards as and when funding opportunities arise.

The Council has a number of change projects in place. However, they are currently bounded by time, scope and control; people often feel that change is being done to them. Consequently, some of the desired cultural and behavioural changes are not embedded. Therefore, achieving a balance between innovation and control is critical if these projects are to develop into sustainable changes in the way the organisation operates. To enable this, it is essential to make sure that projects are culture-led so that they become the normal ways of working and become embedded into the organisation. The Digital Programme Board could take the lead to achieve this balance.

4.6 Digital Development Programme

The first phase of the Council's Digital Development Programme rolled out new mobile technology to frontline social work staff and improved computing tools to office-based staff. It also enabled office space to be maximised through 'hot-desking' and fostered innovative ways of delivering services. The peer team saw strong examples of innovation in services, for example, Adult Social Care/NHS integration. The scheduling programme looked highly impressive on screen and has great potential to be expanded into other areas of the Council's work.

However, the key question is 'how deeply embedded is the digital working culture?'. This is something that should be at the forefront of the Council's Digital Development Programme and something that the Council measures the programme's success by. Digitising is not about replacing people, but rather about enabling people to work in a digital environment to be more responsive and productive in their work. Therefore, digital initiatives should be promoted and presented as about people operating in a digital world. As an example, exploit the opportunities of Office 365 as a culture-led project, in order that it becomes the normal way of working, in order that people are able to collaborate with each other in a more agile fashion.

Furthermore, the Digital Development Programme Board provides an opportunity to take a more corporate and culture-led approach to digitisation and to ensure that the right messages about its use and potential are communicated. The fact that the Deputy Chief Executive is going to chair this board will be a good thing.

The next phase of the programme aims to further enhance customer and staff experiences by reducing response times, joining up access to services and improving productivity. Creativity and innovations come from casting the learning net widely and the peer team would encourage the Council to continue learning and sharing knowledge and experience from across the sector. The Council is already collaborating with a number of other councils within and outside the East Midlands region and it should continue to do this to benefit from innovations from elsewhere.

5. Next steps

Immediate next steps

We appreciate the senior managerial and political leadership will want to reflect on these findings and suggestions in order to determine how the organisation wishes to take things forward.

As part of the peer challenge process, there is an offer of further activity to support this. The LGA is well placed to provide additional support, advice and guidance on a number of the areas for development and improvement and we would be happy to discuss this. Mark Edgell, Principal Adviser is the main contact between Nottinghamshire County Council and the Local Government Association (LGA). His contact details are: Tel: 07747 636 910 and email: mark.edgell@local.gov.uk

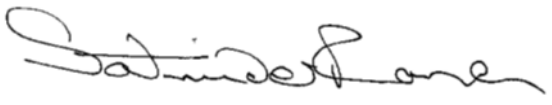
In the meantime we are keen to continue the relationship we have formed with the Council throughout the peer challenge. We will endeavour to provide signposting to examples of practice and further information and guidance about the issues we have raised in this report to help inform ongoing consideration.

Follow up visit

The LGA Corporate Peer Challenge process includes a follow up visit. The purpose of the visit is to help the Council assess the impact of the peer challenge and demonstrate the progress it has made against the areas of improvement and development identified by the peer team. It is a lighter-touch version of the original visit and does not necessarily involve all members of the original peer team. The timing of the visit is determined by the Council. Our expectation is that it will occur within the next 2 years.

Next Corporate Peer Challenge

The current LGA sector-led improvement support offer includes an expectation that all councils will have a Corporate Peer Challenge or Finance Peer Review every 4 to 5 years. It is therefore anticipated that the Council will commission their next Peer Challenge before 2024.



Satvinder Rana
Programme Manager

(On behalf of the peer challenge team)

Examples of good practice

The following are examples of good practice that the peer team picked up during the peer challenge at Nottinghamshire County Council which might be suitable for LGA case studies and sharing across the sector.

1) **INSPIRE – Culture, Learning, Libraries**

Inspire is a cultural organisation launched by Nottinghamshire County Council. It is a Community Benefit Society which is part of an innovative strategy led by the County Council to manage some of its libraries, archives and cultural services across the county. The council's cultural services have a track record of inspiring people to achieve, learn and develop, whether through a love of reading, music, the arts or education, and **Inspire** promises to deliver day-to-day business as usual for everyone who uses its services.

Inspire delivers the following services on behalf of the Council:

- Libraries
- Archives
- Arts and Culture
- Inspire Music Teaching and Nottinghamshire Music Education Hub
- Inspire Learning
- Education Library Service

It is free to join **Inspire**. Becoming a member will give people a greater say in the way libraries, archives, arts and adult learning across Nottinghamshire are managed. In addition, the benefits of Inspire membership include:

- Inspire membership newsletters
- special offers
- discounts on events
- invitation to the annual general meeting.

People can still use these cultural services without joining **Inspire** – but **Inspire** is keen for everyone to sign up and join the thousands of Inspire members.

2) Social Impact Bonds

Social Impact Bonds (SIBs) are a commissioning tool that delivers outcome-based contracts and makes funding for services conditional on achieving results. Social Investors fund the upfront costs incurred by providers in delivering the services to children and young people and then receive payments based on the positive outcomes achieved for those children and young people.

SIBs incentivise the investor and their partners to use evidence based approaches, i.e. approaches that are known to deliver results, but provide the freedom to adapt their services to the needs of the children and young people throughout the contract duration.

Nottinghamshire County Council, working in partnership with Nottingham City Council and Derby City Council was successful in securing £3m of government funding, via its Life Chances Fund, to develop and establish the use of Social Impact Bonds to jointly commission evidence-based services that support children on the edge of care and in care to achieve better social outcomes. The services support young people to achieve stable family type placements and, where possible, to remain at home with their families.

As well as better social outcomes, the Council expects cashable efficiency savings to be delivered through commissioning the services through a SIB. The £3m of government funding contribute approximately 25% of the payments made in relation to successful outcomes, which correspondingly reduces the financial risk to the Council. The remaining element of the payment will be made from existing budgets, though these payments – based on young people successfully remaining out of care and / or out of high cost residential placements – will be lower than the cost that the Council would otherwise have incurred in bringing these young people in to care and / or in paying for specialist residential care.

3) 'My Learning, My Career' Portal

This is a learning and development portal for available for all employees and is accessible via mobile phone, tablet and on-line. It provides a 'one-stop-shop' approach to a range of self-directed learning as well as the council's bespoke package of learning and development and qualification training.

The portal also acts as the repository for personal, professional and organisational learning and development records (including CPD) reporting from which can now be used for workforce planning purposes. On-line appraisal is also accessible through the portal to link up workforce planning, training needs analysis, performance monitoring and talent management.

4) Adult Social Care Act Short Films

Rather than printing text heavy leaflets explaining how the council is delivering adult social care, it produced a series of short films: These can be viewed here:

<https://www.nottinghamshire.gov.uk/owl/business/useful-videos>

REPORT OF THE DEPUTY LEADER**THE FUTURE APPROACH TO TRANSFORMATION AND CHANGE WITHIN
NOTTINGHAMSHIRE COUNTY COUNCIL****Purpose of the Report**

1. To set the context for and approve a new ambitious phase of transformation and change in the County Council, building on the successes achieved over recent years.

Information

2. The report on the Peer Review conducted in June 2019 included the following comments about Nottinghamshire County Council:
 - a. Nottinghamshire County Council is an effective council delivering good quality citizen-focused services to its residents. It has a good track record for delivering savings whilst protecting front line services. There are a range of projects that are delivering innovation and developing cutting-edge practice in service delivery. The Council has a good reputation and is viewed by its strategic partners as a dependable, reliable and solid organisation.
 - b. There is financial stability in the organisation and the Council has a proven track record in delivering savings while maintaining front-line services over a long period of time - this is impressive. Looking to the future, the peer team would encourage the Council to be in a position where it is relatively comfortable with any uncertainty resulting from increases in demand for services and the short-term nature of central government funding. This should include developing a range of alternative approaches to transformation, savings and demand management.
 - c. The Council has a proven track record of project-based innovation and this is evident in the way it is using technology; focusing on service users; and developing alternative delivery models. It handles change projects very well and this was evident in the number of innovative alternative delivery models which have been used intelligently to release efficiencies and drive improvements. However, these initiatives are project-based and are bound by time, scope and controls; this may be hampering the Council's efforts to embed them into the culture of the organisation. Looking forward therefore, a pivot towards a culture-led approach and sustainable provision is essential if the Council is to reap long term benefits from its innovations
 - d. Specifically, the Council's Digital Development Programme is delivering benefits and now may be the right time to look wider than Nottinghamshire to see what else can be done to improve how the Council uses technology to achieve better outcomes, i.e. roll out of Mobile Applications (Apps) for residents to access a wider range of services. Again, the Digital Development Programme Board needs to balance innovation with control to deliver a corporate approach.

- e. There is therefore room for a more corporate and cross-departmental approach to delivering the strategic agenda for Nottinghamshire. The Chief Executive's Department's new operating model provides an opportunity to drive forward better corporate working and a one-council approach, to achieve improved outcomes.
3. Over the last 9 years, the County Council has managed to achieve high levels of performance whilst making savings in the region of £240m, largely through transformation, change and efficiency. As a result, the Council has a sound medium-term financial outlook.
 4. It is important to recognise that in the last 9 years, we have also witnessed a number of societal changes that impact on our residents and the organisation. The way people live their lives has changed immeasurably, particularly as a result of new technology. Residents' expectations have not only increased but are also become more diverse, and we are seeing ongoing changes in demography with both increasing demand and increasingly complex needs amongst our population.
 5. Whilst we must celebrate the positive feedback from the peer review team, we must also act on the invitation to develop a range of alternative approaches to transformation, savings and demand management. Committee Chairs and the Corporate Leadership Team have discussed this in detail and new proposals are set out in this report to move forward with the next phase of our transformation journey.
 6. The Council Plan, Your Nottinghamshire, Your Future sets out a bold and ambitious vision to make Nottinghamshire a great place:
 - a. To bring up your family
 - b. To fulfil your ambition
 - c. To enjoy your later life
 - d. To start and grow your business.
 7. Continuing to make progress in delivering this vision will require us to think differently about how we further transform the organisation. To shape early thinking, the Council's Leadership Team has engaged in a series of round tables with leading thinkers and facilitators of transformation in public services and industry. The County Council has also drawn on its increased profile and reputation nationally and with Government to position the Council at the heart of the debate regarding the future of local public services. There is much here from which we can learn to build on our current practice and achievements.
 8. The learning and insight gathered has helped define a number of features of transformation that are being tested or implemented across the country and abroad:
 - a. An emphasis on being insight and intelligence driven, focussed around a shared understanding of the most important outcomes, underpinned by evidence and data
 - b. Place based and reflective of the different strengths, assets and opportunities to build on achieving outcomes across different communities
 - c. A greater emphasis on prevention, early intervention, building resilience and demand management
 - d. Collaboration with partners at a deeper level, generating new and better ways of working
 - e. Digitally enabled services with technology playing a more active role in the design of new service models

- f. Citizen focused – with greater levels of co-design, involving local people in shaping the services that they access and the places in which they live
- g. More joined up, exploiting opportunities to work horizontally across teams and services within organisations and across partnerships.

Moving Forward

- 9. Our current approach has without doubt yielded results in driving out savings through change and improvement. This has been in no small part due to the role played by teams in the Chief Executive's Department and in particular, the teams now brought together as the Transformation and Change Team working in support of services across the Council. The Council has developed an enviable track record of project-based innovation and projects are delivered, monitored and concluded effectively. However, these successes have tended to be project-based and bound by time, scope and controls as well as being focused within individual departments or services.
- 10. The Council currently spends £4.4m from a combination of sources, including core revenue, reserves and capital funding to resource our corporate approach to transformation and change, ICT change, and programme and project management.
- 11. These functions were brought together under the leadership of a new Group Manager for Transformation and Change in October 2018 and temporary staffing arrangements were put in place.
- 12. What is apparent is that we have many of the key ingredients required to move forward. We have a number of highly skilled officers who have great knowledge and experience to shape, design and drive change across the Council. We also have some early examples of us starting to change our approach. The Council's new Digital Development Programme and Investing in Nottinghamshire Programme are illustrative of a more collaborative, corporate and smarter way of delivering change, but even these examples can be pushed further to be more transformative.

A New Approach

- 13. Given the context of ongoing financial pressures, increased and complex demand and changing resident expectations, a new model for transformation is proposed to support the organisation to move forward and build on our strong foundations.
- 14. The following 3 tier approach is proposed to reposition the Council and embed some of the features described above.
 - Tier 1 – Strategic review of outcomes (Achieve)
 - Tier 2 – Targeted cross cutting transformation reviews (Transform)
 - Tier 3 – Ongoing efficiency as part of continuous improvement (Save)
- 15. The Corporate Leadership Team is working collaboratively with Members and partners to review our data and intelligence to reframe our strategic outcomes. This will lay the foundations for a review of the Council Plan in 2021. A key part of this work is in cementing the County's position as a leading authority recognised by Government, partners and communities for providing excellent services, future proofed for a changing world.

16. To support the Council on this journey, it is proposed that a strategic partner is procured. It is envisaged that a partner would complete a series of deep dive diagnostics across service areas, working closely with Members and Officers. From that diagnostic phase, opportunities for cross cutting transformation will be identified and subject to Committee approval, transformation programmes will be initiated. A small number of targeted cross cutting transformation programmes, for example all age disability, and Special Educational Needs (including SEND transport) have been identified as possible areas for consideration early in the programme of work
17. A key feature and early deliverable of the external support would be to help redefine the Council's approach to intelligence and insight-led transformation and build a new model to move the organisation forward. A prerequisite would be to create internal capacity and capability so that the Council is self-sufficient and fit for the future. This will draw on the available resource in the Transformation and Change Team and help develop and build new skills, capacity and culture across the organisation to embed new and sustainable approaches. A new operating model and structure will be developed drawing on the insight, experience and practice of the partner we procure.
18. It is proposed that authority for developing the potential scope of the programme of work and providing oversight of the process to engage the external partner is delegated to the Section 151 Officer in consultation with the Deputy Leader. Reporting on progress and member oversight of the work programme undertaken by the external partner will be via the Improvement and Change Sub-Committee.
19. In the interim, it is proposed that the temporary staffing arrangements in place for the Transformation and Change team are extended until 30th May 2020. This will provide the opportunity for the new strategic partner to advise on best practice and assist with the development of a new model and approach for change and transformation. This will include identification of the necessary skills and capabilities required and a development plan to ensure that these are embedded within the Council.
20. To support the Council's new approach to transformation moving forward it is proposed to establish additional strategic intelligence, insight and policy capability to work alongside and advise the Corporate Leadership Team and senior members about potential opportunities to do things differently. This will include horizon-scanning and understanding changing demands, external context and potential impacts for Nottinghamshire; identification of best practice and alternative service models and analysis of their potential for application within the Council. This will underpin the next iteration of the Council Plan. It is proposed to establish a fixed term additional Executive Officer post within the Chief Executive's Office to provide additional capacity to fulfil this role whilst work is undertaken with the external partner to ensure this is embedded within the Council in the longer term.

Other Options Considered

21. The previous expectation that the operating model and structure for the Transformation and Change team would be submitted for approval in October has been reviewed and amended in light of the opportunity to engage with external support for advice on best practice and ensuring the model aligns with the organisation's revised approach.

Reason/s for Recommendation/s

- a. To seek approval for a new, intelligence and insight- led model of transformation
- b. To approve in principle the procurement of external partners to enable the Council to maximise the opportunities for and benefits from Council wide transformation and change
- c. Extension of the current temporary staffing arrangements until the end of May 2020 to seek external advice on the development of a new operating model and structure for transformation and change.
- d. Creation of additional strategic intelligence and insight capacity to advise senior officers and members about opportunities for further transformation and change to improve outcomes for local people.

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 £4.4m cost for funding resources referenced in point 10 varies from year to year depending on demand, but for 2019/20 this is made up of £1.386m from Revenue Budget, £2.365m from Capital Receipts, and £640k funded by Departments. At present there are no indicative figures for the procurement of external partners, this is dependent on the scoping of the requirements in preparation for going out to market. It is proposed this activity is delegated to Section 151 Officer in consultation with the Deputy Leader.

24. The costs associated with extending the current interim staffing arrangements will be under £4k to cover the honoraria being paid to two members of the team. This will be covered from the existing revenue budget. The additional fixed term post will cost in the region of £104k over a two-year period and will be funded from within the existing budget for transformation.

Human Resources Implications

25. It is proposed that the existing temporary staffing arrangements within the Transformation and Change Team are extended until 30th May 2020. Employees within Transformation and Change will be involved in the work with any external partner to identify new approaches and a new operating model for transformation. This will provide the opportunity for knowledge and skills transfer which will be part of the arrangements with any external partner. Employees and the recognised trades unions will be formally consulted as part of the process to develop the proposed new staffing structure. Any new structure and appointment to the fixed term Executive Officer post will be implemented in accordance with the Council's agreed employment policies and procedures.

Smarter Working Implications

26. A new approach to transformation and change will be designed to build upon and be consistent with the Council's smarter working objectives.

RECOMMENDATIONS

It is recommended that Policy Committee approves:

1. The launch of a new and ambitious model of transformation and change across the Council as set out in the body of the report.
2. The procurement of external partners as set out in the body of the report and delegates authority for this process to the Section 151 Officer and Deputy Leader.
3. The extension of the current interim staffing arrangements within the Transformation and Change team until 30th May 2020.
4. The establishment of a fixed term Executive Officer post, band D, within the Chief Executive's Office until 31st December 2021.

Councillor Reg Adair, Deputy Leader

For any enquiries about this report please contact: Sue Milburn, Group Manager, Transformation and Change

Constitutional Comments (KK 23/09/19)

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

Financial Comments (NS 08/10/19)

28. The report proposes extending interim staffing arrangements until 30th May 2020 at an estimated additional cost of less than £4,000 and an additional fixed term post with an estimated cost of £104,000 over a two-year period. This additional cost will be spread over financial years 2019/20 and 2020/21 and will be funded from the existing revenue budget allocation of £1.386 million.

29. The report also proposes the procurement of external partners to support the council in future transformation and change work. At present there are no indicative figures for the procurement of external partners, this is dependent on the scoping of the requirements in preparation for going out to market which is pending approval by this Committee.

HR Comments (MT 26/9/19) These are set out in the body of the report and confirm that employees will be involved in the development of new approaches and models and that they and the recognised trades unions will be formally consulted, and new approaches implemented in line with agreed employment policies and procedures. The fixed term post will be appointed to in line with the Council's agreed policies and processes.

Background Papers and Published Documents

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

- None

Electoral Division(s) and Member(s) Affected

- All

REPORT OF THE LEADER OF THE COUNTY COUNCIL

ENERGY STRATEGY FOR COUNTY OFFICES

Purpose of the Report

1. To seek approval for the energy strategy for the County Offices as set out in Appendix 1.

Information

2. At its meeting last month, Policy Committee approved the development of a corporate environment strategy and environmental policy for the County Council. As mentioned in that report, an energy strategy has also been developed with an annual energy consumption reduction target of 5% for the County Offices portfolio, which provides a foundation for considering more ambitious plans to reduce carbon dioxide emissions from the Council's buildings.
3. The Council's latest annual report submitted under the UK Carbon Reduction Commitment Energy Efficiency Scheme shows carbon dioxide emissions from energy use in the Council's buildings and street lighting have reduced by a further 21% from 2017-18 to 2018-19. Whilst the Council is already a strong performer in terms of managing energy and reducing its carbon emissions, this strategy is designed to provide a more focused and complementary effort in support of its broader energy management and investment activity.
4. The 14 key "County Offices" covered by this strategy represent about 40% of the Council's £2m direct spend on heating and powering its buildings.
5. The three broad areas of action to reduce energy consumption set out in the strategy are:
 - a. making changes to site operation and management;
 - b. raising staff awareness and engagement in energy saving behaviours; and
 - c. infrastructure investment in energy saving measures.
6. Site and portfolio level action plans embracing these areas are being developed following detailed energy audits. This approach could be extended to further sites in due course.
7. The strategy is a collaboration between catering and facilities management, who have budget and building management responsibilities for the 14 sites, and energy and carbon management, who manage the energy contracts and investments. To be fully effective the

strategy will require cross-service collaboration between building users, building managers and energy consuming services, such as ICT and catering.

8. Development of the strategy has also considered the merits of centralisation of wider energy and water budgets, which are currently devolved to service areas across Council departments. Work continues with those departments to identify the advantages and implications of any changes, although agreement in principle has now been reached with the relevant service areas.

Other Options Considered

9. Given the increasing costs of energy and environmental costs of carbon emissions, developing a more strategic and performance driven approach to managing energy in Council buildings is considered well worth doing. Not having such a strategy would risk a lack of focus and underperformance. It is considered that a strategy focusing on reducing energy use by 5% p.a. for the suite of 14 County Offices representing 40% of an approximate annual energy spend of £2m is a practical, achievable and worthwhile endeavour, which, if successful, could be expanded in its scope and level of ambition in due course.

Reason/s for Recommendation/s

10. The strategy contributes to the Council's objective to make efficient use of available resources and further enhances efforts to reduce greenhouse gas emissions from the Council's operations.

Statutory and Policy Implications

11. 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

12. The strategy is expected to make a positive contribution to mitigating the impact of rising energy prices. Investments in energy saving measures are expected to be fundable from existing budgets, but where this is not possible investments would be subject to consideration of business cases.

Smarter Working Implications

13. The strategy supports the Investing in Nottinghamshire programme principle that seeks to improve the Council's environmental impact through reducing the carbon footprint of the Council's estate. Infrastructure investment in energy saving measures will be considered in parallel with the Investing in Nottinghamshire programme so as to maximise complementarity.

Implications for Service Users

14. Through reducing energy consumption, financial resources can be freed up to support front line services.

Implications for Sustainability and the Environment

15. The strategy makes a positive contribution to addressing environmental and sustainability concerns.

RECOMMENDATION/S

1) That Committee approves the energy strategy for County Offices as set out in Appendix 1.

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: 0115 9774684

Constitutional Comments (SLB – 12/09/2019)

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

Financial Comments (RWK – 12/09/2019)

17. The report presents an energy saving strategy for County Offices which aims to reduce to reduce energy consumption by 5%. Current spending on energy at County Offices is estimated at £2 million. A budget reduction target of £100,000 per annum from 2019/20 has been included in the Council's MTFS.

18. It is expected that any investments required in energy saving measures will be funded from within existing budget allocations. Where additional funding is required business cases will be presented to committee seeking approval for additional funding.

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.

- Report to Policy Committee - Development of an Environment Strategy and Environmental Policy, 18 September 2019

Electoral Division(s) and Member(s) Affected

- All



Energy Strategy, County Offices 2019 - 2022

1. Aim

- 1.1 The aim of this document is to set out a strategic approach to achieve year on year energy consumption savings for the County Offices portfolio (14 key sites) up until 2021/22, which will help the Council to manage costs, protect against rising prices and reduce its greenhouse gas emissions. In the first year a reduction target of 5% has been set for the portfolio of buildings against a 2018/19 combined baseline for electricity and gas 7,431,657 kWh. This will be achieved through the actions outlined further below.

2. Background

- 2.1 The Council spends c. £2m p.a. on energy for heating and powering the buildings it uses. Of this, the suite of County Offices is responsible for about 40%. Energy prices continue to rise at above inflation rates, therefore reduction in consumption is considered essential to reduce pressures on energy budgets, which are currently devolved across numerous service areas. As part of the 2018-19 Options for Change process Members approved a proposal to develop this strategy alongside an exploration of the case to centralise gas, electricity and water budgets, combined with devolved accountability for performance.
- 2.2 This strategy contributes to the Council Plan commitment to spend money wisely and Place Department's commitment to reduce greenhouse gas emissions from the Council's buildings and street lighting, a measure included in its performance plan. Reporting this measure also satisfies the Government's recently introduced greenhouse gas emissions reduction pledge for the public sector. This has been introduced to further help the UK meet its international commitments on climate change and achieve its own increasingly challenging carbon budgets established under the 2008 Climate Change Act.
- 2.3 The actions outlined below build on and complement existing energy management activity to reduce consumption and manage costs. These can be delivered within existing resources but may lead to business case proposals for additional investment.

3. Scope

- 3.1 The strategy will be led by Place Department, primarily through collaboration between energy and carbon management, and catering and facilities management. The degree of success is also dependent on support from all departments, whose employees occupy the buildings, and service areas, such as ICT, which impact on the use of energy supplied to these sites.

3.2 The main aim of the strategy is to improve the energy performance of the following 14 key buildings.

UPRN	Site name and location
00735	Ashfield Area Office (Lawn View House), Sutton in Ashfield
00001	Chancery Lane, Retford
00029	County Hall, West Bridgford
00253	County House (Dale Close), Mansfield
00266	Meadow House, Mansfield
00743	Mercury House, Sherwood Business Park, Annesley
06452	Newark Touchdown, Newark
00761	Ollerton House, Sherwood Energy Village, Ollerton
00782	Piazza Building, Sherwood Business Park, Annesley
00726	Prospect House, Beeston
00263	Sir John Robinson House, Arnold
00759	Thoresby House, Sherwood Energy Village, Ollerton
00030	Trent Bridge House, West Bridgford
00760	Welbeck House, Sherwood Energy Village, Ollerton

3.3 This strategy initially covers a three-year period from 2019/20 to 2021/22. During this time consideration may be given to extending its scope to include water, more sites and a longer time scale with a more ambitious target.

3.4 Energy savings from this strategy will be achieved through 3 broad areas of activity: changes to site operation and management; employee awareness and engagement; and infrastructure investment, with a focus on activities giving quick wins and maximum impact.

3.5 Sites that are affected by planned changes to the Council's property estate are included in the strategy, but the approach to identifying and bringing forward projects for investment will be adapted accordingly in consideration of the timetable for accommodation changes.

4. Action Programme

4.1 The following activities represent the key elements that will result in action plans at both site and portfolio level. An outline timetable for these activities is set out in Appendix A.

Energy Audits

4.2 Energy audits will be carried out to develop an action plan for each site and to feed into portfolio/service level actions. The audits will include:

- A desk top survey, involving analysis of half hourly consumption data looking at 'out of hours' use, base loads and sample patterns against occupancy requirements.
- Walk around energy surveys involving site managers and other key employees as appropriate.

Site Action Plans

4.3 Based on the energy audits, site action plans will be drawn up embracing actions under the three areas of site operation and management, employee awareness and engagement, and infrastructure investment.

Site Operation and Management

- 4.4 Site operation and management will be reviewed against energy consumption patterns and temperature information, where available, and opportunities taken to reduce unnecessary consumption without detriment to occupancy comfort levels. This could result in changes to temperature settings; changes to heating control time settings; changes to occupancy times/opening hours; changes to times of operations, such as use of dishwashers; changes to settings for rooms housing ICT equipment; changes to lighting controls; etc.

Employee Awareness and Engagement

- 4.5 Employee awareness and engagement activity will look to save energy and reduce cost through changes in behaviour, primarily involving reducing and changing times of electricity use. The main aim will be to engage all employees in order that energy saving becomes a part of their normal day to day work, with the shared goal to reduce consumption and save costs. Actions may include campaigns such as a 4pm Power Down to reduce use of electricity at the most expensive time of day and overnight; labelling of switches that employees can turn off; pop-up energy surgeries at offices; and embedding energy awareness into induction activities and regular site communications.
- 4.6 Whilst the focus of this activity will be the County Offices portfolio, elements can easily be extended to engage staff across the Council using existing communication channels and with cross-departmental support.

Infrastructure Investment

- 4.7 The action plans for each site will not only identify low/no cost 'quick wins' but also higher cost measures with 10-year paybacks or less. Such measures can be financed through existing budgets, including the Council's zero-interest, revolving loan energy fund (LAEF Scheme), supported by Salix Finance, a body established by the Carbon Trust to reduce public sector carbon emissions. Examples of likely fundable measures are heating controls, LED lighting, lighting controls, and insulation.
- 4.8 As alluded to above, investment opportunities will be considered in conjunction with the Council's Smarter Ways of Working programme and asset management strategy.

Building Energy Management Systems (BEMS)

- 4.9 A project to upgrade and network BEMS covering most of the 14 county office sites is currently underway. This project will enable a greater control of the buildings' heating systems, especially when combined with the Council's energy consumption intelligence derived from half-hourly consumption data. This improved and centralised control will ensure the buildings can operate at maximum levels of efficiency, avoiding wasted energy and associated costs without detriment to occupancy comfort, and offers a quick return on investment.
- 4.10 The upgrade and networking works for the BEMS will be complete and commissioned by October 2019, so maximising the opportunity to positively impact on energy consumption during the coming heating season.

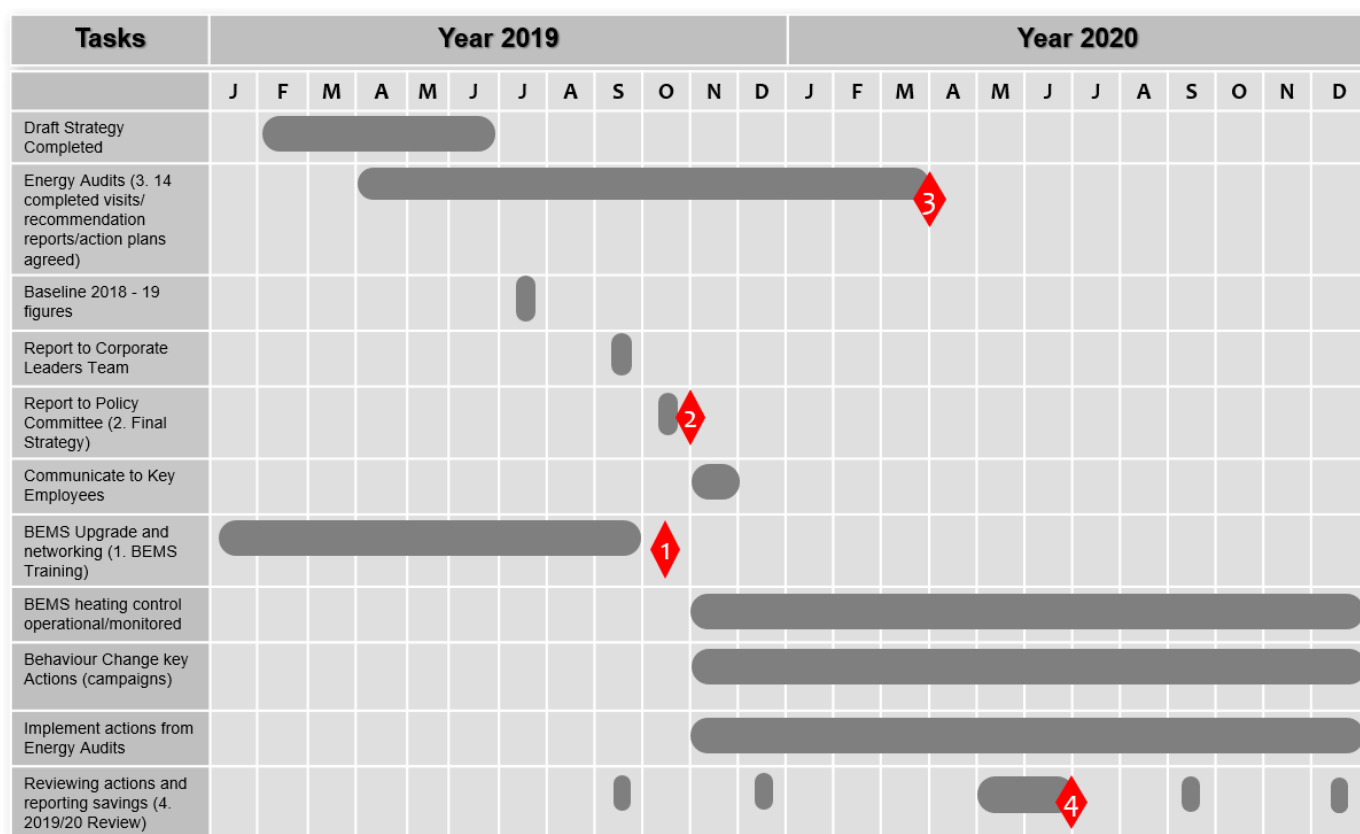
Training and Policy Development

- 4.11 Audits and employee engagement activities may identify energy-related training needs that can be fed into site/service training plans. An example could be training for site managers in use of the Council's energy manager web tool, which can be used to monitor energy consumption and identify potential opportunities to make savings. Similarly, it is likely that areas will be identified that may benefit from policy development, such as a thermal comfort policy or a supplementary heating protocol.

5. Monitoring and Reporting Progress

- 5.1 Baseline gas and electricity consumption and cost figures for 2018-19 have been determined for each site and for the portfolio, with performance to be monitored each month against the 5% consumption savings target. Baseline information is set out in Appendix B, which also includes baseline data for the previous year, 2017-18.
- 5.2 Performance reporting and monitoring will be undertaken through existing performance management arrangements. The energy and carbon management team will manage the collection of consumption and billing data, which will be available along with a range of reports via the Council's on-line energy manager portal. The team also manages a Display Energy Certificate (DEC) compliance service, and annual DEC ratings, included Appendix B, provide an additional and useful measure of a site's energy performance over time.

Appendix A. Energy Strategy Timetable 2019/20



Key

Milestone








































Task bar (approx. duration)



Appendix B. Baseline consumption and cost information

Table 1. Energy consumption and costs, 2018-19

Site	Electricity		Gas		Totals		Display Energy Certificate
	kWh	£	kWh	£	kWh	£	
County Hall	2,315,303	323,450	1,809,966	64,482	4,125,269 	387,932 	107 
Trent Bridge House	605,736	90,384	374,555	14,817	980, 291 	105,200 	100 
Meadow House	318,368	48,013	440,916	15,397	759,284 	63,410 	78
Sir John Robinson House	122,588	20,387	568,261	20,068	690,849 	40,455 	50 
Lawn View House	267,540	42,001	196,461	7,520	464,001 	49,521 	63 
Mercury House	277,573	42,747	48,078	2,380	325,651 	45,127 	152
County House	78,926	12,151	137,476	5,129	216,402 	17,280 	93 
Piazza Building	186,236	28,523	26,236	1,421	212,472 	29,944 	111
Chancery Lane	51,267	8,129	159,115	5,722	210,382 	13,851 	73
Prospect House	69,955	11,307	73,145	3,176	143,100 	14,483 	68 
Thoresby House*	131,399	20,777	N/A	N/A	131,399 	20,777 	54 
Welbeck House*	103,616	16,201	N/A	N/A	103,616 	16,201 	70
Ollerton House*	32,626	5,380	N/A	N/A	32,626 	5,380 	54
Newark Touchdown	8,727	1,292	7,879	571	16,606 	1,863 	N/A
Totals	4,569,860	670,742	3,842,088	140,683	7,431,657 	811,424 	1073
% reduction or increase from 2017 – 2018	- 6%	4%	-13%	-5%	-20%	2%	-2%

Note: arrows indicate a reduction (down) or increase (up) compared to 2017-18

Table 2. Energy consumption and costs, 2017-18							
Site	Electricity		Gas		Totals		Display Energy Certificate
	kWh	£	kWh	£	kWh	£	
County Hall	2,396,530	297,303	2,038,511	67,192	4,435,041	364,495	104
Trent Bridge House	684,950	94,370	654,846	20,805	1,339,796	115,175	115
Meadow House	323,883	44,172	441,347	14,482	765,230	58,654	78
Sir John Robinson House	130,181	19,753	593,952	20,053	724,133	39,806	57
Lawn View House	280,448	39,664	224,204	7,723	504,652	47,387	70
Mercury House	290,498	44,962	61,837	2,550	352,335	47,512	152
County House	95,087	14,013	141,936	5,039	237,023	19,052	94
Piazza Building	194,583	26,459	33,891	1,456	228,474	27,915	111
Chancery Lane	59,010	8,636	157,198	5,457	216,208	14,093	73
Prospect House	74,268	11,262	71,069	2,929	145,337	14,191	64
Thoresby House*	144,131	21,252	N/A	N/A	144,131	21,252	55
Welbeck House*	118,003	16,471	N/A	N/A	118,003	16,471	70
Ollerton House*	37,688	5,772	N/A	N/A	37,688	5,772	54
Newark Touchdown**	9,187	1,233	8,587	614	17,774	1,847	N/A
Totals	4,838,447	645,322	4,427,378	148,300	9,265,825	793,622	1097

Note: sites marked * are electrically heated; figures use invoice data; ** Newark Touchdown data is for Oct17 – Sep18, as only occupied part of 2017/18 financial year

REPORT OF THE LEADER OF THE COUNTY COUNCIL**CORPORATE PROPERTY TRANSFORMATION PROGRAMME****Purpose of the Report**

1. To provide an update on the delivery of Phase 1 workstreams and to seek approval for Phase 2 deliverables.
2. To seek approval to develop the County Council's corporate landlord model.
3. To seek approval for six monthly Property performance reports to be taken to Policy Committee from April 2020/21.

InformationPhase 1

4. In 2018, the County Council embarked on a Property Transformation Programme to drive improvements in the operation of our property services, which provide essential support to Council services, and to realign them to ensure maximum impact on investment and growth of the Nottinghamshire economy. The programme's first deliverable was the 2018 – 2023 Corporate Property Strategy approved by Policy Committee in October 2018.
5. Since then the programme has delivered a restructure of Property Services (Policy Committee approval in May 2019) which includes a new Group Manager Property Asset Management post (approved by Policy Committee in November 2018) and six new posts to boost surveying and project management capacity. Under the restructure, operational elements of property compliance work transferred to Arc Partnership. A Property Services Leadership Team has been formed to drive day to day improvements across all parts of the function and embed new performance indicators which will show the progress being made.
6. The programme has created, or updated, operational processes within Property Services and between Property Services and other agencies, such as Legal Services, to increase clarity, efficiency and effectiveness. A staff training programme commenced in June 2019 covering awareness of the Corporate Property Strategy and an understanding of how the Property Services teams – Strategy & Information, Estates Practice and Commissioning – would work together under the auspices of the new leadership team. Working together was the central theme of a whole service workshop on 1 July.
7. Ensuring that up to date and complete information and documentation for each Council property is held in P2, the Council's property and estates management database, and other network drives, has been progressed. This work continues (see Phase 2).

8. The transformation programme is being driven by two project managers, equivalent to 1 FTE, from the Council's Programmes & Projects Team, supplemented from September 2019 by a full time Programme Officer.

Phase 2

9. Property Services manages an estate of over 1,100 assets including schools, libraries, social care buildings, youth clubs, offices and smallholdings with a combined value of over £700m and an annual running cost in excess of £30m. It is also integral to the success of numerous multi-million pound change programmes affecting the estate. Thus far, the Property Transformation Programme has concentrated on the fundamental building blocks of strategy, governance, staff structure and capacity. It has also commenced essential improvements in operational procedures and information management and the creation of stronger team working, both within Property Services and with other parties, including Legal Services.
10. To achieve sufficiently high performance there is more to be done. Phase 2 will complete the P2 improvements and the development and use of performance indicators; deliver a more robust case management process; complete the Service Asset Management Plans which feed the Property Asset Management Plan; progress the corporate landlord model; and establish a quality assurance culture within Property Services which will include the auditing of operational processes.
11. Programmes & Projects (P & P) Team support will remain in place until the end of 2019/20 for all of the Phase 2 tasks, as approved by the Transformation and Change Governance Group, and further P & P resource will be sought to complete the Corporate Landlord model work, which is expected to run until March 2021.

a) Service Asset Management Plans

The Service Asset Management Plans (SAMP) are used to clearly articulate a service's property needs and allow the Council to develop a strategic approach to addressing a service's property asset requirements. The process was designed and commenced during Phase 1. Phase 2 will support the delivery of a number of SAMPs that will go through the Capital Asset Management Group for approval and will inform bids for capital investment and revenue spend.

b) Improved Property Services case management process

Property Services casework (lease completions, disposals, land enquiries, wayleaves, etc) is a significant workload requiring professional and systematic management to ensure the thorough and timely discharge of cases. Errors, omissions and delays can lead to additional work, avoidable cost and reputational damage. Better prioritisation, progress tracking and clearer allocation of responsibility at each stage will improve performance, increase efficiency and reduce delays and possible complaints. This task overlaps with data management cleansing.

c) P2 data management and maintenance

Work commenced under Phase 1 to ensure up to date and complete information and documentation for each Council property is held in P2, the Council's property and estates management database. The work includes an important revenue protection aspect. Once

cleansing has been completed, embedding a new data maintenance regime will prevent erosion. Reliable P2 information is necessary to deliver performance indicators and will open up greater possibilities for analysis and decision-making.

d) Transfer performance indicator reporting to business as usual

The mechanisms for producing performance indicators (PIs) on a periodic basis are being devised. The next stage is to transfer generating, collating and reporting the PIs to business as usual. It is proposed to bring a property services performance report to Policy Committee twice each year.

e) Audit the effectiveness of the Phase 1 operational processes

Under Phase 1 over twenty operational processes were created or updated. These included, setting up and reviewing leases and licences, managing properties which become vacant and deciding upon future use / disposal, and commissioning projects with Arc. Having a set of instructions is not the same as following them day to day. Ongoing quality assurance will be introduced which will include audits and actions agreed with the Property Services Leadership Team if compliance is faltering in any area. The creation of the operating model for developing capital schemes, tracking documentation has been devised to assist the primary parties - Strategy & Information Team, Compliance Team and Arc Partnership - to achieve transparency about progress. Feedback will be sought on the effectiveness of the documentation and improvements made where necessary.

f) Developing the corporate landlord model

The Corporate Landlord model consolidates all estate related budgets, decision making and activities to within a central team. Priority one of the Corporate Property Strategy is to re-introduce a Corporate Landlord model to proactively manage property and land at a corporate level and as a corporate resource taking into account our vision for the portfolio. The model is to be embedded across the whole Council and all departments are to use Property as the 'go to service' in all matters relating to land and property assets.

A key aspect of the model that has been identified for improvement is the Council's network of Nominated Property Officers, and Nominated Property Contacts at each of its sites, who are responsible for the day to day safety and basic maintenance. The effectiveness of this network and its interface with Property Services currently does not reflect the corporate landlord model approach. The existing model will be explored, and a new approach developed with key services.

Other Options Considered

Do Nothing

12. The lost opportunities will leave the performance of Property Services compromised, costing unnecessary time and effort to work around the unfixed problems. There would also be a level of safety, reputational and financial risk if the identified opportunities are not taken.

Task Property Services to deliver the changes without support

13. This could be considered. However, the group has little if any spare capacity and planning, driving and supporting change is the specialism of the Programmes & Projects Team. The level of P&P resource proposed is modest.

Reason/s for Recommendation/s

14. Property Services manages the Council's buildings and estate, a high value asset set in which many thousands of people work, learn and spend leisure time. Significant, largely structural, changes have already been made to improve the services. A second phase of support will enable process improvement and data cleansing to be completed and the additional opportunities listed above to be taken, drilling down into the operational sphere to deliver a range of fixes which will make Property Services better equipped to help the Council meet its ambitions.

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.

Data Protection and Information Governance

16. Should any of the proposed tasks be deemed to possibly have data protection implications, they will be subject to a Data Protection Impact Assessment.

Financial Implications

17. The improvements proposed will not incur additional net costs beyond the planning resources already approved.

Human Resources Implications

18. The improvements proposed will continue to progress the changing culture of Property services and their interaction with internal and external services, whom they engage with daily.

RECOMMENDATION/S

1. To approve the Property Transformation Phase 2 deliverables.
2. To approve the development of the council's corporate landlord model.
3. To approve the six monthly Property performance reports that will be presented to Policy Committee from 2020/21.

Councillor Mrs Kay Cutts MBE
Leader of the Council

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

Constitutional Comments (EP – 12/09/2019)

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

Financial Comments (RWK - 12/09/2019)

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

HR Comments (JP – 02/10/2019) There are no HR implications arising from this report

Background Papers and Published Documents

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

- October 2018 Policy Committee report (Corporate Property Transformation Programme)
- November 2018 Policy Committee report (Place Department Growth & Investment Refresh)
- December 2018 Policy Committee report (Corporate Property Transformation Programme)
- May 2019 Policy Committee Report (Corporate Property Transformation Programme)

Electoral Division(s) and Member(s) Affected

- All

REPORT OF THE LEADER OF THE COUNCIL

RENEWAL OF MANSFIELD BUSINESS IMPROVEMENT DISTRICT (BID) FOR 2020-2025

Purpose of the Report

1. This report provides members with an update on the Mansfield Business Improvement District achievements 2014-2019 and requests a decision on how to vote in the second 5-year period from 2020-2025 in the renew ballot.

Information

2. The Council Plan 2017-2021 'Your Nottinghamshire, Your Future' aims to make our County a great place to start and grow a business. Having attractive and economically vibrant towns is a priority for the Council. A Business Improvement District (BID) is a business led body formed to improve a defined commercial area. Legislation enabling the formation of BID's was passed in 2003. Working in partnership with town centre groups to co-ordinate activities and backing BID's, supports the realisation of theses strategic County Council priorities.
3. The Mansfield BID acts independently as the voice and champion of businesses within Mansfield town centre. It is run through a Board, supported by a BID team and led by a Chief Executive based at an office in Regent Street.
4. Mansfield's BID is due for renewal through a vote, to be held between the 27 September 2019 and 24 October 2019, with the result being announced on 25th October.
5. The BID has an ambition to make Mansfield a destination of choice, achieving this key strategic objective through:
 - a safer and more welcoming town centre
 - a clean, appealing and accessible town centre
 - place marketing, promotion and events
 - offering business, a voice and support
6. Through both the District and County Council and a close relationship with the businesses/levy-payers, themed meetings and regular Board meetings, the BID offers services such as: free Wi-Fi across the town centre; street cleansing and emergency washes; hanging baskets and planters; support to key events across the year; key gateway information support; a town patrol team; night time ambassadors; the business crime partnership and emergency liaison with the police regarding a range of town centre support; shopping guides and a loyalty card scheme and supporting individual businesses address their needs and issues.

7. To date, the Council has taken a seat on the Board, supported by officers from the Growth and Economic Development Team. This matter will be the subject of a report on appointments to Outside Bodies on this Committee's November agenda.

Business Plan 2020-25

8. In preparation for its renewal and the vote, the BID has prepared a Business Plan, based on performance to date and consultation with its levy-payers and statutory bodies. The consultation secured a 91% response rate, reflecting a range of requested priorities and ideas for the forthcoming 5 years of operation. The Board has agreed a series of commitments going forward under each priority, tackling what businesses see as the key issues in the town, summarised as follows:
- Tackling perceptions of crime and actual anti-social behaviour
 - An insufficient range of shops and too few customers
 - The generally poor quality and appearance of the retail units and the general shopping environment
 - The image of Mansfield locally - and wider
 - A lack of places to socialise, eat and drink and engage in non-retail activities
 - The need for greater promotion and a wider range of events in the town
9. Whilst not all these issues fall within the responsibilities and powers of the BID, the BID's ambitions and planned activities are shaped by these issues and reinforce the requirement for them to build on the strong working arrangements with its key partners across local government and other public and voluntary services. If the vote secures a further 5 years of activity, the BID will play a key role in championing the voice of businesses across the town centre.
10. Further details regarding the Mansfield BID, its defined area and Business Plan 2020-2025 are available online at: <https://www.mansfieldbid.co.uk>

Mansfield BID Renew Ballot

11. Nottinghamshire County Council is eligible to vote in the BID renewal ballot by virtue of it being the occupier of three properties.
12. Should the vote result in a continuation of the BID, an additional annual levy will be charged of between 0 and 2% of the Rateable Value, to pay for the BID's activities. 2% is the standard levy rate; 1% where discounted and 0% where the building is Listed, as is the case with one of the Council's properties.
13. Financially overall, this will see the levy increase the total business rates payments by an estimated £1,740 per annum. This will be met via the respective service area budgets.
14. In operational terms, the work of the BID relates to several County Council services, including highways and transport (directly and through Via), business support and regulatory services, rights of way, cultural services and crime and community safety. Co-ordination and support are facilitated through the Board member and officers.

15. Several wider town centre issues relate to the BID's activities and those of the Council. Mansfield District Council's submission to the Future High Streets Fund has been shortlisted for progression to the next stage of development, with a focus on revitalising several key sites within the town centre. On 6 September 2019, the Government announced that Mansfield (alongside Kirkby-in-Ashfield, Sutton-in-Ashfield, Newark-on-Trent and Stapleford) has been invited to develop proposals to secure up to £25M of investment through the development of a partnership-driven Town Deal. It is anticipated that the BID will be a stakeholder in both initiatives. The Council is an active partner in the development of both initiatives and further details are referenced under the Background Papers.
16. Given the above, it is proposed that the Council supports the continuation of the BID over the five years to March 2025, with the vote being delegated to the Corporate Director for Place in consultation with the Chairman of this Committee.

Other Options Considered

17. The Council may choose not to support the BID's renewal and withdraw from the Board and the influencing of its activities. However, as the ambitions of the BID align with those of the Council Plan and the Place Departmental Strategy, this option was discounted. Regardless of how the Council votes, the additional levy will still have to be paid by the Council if the outcome of the vote is the renewal of the BID.

Reasons for Recommendation

18. If the BID continues, there is an opportunity for them to work with the Council and its officers, and other partners to assist with each other's activities.
19. If the BID is not voted in, the Council and other partners have limited resources to deliver services currently provided by them.

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.

Implications for Sustainability and the Environment

21. The BID works to support a sustainable future for the town centre and a cleaner, healthier and more attractive environment.

RECOMMENDATION(S)

It is recommended that Policy Committee:

- 1) supports the renewal of the Mansfield Business Improvement District for a further five-year term

- 2) Delegates the authorisation of the Council's vote to be facilitated by the Corporate Director for Place in consultation with the Chairman of this Committee.

COUNCILLOR MRS KAY CUTTS MBE
Leader of the County Council

For any enquiries about this report please contact: Nicola M^cCoy-Brown, Growth and Economic Development Tel: 0115 977 2580

Constitutional Comments (KK - 13/09/2019)

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

Financial Comments (RWK 19/09/2019)

23. If the renewal of the Mansfield BID is approved the cost to the County Council of the additional levy is estimated at £1,740 per annum. As the BID has been in operation for a number of years existing budget provision is available to meet these costs.

Background Papers and Published Documents

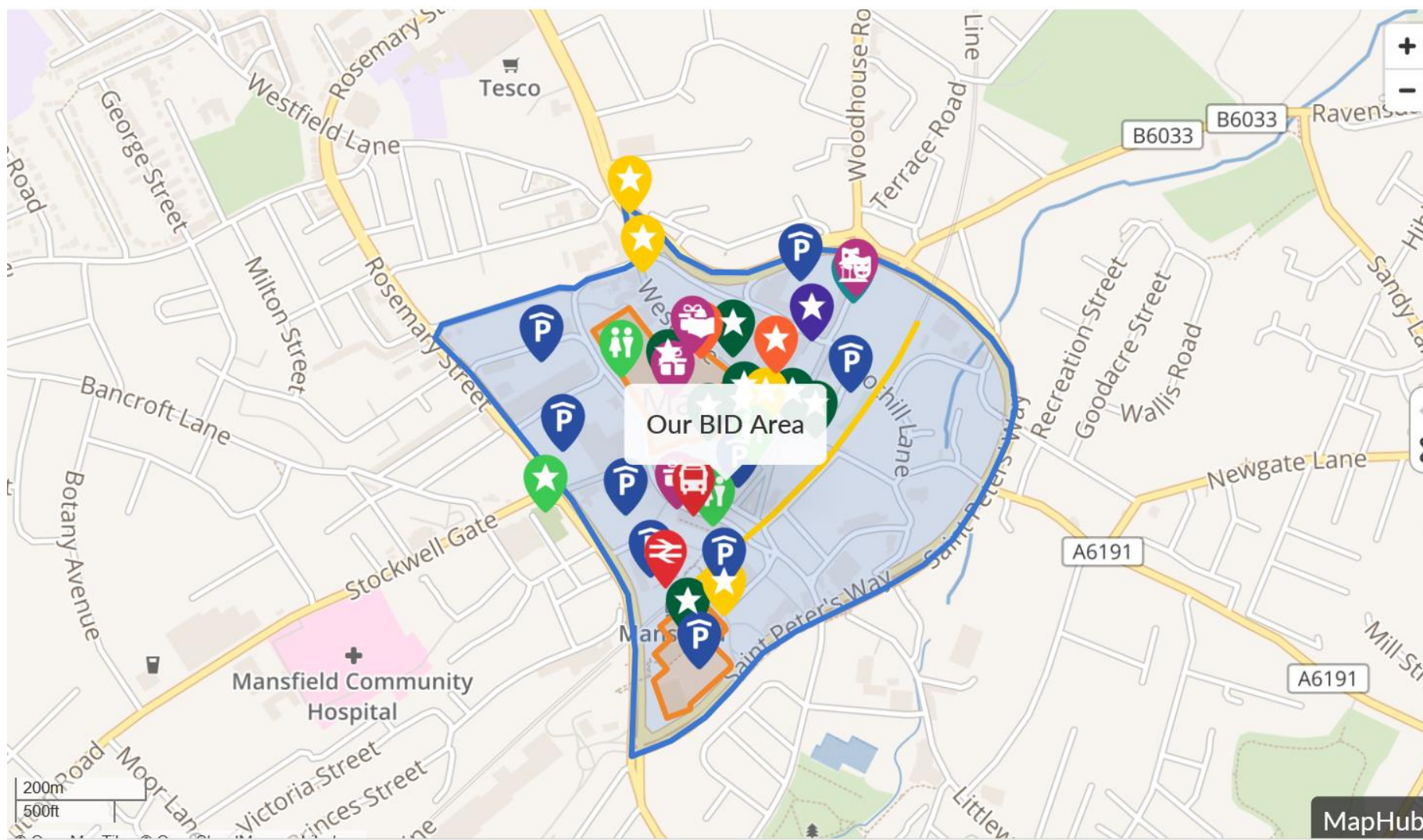
Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- Future High Streets Fund - <https://www.gov.uk/government/news/multi-million-fund-to-revitalise-country-s-high-streets>
- Towns Fund - <https://www.gov.uk/government/news/100-places-to-benefit-from-new-towns-fund>

Electoral Divisions

- All Mansfield Divisions

Appendix A: Mansfield BID Area map



Source: <https://www.mansfieldbid.co.uk/bid-area-map/>

REPORT OF THE LEADER OF THE COUNCIL**UPDATE ON THE WORK OF FUTURES GROUP****Purpose of the Report**

1. The purpose of this report is to provide an update on the work of Futures Advice, Skills and Employment (Futures Group) and the performance of the Enterprise Adviser Network. Peter Brammall, Chief Executive Officer of Futures Group, will attend the meeting to give an update on the work of his organisation.

Information

2. The Council Plan – Your Nottinghamshire, Your Future (2017-2021) makes specific reference to working in partnership with skills and employment practitioners to make sure that people can acquire the skills and qualifications they need to build a rewarding life and career.
3. Futures Advice, Skills and Employment (Futures Group) has a long history. Over twenty years have passed since futures Group was established by Nottinghamshire County Council. Founded on a combination of quality and enterprise, Futures Group place impact on individuals' lives and the strengthening of economies at the forefront of their activity. This was recognised in their ground-breaking Ofsted rating of Outstanding in 2017.
4. The two most salient approvals given by this Committee, happened in October 2017 and September 2018:
 - a) placing the political representation on the Futures Advice, Skills and Employment (Futures Group) company board with a combination of Members: one from Communities and Place Committee and one for Children's and Young People's Committee
 - b) allocating a £50,000 contribution (from 2019/2020 Growth and Economic Development Committee initiatives budget) to the countywide rollout of the Enterprise Advisor Network to give young people across Nottinghamshire (regardless background or where they go to school) a first-hand insight into the world of work and to help them shape their future.
5. Councillor Boyd Elliott and Councillor Phil Rostance were appointed as directors of Futures, Advice, Skills and Employment and sit on the Futures Board and the executive board. Nicola M^cCoy-Brown, Group Manager Growth and Economic Development will replace David Hughes on both the Futures Board and Executive Board.
6. Futures Group is in a strong financial position, with very healthy levels of reserves, ownership of premises and medium-term contracts secured. The company enjoys strong support from its owners, Nottinghamshire County Council and Nottingham City Council and provides a broad range of support for both areas across the advice, education, employment and skills

agendas. Recent diversification (which involved rebranding and restructuring), has offered many significant opportunities for the future.

7. Over the next few years, Futures Group wishes to grow further to establish an even greater impact on more people's lives and to work with a broader range of partners to achieve this. Peter Brammall was hired to replace John Yarham who announced in December 2018 that he was leaving to take up the role of Deputy Chief Executive at the Careers and Enterprise Company in London. Peter Brammall joined Futures Group as their Chief Executive Officer in May 2019. Peter brings a wealth of experience from across the education, skills and employment support sectors. Most recently this has included roles as Principal/CEO at two large further education colleges.
8. Peter will be presenting to Policy Committee and has produced a report on the work of his organisation (attached at **Appendix A**).

Other Options Considered

9. The 'do nothing' option was discounted because Nottinghamshire County Council is looking to build on the county's economic strength and stability. It will do this by working in collaboration with a range of partners to drive local economic growth through support for employment, skills, small businesses, high street and town centres. The careers and advice sector is ever-evolving and offering solutions and supporting Futures Group within that, means Nottinghamshire can stay one step ahead of the trend. Futures Group will achieve this by looking to the future and using their experience to ensure they are offering a full service that can help our residents, no matter what stage of life they are or what it was that prompted the individuals to get in touch with them.

Reasons for Recommendations

10. Nottinghamshire County Council provided skills advice and steer to the Derby, Derbyshire, Nottingham and Nottinghamshire Local Enterprise Partnership (D2N2 LEP) for the development of their 2030 Strategic Economic Plan and will increasingly work collaboratively with them as a key advisor and skills partner, helping them translate their skills vision into a Local Industrial Strategy (LIS). This work is on-going during 2019-2020. It is important that through the work of the Futures Group, Nottinghamshire's skills priorities are articulated in relation to careers advice, skills and employment and have relevance to the D2N2 wider economy. Meeting the recently appointed Chief Executive Officer provides the opportunity for Members to share their mission of raising skills levels to help drive enterprise, create more and better jobs and promote economic growth.

Statutory and Policy Implications

11. 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.

Implications for Sustainability and the Environment

12. Nottinghamshire County Council's strategic objectives are to maximise the impact of employment and skills policies and employer health and well-being and behaviour to support jobs and growth and secure a globally competitive skills base.

RECOMMENDATIONS

It is recommended that Policy Committee approves the following action:

- 1) That an update report is considered within 12 months and that this be included in the work programme.

COUNCILLOR MRS KAY CUTTS MBE
Leader of the County Council

For any enquiries about this report please contact: Nicola McCoy-Brown, Growth and Economic Development Tel: 0115 977 2580

Constitutional Comments (KK – 13/09/2019)

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

Financial Comments (SES 13/09/2019)

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

15. Nottinghamshire County Council has allocated £50,000 from the 2019/20 Growth and Economic Development Initiatives Budget to the countywide rollout of the Enterprise Advisor Network.

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
- *Futures Advice, Skills & Employment Governance Arrangements*, Report to Policy Committee, published 18 October 2017

Electoral Divisions and Members Affected

- All

Appendix A: Futures Advice, Skills and Employment Group – Update October 2019

Overview

1. Futures is an independent social enterprise, jointly owned by Nottinghamshire County Council and Nottingham City Council. An OFSTED 'Outstanding' provider, with a record of high-quality provision, Futures' primary objective is to address the employment and skills needs of residents, of all ages, in Nottingham and Nottinghamshire.
2. This is delivered principally through dedicated Information Advice and Guidance (IAG), skills training and employment support with individuals, in schools and working directly with businesses. Futures is a prime provider of the National Careers Service in the East Midlands. Its work with employers also includes delivering Apprenticeships through an Apprenticeship Training Agency (ATA); this enables local small and medium sized enterprises (SMEs) to upskill and access the benefits of recruiting apprentices, without the associated bureaucracy this can entail.
3. Futures' programmes are many and varied, albeit focus around
 - *Supporting individuals with multiple and complex needs to improve social inclusion;*
 - *Enabling people to enter work to reduce unemployment;*
 - *Supporting employers and employees to acquire the skills for work to increase productivity*

Impact Overview

4. Having spun out of the County Council 24 years ago, Futures has since diversified its funding sources and the County Council contracts for now account for less than 8% of total turnover. The success in leveraging additional funding into the area has been to the benefit of Nottinghamshire; **for every £1 directly provided by Nottinghamshire County Council, Futures has secured an additional £3.20 of external funding which directly benefits Nottinghamshire residents.**
5. In 2018-19 these additional advice, skills and employment support projects supported over **8,500 adults; 1200 children and young people and engaged more than 40 schools and 50 employers.**
6. Some of these projects are delivered in partnership with the Council (Troubled Families, Future Impact, IASS, the CEC Enterprise Coordinator Network), whilst others are independently funded and delivered, (National Careers Service, Alternative Provision, Employment Advisers in IAPT, ESF Community Grants, Levy and Non-Levy Apprenticeships, Adult Education).

Activity Synopsis

7. Futures' broad service offering means that it can support Nottinghamshire residents at all stages from school, through young adulthood and into employment and beyond. The following summary outlines the range of targeted services provided to Young People, Adults and Employers across Nottinghamshire during 2018/19:

Nottinghamshire Young People

- The Council delivers its responsibilities for maintaining low **Not in Education, Employment or Training** (NEET) levels via Futures, with the company maintaining details of the post-compulsory school destinations for every 16 and 17-year-old who is resident in the County. Futures' employees are seconded into the Council's Family Service, where they work with

those 8-18 year olds and their families displaying behaviours that require higher levels of intervention, including truancy, drug and alcohol dependency, offending, housing crisis and vulnerabilities that could lead to children and young people entering the care system.

- **Future Impact**, a Social Impact Bond, developed in partnership with the Council, supports 50 young people with greater complexity of need, to return to education or enter employment. Future Impact brought in around £80,000 additional income to Nottinghamshire in 2018-19, with a total of £400,000 additional funding over the next four years.
- **Information, Advice and Support Services (IASS)**, the Information, Advice and Support Services for Children and Young People with Special Educational Needs and/or a Disability (SEND) – this year IASS supported approximately 600 young people and their parents, who live in the county.
- **Alternative Provision project (AP)**. This year AP provided Careers and Employability support for 150 young people transitioning from Alternative Provision in the county. This is funded through a Department for Education grant worth over £200,000.
 - **CEC/Nottinghamshire County Council** funded **Enterprise Coordinator Network** is working with 44 schools in Nottinghamshire (against an overall target of 40) and 84% of targeted schools have engaged with an Enterprise Coordinator. This support and challenge activity has seen increasing levels of engagement and progress towards the Gatsby benchmarks for careers education and guidance, with significant growth over recent months in engagement from schools in the North of the county.
 - Futures' **Work Experience** service is delivering high quality work experience opportunities in 13 Nottinghamshire schools and supporting 1362 young people.

Nottinghamshire Adults

- **National Careers Service**, supported 7,200 adults to secure employment, develop their careers, or move into further education and training, with this provision valued at approx. £800,000 in Nottinghamshire this year.
- Futures' **D2N2 Community Grants programme**, has secured more than £300,000 ESF funding for Nottinghamshire residents which supported more than 230 people to achieve employment and learning goals.
- The ESFA funded **50+ Project** trials new approaches to supporting older employed and unemployed people to access retraining and gain new skills. The project supported 60 Nottinghamshire residents and 5 businesses this year.
- Futures' specialist advisers embedded within Improving Access to Psychological Therapies (IAPT) services provided employment-related advice and support to over 110 adults experiencing mental health challenges which presented a barrier to them returning to/remaining in employment.

Nottinghamshire Employers

- Our **Futures for Business** service supported 52 Nottinghamshire employers to deliver 79 apprenticeships to upskill their workforce and enhance productivity.
- Futures for Business helped another 434 Nottinghamshire residents to gain qualifications via pre-employment, Information and Communications Technology (ICT) and functional skills programmes.

2019/20 in Focus

8. Futures' aim for 2019/20 and beyond is to build upon the established track record of securing extra funding which directly benefits the employment and skills needs of Nottinghamshire residents and to go even further: helping more young people to raise their aspirations and

equip them to pursue their career goals; more people to benefit through accessing careers advice, securing new skills which help them into work; assisting more employers and SMEs through upskilling their workforces, particularly in growth/skills shortage sectors; and working with more people who require preventative support, who are marginalised or face challenges which, without early intervention, would prevent them from engaging and progressing.

9. Alongside the continued expansion of the scope and scale of the existing programmes outlined above, there are 3 priorities for Futures' new Chief Executive Officer in shaping the development of the Futures' service offering for Nottinghamshire residents:
 - a) ***Ensuring alignment between Futures' service development and the Council's strategic priorities is maximised.*** This will include mapping those priorities identified in the Council Plan, the Place Departmental Strategy Refresh (2019/20) and the Growth and Economic Development Skills and Employment Framework 2019-2021 and wider related strategies including D2N2 Strategic Economic Plan and the upcoming Local Industrial Strategy with the aim of jointly focusing available resources upon local priorities and working in partnership to target the development of additional activities which will secure relevant employment and skills outcomes.
 - b) ***Exploring ways in which the Council and Futures can leverage additional funding into the county in order to benefit more Nottinghamshire residents;*** this may include (i) securing European Social Funds (ESF) for deployment in the county, exploring the potential for using existing Council activities to fulfil 'match' requirements thus leveraging monies and activities which would otherwise be routed elsewhere; (ii) reviewing the potential for using the Teckal exemption in order to outsource suitable activities to Futures; (iii) exploring the potential for accessing unspent Levy funding in the county for the benefit of Nottinghamshire employers in a way which could persuade those previously not prepared to invest in this way, such as through the Apprenticeship Training Agency (ATA).
 - c) ***Develop, additional innovative advice, skills and employment projects which support the Council's strategic objectives and directly contribute to the skills and employment objectives in the Council Plan;*** examples currently under development include (i) hosting the Big Assembly, securing the participation of all Nottinghamshire schools, linked to National Apprenticeships/Careers Week; (ii) securing the location to the county of the nationally acclaimed School of Code, with a service proposition which equips young people with the skills to secure 'guaranteed' jobs in the digital sector, whilst also linking into schools; (iii) developing 'aspiration escalator' projects for skills in growth/shortage sectors, in line with the successful project developed by the CEC team in partnership with the NHS linked to GP shortages in the East Midlands; (iv) developing bespoke, flexible construction provision to ensure Nottinghamshire residents, particularly those in deprived communities, benefit from opportunities linked to key infrastructure developments, such as High Speed 2 (HS2); (v) developing a partnership which pilots an alternative delivery model for adult social care provision, aiming to break the cycle of low margin, low investment and high agency costs; (vi) securing Derbyshire and Nottinghamshire Collaborative Outreach Programme (DANCOP) funding to target young people in areas of deprivation, who are less likely to move on into FE and HE.

REPORT OF THE LEADER OF THE COUNCIL**VICTORY IN EUROPE DAY COMMEMORATIONS 2020****Purpose of the Report**

1. To consider the County Council's proposals to commemorate VE (Victory in Europe) Day 75 as outlined in Appendix A to this report.
2. To seek approval to commit up to £65,000 towards the 'VE Day 75 Commemorations' being planned and delivered during May 2020.

Information

3. The UK government announced on June 7th, 2019 that the Early May Bank Holiday 2020 is to move from Monday May 4th to Friday May 8th to celebrate the 75th anniversary of VE Day.
4. The 8th of May 1945 was the day peace emerged after nearly six years of war. The 75th anniversary on 8th of May 2020 represents an important milestone in Europe's history, with national significance. VE DAY 75 will cover the weekend of 8th -10th of May 2020, and will be a county celebration of peace, a time to remember, reflect and pay tribute to the 'Golden Generation', people over 90 years old, who played such a vital part in achieving this peace.
5. This includes the Armed Forces personnel from many countries who gave their lives, and those who returned home injured body and mind; the hard-working women and men whom kept the factories, mines and farms operating throughout the years of turmoil. The police officers, doctors, nurses, firemen, local defence volunteers, ARP wardens and many others who put their lives on hold to safeguard the home front are also recognised.
6. Working in partnership with The Nottinghamshire Lieutenancy, Southwell Minster, 7 Infantry Brigade, Rufford Country Park (Parkwood Leisure) and community organisations across the county, the programme in Appendix A to this report is being developed.
7. The National commemorations will be coordinated by The Queen's pageantmaster. Activities include:
 - The playing of Battle's O'er & VE 75 Years;
 - The Nations Toast to the Heroes of WW2;

- The Cry for Peace, around the world;
 - Churches & Cathedrals ringing out for peace;
 - Street parties and parties in pubs, clubs and hotels, on town and village greens and in halls; and
 - Services commemorating and celebrating in churches, including the reading of the Tribute to the Millions and playing of the Last Post.
8. The National beneficiary charity is the Soldiers', Sailors', Airmen's & Families Association, SSAFA the Armed Forces Charity, which also supports the Merchant Navy. All proceeds raised by the nation will support care for all members of the Armed Forces Community and their dependents.
9. Three months after VE Day the Second World War came to an ultimate end in the far east. The County Council is working with partners to develop an appropriate commemorative programme to recognise this important event. The 75th anniversary of VJ Day will fall on 15 August 2020, and will afford the county in line with national guidance an opportunity to honour those of the 'forgotten Army' that served and the many who lost their lives.

Other Options Considered

10. None

Reason/s for Recommendation/s

11. That the County Council communicates its intention to support the VE Day 75 National Anniversary with a programme of events over the Early May Bank Holiday period.

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. The direct cost to the County Council associated with activities detailed in the report and appendix will be up to £65,000. It is anticipated that the costs will be met from the Contingency Budget. If approved, this use of contingency will be reported in the next Financial Monitoring Report submitted to Finance & Major Contracts Management Committee.

RECOMMENDATION/S

- 1) To agree to the development of proposals for the VE Day 75.

- 2) To make a request to Finance & Major Contracts Committee to approve up to £65,000.
- 3) That future updates on this area of work are made to the Communities and Place Committee.
- 4) That appropriate publicity be undertaken as part of the programme of events.

Cllr Mrs Kay Cutts MBE
Leader of the Council

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

Constitutional Comments (KK – 13/09/2019)

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

Financial Comments (SES – 13/09/2019)

15. The financial implications are set out in paragraph 12 of the report. The direct cost to the County Council associated with activities detailed in the report and appendix will be up to £65,000.
16. As there is no existing budget allocation to meet these costs it is requested that Finance and Major Contracts Management Committee approve that these costs are met from contingency.

Background Papers and Published Documents

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

- 'None' or start list here

Electoral Division(s) and Member(s) Affected

- 'All' or start list here

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Appendix a - VICTORY IN EUROPE DAY COMMEMORATIONS 2020

Information



1. This appendix sets out in broad terms what is currently being proposed to commemorate the 75th Anniversary of Victory in Europe Day.

Date	Venue	Times
Friday 8 th May 2020	Rufford Abbey Country Park	10:00 – 22:00hrs
Saturday 9 th May 2020	Rufford Abbey Country Park	10:00 – 22:00hrs
Sunday 10 th May 2020	Southwell Minster	09:30 – 11.30hrs

2. Proposed activities will consist of:

Friday 8 th May	
10:00 – 16:00hrs	Exhibitions, static displays by local history and historical societies and groups. Telling the rich history of Nottinghamshire, The Commonwealth and our Allies.
10:00 – 22:00hrs	Golden Generation VIP area. Paying tribute to those that gave so much to ensure we all enjoy the freedom we have today, including:
15.00hrs	The Nations Toast to the Golden Generation - Cream Tea and a glass of bubbles.
18.55hrs	A Cry for Peace Around the World – in-line with the Nations Tribute
19.00hrs	Ringling out for Peace – in-line with the Nations Tribute
Saturday 9 th May	
10:00 – 16:00hrs	Military displays and exhibitions - Army, Navy and Air Force demonstrations of modern equipment.
14:00 – 18:30hrs	Concert - to include a military band, 'big band' sound, and a Vera Lynn, Gracie Fields or George Formby 'sing along'.
19:15 – 21:30hrs	Film showings - Appropriate and age friendly films from the following - Bridge too Far, Dunkirk (2017), The Imitation Game, The Longest Day, Pianist or Great Escape.
Sunday 10 th May	
09:30 – 11.30hrs	A service of peace, reflection and commemoration, and a reading of the 'Tribute to the Millions & playing of the Last Post'

3. Other proposals being considered include a flypast by the Battle of Britain Memorial Flight or the Royal Air Force Red Arrows Display Team.

REPORT OF THE LEADER OF THE COUNCIL

5G TESTBEDS AND TRIALS PROGRAMME

Purpose of the Report

1. The purpose of this report is to inform Policy Committee of the two consortium-led concept proposals to Governments 5G Testbeds and Trials Programme.

Information

2. The Council Plan, *Your Nottinghamshire, Your Future* (2017-2021), prioritises improving broadband services by completing the roll-out of a fibre-based digital network and creating the environment to support the next generation of fixed and mobile digital connectivity. The Council understands the importance of maintaining and improving the county's infrastructure; be that roads, transport or broadband. All three are essential ingredients for providing residents and businesses with improved access to markets to achieve economic growth and increase productivity. It is well known that digital technologies offer great promise to transform economies and societies, creating new opportunities for better service delivery in health, education and social protection.
3. It is a testament of the excellent public-private partnership, coupled with the Council's 'open for business' collaborative approach, that for the past eight years Nottinghamshire has been able to lay claim of maintaining the East Midlands vanguard position for the percentage of full and partial fibre-based broadband availability. We continue to have strong foundations on which to build. On 23 September, there was cross party support for our approach to digitally enabled transformation by the Council's Improvement and Change Sub-Committee.
4. In the Autumn Statement 2016, the Government announced its intention to invest in a nationally coordinated programme of 5G testbed facilities and trials, as part of over £1bn of funding announced to boost the UK's digital infrastructure.
5. The 5G Testbeds and Trials Programme at the Department for Digital, Culture, Media & Sport (DCMS) was set up as a centre of excellence in 2017, to press forward the work in this area. The Programme aims to encourage and fund the creation of a series of Testbeds and Trials in a range of geographic and markets to explore the benefits and challenges of deploying 5G technologies.
6. On 14 November 2018, Policy Committee received a report which set out Nottinghamshire County Council's plans to participate in the connected and autonomous vehicle (CAV) revolution. Since then, we have been exploring how the Council can create an environment that encourages private sector innovations that facilitate the testing and integration of

autonomous vehicles on Highways and within other strategically important activities, such as the visitor economy.

7. On 27 August 2019, Government reopened the 5G Testbed and Trials grant funding competition. Having reviewed the guidance and attended a DCMS-led briefing event, a submission to this Programme in collaboration with our two local universities, is proposed. This will help the Place Department bring forward up to two concept projects.
8. The Programme is split into two grant funding competitions: Industrial and Rural Connected Communities. In recognising the conflict between commercial sensitivity and a competitive process, only the headline overviews are being shared in this public report, as follows:

Industrial

- a) Focused on trialing CAV's to improve connectivity to a business park, building 5G infrastructure, utilising a planned minibuss network and connecting people from the main bus corridors to employment opportunities.

Rural Connected Communities (RCC)

- b) Focused on trialing 5G technology in a forest setting, testing virtual and augmented reality on tour buses and connecting visitors to strategically located tourist attractions in Nottinghamshire. The use of a dedicated bus is envisaged, which would see travel between the main bus corridors and attractions.
9. Both submissions require bringing relevant partners together. By building upon the contacts from the September 2018 event, the two consortiums will involve at least one business, a mobile network operator, a CAV manufacturer and the Universities.
 10. To ensure the consortium stands every chance of hitting the tight submission deadlines, in the event of consortium members not having the capacity to write the bid submission, an expert bid-writing firm may need to be commissioned.

Other Options Considered

11. In November 2018, Policy Committee mandated Officers exploring external funding as a possible match-funding source for concept projects. Further, the DCMS Briefing Event confirmed that both proposals would have a high possibility of being shortlisted for the next stage. For these reasons, the 'do nothing' option was discounted.

Reason for Recommendations

12. The output from last year's Adapting to CAV event confirmed participating collaborators (public, private and academia), under the strong leadership of Nottinghamshire County Council, are well placed to bid for Government and external funding investment. The 5G Testbeds and Trials Programme is a route to obtaining funding to address smart local highways and autonomous vehicles opportunities and challenges.

Statutory and Policy Implications

13. 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

14. Whilst there are no financial implications arising from the recommendations of this report. In the unlikely event of needing to commission a bid-writing firm, it is anticipated that the Council would contribute up to a maximum ceiling of £10,000 towards the costs of both funding submissions. Costs would be met from 2019/20 Broadband Programme staffing and initiatives budget.

Implications for Sustainability and the Environment

15. One of the key activities detailed in the Place Departmental Strategy (2019-2021) is reviewing our current public transport network arrangements and developing new solutions to support public access to sustainable transport. Alongside car makers and technology firms, we are determined to get autonomous and sustainable technology onto our roads. This will contribute to improving air quality and will encourage the use of alternative modes of transport throughout the county.

RECOMMENDATION

1. It is recommended that Policy Committee agrees:
- a) to commission appropriate external bid writing support
 - b) to bring a further report in the event of either or both concept proposals being invited to the interview stage.

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, Tel: 0115 977 2580

Constitutional Comments (AK - 19/09/2019)

16. The recommendation falls within the remit of the Policy Committee under its terms of reference

Financial Comments (SES - 18/09/2019)

17. The financial implications are set out in paragraph 12 of the report. The balance of the Broadband Reserve is currently £95,665 and is to be utilised for Broadband staffing and project costs.

Background Papers and Published Documents

- *An Update on The Cross Council Digital Programme – Improving Customer Experience Through Digital Developments*, Report to Improvement and Change Sub Committee, published 23 September 2019
- Details on the 5G Testbeds and Trials Programme, published 23 July 2018 and last updated on 27 August 2019, is available online at: <https://www.gov.uk/government/collections/5g-testbeds-and-trials-programme>
- Place Departmental Strategy available online at: <https://www.nottinghamshire.gov.uk/media/1739235/place-departmental-strategy-2019-2021.pdf>
- *Future Technology – Transport and Connectivity*, Report to Policy Committee, published 14 November 2018

Electoral Division(s) and Member(s) Affected

- All

REPORT OF LEADER OF THE COUNTY COUNCIL**GEDLING ACCESS ROAD (GAR) – LAND ACQUISITIONS****Purpose of the Report**

1. To seek approval to the acquisition of land required for the Gedling Access Road on the terms as set out in the exempt appendix relating to 0.005 acres of land at 6 Chartwell Grove, Mapperley, 0.120 acres of land at the walled garden and woodland on land east of Gedling House off Wood Lane, Gedling and 0.152 acres of Crown land off Mapperley Plains.

Information

2. This report contains an exempt appendix, which is not for publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended) (Information relating to any individual and the business affairs of a particular person (including the authority holding that information)). The exempt appendix provides details of the terms agreed with private landowners and forms part of confidential negotiations and disclosure of this information would not be in the public interest. To disclose this financial information would prejudice the parties' commercial interests and those of third parties.
3. In addition, terms have been agreed in accordance with the Ministry of Housing, Communities and Local Government (MHCLG) guidance in respect of factors for an acquiring authority to consider when offering compensation in advance of a Compulsory Purchase Order. Section 3 of this guidance provides that an acquiring authority should consider the costs of order promotion and dealing with objectors in seeking to reach early agreement. In reaching agreement, assumptions have been made regarding potential future heads of claim that are not capable of assessment at the date of this report. In the event an order is made and confirmed compensation will be assessed with strict adherence to the matrix of enactments and case law that make up the compensation code. Disclosing the exempt appendix could prejudice the position of the County Council as acquiring authority and would therefore not be in the public interest.
4. At locations where the County Council may potentially deliver a large-scale transport improvement in the future, the County Council can 'safeguard' the land along the alignment of its potential route to protect the route from future development that may prevent the scheme from progressing. In this case, the County Council has been safeguarding proposals for a Gedling village bypass for over 50 years. The Gedling Access Road forms part of proposals for the A612 Nottingham Eastern Outer Loop Road which has, with the exception of the eastern most section around Gedling village, been successfully completed by the County Council. The Gedling Access Road will connect directly to the most recently constructed phase (the Gedling Major Integrated Transport Scheme) which opened to traffic in 2007.

5. The role of the Gedling Access Road is twofold. Primarily, the new road will enable the sustainable redevelopment of the former Gedling Colliery site for mixed-use purposes by providing safe and adequate access to the proposed residential, employment and community related uses proposed for the site. Secondly, it will also provide a 'bypass' around Gedling, providing improved connectivity to the wider road network. In doing so, the Gedling Access Road will ease traffic congestion on other roads surrounding the former colliery site that at present are either at or nearing capacity.
6. The Gedling Access Road is being delivered by the County Council in partnership with Homes England, Gedling Borough Council and Keepmoat Homes Limited (housing developer for the Chase Farm site). At its Full Council meeting in February 2014 the County Council resolved to incorporate funding of £5.4m into its capital programme to support the delivery of the Gedling Access Road.
7. The Compulsory Purchase Order and Side Roads Orders (together these are the "Orders") required to deliver the Gedling Access Road were made by the County Council on 25 October 2018, there was a 6-week period within which affected or interested parties could make representations in objection to the Orders, this expired on the 21 December 2018.
8. In total nine objections were received to the Orders and in response to the objections received, the County Council on 18 February 2019 prepared and submitted the Statement of Case to the Inquiry in its capacity as acquiring authority pursuant to Rule 7 of the Compulsory Purchase (Inquiries Procedure) Rules 2007 (2007/3617). On 26 February 2019 National Transport Casework Team (NTCT) advised the County Council that Inspector J Wilde had been appointed to open the Inquiry at 10am on Tuesday 11 June 2019 with an expected duration of 5 days.
9. Objections were all withdrawn in advance of the Inquiry being formally opened. Accordingly, the Planning Inspector confirmed that all the statutory objections had been satisfactorily resolved and therefore decided there was no need to proceed with the Public Inquiry. It is expected that this will enable a positive decision to be issued that will enable the Orders to be confirmed.
10. The County Council have been advised to expect to receive confirmation of the Orders within 10 weeks of the associated Exchange Land Certificate being issued by the Secretary of State for Housing, Communities and Local Government, this is required as common land on the periphery of the County Park is included in the Orders. Confirmation of the grant Exchange Land Certificate was received by the County Council on 26 September 2019 and the County Council is seeking an update on the status of the Orders.
11. In accordance with guidance published in 2018 (updated from 2015 to reflect legislative changes and case law) by the Department for Housing, Communities and Local Government, the County Council has consulted with stakeholders during the process and are seeking to acquire the necessary land and rights by agreement where possible.
12. The MHCLG guidance provides that where land and rights are purchased by agreement the acquiring authority should pay compensation as if the interest has been compulsorily acquired. The valuations have been prepared in accordance with Rule 2 of Section 5 of the Land Compensation Act 1961 and the professional standards to the Royal Institution

of Chartered Surveyors: RICS Valuation – Global Standards 2017 and the RICS Valuation – Professional Standards UK (January 2014, revised April 2015), commonly known together as the red book. The level of payment offered has also taken into account the accepted compensation principles running through Compulsory Purchase Order legislation.

13. Homes England as part of its funding agreement with the County Council is making £7m available to draw down funds for land acquisitions as they progress that is drawn down as land purchases are agreed and approved.
14. Without acquiring these parcels of land, either through agreement or via the CPO process, the proposed works cannot be delivered. Previous Committee approvals stipulate that wherever possible; land will be acquired by agreement and early access to the land will enable site clearance works and landscaping to be implemented to help mitigate the impact of the Gedling Access Road during construction and its operation.

Chartwell Grove, Mapperley

15. 6 Chartwell Grove situated at the head of Chartwell Grove in a good-sized level garden plot of approximately 999 sq. metres (0.247 acres). The north western boundary of the property plot is to Mapperley Plains which is a busy traffic access route. The Gedling Access Road will run to the south west of Chartwell Grove and a small triangular area of land at the rear corner of the garden plot is required for the delivery of the Gedling Access Road, the area of land being acquired is currently in use as road verge but is part of the formal garden plot to the property and equates to 20sq metres (0.005 acres).
16. Currently the aspect of the property is over open space at the rear. Following the construction of the Gedling Access Road the boundary the new carriageway will be c.22m from the rear elevation of the house. The boundary treatment alongside the Gedling Access Road will comprise a landscaping buffer and close board noise attenuation fence which will abut the highway verge. The existing timber fence boundary to the property will remain in place.
17. The area of land required on the site of 6 Chartwell Grove is shown on drawing HW00590/308 and a location plan of the site on HW00590/309.

Walled Garden and Woodland to the east of Gedling House

18. The walled garden and adjacent woodland is situated to the east of Gedling House that is accessed via Wood Lane in Gedling.
19. The area of the site in its entirety is approximately 2.15 acres and the acquisition of land required for the delivery of the Gedling Access Road is 0.120 acres. The acquisition includes a licence for the County Council to access land temporarily to undertake repairs to the walled garden in accordance with the planning permission granted and to rebuild the eastern wall of the walled garden plus a retaining wall required to support the Gedling Access Road due to the level differences between the new road and the residual area of the plot.
20. The area of land required from the walled garden and woodland to the east of Gedling House is shown on drawing HW00590/287 and a location plan of the site on HW00590/288.

Crown Land off Mapperley Plains

21. The Crown land is designated plot 8 in the Nottingham County Council (Gedling Access Road) Compulsory Purchase Order 2018 and forms part of an accessway to Chase Farm. Plot 8 forms part of title NT239555 that reverted to the Crown by way of escheat after the dissolution of Standen Homes. The title comprises two narrow strips of land either side of the Chartwell Grove estate and is land that remained in the ownership of the developer following the disposal of the housing units.
22. The strip of land forming part of the accessway to Chase Farm has an area of approximately 338 sq. metres (0.084 acres). The strip to the north east is a public footpath (Carlton Footpath Number 1) and has an area of approximately 279 sq. metres (0.069 acres). Compulsory Purchase Powers cannot be exercised in respect of the Crown Estate and the acquisition of this land in its entirety must be agreed.
23. The acquisition of the land that forms part of Carlton Footpath Number 1 would be retained by the County Council as part of its Rights of Way network. The top section of the accessway (13 sq. metres) is required for the Gedling Access Road and the residual length of accessway to the Chase Farm would be retained with future options for its development or disposal considered once construction works for the Gedling Access Road are fully completed.
24. The total area of Crown land off Mapperley Plains required is 617 sq. metres (0.152 acres) as shown on drawing HW00590/284 and a location plan of the site on HW00590/285.

Other Options Considered

25. To leave the acquisition until the Compulsory Purchase Order is confirmed, this adds an element of uncertainty as to the level of compensation due to the landowner should the Compulsory Purchase Order be confirmed. There are no other options for the acquisition of the Crown land except by agreement as it is not possible to exercise Compulsory Purchase powers on the Crown Estate.

Reason/s for Recommendation/s

26. To secure the land necessary to deliver the GAR in a timely and cost effective manner.

Statutory and Policy Implications

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

Finance Implications

28. This land acquisition will be funded from an external grant.

RECOMMENDATION/S

It is **recommended** that:

- 1) That approval is given to the acquisition of land required for the Gedling Access Road on the terms as set out in the exempt appendix relating to 0.005 acres of land at 6 Chartwell Grove, Mapperley, 0.120 acres of land at the walled garden and woodland on land east of Gedling House off Wood Lane, Gedling and 0.152 acres of Crown land off Mapperley Plains.

Councillor Mrs Kay Cutts
Leader of the County Council

For any enquiries about this report please contact:

Mike Barnett, Team Manager Major Projects and Improvements (Via East Midlands)
T – 0115 977 3118

Constitutional Comments (CJ - 19/09/2019)

29. The recommendation falls within the remit of Policy Committee under its terms of reference.

Financial Comments (GB - 19/09/2019)

30. The costs associated with the purchase of land set out in this report will be funded from the £40.9m Gedling Access Road capital budget which is already included within the Communities and Place capital programme

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.

- Communities and Place Committee Report dated 4 July 2019
Gedling Access Road – Progress Report
- Finance and Major Project Committee Report dated 14 February 2019
Gedling Access Road – Update Report
- The Nottinghamshire County Council (B684 to A612 Link Road) A6211 Gedling Access Road (Side Roads) Order 2018 and The Nottinghamshire County Council (Gedling Access Road) Compulsory Purchase Order 2018 – Available at:
www.nottinghamshire.gov.uk/GAR
The Order can be found on the above link, together with the statement of case, proof of evidence and core documents produced for the Public Inquiry
- Communities and Place Committee Report dated 8 March 2018 – Scheme Update
Gedling Access Road – Scheme Update
- Transport and Highways Committee Report dated 16th March 2017
Gedling Access Road – Scheme Update, Compulsory Purchase Orders and Side Roads Orders
- Finance and Property Committee Report dated 19th September 2016
Gedling Access Road - Scheme Update and Funding Agreement

- Transport and Highways Committee Report dated 21st September 2016
Gedling Access Road – Scheme Update, Compulsory Purchase Orders and Side Roads Orders
- Greater Nottingham (Broxtowe Borough, Gedling Borough, Nottingham City) – Aligned Core Strategies Part 1 Local Plan – Adopted September 2014
- Finance and Property Committee Report dated 24 March 2014
Gedling Access Road, Scheme Development and Funding Agreements
- Report to County Council dated 27 February 2014
Capital Programme 2014/15 to 2017/18
- D2N2 Local Growth Fund – Local Assurance Framework – Available at:
http://www.d2n2lep.org/write/Local_Assurance_Framework_final_version.pdf

Electoral Division(s) and Member(s) Affected

Arnold North	Councillors Pauline Allan and Michael Payne
Arnold South	Councillors John Clarke and Muriel Weisz
Carlton East	Councillors Nicki Brooks
Carlton West	Councillors Errol Henry and Jim Creamer
Calverton	Councillor Boyd Elliott
Newstead	Councillor Barnfather



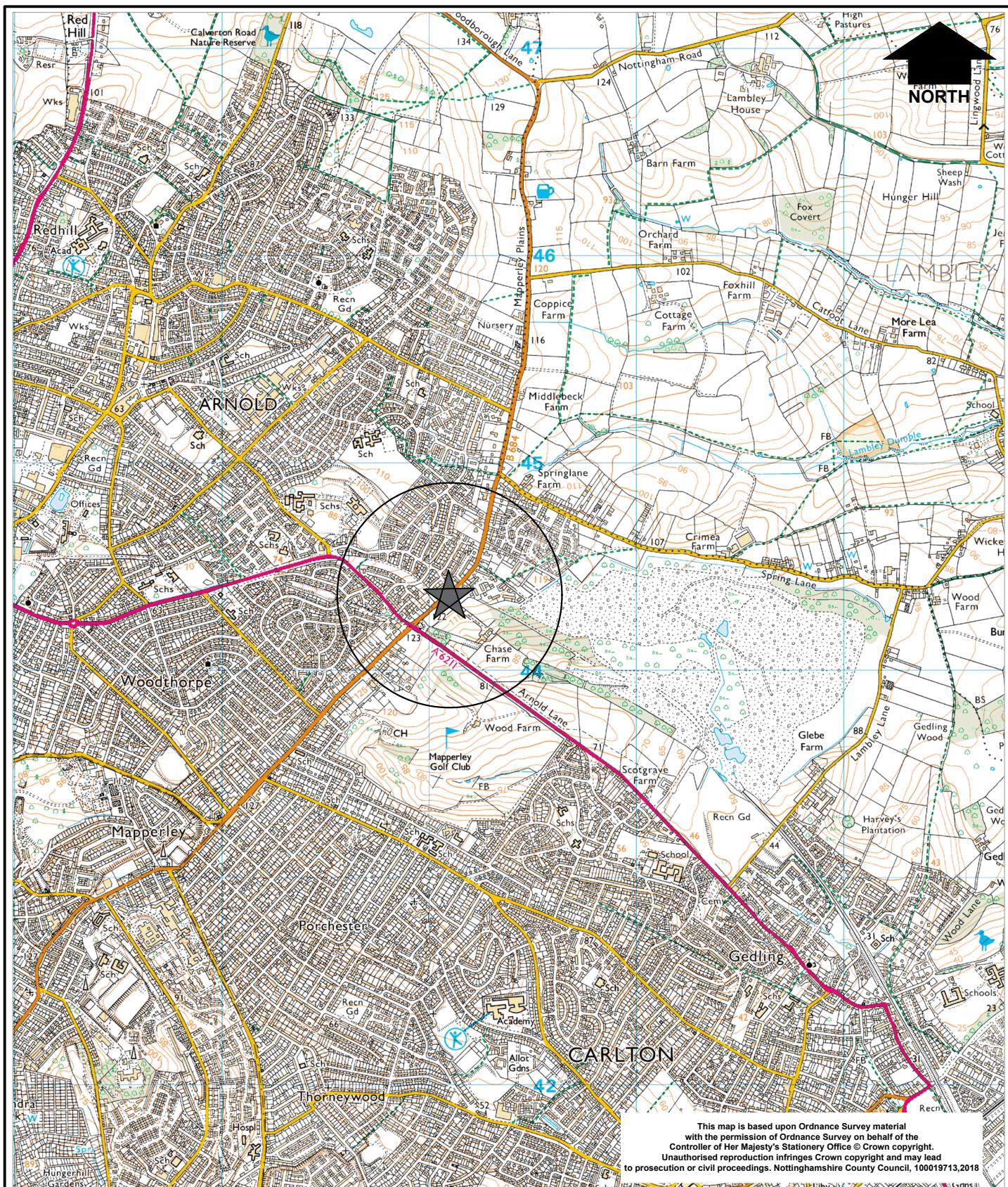
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Project		Drawn	Date
Gedling Access Road		AL	17/09/19
		Ch'kd MB	Date 17/09/19
Status	Project No. HW00590	Auth MB	Traced
Title			Scale
6 Chartwell Grove, Gedling Land Acquisition			1:1,250 @ A4
Drawing No. HW00590/308			Rev



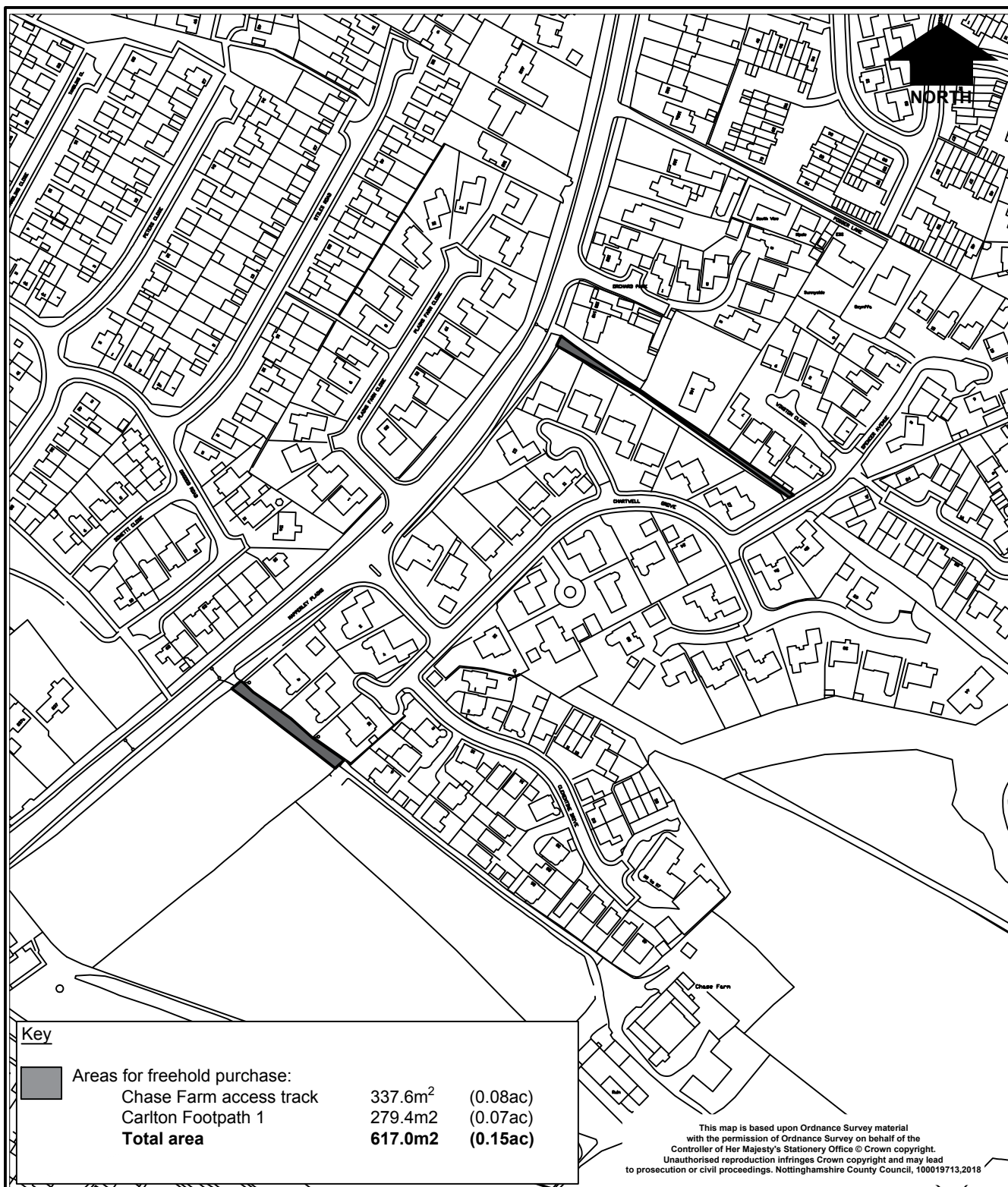
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Project		Drawn	Date
Gedling Access Road		AL	17/09/19
Status	Project No.	Chkd	Date
	HW00590	MB	17/09/19
Title		Auth	Traced
		MB	
6 Chartwell Grove, Gedling Location Plan			Scale
Page 93 of 118			1:25,000 @ A4
Drawing No.		Rev	
HW00590/309			



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Project

Gedling Access Road

Status

Project No.

HW00590

Title

Crown Land, Mapperley Plains, Gedling
Land Acquisition

Drawing No.

HW00590/284

Drawn

AL

Date

31/07/19

Chkd

MB

Date

31/07/19

Auth

MB

Traced

Scale

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Rev



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Bilthorpe, Nottinghamshire NG22 8ST

Project

Gedling Access Road

Status

Project No.

HW00590

Title

**Crown Land, Mapperley Plains, Gedling
Location Plan**

Drawing No.

HW00590/285

Drawn

AL

Date

31/07/19

Chkd

MB

Date

31/07/19

Auth

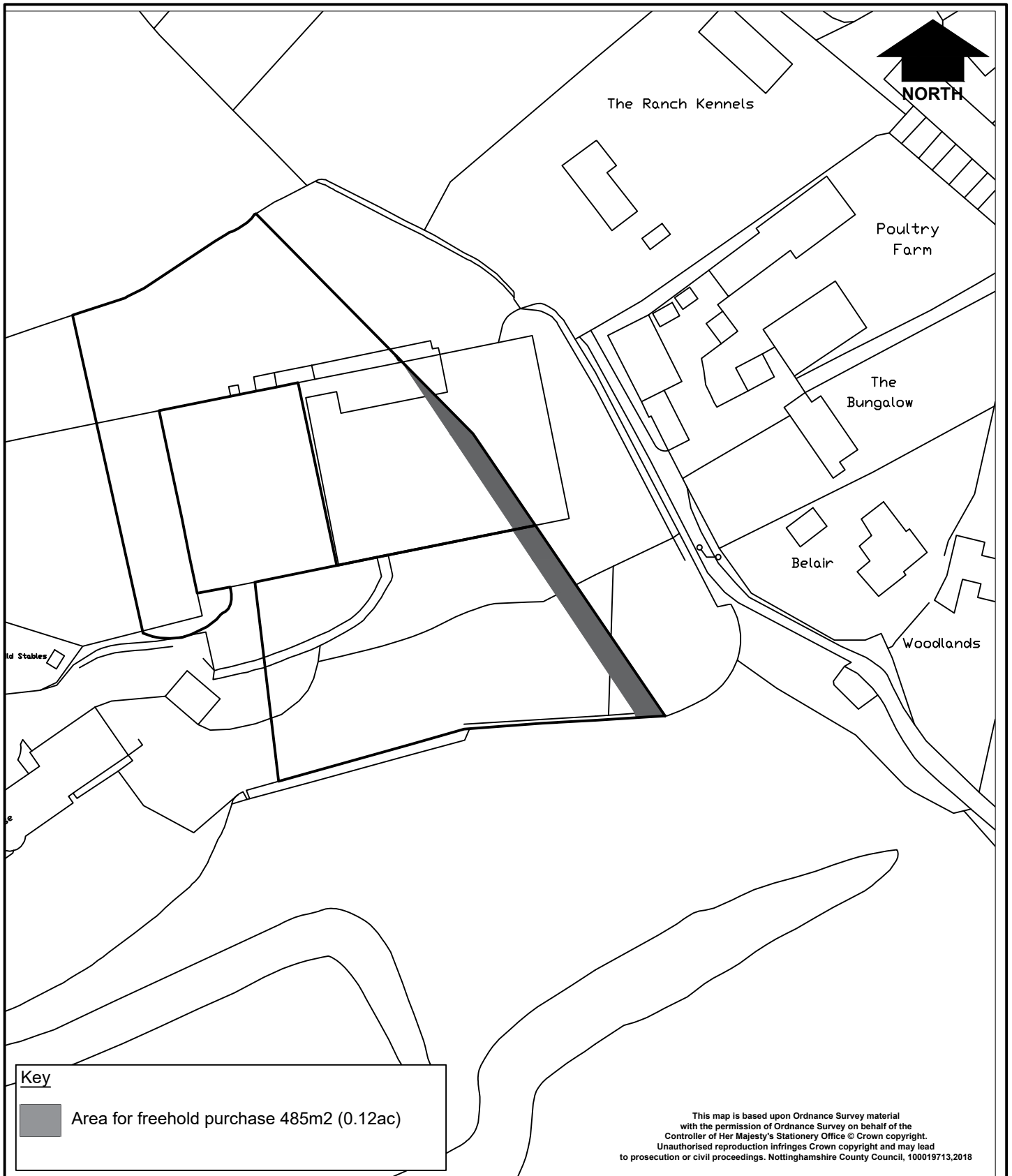
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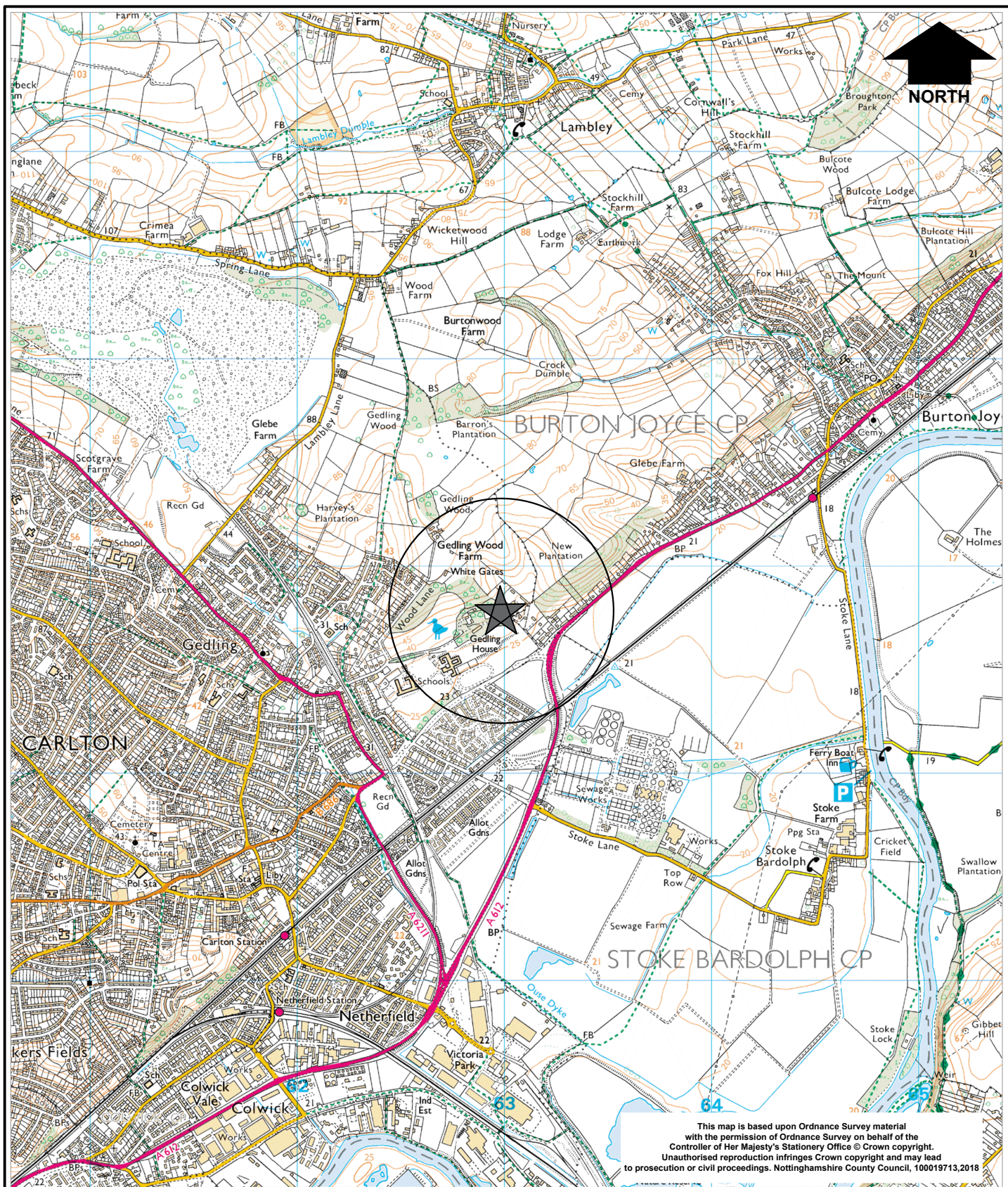
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Bilthorpe, Nottinghamshire NG22 8ST

Project Gedling Access Road		Drawn AL	Date 07/08/19
		Chkd MB	Date 07/08/19
Status	Project No. HW00590	Auth MB	Traced
Title Walled Garden, Gedling Land Acquisition Page 99 of 118			Scale 1:1,250 @ A4
Drawing No. HW00590/287			Rev



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Project
Gedling Access Road

Status Project No.
HW00590

Title
**Walled Garden, Gedling
Location Plan**

Page 101 of 118

Drawing No.
HW00590/288

Drawn
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07/08/19

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07/08/19

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REPORT OF THE LEADER OF THE COUNTY COUNCIL**INVESTING IN NOTTINGHAMSHIRE: LOCAL AUTHORITY ACCELERATED
CONSTRUCTION FUND UPDATE****Purpose of the Report**

1. To accept the proposed funding offers from Homes England for Lowmoor Road (£1.6m) and Cauldwell Road (£1.6m) sites and to delegate authority to the Corporate Director, Place; and the Service Director Finance, Infrastructure & Improvement, and the Group Manager, Legal, Democratic and Complaints to finalise the completion of the Funding Agreements.
2. To approve a variation to the capital programme of £3.2m to enable works to be undertaken on both the Lowmoor Road (£1.6m) and Cauldwell Road (£1.6m) projects.

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 stand out as: a great place to bring up a family; to fulfil your ambition; to enjoy your later life, and, to start and grow your business.
5. 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. The Investing in Nottinghamshire programme is fulfilling these aspirations by working closely with the Government's agency Homes England to unlock major housing growth opportunities.
6. At its meeting of 17 October 2018 Policy Committee accepted in principle proposed Local Authority Construction Funding from Homes England. This report considers detailed proposals for Low Moor Road and Cauldwell Road.

LOWMOOR ROAD, KIRKBY IN ASHFIELD

7. A greenfield site of around 37 acres (15 hectares) capable of delivering approximately 359 houses with a deliverable point of access off Low Moor Road. The Council has received a formal grant offer of £1.6m from Homes England. An initial appraisal undertaken by the Council and Arc confirms that the site is feasible without the need for additional funding from the Council in order to prepare it for the development market, including an allowance for potential ground contamination and construction of a major junction for access.

CAULDWELL ROAD, MANSFIELD

8. A greenfield site, forming part of Rushley Farm totalling 178 acres (72 hectares) with this particular site measuring approximately 27 acres (11 hectares) currently in agricultural use and occupation. The site falls between two local planning authorities of Mansfield District Council and Ashfield District Council and is able to accommodate approximately 249 units. The Homes England grant is £1.6m and an appraisal undertaken by the Council and Arc confirms that the site is feasible without the need for additional funding from the Council in order to prepare it for development market.

Funding Agreement

9. An assessment of the legal and financial risks associated with the acceptance of the grant offers for both sites has been undertaken and covered in greater detail in the Exempt appendix to this report. Overall, it is considered that these are small and outweighed by the benefit that such additional funding will provide in the delivery of the scheme. Policy Committee is therefore asked to approve the acceptance of these grants despite the funding agreement restrictions imposed.

Other Options Considered

10. Lowmoor and Cauldwell Road could be disposed of on the open market as alternative option, however, the Homes England funding provides a way of de-risking the site and thus providing more attractive proposals for potential housebuilders.

Reason/s for Recommendation/s

11. To enable the sale of a surplus assets and to secure capital receipts to the County Council and to provide much needed housing for these locations.

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.

RECOMMENDATION/S

1. To accept the proposed funding offers from Homes England for Lowmoor Road (£1.6m) and Cauldwell Road (£1.6m) sites and to delegate authority to the Corporate Director, Place; and the Service Director Finance, Infrastructure & Improvement, and the Group Manager, Legal, Democratic and Complaints to finalise the completion of the Funding Agreements.
2. To approve a variation to the capital programme of £3.2m to enable works to be undertaken on both the Lowmoor Road (£1.6m) and Cauldwell Road (£1.6m) projects

Councillor Mrs Kay Cutts MBE
Leader of the County Council

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

Constitutional Comments (AK - 23/09/2019)

13. The recommendations fall within the remit of the Policy Committee under the scheme of delegation in the Constitution.

Financial Comments (GB - 02/10/2019)

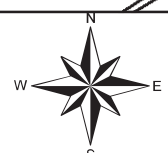
14. As set out in the report, the Council has received formal grant offer letters from Homes England for £1.6m to deliver the project at Lowmoor Road and a further £1.6m to deliver the project at Cauldwell Road. Initial appraisals have been undertaken which have confirmed that both projects can be carried out without the need for additional funding from the Council. There are a number of financial risks associated with this project that should be noted as follows:-
 - The Council will be liable to fund any project overspend from its own resources
 - As set out in the exempt appendix, there is a risk that an element of the external funding could be clawed back if the terms and conditions of the grant are not met.
 - There is a risk that the capital receipt is less than expected thereby increasing the cost to the Council.
15. Further key risks are set out in the exempt appendix.

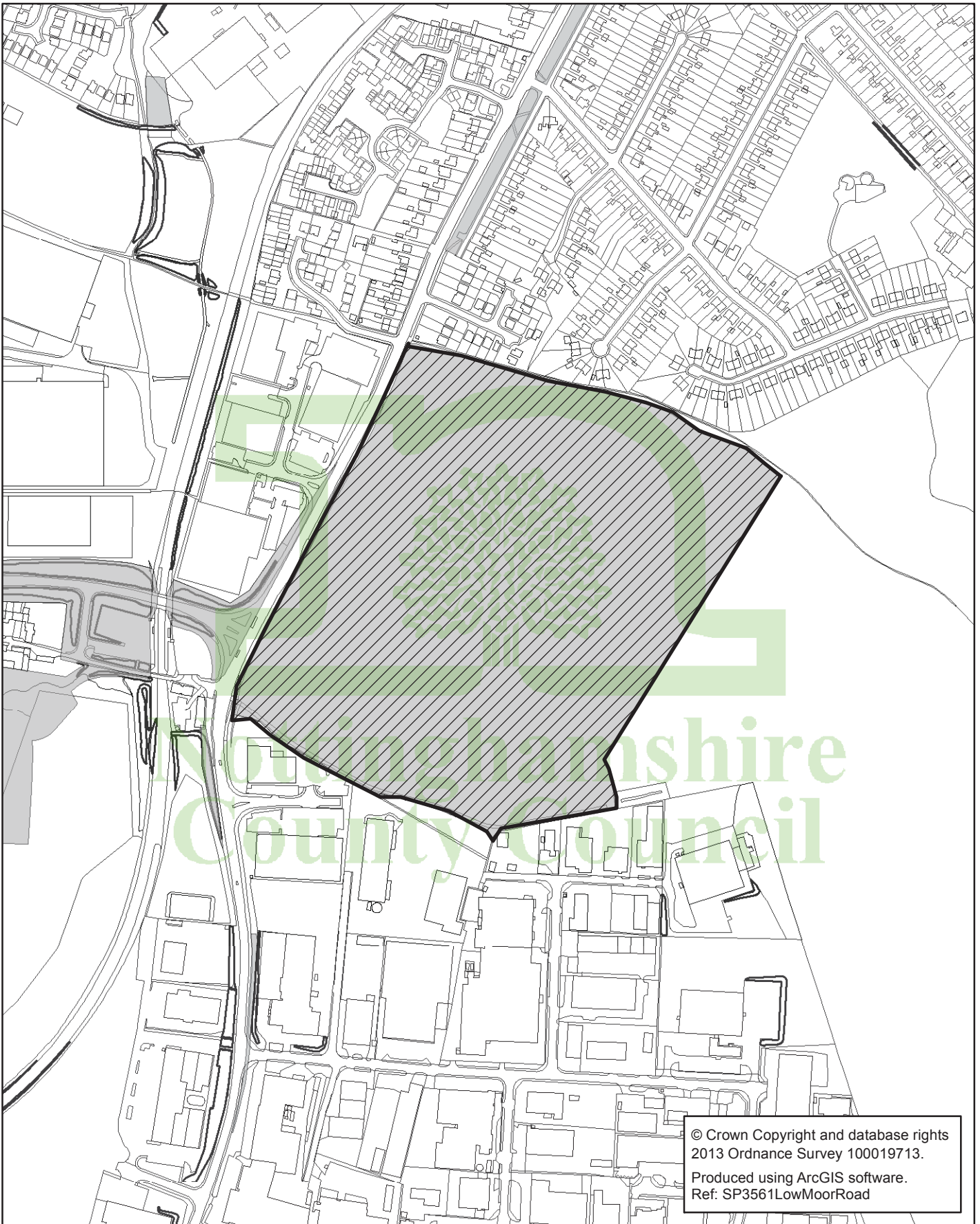
Background Papers and Published Documents

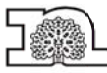
Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

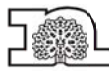
Electoral Division(s) and Member(s) Affected

- Electoral Division(s): Ashfield, Mansfield South
- Member(s): Councillor Jason Zadrozny, Councillor Stephen Garner, Councillor Andy Sissons.



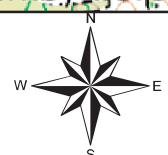


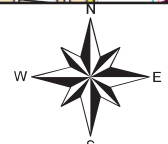
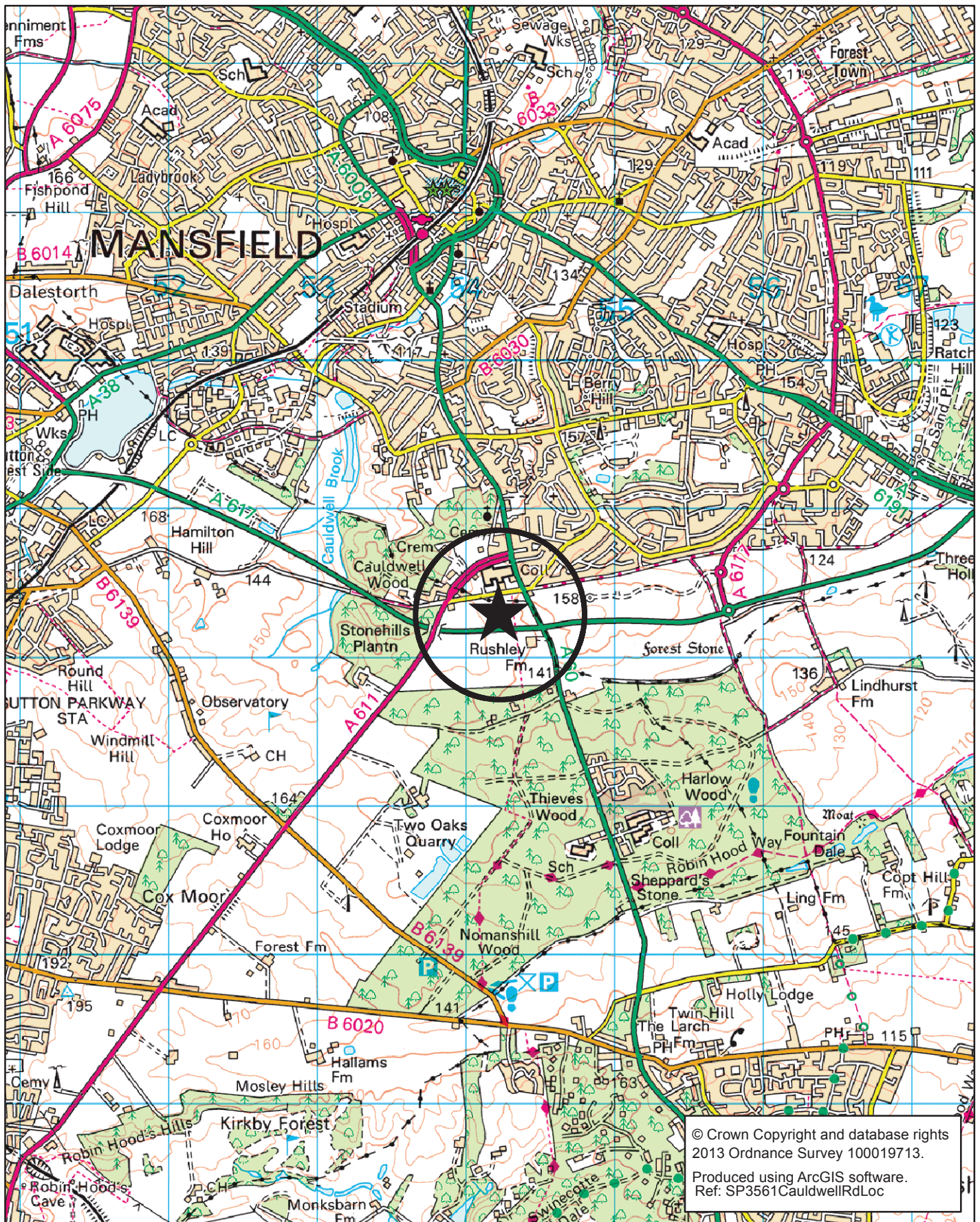




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**REPORT OF THE SERVICE DIRECTOR, CUSTOMERS, GOVERNANCE AND
EMPLOYEES****WORK PROGRAMME****Purpose of the Report**

1. To review the Committee's work programme for 2019-20.

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 agenda for October 2019:
 - 5G Testbeds and Trials Concept Proposals
 - Corporate Property Transformation Programme
 - Victory in Europe Day Commemorations 2020
 - b. The following items were removed from the work programme:
 - Rushcliffe Recycling Centre;
 - HS2 Toton Development Site
 - Pilgrim Roots Programme and Funding
 - c. The following item was deferred from October 2019 to November 2019:
 - Disposal of Abbey School site, Mansfield
 - Outside Bodies Update Report
 - d. The following items were added to the work programme:

- Feasibility for a new special school in Nottinghamshire – November 2019
- Gedling Access Road – Land Acquisitions – November 2019
- Improving Educational Opportunities Strategy – December 2019
- Working with Nottinghamshire's Universities – January 2020

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 (SLB)

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 7 OCTOBER 2019)

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>Lead Officer</u>	<u>Report Author</u>
13 November 2019			
Feasibility for a new special school in Nottinghamshire.	To seek approval to undertake a feasibility to identify a location with Nottinghamshire to build a new special school.	Marion Clay	Chris Jones
Gedling Access Road – Land Acquisitions	To agree land acquisitions in order to progress the Gedling Access Road.	Adrian Smith	Mike Barnett (Via)
Disposal of Abbey School site, Mansfield	To approve the disposal of this site.	Adrian Smith	Steve Keating
Growth Hub 2		Adrian Smith	Geoff George
Better Broadband for Nottinghamshire – post extension		Adrian Smith	Mandy Ramm
Use of Urgency Procedures	Six Monthly Update report on the use of the Council's procedures for taking urgent decisions.	Marjorie Toward	Keith Ford
Nottinghamshire Best Start Strategy 2020-25		Colin Pettigrew	Irene Kakoullis
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
11 December 2019			
Ofsted Inspection of Children's Services	To consider the outcomes of the recent inspection.	Colin Pettigrew	Laurence Jones
Improving Educational Opportunities Strategy	To seek approval for this new strategy.	Colin Pettigrew	Marion Clay
LEADER Programme Performance		Adrian Smith	Mandy Ramm
Tourism Sector Deal - Response		Adrian Smith	Mandy Ramm
Property Operational Decisions Quarterly Update Report		Adrian Smith	Sue Blockley
Director of Public Health 2019 Nottinghamshire Annual Report	To seek approval for the publication and promotion of the 2019 Annual Report.	Jonathan Gribbin	William Brealy

Accessibility Strategy	To seek approval for the Accessibility Strategy which assists pupils with Special Educational Needs and Disabilities to access the National Curriculum.	Colin Pettigrew	Chris Jones
15 January 2020			
Working with Nottinghamshire's Universities		Anthony May	Nicola McCoy-Brown
12 February 2020			
Nottinghamshire Knife Crime Strategy Update	Update on the activity of the newly established posts and the outcomes for Nottinghamshire's young people (as agreed by Policy Committee on 22 May 2019)	Colin Pettigrew	Rachel Miller
18 March 2020			
Property Operational Decisions Quarterly Update Report		Adrian Smith	Sue Blockley
22 April 2020			
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
13 May 2020			
Use of Urgency Procedures	Six Monthly Update report on the use of the Council's procedures for taking urgent decisions.	Marjorie Toward	Keith Ford
County Council Civic Service	To seek approval for the funding for the 2020 annual Civic Service	Marjorie Toward	Keith Ford
17 June 2020			
County Councils Network Conference 2020	To seek approval for attendance at this annual conference.	Marjorie Toward	Keith Ford
Property Operational Decisions Quarterly Update Report		Adrian Smith	Sue Blockley
15 July 2020			