

Place Departmental Strategy

2019-2021



Contents

Introduction

- **Your Nottinghamshire Your Future** 3

Section One

- **Strategic Context and Commissioning Challenges** 4 - 9

Section Two

- **Departmental Operating Model** 10 - 18

Section Three

- **Priorities and Key Activities that Support the Delivery of the Council Plan** 19 - 22

Section Four

- **The Place Improvement and Change Portfolio** 23 - 24

Section Five

- **Departmental Core Data Set** 25 - 26



Introduction

Your Nottinghamshire, Your Future

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

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

As a Council our duty is to provide a diverse range of services, to protect and shape the environment in which we live, and to create the right conditions for a strong local economy. Our Council Plan sets out 12 commitments covering all aspects of the Council’s role in our County and the outcomes we wish to achieve for the people of Nottinghamshire.

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

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

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



Strategic Context and Commissioning Challenges

Strategic Context

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

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

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

- an **Investment and Growth Division**, responsible for a range of functions that help drive the growth and prosperity agenda including economic development, regeneration, land and assets, planning and development management.
- a **Communities and Place Division**, responsible for helping to make Nottinghamshire a great place to live every day, with services including waste, highways, transport, voluntary and community support, culture, trading standards, emergency planning, registration and school catering and facilities management.

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

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

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

Nottinghamshire enjoys a rich historic environment and a diverse landscape

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

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

Our Economy

Our local economy has undergone significant change over the last 30 years. The dominance of heavy industries that once supported entire communities has ended. Our economy is now characterised by a diverse range of businesses and service industries, with over 31,000 firms in the County, 83% of which employ fewer than 10 people.

Increasing productivity is a Government priority and there is significant scope to increase productivity in Nottinghamshire. Productivity has grown by 20% in Nottinghamshire over the past 10 years, compared with 25% for England as a whole and 21% for the East Midlands. There is a need to create more value in our economy by broadening our business base, improving productivity and investing in infrastructure and in skills. All of this will help create more and better-paid jobs and drive up local standards of living.

Economic inactivity levels are lower in Nottinghamshire than in the East Midlands or nationally. In 2017/2018 75.9%, of our population aged between 16–64 was in employment – higher than the East Midlands average of 74.5% and the national average of 75.2%. There are, however, marked disparities in economic fortunes across Nottinghamshire. Southern and eastern areas generally perform at or around national averages on a range of economic indicators, whilst central and northern areas (especially Ashfield and Mansfield) sit below the national average (see table across).

Our Connectivity

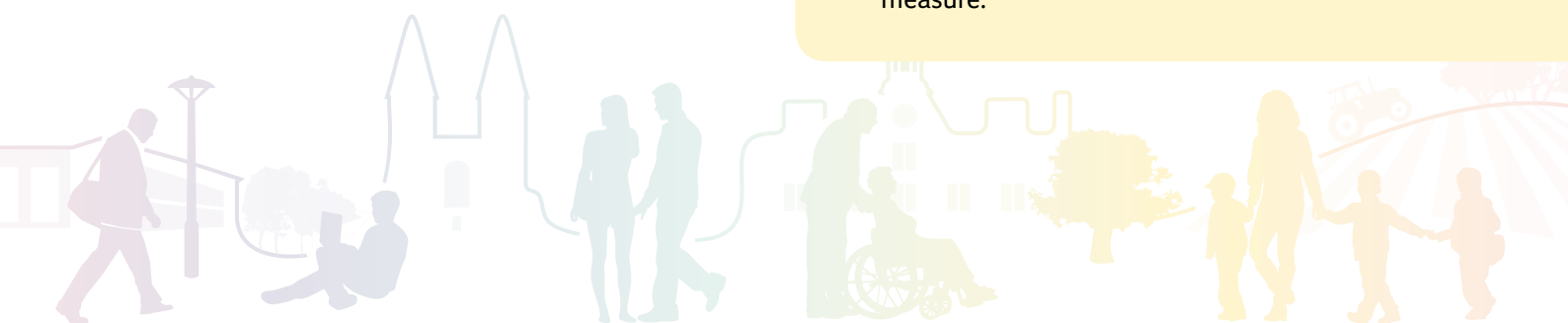
Nottinghamshire has over 4,000 kilometres of road network. North–south routes are particularly strong for both road and rail, with the recently upgraded M1 on our western side and the A1 to the east.

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

Business

Growth in active businesses – 53% in Broxtowe, 26% in Rushcliffe but only 8% in Bassetlaw over the past 10 years

- % of working population in work – 84.2% in Rushcliffe and 69.6% in Ashfield (compared to 75.2% in England)
- Annual earnings (2018) – range from £23,270 in Mansfield to £34,845 in Rushcliffe (average for England £28,902)
- Population with a degree or equivalent or above – 17.5% in Mansfield and 46% in Rushcliffe
- Unemployment – the 5 wards with the highest rates of unemployment are all in Mansfield
- The index of multiple deprivation (IMD) ranks Mansfield in the top 20% most deprived Districts in the country and Ashfield in the top 25%. For comparison, Rushcliffe is in the top 3% least deprived.
- Within the IMD, Ashfield is ranked in the top 3% most deprived for education, skills and training, and Mansfield in the top 10% on the same measure.



Our Partnerships

We are committed to working in partnership both at an operational and strategic levels, and we will seek to develop and grow these further in order to improve outcomes for our residents.

Our Challenges

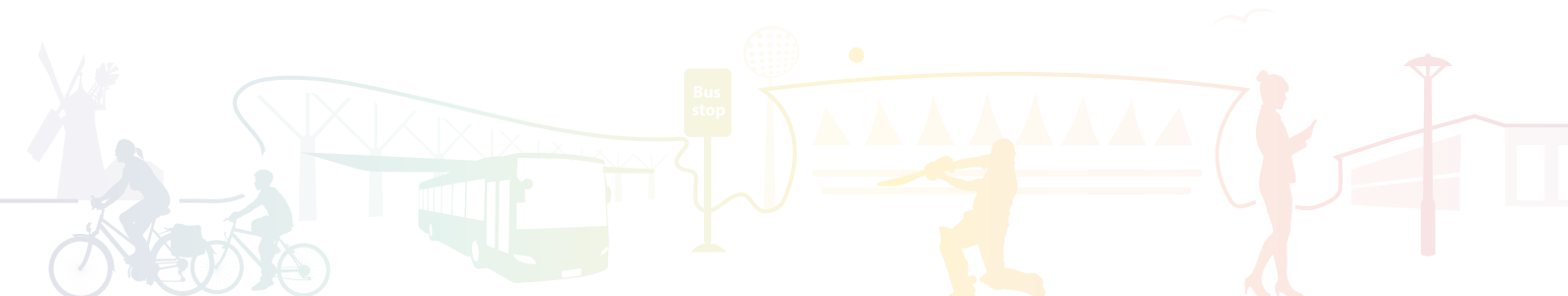
We will focus on delivering services in the most cost effective way, in order to ensure that our extra investment in services such as highways maintenance delivers tangible improvements for our residents and other road users. The same principles will also be applied, for instance, to achieve low cost waste disposal and provide new schools that are good value for money. We recognise that our day to day operational services are essential in making Nottinghamshire the great place it is, and key to helping it become an even better place to live and work.

Our Department includes a wide range of services. The context in which they operate is increasingly complex, not least because the way people live their lives is changing so fast. Our residents expect highly personalised services that are easy to access, and our duty to meet the needs of an increasingly ageing population has significant implications for the future planning and delivery of services. Many new homes are being built across Nottinghamshire, so our services must take into account the needs and ambitions of everyone living in the County, whilst meeting the challenges of climate change and environmental sustainability.

This is happening at a time when the County Council is having to adapt to new ways in which local government will be funded. We are therefore continuing to develop ways that we can work differently, both internally and in collaboration with partners, to make public money go further. We need to keep finding innovative ways of doing business, investing in Nottinghamshire for all residents and

Our key partners

- D2N2 Local Enterprise Partnership
- Midlands Engine
- Midlands Connect
- N2 Economic Prosperity Committee
- HS2
- One Public Estate - North Midlands Partnership
- Homes England (formerly HCA)
- Safer Nottinghamshire Board
- Nottinghamshire Police and Crime Commissioner
- Local Resilience Forum
- District/Borough Councils
- East Midlands Councils
- Environment Agency
- Highways England
- Historic England
- Natural England
- Inspire
- Arts Council England
- The RSPB
- Via East Midlands
- Arc Partnership and Scape
- Futures
- Schools, colleges and universities
- Major sporting clubs
- Government agencies
- The local community and voluntary sector
- The residents and businesses of Nottinghamshire



Vision and Priorities

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

Place Plan Priorities drawn from 'Your Nottinghamshire, Your Future'

A great place to bring up a family

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

**A great place to fulfil
your ambition**

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

A great place to enjoy later life

- People live in vibrant and supportive communities

**A great place to start
and grow a business**

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

A great place to bring up a family

We want Nottinghamshire to be a great place to bring up a family and we especially want to ensure our children have the best start in life. We will be consistent in continuing to help meet the needs of our children and young people by ensuring that we provide quality, nutritious school meals, sustainable school transport and school buildings that are safe and inspiring environments.

We know that families in work are stronger, so we have established strong partnerships with other local organisations to help people into work. We also want families to feel safe, so we work in close partnership

with the Police and other agencies to safeguard young people from illegal sales of tobacco or alcohol and prevent the harm caused by solvents or knives. This partnership and intelligence led approach to preventing and tackling crime and antisocial behaviour helps make Nottinghamshire a more desirable place to live.

Through our country parks, green spaces and management of rights of way, we will continue to preserve and enhance Nottinghamshire's environment, making sure there are things to do and places to visit where families can enjoy healthy leisure time and make memories they can cherish.

A great place to fulfil your ambition

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

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. Our vision for Nottinghamshire includes a mix of homes such as town centre apartments, energy efficient smart homes, and family homes in mixed developments including new 'garden villages'. 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.

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

A great place to enjoy later life

Our ambition is to make Nottinghamshire a place where everyone can thrive as they grow older and be healthy and happy in later life. Whilst we know that attracting and retaining young people is important, we also know that our jobs market and our local communities must cater for all ages, with people working later in life and living longer. We want people in their middle and later years to be a strong part of their community, connected by good transport and digital links and with access to good quality services and facilities, so that they can enjoy life and remain active and independent for as long as possible.

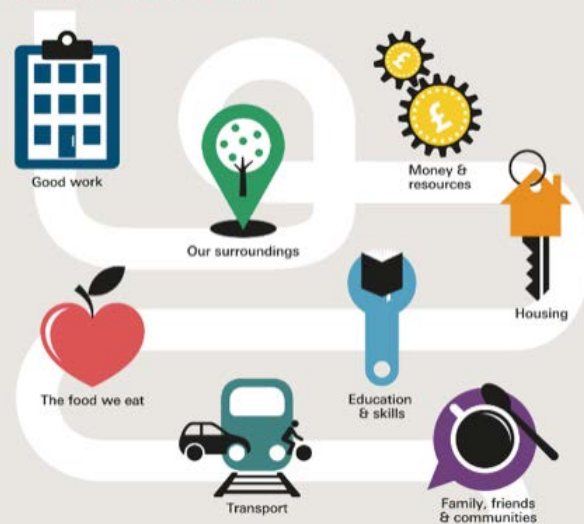
We are investing in projects and activities that help communities help themselves to be healthier and independent for longer and we are working to encourage people to support each other. When residents are mobilised to help their neighbours we know communities are more cohesive, and outcomes are improved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

To enjoy life, people need to feel safe, which is why we work to protect communities from threats such as crime and rogue traders. We will always protect our most vulnerable residents and work with partners to keep them safe from harm. We also know people value local green spaces, cultural and leisure amenities, so we will continue to protect these and ensure that they are accessible.

What makes us healthy?

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

We need to look at the bigger picture:



But the picture isn't the same for everyone.

A great place to start and grow your business

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

We will maximise the impact of the Midlands Engine and Midlands Connect programmes and we will be an active and influential partner within the D2N2 Local Enterprise Partnership. The Midlands Engine offers us opportunities to make critical investments transport and digital connectivity, skills, housing and business growth, and drive civic renewal. We believe that a strong Midlands economy will grow the national economy, attract more investment and help to redress the North-South divide.

Nottinghamshire is competing on a global stage, not just in terms of our trading relationships but also how we produce and consume goods and services. Through our prominent role in the Midlands Engine, we can look further than the short term, towards the Britain of 2030 and beyond, through our work to support autonomous vehicles, artificial intelligence-based manufacturing, hyper-fast connectivity, and the development of the High-Speed 2 (HS2) line as it passes through our region.

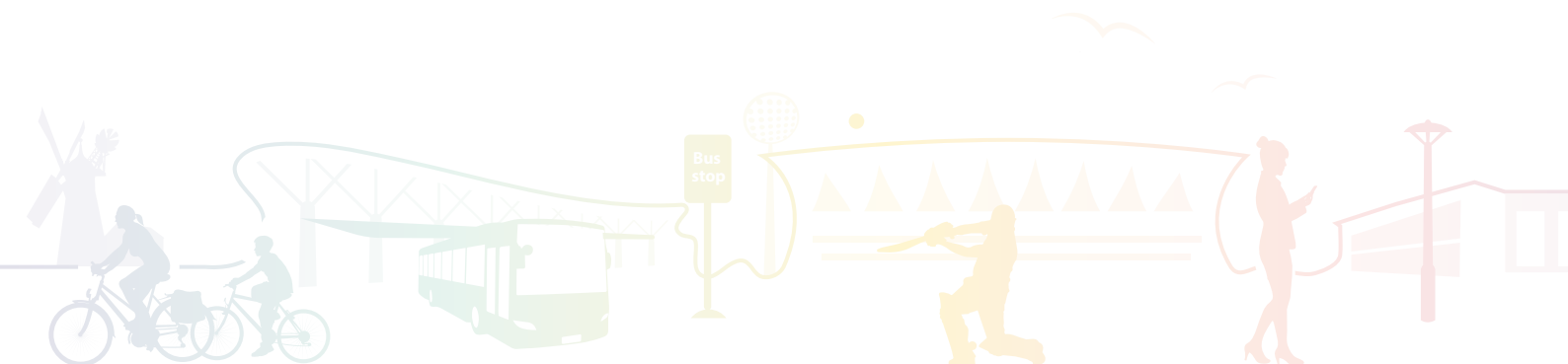
Nottinghamshire has a rich history of powering the economy. Minerals, oil and gas extracted locally have built houses, roads and infrastructure within and well beyond our borders, and our power stations have helped to power the industrial age. This activity, over many generations, has not only generated prosperity and jobs but has also shaped our County as it looks today. As we look to deliver our Minerals Local Plan, we will ensure that extraction is properly planned, with careful regard to the legacy we create for future generations.

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

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

We need our workforce to be skilled, productive and healthy, in jobs that enable people to sustain a good quality of life. In some pockets of Nottinghamshire, communities still feel the social impact caused by unemployment after the decline of traditional industries. This is why we are working to offer support to new and growing businesses to diversify our business base and offer new opportunities to our local workforce.

In this digital era, we want to ensure the maximum possible access to superfast broadband. We are starting from a high base, with over 98% of premises in the county already able to access superfast broadband and a number of premises now able to access the ultra fast network. Our investment in broadband means we are one of the most digitally connected places in the country. But we are now in the early stages of the next technological revolution, the development of a 5G wireless network. This shift to 5G will bring about dramatic transformations in our daily lives, and we will work to ensure that Nottinghamshire remains at the forefront of these developments to safeguard the future prosperity of residents and businesses.



Our approach to how we work

...ensuring Nottinghamshire is the best 'PLACE' for all



Open and accountable

Work honestly and openly, and do what we have agreed

We will:

- be trustworthy and trusting
- operate with integrity
- ensure clarity of purpose
- be fair
- be transparent
- be open to challenge
- admit to and learn from mistakes
- own issues and decisions



Embrace Diversity

Tap and harness the power of difference

We will:

- be honest about diversity
- understand and reflect the diversity of our communities
- value difference
- recognise and value the contribution of all, on an equal basis
- tailor our services to meet the needs and ambitions of different places



Courageous

Confident to innovate and improve without fear of failure

We will:

- be willing to challenge
- rely less on management instruction
- create an environment of empowerment
- realise potential
- enable innovation



Ambitious

To make our services the best they can be.

We will:

- own & create opportunities
- be forward looking
- know what success looks like
- embed a coaching culture
- let go of old ways
- transform services in new and creative ways



Collaborate

Work relentlessly to achieve win/win outcomes

We will:

- engage with our communities
- break down barriers
- seek out and take opportunities
- help people to help themselves
- do it with, not do it for, our communities
- work constructively with partners
- be corporate and work with colleagues across the council to achieve joint outcomes

Commissioning Priorities

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

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

The four commissioning priorities are:

- **Investing in place and community**
- **Investing in growth areas**
- **Investing in economic and social regeneration**
- **Investing in skills and aspiration**

Investing in place and community:

We will invest in protecting and enhancing the quality of life across Nottinghamshire, further strengthening and supporting communities, and enhancing our countryside, heritage and sense of place.

Nottinghamshire people are proud to be from this county. A great many play an active part in their communities, for example by volunteering, joining 'Friends of' groups, coaching various sports, serving as school governors and serving on parish councils. We will use our resources to help and encourage more people to become active citizens, taking responsibility for their own neighbourhoods and communities, supporting each other and helping make Nottinghamshire the welcoming, friendly place it is to live. As well as empowering communities, we will also take enforcement action where required, tackling in particular serious and organised crime groups involved in scams and frauds so that we protect the most vulnerable in our communities.

We will use our services and influence to build civic pride. Our registration and celebratory services are not just a way of registering a birth or getting married, they are a gateway to active citizenship in Nottinghamshire and a means of marking key milestones in people's lives.

Our environment, countryside, culture and heritage are amongst our greatest strengths, and are integral drivers of growth, wellbeing and quality of life for both residents and visitors. Partners such as Inspire, the RSPB and Greenwood Community Forest (to name three) provide opportunities for people to come together to enjoy the best that Nottinghamshire has to offer. Our wide ranging events programme offers many opportunities to celebrate our heritage and attract people from around the world to spend time here.

Our major sporting clubs also help boost our profile and economy. We support our clubs in any way we can, from ensuring high standards of spectator safety, through to marketing and promotion. We also work with community sports clubs and schools to provide opportunities for everyone to get involved in sport and physical activity. Our partnerships with Active Notts and our sporting clubs also help people to be physically active, enjoy sport and connect as teams and communities.

Key activities to Invest in Place and Communities in 2019/21

- We will bring forward, detailed proposals for an iconic development on the County Hall campus.
- We will deliver large scale traffic management and highways maintenance programmes across the County, including Year 2 of the Council's £20m highways investment programme.
- We will continue to managing our highway network effectively by developing a new permit scheme for roadworks and continuing to lead Nottinghamshire's Parking Partnership
- We will implement the recommendations of the Council's Road Safety Outside Schools review.
- We will deliver the newly adopted Rights of Way Management Plan for Nottinghamshire to support enhanced public access to the network
- We will complete a whole system review of Nottinghamshire's public transport arrangements including:
 - Developing proposals for community transport provision;
 - Reviewing our current home to school transport arrangements;
 - Reviewing our current public transport network arrangements and developing new solutions to support public access to sustainable transport;

- We will adopt a strengthened approach to environmental sustainability through a new corporate environment strategy.
- We will support at risk communities to be more resilient to flooding, and we will begin major flood resilience works in Southwell.
- We will deliver new recycling centre to serve Rushcliffe and central Nottinghamshire.
- We will continue our investment in LED street lighting, renewable energy and energy efficiency measures across the corporate estate and schools to reduce energy use, and cut carbon dioxide emissions.
- We will continue to protect and enhance our library and community learning services across the county, including the development of more Community Partnership Libraries.
- We will explore opportunities for further enhancement of our public offer at Rufford and Sherwood Country Parks and Holme Pierrepont Country Park.
- We will lead work across the Council to respond to emergencies that impact on our communities.
- We will continue to deliver effective registration and celebratory services to support Nottinghamshire families at landmark moments in their lives.
- We will adopt a revised Minerals Plan for Nottinghamshire.
- We will develop and consult on a new Waste Local Plan for Nottinghamshire.
- We will develop and begin to implement a Green Spaces Strategy for Nottinghamshire.
- We will lead work to tackle fraud against those unable to protect themselves.
- We will work with Public Health to tackle the supply of illicit tobacco products, helping to support the reduction of smoking prevalence.
- We will deliver our new Communities Strategy that sets out the Council's support for those members of communities who need our support the most.
- We will continue to co-ordinate the Council's work to support the prevention of slavery and human trafficking.
- We will achieve the DERS (Defence Employer

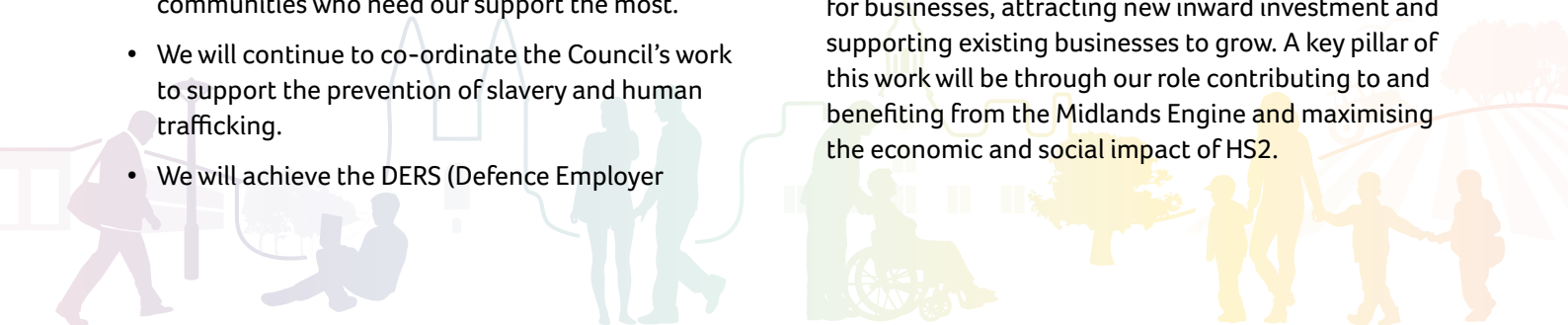
Recognition Scheme) Gold Standard for the Council's support for the armed forces.

- We will deliver the Local Improvement Scheme Capital Fund and Talented Athletes Fund to support the improvement of local community facilities and our talented young people.
- We will continue to provide high quality catering, facilities management, and landscaping services to the Council, Schools and partners.
- We will support the Adult Social Care Strategy by facilitating the delivery of housing with support/ care for vulnerable adults.
- We will work with Children's and Families Services by supporting access to suitable accommodation for early years providers.
- We will explore the potential for income generation and environmental improvement through the development of new incineration/energy through waste initiatives.
- We will support cross Council service transformation programmes by delivering the Investing in Nottinghamshire Smarter Working programme.

Investing in Opportunity Areas

Nottinghamshire is bursting with potential. It is already home to some of the highest growth businesses in the Midlands and top talent in research, innovation and creativity. Nottinghamshire also offers enviable quality of life to our growing population.

With a growing and changing population, we need new and better housing developments to come forward, but we have all of the assets and foundations needed to build our future prosperity, with genuine opportunities for accelerated development, to transition to an economy with better productivity and inclusive growth. To achieve this, we will develop 'Opportunity Areas' to unlock new jobs, better housing, more connectivity and more prosperity for residents and businesses. Aligned with the Opportunity Areas will be partnerships and activities to invest in productivity, providing accommodation for businesses, attracting new inward investment and supporting existing businesses to grow. A key pillar of this work will be through our role contributing to and benefiting from the Midlands Engine and maximising the economic and social impact of HS2.



This approach represents a shift for the County Council, becoming more interventionist and proactive in supporting business. To augment this, and in recognition of evidence showing there is unmet need and demand for high quality office accommodation and employment space, we will develop our own property and assets to develop business locations across the county to respond to that need and bring further new, high quality and productive jobs into Nottinghamshire.

We want Nottinghamshire to be a place where young people and families can put down their roots and build their own prosperous future. In order to achieve this, we know that affordable housing in good locations is crucial. We want to address this by working with Government, developers and local partners to ensure a supply of good quality housing in attractive areas, close to sources of employment.

The Major Route Network (MRN) in Nottinghamshire connects us to our neighbouring towns and cities and counties. The economic impact of connecting places like Worksop, Retford, Mansfield and Newark to other parts of the midlands cannot be underestimated. The MRN in the diagram on page 15 demonstrates that connectivity. Working with Midlands Connect and other partners we will continue to press Government to not only invest in strategic routes, but also in key MRN routes linked to our growth and Opportunity areas.

Our priorities for highway investment

- A1/A46
- A614
- A617
- A6097
- A6095
- A52
- Ollerton Roundabout
- Kelham Bridge

We know that having excellent broadband and mobile connectivity helps attract young people to an area and retain them, enabling access to employment and leisure, and encouraging self-employment and start-up businesses. Access to new technologies means that superfast broadband speeds are a new

minimum standard for people's homes and business accommodation. We will work with local planning authorities to encourage all developments over 30 units to have superfast fibre broadband infrastructure installed in each home or office, in order to retain Nottinghamshire's vanguard position as the most digitally connected place in the East Midlands.

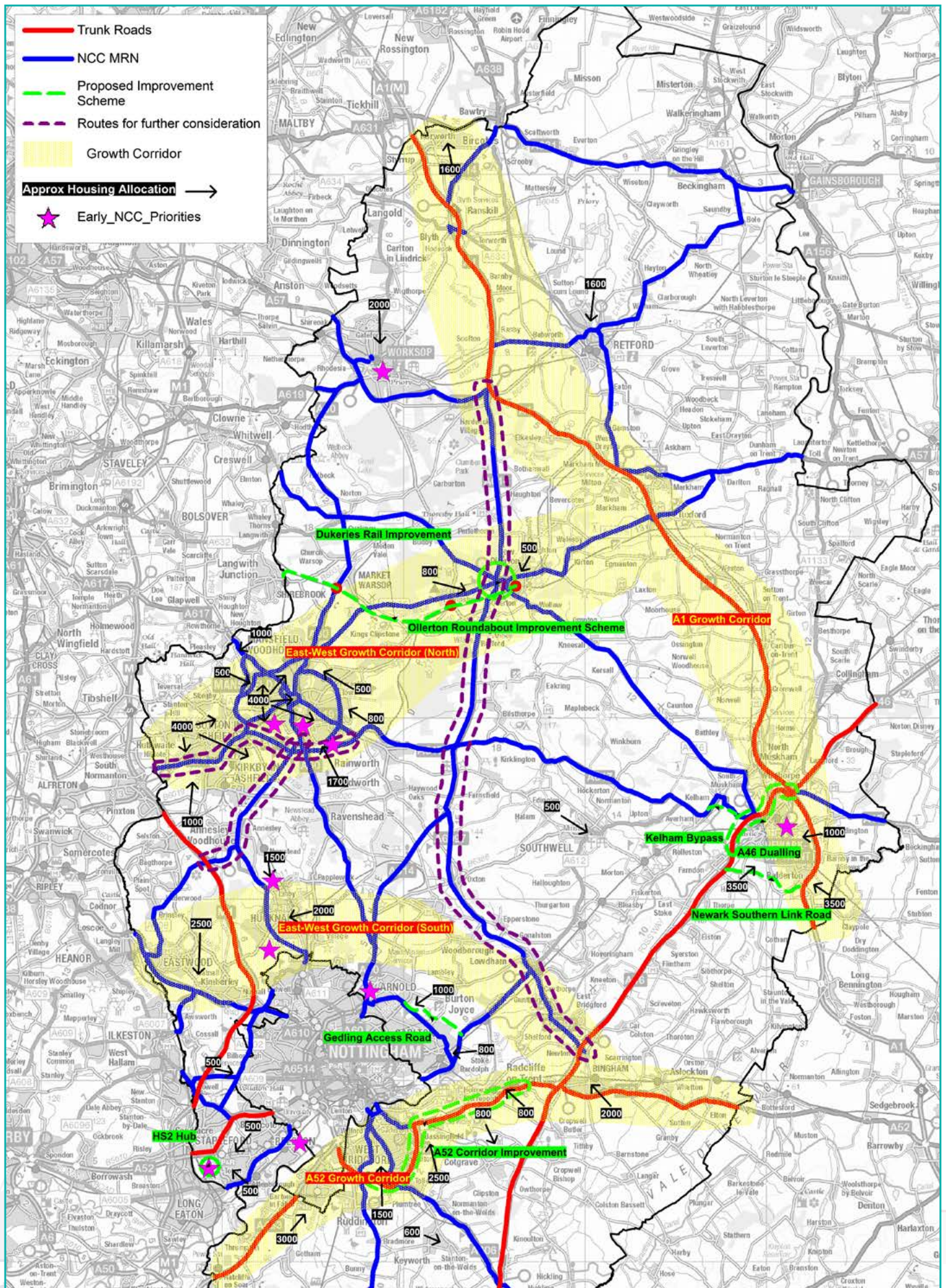
By 2050, diesel and petrol cars will only exist as museum pieces. Alongside car makers and technology firms, we are determined to get autonomous and sustainable technology onto our roads. This will contribute to improving air quality and will encourage the use of alternative modes of transport throughout the county. At the moment, driverless car testing is concentrated in small urban areas and city centres but with reported plans to test a fleet of autonomous vehicles on motorways by 2019, we will ensure that Nottinghamshire is at the forefront of this revolution.

The route for HS2 in the East Midlands through Nottinghamshire and Derbyshire will include a station at Toton – set to be the network's best connected point outside London. We propose to open the station by 2030, helping to unlock long term growth in the regional economy, equivalent to an additional 74,000 jobs and almost £4billion of GVA (Gross Value Added) by 2043.

The East Midlands Growth Zone at Toton will have at its heart a new Innovation Campus to accommodate high growth businesses and university research. It is forecast that the Growth Zone has the capacity to create up to 10,000 highly skilled jobs and improved community facilities, integral to this will be a network of 'garden village' developments, including the nearby Chetwynd Barracks site.

In facing up to these opportunities and challenges, we must tackle underinvestment in the county. Evidence from the Treasury demonstrates how the East Midlands has been 'underfunded' in comparison with levels of Government investment in other parts of the country. A key pillar of our work will be a campaign to build Nottinghamshire's profile nationally and internationally. This will involve pushing for Government investment in our Opportunity Areas specifically for road and rail infrastructure, fixed and mobile connectivity, housing, employment and skills.





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Key Activities for Investing in Opportunity Areas in 2019/21

- We will establish a Development Corporation to bring forward the East Midlands HS2 Hub at Toton and developments at Ratcliffe on Soar and East Midlands Airport.
- We will commission and deliver a masterplan for the HS2 Growth Zone at Toton.
- We will complete a connectivity study for the HS2 area around Toton.
- We will submit and progress a Housing Infrastructure Fund (HIF) bid to develop a network of garden villages around the HS2 line in Nottinghamshire and the region.
- We will begin delivery of the Gedling Access Road (GAR) scheme.
- We will develop business cases for improving the A38, A611 and A6097 major roads for submission for Government or LEP funding when it becomes available.
- We will develop and deliver detailed schemes for the improvement of the A614 and A6097 major roads.
- We will continue to lobby for the A46 around Newark to be upgraded to dual carriageway funded by the Department for Transport (DFT).
- We will rollout fibre broadband services to the remaining 2% of properties in Nottinghamshire without superfast speeds.
- We will collaborate with the University of Nottingham to secure funding for 5G testbed activity in Nottinghamshire.
- We will collaborate with the University of Nottingham around connected and autonomous vehicle development projects including at East Midlands Airport and in rural areas.
- We will commence work with both the public and private sectors to better use data and technology to enable people and tourism businesses to flourish in the digital age.

- We will secure funding and progress planning applications for Local Authority Accelerated Construction (LAAC) projects for housing and commercial development.
- We will begin the development of Top Wighay Farm near Hucknall, including new County Council offices as anchor tenant of the employment space alongside new housing and infrastructure.
- We will bring forward developments at Lindhurst at Mansfield, and White Hills Park at Bramcote.

Investing in economic and social regeneration

We know that we have some big challenges, such as tackling the historic disparities and underinvestment that exist across different parts of our county. Many of these issues are complex but the solutions are 'place' based. We want to bring new thinking and interventions to support communities and businesses in these areas, so they become more resilient and prosperous. Key to achieving this will be 're-imagining' our town centres.

Our market towns and town centres need investment to remain relevant as places in which people connect, enjoy leisure and employment. Our town centres need to not only meet the needs of local people, but also service the needs and demands of those who visit our county.

We want to be leading the technology driven changes in transport and highways, not waiting for them to happen to us. Essential to regenerating our town centres will be the creation of 'smart places'. We want to help make the vision of driverless cars a reality and harness new technology in the maintenance of our highway network. Our intention is to emulate other councils who have a reputation as leaders in intelligent mobility. In the short term, we are significantly increasing our investment in maintaining and improving the highway, as we develop longer term innovations in technology to improve connectivity.



Key activities to invest in economic and social regeneration in 2019/21

- We will develop and begin to implement an inward investment strategy for Nottinghamshire
- We will support town centre D2N2 funded regeneration schemes in Arnold, Mansfield, and Beeston
- We will bring forward a framework for further investment in town centre regeneration schemes as smart places.
- We will begin delivery of our Visitor Economy Strategy, with particular emphasis on preparations for the 2020 Mayflower 400th anniversary
- We will develop and deliver heritage led regeneration projects and training programmes to further support visitor economy growth
- We will continue to ensure that Nottinghamshire's economy is supported by a high quality natural and historic environment that highlights Nottinghamshire as an attractive place to live, visit and work
- We will deliver in partnership the £3m "Miner to Major" Heritage Lottery Fund scheme
- We will deliver in partnership the "King and Miller to Kingfisher" Heritage Lottery Fund project at Kings Mill Reservoir near Sutton In Ashfield
- We will develop a 'one stop' streamlined regulatory support & advice offer for businesses
- We will continue to help legitimate businesses to trade by enforcing the law to ensure a level trading playing field exists in Nottinghamshire
- We will help manage animal livestock disease risk by monitoring diseases as they develop, ensuring disease controls are in place, taking appropriate enforcement action, and providing advice and guidance to Nottinghamshire farming businesses
- We will regulate and support safety at sports grounds for the benefit of Nottinghamshire businesses and our visitor economy
- We will work to ensure that businesses have simplified access to business support through developing our Growth Hub and Digital Business Growth Programme
- We will develop a partnership strategy for the engagement of electricity generation companies to address the economic impacts and opportunities for those power stations in Nottinghamshire to be decommissioned by 2025

- We will bring forward plans to deploy new technology in maintaining and improving highways and transport.

Investing in skills and aspiration

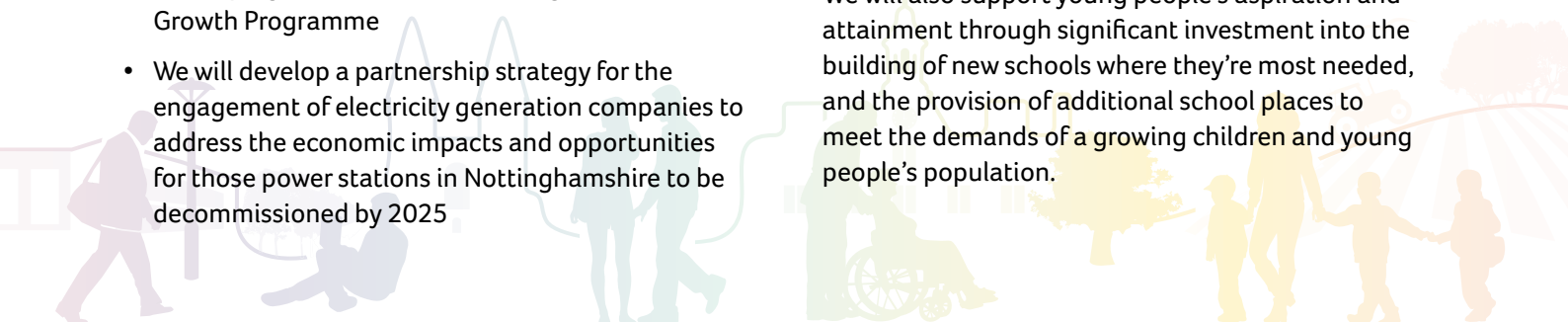
People in good quality work enjoy better health and wellbeing and greater prosperity. As the economy continues to restructure, technology is driving change at speed, particularly in the workplace. Preparing our workforce for the labour market of the future is a challenge, but also an opportunity, which starts with excellent education and learning environments at school and leads to learning and training for adults through colleges, university and other learning providers. We work with our schools and Higher and Further Education partners to ensure that there is an excellent education and training offer matched to the skills requirements we know our economy needs now and in the future.

Nottinghamshire is proud to be home to the University of Nottingham and Nottingham Trent University, which we recognise as an anchor institution in the County. Through our collaborative activity with Nottingham Trent University for example, we will see increasing numbers of our young people graduate with degrees that position them well for their careers, with increasing numbers of graduates choosing Nottinghamshire as the place to use their skills to build and grow their future.

We will stimulate the provision of skills to meet business demand, with a focus on higher level and technical skills for growing businesses and on promoting training and innovation in key sectors. We will tackle the skills gaps in our economy and address skills/labour shortages in key fields such as medical sciences, technology, engineering, mathematics, agriculture and food processing.

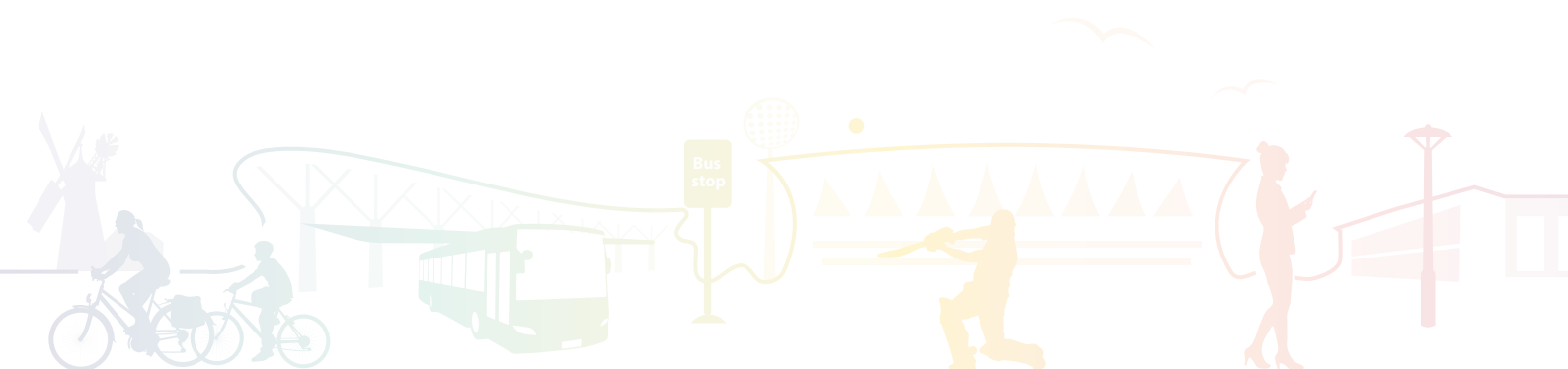
The Council jointly owns Futures, a social enterprise at the national forefront of providing jobs and skills advice, training and apprenticeships to support young people and adults into work or training. We will maximise the contribution Futures makes towards the Council's core strategies and ensure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

We will also support young people's aspiration and attainment through significant investment into the building of new schools where they're most needed, and the provision of additional school places to meet the demands of a growing children and young people's population.



Key activities to invest in skills and aspiration in 2019/21

- We will work to Futures to maximise funding opportunities develop and deliver programmes to raise skill levels, productivity and apprenticeship numbers across Nottinghamshire.
- We will support the delivery of our Compact with Nottingham Trent University to support employment, skills and graduate retention in Nottinghamshire.
- We will collaborate with both Nottingham universities on priority areas of activity including economic development, research, and culture and heritage.
- We will work alongside Nottinghamshire Children's and Families Services to establish a county-wide compact with employers to support, work experience, employment and apprenticeship opportunities for looked after children and care-leavers.
- We will work with Council owned companies such as Via East Midlands, Arc Partnership and large commissioned providers such as Inspire and Veolia to develop employment opportunities for Nottinghamshire care leavers and those with disabilities.
- We will inspire and prepare young people for work by employing two Enterprise Coordinators operating in schools across Nottinghamshire.
- We will work with Adult Social Care and Health to deliver an integrated employment programme to support adults with disabilities and long term conditions into work.
- We will build a strong "Age Friendly Nottinghamshire" community by expanding our community organising and social action training for the Council's workforce and Nottinghamshire's communities.
- We will deliver a number of significant education capital projects, including:-
 - The replacement Hawthorne Primary School in Bestwood Village in September 2019.
 - The new Hucknall Flying High Academy in September 2019.
 - The replacement Orchard School, Newark (opening April 2020, alongside the replacement Newark Day Centre).
 - Beginning the building of a new primary school for West Bridgford (opening Autumn 2020).
 - Beginning the building of the replacement White Hills Park Academy in Broxtowe.
- We will support the partners in the delivery of the Heritage Lottery Funded 'Mansfield Townscape Heritage Project'.
- We will develop and deliver an innovative health and wellbeing project with Public Health to support businesses and employers to provide access to employment for job-seekers and inactive people across our areas of highest need.
- We will support and influence the impact on Nottinghamshire of Building Better Opportunities Programme to help unemployed or economically inactive people become equipped to enter the labour market.
- We will work with local planning authorities and developers to ensure that monies are provided for appropriate County Council services from new developments.



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

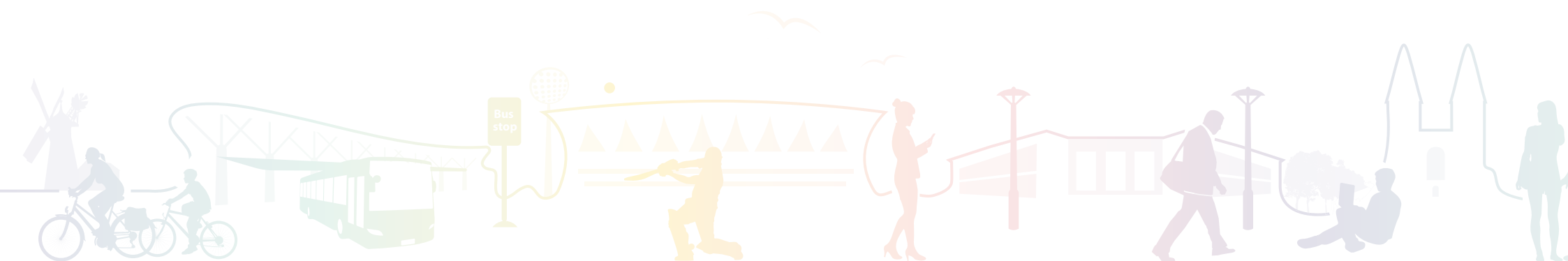
The department will ensure that the Council is effectively run, governed, and manages and mitigates risk, to enable the delivery of the commitments as set out in the Council Plan. Outlined below are actions the Place department will take to deliver the specific commitments in the Council Plan.

Council Plan Commitment	Success measures	Activities
A great place to bring up your family		
Commitment 1: Families prosper and achieve their potential	More families will be in work More families will live in good quality housing	<p>We will begin the development of Top Wighay Farm near Hucknall, including new County Council offices as anchor tenant of the employment space alongside new housing and infrastructure.</p> <p>We will bring forward developments at Lindhurst at Mansfield, and White Hills Park at Bramcote.</p> <p>We will support and influence the impact on Nottinghamshire of the Building Better Opportunities Programme to help unemployed or economically inactive people become equipped to enter the labour market.</p> <p>We will inspire and prepare young people for work by employing two Enterprise Coordinators operating in schools across Nottinghamshire.</p> <p>We will secure funding and progress planning applications for Local Authority Accelerated Construction (LAAC) projects for housing and commercial development.</p>
Commitment 2: Children are kept safe from harm	Children at risk are appropriately identified supported and protected	<p>We will implement the recommendations of the Council's Road Safety Outside Schools review.</p> <p>We will work alongside Nottinghamshire Children's and Families Services to establish a county-wide compact with employers to support, work experience, employment and apprenticeship opportunities for looked after children and care-leavers.</p> <p>We will work with Council owned companies such as Via East Midlands and Arc Partnership to develop employment opportunities for Nottinghamshire care leavers and those with disabilities.</p>
Commitment 3: Children and young people go to good schools	Children and young people are provided with sufficient early years provision and school places in their local communities	<p>We will deliver a number of significant education capital projects, including:-</p> <ul style="list-style-type: none"> • The replacement Hawthorne Primary School in Bestwood Village in September 2019 • The new Hucknall Flying High Academy in September 2019 • The replacement Orchard School, Newark (opening April 2020, alongside the replacement Newark Day Centre) • Beginning the building of a new primary school for West Bridgford (opening Autumn 2020) • Beginning the building of the replacement White Hills Park Academy in Broxtowe

Council Plan Commitment	Success measures	Activities
A great place to fulfil your ambition		
Commitment 4: Nottinghamshire has a thriving jobs market	<p>People leave education with better qualifications and skills</p> <p>More people are in higher paid and skilled jobs</p> <p>More apprenticeships available for people of all ages</p> <p>More graduates choose to stay in Nottinghamshire for further work or study</p>	<p>We will work with Futures to maximise funding opportunities develop and deliver programmes to raise skill levels, productivity and apprenticeship numbers across Nottinghamshire.</p> <p>We will support the delivery of our Compact with Nottingham Trent University to support employment, skills and graduate retention in Nottinghamshire.</p>
Commitment 5: Nottinghamshire is a great place to live, work, visit and relax	<p>People live in communities supported by good housing and infrastructure</p> <p>People can enjoy a wide range of leisure or cultural activities</p> <p>People can travel safely and quickly across urban and rural parts of the county</p> <p>People look after and enjoy the local environment</p>	<p>We will support at risk communities to be more resilient to flooding risk, and we will begin major flood resilience works in Southwell.</p> <p>We will lead work across the Council to respond to emergencies that impact on our communities.</p> <p>We will continue to deliver effective registration and celebratory services to support Nottinghamshire families at landmark moments in their lives.</p> <p>We will bring forward proposals for new recycling centres to serve Rushcliffe and central Nottinghamshire.</p> <p>We will continue our investment in LED street lighting, renewable energy and energy efficiency measures across the corporate estate and schools to reduce energy use, and cut carbon dioxide emissions.</p> <p>We will explore the potential for income generation and environmental improvement through the development of new incineration/energy through waste initiatives.</p> <p>We will continue to protect and enhance our library and community learning services across the county, including the development of more Community Partnership Libraries.</p> <p>We will explore opportunities for further enhancement of our public offer at Rufford and Sherwood Country Parks and Holme Pierrepont Country Park.</p> <p>We will deliver the Local Improvement Scheme Capital Fund and Talented Athletes Fund to support the improvement of local community facilities and our talented young people.</p> <p>We will complete a whole system review of Nottinghamshire's public transport arrangements including:</p> <ul style="list-style-type: none"> • Developing proposals for Community Transport provision; • Reviewing our current Home to School transport arrangements; • Reviewing our current public transport network arrangements and developing new solutions to support public access to transport. <p>We will develop and begin to implement a Green Spaces Strategy for Nottinghamshire.</p> <p>We will deliver the newly adopted Rights of Way Management Plan for Nottinghamshire to support enhanced public access to the network.</p> <p>We will continue to ensure that Nottinghamshire's economy is supported by a high quality natural and historic environment that highlights Nottinghamshire as an attractive place to live, visit and work.</p> <p>We will adopt a revised Minerals Plan for Nottinghamshire.</p> <p>We will deliver in partnership the £3m "Miner to Major" Heritage Lottery Fund scheme.</p> <p>We will deliver in partnership the "King and Miller to Kingfisher" Heritage Lottery Fund project at Kings Mill Reservoir near Sutton In Ashfield.</p> <p>We will begin delivery of the Heritage Lottery Funded 'Mansfield Townscape Heritage Project'.</p>

Council Plan Commitment	Success measures	Activities
A great place to fulfil your ambition		
Commitment 6: People are healthier	Healthy life expectancy increases	We will work with Public Health to tackle the supply of illicit tobacco products, helping to support the reduction of smoking prevalence.
A great place to enjoy your later life		
Commitment 7: People live in vibrant and supportive communities	Communities will support each other through volunteering and involvement in local organisations	<p>We will build a strong “Age Friendly Nottinghamshire” community by expanding our community organising and social action training for the Council’s workforce and Nottinghamshire’s communities.</p> <p>We will lead work to tackle fraud against those unable to protect themselves.</p> <p>We will deliver our new Communities Strategy that sets out the Council’s support for those members of communities who need our support the most.</p> <p>We will support the Adult Social Care Strategy by facilitating the delivery of housing with support/care for vulnerable adults.</p> <p>We will achieve the DERS (Defence Employer Recognition Scheme) Gold Standard for the Council’s support for the armed forces.</p>
A great place to start and grow your business		
Commitment 10: Nottinghamshire is a great place to invest and do business	<p>An increased amount of inward investment in the county</p> <p>High quality business accommodation is available for business to start and grow</p> <p>Increased economic productivity across the county</p> <p>More visitors spending more money in our county</p> <p>Increased economic vibrancy and improved appearance of market towns</p>	<p>We will bring forward proposals for an iconic development on the County Hall campus.</p> <p>We will establish a development company to bring forward the East Midlands HS2 Hub at Toton.</p> <p>We will commission and deliver a masterplan for the HS2 Hub.</p> <p>We will complete a connectivity study for the HS2 Hub.</p> <p>We will submit and progress a Housing Infrastructure Fund (HIF) bid to develop a network of garden villages around the HS2 line in Nottinghamshire.</p> <p>We will develop and begin to implement an inward investment strategy for Nottinghamshire.</p> <p>We will support town centre D2N2 funded regeneration schemes in Arnold, Mansfield, and Beeston and bring forward additional projects to enhance the programme.</p> <p>We will bring forward a framework a framework for further investment in town centre regeneration schemes.</p> <p>We will begin delivery of our Visitor Economy Strategy, with particular emphasis on preparations for the 2020 Mayflower 400th anniversary.</p> <p>We will develop and deliver heritage led regeneration projects and training programmes to further support visitor economy growth.</p> <p>We will work to ensure that businesses have simplified access to business support through developing our Growth Hub and Digital Business Growth Programme.</p> <p>We will develop a ‘one stop’ streamlined regulatory support & advice offer for businesses.</p> <p>We will continue to help legitimate businesses to trade by enforcing the law to ensure a level trading playing field exists in Nottinghamshire.</p>

Council Plan Commitment	Success measures	Activities
A great place to start and grow your business		
Commitment 11: Nottinghamshire is a well-connected County	<p>Improved roads and transport infrastructure with better connectivity across the county and region</p> <p>Improved superfast broadband coverage</p> <p>Local people have the right skills to benefit from employment opportunities generated by HS2 and other major infrastructure developments</p>	<p>We will deliver large scale traffic management and highways maintenance programmes across the County, including Year 2 of the Council's £20m highways investment programme.</p> <p>We will continue to managing our highway network effectively by developing a new permit scheme for roadworks and continuing to lead Nottinghamshire's Parking Partnership.</p> <p>We will begin delivery of the Gedling Access Road (GAR) scheme for completion in 2021.</p> <p>We will develop business cases for improving the A38, A611 and A6097 major roads for submission for Government or LEP funding when it becomes available.</p> <p>We will develop detailed schemes for the improvement of the A614 and A6097 major roads.</p> <p>We will continue to lobby for the A46 around Newark to be developed as dual carriageway funded by the Department for Transport (DFT).</p> <p>We will rollout fibre broadband services to the remaining 2% of properties in Nottinghamshire without superfast speeds.</p> <p>We will collaborate with the University of Nottingham to secure funding for 5G testbed activity in Nottinghamshire.</p> <p>We will collaborate with the University of Nottingham around connected and autonomous vehicle development projects in East Midlands Airport.</p>
Commitment 12: Nottinghamshire has a skilled workforce for a global economy	<p>People have a higher level of skills</p> <p>There is a flexible and varied workforce that is able to meet the needs of local businesses in the future.</p>	<p>We will collaborate with both Nottingham universities on priority areas of activity around economic development, research, and culture and heritage.</p> <p>We will develop and deliver an innovative health and wellbeing project with Public Health to support businesses and employers to provide access to employment for job-seekers and inactive people across our areas of highest need.</p>



The Place Improvement and Change Portfolio

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

**Lead Member: Chairman of
Communities and Place Committee**

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

Programmes

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

01

Our internal journey of improvement

The Department is putting in place the foundations to help us move towards excellence, and is continuing work to embed and strengthen our approach to:

- Ensuring an evidence based approach to policy development and decision making.
- Maximising technology by using new service design techniques, incorporating user insight and digital technologies.
- Embedding programme management discipline, and strengthening governance and decision making.
- Establishing a new core data set to hold providers, teams and individuals to account for performance.
- Balancing performance, finance, risk, health and safety, emergency planning and service continuing.

- Business continuity and risk management by continuing to strengthen our management of risk, health and safety and emergency planning.
- Leadership development by completing a programme to build leadership capacity, succession planning and managerial expertise across the Department.

Key milestones for the next year include:

- ▶ New core data set established - May 2019
- ▶ New Departmental Programme governance arrangements in place – April 2019
- ▶ Leadership skills/behaviours programme complete - Summer 2019
- ▶ Further development of the Place Risk, Safety and Emergency Management Group – ongoing through quarterly meetings

02

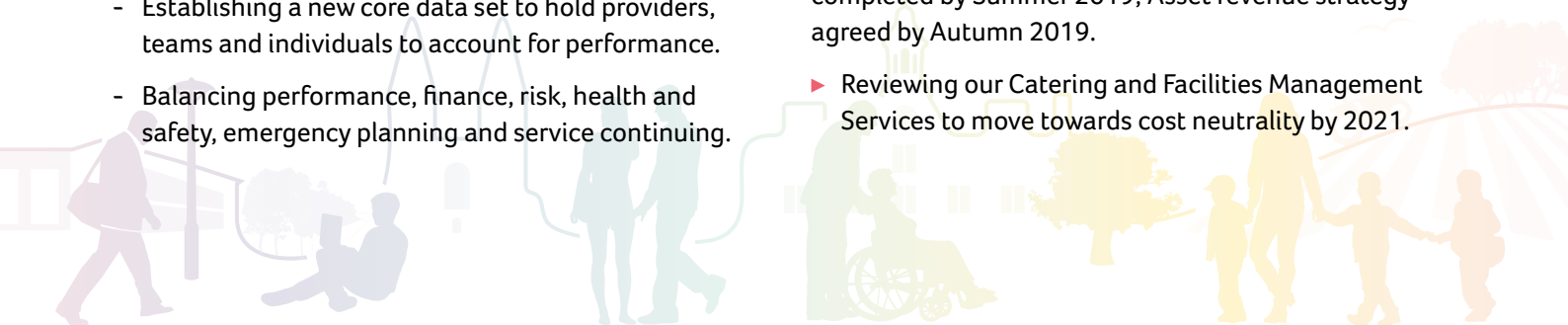
Generating investment and improved commercial returns

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

- Completing the Property Services Transformation Programme to secure a more effective corporate property function, and enabling corporate property assets to be better managed to generate increased revenue return for the County Council.

Key milestones: Transformation Programme completed by Summer 2019; Asset revenue strategy agreed by Autumn 2019.

- ▶ Reviewing our Catering and Facilities Management Services to move towards cost neutrality by 2021.



Key milestones: Adopt a revised pricing strategy by April 2019; review corporate overhead apportionment by Autumn 2019; adopt cost reduction and income generation strategies by Summer 2019.

- ▶ Remodelling our Highways Development Control function to increase capacity and support through industrial and residential development.

Key Milestone: Revised Team structure operational by Summer 2019

- ▶ Reviewing our approach to fees and charges for our services to ensure the right balance between cost of service provision and income generation.

Key Milestones: A consolidated Place fees and charges scheme to be established by December 2019.

- ▶ Remodelling the governance, commissioning and management of our highways management functions, in collaboration with Via East Midlands, now that Via is wholly owned by the Council.

Key Milestones: New Via Board in place by July 2019; review of commissioning and management arrangements complete by October 2019; new model implemented by March 2020.

03 Doing things differently with less

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

- Reviewing our commissioning and contractual arrangements for our wholly or partly owned Alternative Service Delivery Model organisations (Via East Midlands, Arc Partnership), and key strategic partners (Inspire, Veolia, Parkwood Leisure, Serco, the RSPB) with a view to extracting maximum efficiency and public benefit from our partnership work.

Key Milestones: Individual review for each service area/strategic partner complete by March 2020

- ▶ Establishing a cross-Council Smarter Working programme (phase 2) to ensure that we make best use of our corporate office estate, whilst supporting front line service provision and kickstarting investment in key locations across Nottinghamshire.

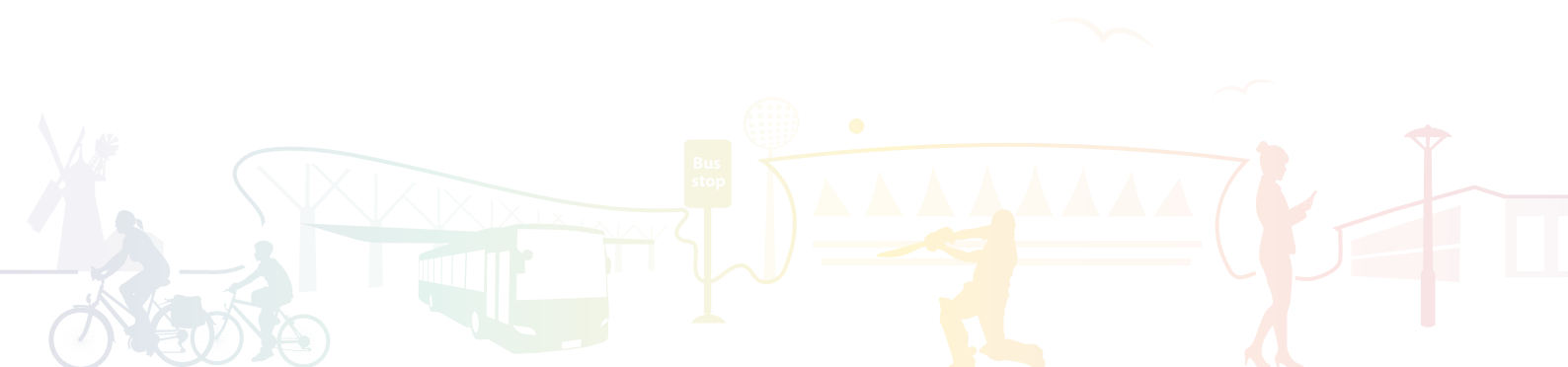
Key Milestones: Programme established by April 2019; key decisions on corporate estate options in Mansfield, Worksop, Newark, West Bridgford, Ashfield, Gedling and Retford made by April 2020.

- ▶ Improving Customer Experience through Digital Development, to ensure that all those accessing Council services do so in a way that best utilises available technologies, driving service improvement and efficiency.

Key Milestones: Establish a programme scope and timeframe by June 2019, Launch a Nottinghamshire App by December 2019 (further milestones to be defined).

- ▶ Establish a Corporate Energy Strategy and Action Plan to ensure that the Council uses energy as efficiently as possible, and makes best use of new technologies.

Key Milestones: Strategy and implementation plan approved by Summer 2019.



Our Commitments: Families prosper and achieve their potential

- Our Commitments:** Children are kept safe from harm

- ## Our Commitments: Children and young people go to good schools

- ## Our Commitments: Nottinghamshire has a thriving jobs market

- Our Commitments:** Nottinghamshire is a great place to live, work, visit and relax

- Number of volunteer hours per year contributing to the delivery of those services or activities receiving Local Improvement Scheme support
- % of Member and Service Inquiries in respect of property responded to within 5 working days
- % of buildings maintained as accessible
- % of investment properties occupied
- % of asset valuations completed on time
- Number of properties with enhanced levels of flood Protection as a result of NCC schemes
- % of street lighting faults under the control of the Highway Authority repaired within response time – 7 days
- Readiness of Nottinghamshire County Council to respond to emergencies of all kind
- % of deaths registered within five days
- % of household waste sent to reuse, recycling or composting
- % of Household Waste diverted from Landfill
- Number of visits to libraries
- Customer satisfaction levels at libraries
- Increase in average journey time per mile during the morning peak on the urban centre networks in the county.



To know if our services are effective we need to understand

Our Commitments: People are healthier

- Retail value of illicit tobacco seized.

Our Commitments: People live in vibrant and supportive communities

- Growth of Friends Against Scams Schemes
- Number of vulnerable Individuals with Nominated Neighbour Schemes
- % of victims of doorstep crime, scams or other frauds who feel safer in their own homes following the Trading Standards tailored intervention
- Number of doorstep crime, scam, or fraud vulnerable victims protected

Our Commitments: Nottinghamshire is a great place to invest and do business

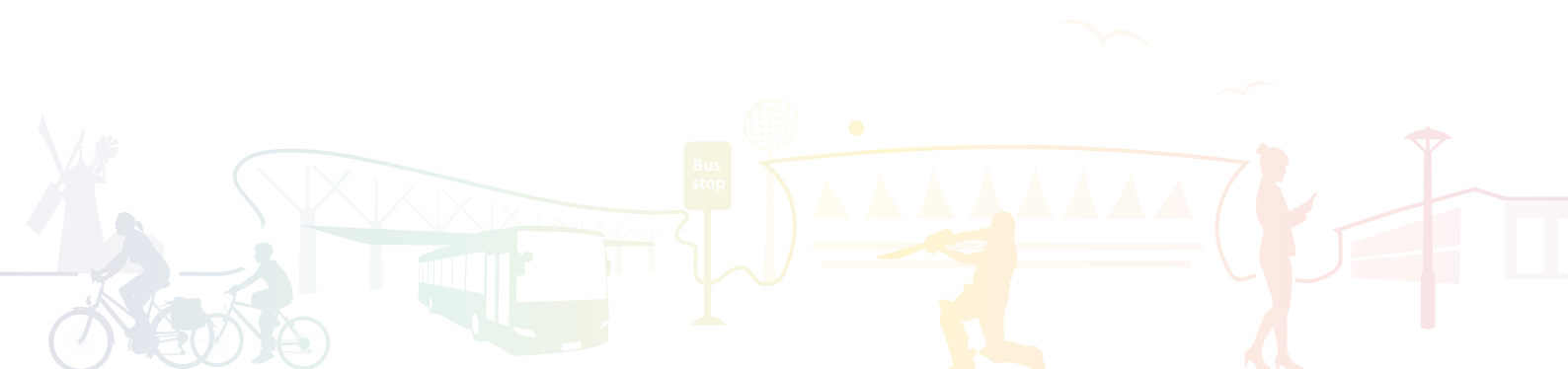
- Total of external funding leveraged in support of Investment & Growth projects/programmes
- Directly engage and support Nottinghamshire businesses in their growth ambitions and where appropriate, support their growth plans via a grant award
- Number and value of unsafe items/products removed from or prevented from entering the supply chain

Our Commitments: Nottinghamshire is a well-connected County

- % of A roads in good condition and not requiring maintenance
- % of B and C roads in good condition and not requiring maintenance
- % of unclassified roads in good condition and not requiring maintenance
- Overall satisfaction with the bus journey
- Number of premises passed by a super or ultra-fast network

Our Commitments: Nottinghamshire has a skilled workforce for a global economy

- Number of schools engaged by Nottinghamshire Enterprise Coordinators.





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