

Place Select Committee

Wednesday, 22 May 2024 at 10:30

County Hall, West Bridgford, Nottingham, NG2 7QP

AGENDA

- | | | |
|---|--|---------|
| 1 | To note the appointment of the Chair and Vice-Chair of the Place Select Committee as agreed by Full Council on 16 May 2024 | |
| 2 | To note the membership of the Committee for the 2024/25 municipal year | |
| 3 | Minutes of the last meeting held on 27 March 2024 | 3 - 12 |
| 4 | Apologies for Absence | |
| 5 | Declarations of Interests by Members and Officers:- (see note below) | |
| 6 | Visitor Economy Framework | 13 - 28 |
| 7 | Report Place Select Committee Review of CFM Service | 29 - 54 |
| 8 | Work Programme Report | 55 - 76 |

Notes

- (1) Councillors are advised to contact their Research Officer for details of any Group Meetings which are planned for this meeting.

- (2) Members of the public wishing to inspect "Background Papers" referred to in the reports on the agenda or Schedule 12A of the Local Government Act should contact:-

Customer Services Centre 0300 500 80 80

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

Councillors or Officers requiring clarification on whether to make a declaration of interest are invited to contact Katherine Harclerode (Tel. 0115 854 6047) 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>



PLACE SELECT COMMITTEE

Wednesday 27 March 2024 at 10:30am

COUNCILLORS

Mike Adams (Chairman)
Tom Hollis (Vice-Chairman)

Richard Butler	Sue Saddington
Anne Callaghan BEM - Apologies	Roger Upton
Penny Gowland	Jonathan Wheeler
Kane Oliver - Apologies	Elizabeth Williamson
John Ogle	

SUBSTITUTE MEMBERS

Councillor Steve Carr for Councillor Kane Oliver
Councillor Glynn Gilfoyle for Anne Callaghan

OTHER COUNCILLORS IN ATTENDANCE

Councillor Scott Carlton
Councillor Neil Clarke MBE
Councillor Sybil Fielding
Councillor John Lee
Councillor John 'Maggie' McGrath
Councillor Sam Smith

OFFICERS

Mick Allen	-	Group Manager, Environment and Resources
Martin Elliott	-	Senior Scrutiny Officer
Derek Higton	-	Interim Corporate Director – Place
Sue Jaques	-	Flood Risk Manager
Gareth Johnson	-	Traffic Manager, Highways and Transport Group
Katherine Harclerode	-	Democratic Services Officer
Mark Walker	-	Interim Service Director, Place and Communities
Gary Wood	-	Group Manager, Highways and Transport

1. MINUTES

The minutes of the meeting held on 20 December 2023, having been circulated previously, were confirmed as correct and signed by the Chairman.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Kane Oliver (Other Reasons) and from Councillor Anne Callaghan (Other Reasons).

3. DECLARATIONS OF INTEREST

There were no declarations of interest.

4. CRIME AND DISORDER STRATEGY

Consideration was given to a report introduced by the Cabinet Member for Communities and Public Health, which outlined the Crime and Disorder Strategy refreshed in January 2024, in accordance with the Crime and Disorder Regulations 2009. This Strategy was also known as the Community Safety Agreement. The structure, governance arrangements and membership of the Safer Nottinghamshire Board were noted. The Cabinet Member was joined by the Programme Manager for the Safer Nottinghamshire Board.

In the discussion that followed, members sought additional clarification of the forum for public scrutiny of the Police and Crime Commissioner. The Chairman noted the established Police and Crime Panel which is the forum for public scrutiny of the Police and Crime Commissioner.

The Chairman thanked the Cabinet Member for Communities and Public Health and the Programme Manager for the Safer Nottinghamshire Board for their attendance.

RESOLVED 2024/01

- 1) That the report be noted.
- 2) That a further progress report on the delivery of the crime and disorder strategy be received at a future meeting of the Place Select Committee in its role as the as the Council's Statutory Crime and Disorder Committee, as defined by the Crime and Disorder (Overview and Scrutiny) Regulations 2009.

5. RESIDENTS PARKING SCHEMES: CURRENT POLICY AND PROCESSES

Consideration was given to a report introduced by the Cabinet Member for Environment and Transport, Group Manager of Highways and Transport, and Traffic Manager in respect of the County Council's approach to resident parking schemes, including current processes and proposals.

In the discussion that followed, Members raised the following points and questions:

- Support was expressed for a more rapid process where there was widespread desire for a scheme to be put in place.
- Members sought to understand how long each of the stages of the process takes. For example, it was felt that Stage 4 consultation was not always necessary. This was not a statutory requirement. Where consultation efforts were duplicated, this added considerable time to the implementation timeline.
- Petitions had been a tool for gathering evidence of support for schemes to be implemented.
- It was felt that a formal petition process should be explored as part of the process for resident parking schemes.

- It was noted that the City of Nottingham had implemented measures to help reduce the number of cars within the city centre that could be explored in a town centre context elsewhere in Nottinghamshire.
- Residents unable to park outside their homes often request schemes to be implemented just outside the boundaries of an existing scheme, suggesting that consideration should be given on a wider strategic level rather than lane by lane.
- It was felt that more enforcement officers were required to enforce the scheme.
- Student HMOs and unoccupied homes were not responding to the consultations, making it more difficult for the permanent residents to obtain a scheme.
- Partnership with police and impact on businesses should be considered as part of the implementation of any scheme.
- Discrepancies among districts and boroughs regarding the approach taken to the consultation phase of the fee setting process was an area of concern.
- Support was expressed for involving elected members in the process to infuse local knowledge in the considerations around potential schemes.
- More information was requested regarding the context around any requests received by the Service for removals of schemes.

The Chairman noted Members' expressions of interest in doing further work on this topic and noted that while an application was in process it was not always possible to have complete visibility of how the application was progressing.

In response to the points raised, the Cabinet Member and officers provided the following responses and information:

- It was noted that striking the balance around the right amount of consultation was difficult, because each person had a different expectation of how much consultation was appropriate.
- A number of requests in 2010-2011 had been received regarding removal of schemes around the time that the fees were introduced. Schemes were removed in areas where the original reasons for people parking there were no longer there, such as following closure of a large employer.
- Members requesting specifics around applications for particular schemes were offered additional detail regarding the progress of these outside the meeting.

The Chairman thanked the Members for their contributions to the discussion and the officers for providing the information through the report and through their attendance at the meeting.

RESOLVED 2024/02

- 1) That the report be noted. [Page 5 of 76](#)

2) That the following issues raised by the Committee in its consideration of the report on Residents' Parking Schemes be progressed:

- a) That further scrutiny work be undertaken through the establishment of a task and finish group to consider in detail possible amendments to the processes that could provide further efficiencies to the delivery of future residents' parking schemes.
- b) That the Chairman and Vice-Chairman, in consultation with officers create a scope that will determine the work of the task and finish working group.

6. SECTION 19 REPORTS: EASTWOOD FLOODING SEPTEMBER 2023 & STORM BABET FLOODING OCTOBER 2023

Consideration was given to a report presented by Councillor Neil Clarke, Cabinet Member for Transport and Environment, along with the Interim Corporate Director of Place, Flood Risk Manager, the Interim Service Director for Place and Communities, and the Group Manager Environment and Resources. The report described the unprecedented extent of flooding that had led to the production of Section 19 Reports which were submitted for public scrutiny in accordance with the Flood and Water Management Act 2010.

The presentation accompanying the report, including the Section 19 reports, set out the context of the severe flooding events of September 2023 and October 2023 and the emergency response that was mobilised by the County Council and its key partners, including Town and Parish Councils, Volunteer Wardens, Emergency Response Teams, and the Environment Agency. The Cabinet Member acknowledged the devastating experience for the families and businesses affected by the flooding. Following Storms Henk and Storm Babet, record levels of the River Trent had been seen. The Cabinet Member expressed thanks to the officers and teams who were involved in the response. Volunteer groups also played an important part to help their communities and neighbours during the response and in the ongoing work to enhance resilience within communities.

The presentation established the scale of the impact of the floods across Nottinghamshire which had affected approximately 1200 properties. The Local Resilience Forum had coordinated the response, with the focus of protection of life and also protection of property. Section 19 Reports were to be viewed as a checkpoint on a journey to improved flood resilience. Flood Risk reduction measures would be implemented via a multi-agency approach with the Council as a coordinating member within this partnership.

Particulars of the response were noted including mobilisation of staff by Via during the response. The pressure on the road systems caused by the volumes of water were described. The Council's active programme of gully clearances had also targeted areas where there had been flooding. It was noted that during the height of the events when rivers and pipework were full, the gullies had discharged water. The approach to highway drainage had been reviewed and extra resource added within these activity areas including ditch clearance. Community volunteers had also received training and equipment. The range of potential next steps to promote resilience were also described. Communities had been consulted and drop-in sessions had been delivered

as part of the work toward flood risk reduction. The mental health support needs of residents affected by floods were also considered.

In the discussion that followed, Members raised the following points and questions:

- It was felt that the Environment Agency had responded with new modelling but had not implemented solutions due to the cost.
- It was noted that in many properties, flood defences had been in place, yet ground water had risen through the floors of homes.
- More information was requested regarding work with owners of land in riparian zones regarding performance of clearance responsibilities.
- It was important to pursue non-return valves for pipework with the relevant partners.
- Communications with residents around the dangers of ignoring road closure signs were also felt to be important.
- Some residents felt that flooding events were becoming more frequent, which produced growing anxiety among property and shop owners.
- The responsiveness of Severn Trent Water was felt not to have been satisfactory for some residents. Members reported arranging a meeting with Severn Trent Water representatives in three weeks.
- Additional opportunities to discuss solutions with partners as part of the scrutiny process were welcomed.
- It was felt that developers owed compensation to residents within flooded areas.
- The distinction was made that some properties were not breached but were still adversely affected by the extent of the flooding.
- Officers and flood teams were thanked for their response and the regular telephone updates from the communications teams had enabled Members to pass along important information.
- Members requested to be kept informed of the Council's programme of ditch and gully clearances.
- As part of the Council's role as lead authority coordinating the multi-agency response, it was hoped that a good example would be set by ensuring that any Council-owned properties with gullies discharging flood waters were addressed.
- It was felt that current enforcement powers and funding were insufficient to address the problems.
- Clarification was sought regarding the consultation requirements on District Councils relating to new planning applications.

- The impact of the activity by drainage team members to resolve issues with drains within communities was noted, and it was felt that the Environment Agency needed to change its level of response.
- Successes were noted, as some properties which had flooded in the past but did not flood as part of these events due to the remedial support from the Council and its partners.

In response to the points raised, the Cabinet Member and officers provided the following responses:

- It was incumbent on all planning authorities including the County Council to ensure flood risk is considered in all processes where consideration is being given to building new developments.
- Water inclusion strategies were being considered as part of solutions to build back better in acknowledgement of the reality of facing floods.
- Blocked drains were cleared quickly, and gullies on record as being previously blocked during the events had been addressed through targeted mobilisation of additional resource for this purpose.
- Property owners needed to ensure green waste was disposed of responsibly, and property buyers with riparian responsibilities needed to have full awareness of this prior to buying. Often property owners were unaware of their responsibilities.
- Natural Flood Management work by DEFRA was in development to help control the flow of flood water so that the drainage system could better cope with events.
- The unprecedented nature of the flooding events was reiterated, as well as the resolve of the Council to provide as much resilience as possible.
- The Cabinet Member had personally attended the sites of the flooding and had seen both the scale of the devastation as well as instances of successful flooding defences at work.
- It was noted that many riparian property owners fulfilled their responsibilities, but where this was not the case, Lead Flood Authorities currently did not have the enforcement powers which were needed.

The Chairman thanked the Cabinet Member and officers for their attendance and noted that specific issues relating to Members' localities could be raised directly with the Service.

RESOLVED 2024/03

- 1) That the work (as detailed in the officer's report) that has taken place in response to the flooding incidents in Eastwood in September 2023 and across Nottinghamshire in October 2023 be endorsed.
- 2) That in accordance with Section 19 of the Flood and Water Management Act 2010 and the Council's Lead Local Flood Authority responsibilities, that the Section 19 Reports, as attached as appendices to the officer's report, be approved and published.
- 3) That the work of the Council's Flood Risk Management Team in working with communities impacted by flooding be commended.
- 4) That the following issues raised by the Committee in its consideration of the Section 19 Reports (Eastwood September 2023 and Storm Babet October 2023) be progressed:
 - a) That the scope of the scheduled task and finish review of the Council's preparation for and response to the flooding caused by Storm Babet should be expanded to include the work that is being carried out to prepare for and mitigate against the impacts of future flooding events.
 - b) That all members be provided with regular updates on gully cleaning schedules and are advised when gully cleaning work has been completed.

7. OUTCOMES OF THE SCRUTINY REVIEW OF HOUSEHOLD WASTE RECYCLING CENTRES

Consideration was given to a report presented by Councillor Nigel Moxon in respect of the findings and recommendations from a recent scrutiny review of Household Waste Recycling Centres. The review took a deeper look at the impact of the proposed changes to the HWRC network and its operating context. The review emphasised the need for an adaptable Service that could respond to the changing needs of residents and to new legislation around recycling. The key findings and recommendations were summarised, and Members who contributed to the review were acknowledged.

The Members who undertook the review were:

- Councillor Nigel Moxon (Chairman)
- Councillor Richard Butler
- Councillor Anne Callaghan BEM
- Councillor Robert Cordon
- Councillor Jim Creamer
- Councillor Tom Hollis

The Chairman noted the cross party working that had been done during the review process and the development of the recommendations contained in the report.

Summarised below are the points and concerns raised by Members during the discussion that followed:

- Members expressed support for enhanced usability of the HWRC sites and welcomed the consideration of traffic patterns and road safety within the findings and recommendations.
- Members expressed support for the Service to be more adaptable and sustainable over the long term, with ability to increase recycling rates.
- Members expressed disappointment that the outcomes of the 2022 strategic review of the HWRC network had not been published as requested.
- Additional assurances were requested that Service improvements rather than financial considerations had been the main focus of the review.
- Members expressed concerns regarding any potential future reduction of the number of sites through potential closures of smaller sites.
- Members noted the potential 'supersites' had not yet been officially identified. Concerns relating to specific areas for potential supersites were noted, as it was felt that the implementation of supersites might reduce access to sites closer to home for some Nottinghamshire residents.
- Members expressed concerns that if residents had to drive farther to get to a local recycling centre, this would have an impact on the environment.
- The Chair reaffirmed the non-partisan role of the scrutiny review to consider the overall provision of the HWRC Service across Nottinghamshire.
- Additional assurances were requested regarding whether any current HWRC sites were being considered for possible closure.
- The attention being given within the report to the serious road safety implications of current sites caused by queues of traffic was echoed by Members, emphasising the importance of safe access and traffic management.
- New housing developments contributed additional traffic pressure due to increased public use of sites.
- Accessibility by foot and bicycle as well as local provision for small metal and glass as part of a pocket recycling scheme were felt to be important considerations within any future HWRC Service configuration.
- Members expressed support for the findings of the review that more work would need to be done within the Service to determine the appropriate action to be taken regarding any particular site.

In response to the points raised in discussion, Members who participated in the review provided the following additional information:

- The Chairman of the review group provided assurances that the emphasis had been on making the Service better rather than reduction of costs, as it was

understood there would be costs associated with building any so-called 'supersites'. The intention was to reduce overall journey time, even though this sometimes meant travelling farther.

- It had been noted that whilst the review group had visited the HWRC sites on a relatively 'quiet' day, they were still busy. The site visits had been valuable because upon seeing the most efficient sites, Members found that the differences between sites could be appreciated.
- Insights gained from the experience of touring the HWRC sites as part of the review project were described. It had been seen that HWRC site issues could not be easily solved.
- Members had found that it was quicker to attend a better designed site farther from home than to attend the nearest site.
- Members affirmed that the focus of the review process had been on the needs of residents foremost.

RESOLVED 2024/04

- 1) That the recommendations from the scrutiny review of the Household Waste Recycling Centre network, as set out in the report, be endorsed, and referred to Cabinet for consideration.

8. WORK PROGRAMME

Consideration was given to an outline programme of scrutiny work, including upcoming review items. An additional meeting would be arranged to allow additional time for full discussion of all the items on the work programme.

In discussion, Members requested further information regarding the organisations were allowed to use Council facilities to conduct surgeries or drop-in sessions.

RESOLVED 2023/05

- 1) That the Work Programme be noted.
- 2) That Committee Members make any further suggestions for consideration by the Chairman and Vice-Chairman for inclusion on the work programme, in consultation with the relevant Cabinet Member(s) and senior officers, and subject to the required approval by the Chairman of Overview Committee.

The meeting closed at 1:29 pm.

CHAIRMAN

22 May 2024**Agenda Item: 4****REPORT OF THE CABINET MEMBER – ECONOMIC DEVELOPMENT AND
ASSET MANAGEMENT****VISITOR ECONOMY FRAMEWORK – ONE YEAR ON****Purpose of the Report**

1. To detail to the Place Select Committee the work the Council and its partners have undertaken in the first 12 months of the Visitor Economy Framework being approved, and to note the priorities for the forthcoming year.

Information**Policy background**

2. The **Nottinghamshire Plan** details the Council's ambitions for raising the national and international profile of Nottinghamshire; creating the right conditions for investment and sustainable economic growth; driving the transition to greener more sustainable ways of working; protecting the environment as we grow; and securing investment into major projects. Summarily, the Nottinghamshire Plan explicitly supports the enhancing of the county's inward investment offer.
3. Similarly, the Council's **Economic Transition Plan** (ETP) identifies three main priorities for the Visitor Economy theme:
 - Attract more visitors to Nottinghamshire from across the UK and overseas.
 - Lengthen the amount of time visitors spend in Nottinghamshire.
 - Create the conditions for businesses to thrive.

Visitor Economy Framework background

4. Officers were invited to present the latest draft version of the document to members of the Place Select Committee on 30 January 2023. The presentation included details of the public consultation, targeted engagement with key stakeholders and how the action plan would be produced and delivered. The feedback received was very supportive of the process that had been taken to prepare the (then named) Visitor Economy Strategy (VES); agreed that the VES should be renamed the **Visitor Economy Framework** (VEF) to better reflect the need for a framework for stakeholders and partners to work within; and then suggested a number of points to consider for the action plan. A summary of some of the main points are below:

- Take advantage of Robin Hood as a catalyst for tourism.
 - Look at how influencers can be used on social media.
 - Consider more research into the accommodation sector and how it can be improved.
 - Use sport as a driver for the visitor economy, e.g. golf tournaments, match day flyers.
 - Improved signage, including the brown tourism signs.
 - Working with partners to join together and recommend each other.
5. Place Select Committee also requested an update after the first year of adoption and to review the work undertaken and progress made against the approved VEF and its associated action plan. This report is providing this update.
6. Following on from this feedback, and after a discussion at Full Council in January 2023, the VEF was approved in February 2023 by the Economic Development Asset Management Cabinet Member. It was produced to clearly identify and communicate the aims and ambitions of the County Council. The VEF sets out the basis for Council operations pertaining to the visitor economy and how to best support and bolster this sector. An action plan sits underneath the VEF to detail the work programme in order to meet the priorities identified in the VEF.
7. The VEF identified five main priority areas of work are identified that will be delivered as part of the action plan, including:
- **Invest in People** – The Council will aim to build skills, knowledge, jobs and capacity so people can thrive in the sector, develop an inclusive approach that people can relate to that puts Nottinghamshire people at the heart of the story, and empower people to share, enjoy, respect, understand and care for the county and its unique assets.
 - **Invest in Promotion** – The Council will aim to develop a distinctive and unique brand for Nottinghamshire. Through promotion and marketing, it will raise the profile of the county locally, regionally, nationally and globally.
 - **Invest in Product** - Stimulating investment in developing relevant, high-quality products while protecting and preserving assets for future generations. The Council will bring together providers to create a stronger, more coherent, joined-up offer.
 - **Invest in Place** – The Council will aim to establish a sustainable, co-ordinated approach to develop Nottinghamshire as a destination that people will want to visit, stay in and return to, and will create improved facilities, infrastructure and connectivity, bringing everything together to create a unique identity and ‘sense of place’ across the county.
 - **Invest in Performance** - The Council will build on its strengths and increase Visitor Economy-related visits and spend. Strategies and actions will be based on data and evidence, measuring the results regularly and sharing learning and best practice.

Progress – 12 months on

8. There has been considerable progress against the VEF since its adoption in March 2023. Progress is being monitored against the VEF action plan and the key achievements to note include:
- **Destination Management Organisation (DMO)** – a contractual agreement between the County Council and Marketing Nottingham & Nottinghamshire for their visitor

economy division (Visit Nottinghamshire) to deliver a programme of work which centres around the Visitor Economy, namely leisure and business tourism.

- **Local Visitor Economy Partnership (LVEP)** Application and letter of support — supporting and assisting Visit Nottinghamshire with the application and providing a letter of support from the County Council as well as being instrumental in garnering support from the Districts and Boroughs.
- **Collaborative relationships** – have been formed with the preparation and the implementation of the VEF internally and with external partners. There has also been collaborative relationships created by attending various tourism network groups and through joint projects such as, such as the District / Borough STEAM data commissioning partnership with District & Borough councils and Visit Nottinghamshire. Officers have set up new groups to facilitate partnership working for example the NCC Visitor Economy and Cultural Commissioning group and the Visitor Economy District and Boroughs group.
- **Forest Corner masterplan** – working with key partners to establish a new vision for the home of Robin Hood, which will be shortly ready for consultation.
- **Business support / training programme pilot** – was launched which supported 37 businesses and organisations over 3 sessions and will help to inform future events.
- **Sport as a Spectacle** - submission of a briefing (February 2024) which outlines opportunities around the development of one of Nottinghamshire's core themes identified in the VEF - Sport as a Spectacle. A programme of work is currently being created which will set out activity for the County Council and relevant partners to implement.
- **Visitor Economy Data** - the County Council have purchased continues to be a vital tool to measure our progress and inform future priorities and planning. From the data purchased as part of the newly created STEAM data partnership with Visit Nottinghamshire and our District and borough colleagues, we have already begun to see a recognisable, recent uplift in the Nottinghamshire Visitor Economy, but job numbers have yet to return to pre pandemic levels.

Nottinghamshire Visitor Economy	2019	2021	2022
Value	£1.97bn	£1.7bn	£2.05bn
Visitor numbers	33 m	28.3m	32.97m
FTE Jobs in sector	23,179	18,224	20,522

Source: STEAM data

9. While we cannot solely attribute these figures to the County Council's VEF, there is no doubt that the implementation of this plan and the associated resourcing that has been put in place has played a significant part in this success, particularly through partnership working. External circumstances permitting, the County Council is well on the way to achieving the target set out in the VEF which is to return to pre-pandemic levels by 2025.

Next Steps

10. Looking forward, the Visitor Economy team (comprises 2 FTEs) will focus on the following areas:
 - **VEF** - Officers will continue to work with partners to deliver the priorities identified within the VEF, taking into account the opportunities presented by the emerging East Midlands

Mayoral Combined County Authority (EMCCA), and maximising the joint working opportunities.

- **VEF Action Plan** - Officers will continue to deliver the VEF Action Plan to ensure the right support from the County Council is in place to support visitor economy businesses to increase the number of hospitality jobs, as well as the number of visitors, their spend and the length of their stay.
- **LVEP** – Officers will continue to support the application of Marketing Nottinghamshire and Nottinghamshire (Visit Nottinghamshire) to become the LVEP for Nottinghamshire. Once this accredited status has been achieved, future funding and support from Visit England will be unlocked.
- **Destination Management Plan** – Officers will support Visit Nottinghamshire in the creation of a county wide Destination Management Plan, a requirement of the LVEP and an opportunity to bring city, county, districts and boroughs together under one united plan.
- **Contracted work** – Officers will continue to monitor the delivery of a programme of work contracted to Marketing Nottingham & Nottinghamshire (Visit Nottinghamshire) until March 2025.
- **Building Networks** - Officers will begin to build appropriate networks with local authority partners and wider stakeholders to realise Visitor Economy development and best practice.
- **Sport as a spectacle** - Officers will create a programme of work around the theme of Sport as a Spectacle which was identified in the VEF as an area of strength in Nottinghamshire's visitor economy.
- **Robin Hood and Sherwood Forest** – a unique selling point for Nottinghamshire. Along with supporting the developments at Forest Corner, Officers will explore the opportunities around our central theme of Robin Hood and Sherwood Forest and produce a County Council guide for businesses and stakeholders.
- **Data** - Data will be gathered and analysed to inform planning and priorities, this includes the other themes identified in the VEF.
- **Job creation** – Officers will explore ways to create more jobs within the Visitor Economy starting with a Career Champion campaign to showcase people working in the sector, why they do it and to celebrate their work. This will coincide with recognising talent through the sponsorship of Visitor Economy related Business Awards around the county.
- **Business, Conferences and Events Tourism** – working with the Business and Events Team at Visit Nottinghamshire, Officers will attend the Meetings Show in London on 19th and 20th June 2024 to raise the profile of the county for this type of tourism.

Other Options Considered

11. The Council could take a 'do nothing' approach and not continue with the priorities identified in the VEF. However, this would mean the relevant objectives contained within the ETP and the Nottinghamshire Plan could not be addressed.
12. The Council could adopt an approach which minimises the resources allocated to this area of work. However, this would mean that the work done to date may be lost or the full economic benefits for Nottinghamshire residents and businesses are not released.

Reason/s for Recommendation/s

13. The reasons for these recommendations revolve around the County Council's intention to help support the local visitor economy and maximise those opportunities under the Levelling Up Agenda, meet the aspirations within the Nottinghamshire Plan and Council's ETP.

Statutory and Policy Implications

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

Financial Implications

15. The recommendations themselves have no immediate financial impact. Proposals resulting from the actions will be costed and considered and subject to the usual scrutiny and democratic process.

RECOMMENDATION/S

It is recommended that Place Select Committee:

- 1) Considers the report and the notes the work the County Council and its partners have achieved in the first year of the Visitor Economy Framework's adoption.
- 2) Considers the future priorities (as identified in paragraph 8) for the Visitor Economy team.

Councillor Keith Girling

Cabinet Member for Economic Development and Asset Management

For any enquiries about this report please contact: Joelle Davies, Group Manager 0115 977 4857 joelle.davies@nottscc.gov.uk

Constitutional Comments (CM 25/04/2024)

16. The report falls within the terms of reference of the Place Select Committee.

Financial Comments (PAA29 26/04/2024)

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

Background Papers and Published Documents

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

- 'None' or start list here

Electoral Division(s) and Member(s) Affected

- 'All' or start list here

NCC Visitor Economy Framework

12 Month Review



**Nottinghamshire
County Council**

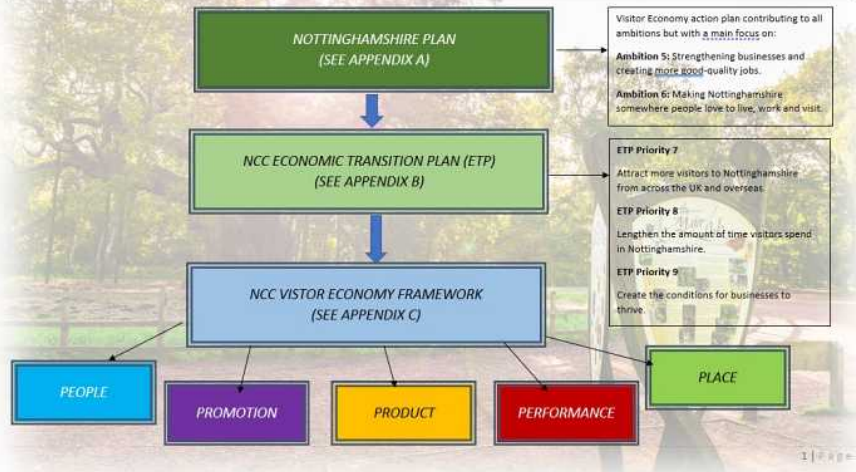
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Laura Simpson
Visitor Economy Lead
Nottinghamshire County Council

VEF and Action Plan

NCC Visitor Economy Action Plan 2023

Purpose of this document: This action plan has been produced in conjunction with the revised Visitor Economy Framework 2022. Its purpose is to outline the actions NCC will take to accomplish the aims and ambitions set out in the NCC Visitor Economy Framework 2022.



Agreement With Marketing Nottingham & Nottinghamshire (Visit Notts)



Collaborative Relationships



Mansfield
District Council



Bassetlaw
DISTRICT COUNCIL
— North Nottinghamshire —



Broxtowe
Borough
COUNCIL



Ashfield
DISTRICT COUNCIL



Nottingham
City Council



Rushcliffe
Borough Council



**NEWARK &
SHERWOOD**
DISTRICT COUNCIL

Gedling
Borough Council



Nottinghamshire
County Council



Nottinghamshire
County Council

Local Visitor Economy Partnership





Forest Corner



Business Support/Training



Sport as a Spectacle



Event	Sport	Date	Location
UK Inter Cross Country Championships	Running	March	Wollaton
EIHL Playoff Finals Weekend	Ice Hockey	April	Motorpoint Arena
Rothesay Nottingham Open	Tennis	June	Nottingham Tennis Centre
Touch Rugby World Cup	Touch Rugby	July	University of Nottingham Trent Bridge Cricket Ground
Test Cricket	Cricket	July	National Water Sports Centre
British Rowing Club Championships	Rowing	July	University of Nottingham
British Transplant Games	Athletics	August	Nottingham
Robin Hood Half Marathon	Running	September	Wollaton
Archery GB Nationals at Wollaton	Archery	September	



Visitor Economy Data

Nottinghamshire Visitor Economy	2019(pre-pandemic)	2021	2022
Value	£1.97billion	£1.7 Billion	£2.05billion
Volume (Visitor numbers)	33 million	28.3 million	32.97million
FTE Jobs	23,179	18,224	20,522

Source: STEAM data



22 May 2024**Agenda Item 5**

REPORT OF THE CHAIRMAN OF THE PLACE SELECT COMMITTEE

OUTCOMES OF THE SCRUTINY REVIEW OF THE CATERING AND FACILITIES MANAGEMENT SERVICE

Purpose of the Report

1. To share the findings from the scrutiny task and finish review of the Catering and Facilities Management Service with the Place Select Committee.
2. To seek Place Select Committee's endorsement for the review's recommendations to be submitted to Cabinet for consideration.

Information

3. At the meeting of the Place Select Committee held on 20 December 2023 members received a report that provided an overview of the Catering and Facilities Management Service and its current operating context. The Catering and Facilities Management Service is a large and complex set of services, offering a range of services to a variety of customers. As a mainly Traded Service, the Service operates on a commercial basis and with the exception of County Enterprise Foods is expected to fully recover all of its costs. The report detailed how the Service had been facing significant financial pressure over a number of years with expenditure likely to exceed income by approximately £2.5 million in 2023/24.
4. As a result of the discussion that took place it was resolved:

That further scrutiny work be undertaken through the establishment of a task and finish group to consider the issues being faced by the Catering and Facilities Management Service and to offer subsequent recommendations to the Cabinet Member for Public Health and Communities.

That the Chairman and Vice-Chairman, in consultation with officers create a scope that will determine the work of the task and finish working group.

Scoping the Review

5. Subsequently work was carried out to "scope" the review. This work was carried out by the Chairman of the Place Select Committee, in consultation with the Interim Service Director -

Place and Communities. This work identified the key objectives for review as well as setting out the strategic context in which the issues involved would be considered.

6. As a result of the scoping work that was carried out, the key objectives that would guide the review were identified as being:
 - To gain an understanding of the operations of the Catering and Facilities Management Service.
 - To gain an understanding of the current challenges being faced in the delivery of the Catering and Facilities Management Service.
 - What are the possible options for how Catering and Facilities Management could be delivered in the future?
 - To consider the potential impact of the various options for service delivery in relation to customers (e.g. schools) and employees.
 - To consider the potential impact of the various options for service delivery in relation to the Council's ability to deliver services within the financial envelope available.
 - Which of the options for the future delivery of services will ensure the most beneficial/least impactful way forward, whilst minimising the future financial and other risk exposure
 - What would be the future impact to the Council if the operating model remained unchanged?

Once the scoping document had been approved by the Chairman, it was circulated to all members of the Place Select Committee. At this point all members of the committee were invited to express their interest in being part of the review group or to nominate another member of their Group to take their place.

Link to Council Priorities

7. The work of the scrutiny function should always focus on supporting the delivery of the Council's strategic priorities, which will in turn develop the provision of the best possible services to the residents of Nottinghamshire. The work that was carried out in scoping the review identified that it would support a range of strategic priorities, as well as the strategies and policies that underpinned them.

The Nottinghamshire Plan 2021 - 2031

8. The Nottinghamshire Plan 2021-31 sets out the strategic vision for the future of the county and the Council. The activity in the Nottinghamshire Plan is built around achieving a 10-year vision for a 'healthy, prosperous and greener future for everyone'. This vision is supported by the ambitions that act as a framework for all Council activity. The scoping of the review identified that it would support the delivery of the following ambitions:
 - Ambition 1: Helping our people live healthier and more independent lives.

- Ambition 2: Supporting our communities and families.
- Ambition 10: A forward-looking and resilient Council.

Medium-Term Financial Strategy

9. The Council continues to operate in an extremely challenging and uncertain financial environment following a period of significant budget reductions and on-going spending pressures.

The Review process.

10. The members of the review group were:

- Councillor Mike Adams (Chairman)
- Councillor Tom Hollis (Vice-Chairman)
- Councillor Callum Bailey
- Councillor Richard Butler
- Councillor Anne Callaghan BEM
- Councillor Mrs Sue Saddington
- Councillor Jonathan Wheeler

11. Representatives from Unison that work with staff across the Catering and Management Service were also invited to attend from the second onwards review meetings, with a representative attending the second and fourth review group meetings.
12. The review was carried out using a variety of methods, including informal meetings, site visits and the consideration of written evidence. The different stages of the review are detailed below.

Review Meeting One

13. The first meeting of the review group took place on Tuesday 20 February. At this meeting members received a presentation from Mark Walker, Interim Service Director, Place and Communities and John Hughes, Group Manager - Catering and Facilities. The following issues were covered.

The Catering and Facilities Management Service

14. The Catering and Facilities Management Service provides a range of facility management and catering services to schools and other customers that offers a range of a package of efficient and responsive services that can be tailored to meet the specific customer needs. Services include:
 - School catering
 - Facilities management advisory and support services
 - Building, cleaning, and hygiene services
 - Ground maintenance and landscaping services
 - County Enterprise Foods—a door-to-door delivery service providing hot meals to residents at home as well as frozen meals for schools.

15. The Catering and Facilities Management Service:

- has an annual turnover of £36million, with a projected shortfall (excluding County Enterprise Foods) for 2023/24 being projected to be £2.5million.
- contributes £1.5million each year to the Council's Corporate Overheads.
- employs 1,900 people (1,100 full time equivalents).
- is a discretionary service that the Council has no legal requirement to provide.

Schools Catering

16. The Catering part of the Service consists of catering in Primary, Secondary and Special Schools as well as the catering provision at County Hall. The school catering service provides a high-quality service and produces meals that meet Government standards for nutrition and at least 75% of each meal is freshly prepared. The meals provided by the Service are also healthy and use sustainable and locally sourced ingredients. Each school has a dedicated account manager to support and coordinate the service delivery within schools.

School meal prices

17. The average school meal price (as charged by schools) in Nottinghamshire is £2.95. This is comparable to the average school meal price seen in other comparable areas that the Service benchmarks against.

Average School Meal Prices	£
Hertfordshire (Primary)	3.15
Lancashire	2.65
Derbyshire (Primary)	3.25
Derbyshire (Secondary)	3.55
Hampshire	3.00
Nottinghamshire	2.95
Oxfordshire (Primary)	2.85
Surrey	2.70

18. Schools receive funding from the Government for the provision of Free School Meals, based on their reported numbers of eligible pupils. From December 2023 the funding received for each two course Universal Infant and Pupil Premium Free School Meal has been £2.53. For the period April to July 2023, 1,212,226 Free School Meals and 517,663 paid for meals were served by NCC school catering services.

Facilities Management

19. The Facilities part of the Service offers a range of efficient and responsive services to Schools, Education Centres, Children and Youth Centres, Libraries, Social Services, Fire Stations, and the Council's own offices. These services include facilities management advisory and support services, building, cleaning and hygiene services and ground maintenance and landscaping services.

County Enterprise Foods

20. County Enterprise Foods is the only supplier of hot meals delivered to homes for the whole of Nottinghamshire. The hot meal service includes delivery and a safe and well check where the services' trained drivers will check on each customer's wellbeing and report any concerns to their designated support contact. A survey of hot meal customers found that two thirds felt that they would be more likely to be in a care home without the hot meal service. There is also a frozen meal service offered, with both the hot and frozen services offering a menu of over 70 meal options. The Service also provides meals to other local authorities and businesses in South Yorkshire, Leicestershire and to Nottingham City Council, as well as providing prepared meals for some schools.

Number of meals provided through County Enterprise Foods

21.	Customer	Per Month	Per year
	Hot meals	10,714	128,568
	Frozen meals	1,098	13,176
	Day services	2,825	33,900
	Schools	29,440	353,280
	External customers	26,856	322,272
	Total	70,933	851,196

Financial Pressures

22. There have been many challenges for the Service in recent years that have increased its operating costs and that have in turn added significant pressure in the service delivery: Global events such as the Covid-19 pandemic, the war in the Ukraine and the UK leaving the EU have resulted in major changes to world food markets and have created significant workforce challenges. The price for food and non-alcoholic beverages has risen at the highest rates for 45 years.
23. Schools Catering, Facilities Management and West Bridgford Catering are all traded services, operating as a commercial business, with County Enterprise Foods being a budgeted service. Changes in market conditions and costs have put pressure on the Service's pricing strategy and its ability to recover its costs from customers.
24. For 2023/24 turnover of the Service is expected to be £36million, with forecast costs of £38.5million. Whilst it is the intention for the Service to break even, considering the financial

outturn of recent years and the current constraints, a budget provision of £2.5million has been allocated for 2024/25 to cover any potential deficits.

25. The majority of the deficit seen in the delivery of the Service comes from the delivery of the Schools Catering Service. This service operates in a very competitive market that has very low profit margins. School meal prices also have a ceiling level that can be charged due to numerous factors including competition from other providers and the need to consider and the cost-of-living pressures being faced by families across Nottinghamshire.
26. The service is currently unable to fully control its costs around food prices and its overheads. Unlike competition in the marketplace, It is further unable to fully control its staffing cost levels which are set with regard to National Joint Council for Local Government Services National Agreement on Pay and Conditions of Services combined with the Council's commitment to pay the Foundation Living Wage.
27. The move to the academisation of schools has also had an impact on the average costs involved in delivering the Schools Catering Service with many large schools becoming academies and no longer being customers as they look to the market to obtain services. As a result of the move to academisation of the larger schools and their move to obtaining services from other providers, the majority of schools now served by the Service are smaller and rural schools with modest pupil numbers where the unit cost of provision of the Service is naturally more costly.
28. The Governance processes that are involved in delivering a service within a Council, and that are not replicated in the market, also impact on the ability of the Service to react to external market pressures swiftly.

Benchmarking activity

29. To ensure that the Services costs and charges for school catering are in line with those of other Councils that offer similar services, the Council benchmarks the school catering service against six other County Councils (Hampshire, Hertfordshire, Oxfordshire, Derbyshire, Lancashire, and Surrey).
30. The benchmarking activity that had been carried out over 2021/22 and 2022/23 on areas of service delivery that had included the cost of labour for each meal provided, the cost of food as a percentage the cost of producing a meal and the total cost of each meal, had shown that Nottinghamshire compared similarly to other County Councils.
31. After receiving the information, members of the review group took the opportunity to ask questions and to discuss the issues that had been raised.

Review Meeting Two

32. The second meeting of the review group took place on Tuesday 5 March. At this meeting members received a presentation from Mark Walker, Interim Service Director, Place and Communities and John Hughes, Group Manager - Catering and Facilities. The following issues were covered.

Workforce

33. The Service as a whole employs 1,900 staff (1,100 FTE), this is made up of the:

- Schools Catering Service that employs 769 staff with the majority of staff being employed on permanent contracts of between 11 - 25 hours a week.
- Facilities Management Service that employs 1264 staff with the majority of staff being employed on permanent contracts of between 1 - 15 hours a week.
- Landscapes Services that employs 38 staff with the majority of staff being employed on permanent contracts of between 26 – 40 hours a week.
- County Enterprise Foods that employs 68 staff with the majority of staff being employed on permanent contracts of between 16 – 40 hours a week.

34. Of the staff employed across all parts of the Service, 80% are enrolled in the Local Government Pension Scheme with 96% of staff being paid at NJE Grade 3 (£24,200 per year) or lower.

Staff Demographics

35. Of the staff employed across all parts of the Service:

- 67% are aged between 46 – 65 years old.
- 83% are female.

Supported Employment at County Enterprise Foods

36. Supported Employment provides opportunities for anyone over the age of 16 with a diagnosed Learning Disability, Autism or Asperger's to find paid employment. County Enterprise Foods employs a number of staff at the Worksop Production Centre as part of the Supported Employee scheme. Additional funding for the scheme is provided by the Department for Work and Pensions

Contracts Overview

37. In total the Service delivers:

	Number of Customers
Schools Catering	224
Facilities Management Advisory and Support Services	10
Building Cleaning & Hygiene Services	388
Ground Maintenance/Landscaping Services	383

38. Across these contracts, three different types of contract are delivered, these are:

- **S4S – Services for Schools** – a general offer provided by the Council that offers a range of services (catering, cleaning, Landscaping, facilities management support) that are tailored to meet the specific needs of each school.
- **SLA – Service Level Agreement** – an individual agreement between the Council and customers that details the services and service standards that will be provided.
- **PFI – Private Finance Initiative** – a long term contract between a private party and the Council as a local government entity.

Property

39. The Service has two main sites that are the Production Centre at Worksop and the Distribution Facility at Rainworth. These form part of County Enterprise Foods and are owned by the Council. The Facilities Management Service has 15 depots across the County that are used to store equipment and supplies, nine of these are owned by the Council, with the other six being leased. All school kitchens and their key assets such as appliances, are owned by the schools themselves.
40. After receiving the information, members of the review group took the opportunity to ask questions and to discuss the issues that had been raised.

Review Meeting Three

41. The third meeting of the review group took place on Wednesday 6 March where members carried out site visits to the production centre at Worksop and to the distribution facility at Rainworth. Members were accompanied on the visits by Mark Walker, Interim Service Director, Place and Communities and Donna Baines, Food Development Manager. These site visits provided members with the opportunity to see how meals were prepared and distributed. At the end of the visit members of the review group were served a meal that had been produced by the Service.
42. Members of the review group also visited King Edwin Primary School in Edwinstowe where members had the opportunity to see a lunchtime service and to meet onsite catering staff.

Review Meeting Four

43. The fourth meeting of the review group took place on Wednesday 13 March. At this meeting members received a presentation from Mark Walker, Interim Service Director, Place and Communities on a range of possible service delivery options for how the Catering and Facilities Management Service could be delivered in the future.

Option One: No change

44. This option would be for the Catering and Facilities Management Service to carry on being delivered as it is a present with no changes to service delivery. The potential advantages and disadvantages of this option were noted as:

Advantages	Disadvantages
Ensures a high level of Council control and democratic involvement with the retention of policy making decisions (e.g. around prices, the foundation living wage).	External costs could not be controlled effectively and exposure and sensitivity to global factors would remain maintaining significant cost pressures on the Council. Significant business improvements could not be delivered within a local authority setting.
Staff would remain on local authority terms and conditions, with access to the Local Government Pension Scheme.	Projected deficits are likely to increase in the coming years for the delivery of non-statutory services.
No additional implementation work would be required	'Ceiling' on the prices that can be charged for school meals being below full cost of their production.
Would ensure continuity of service and would not cause disruption for customers and employees	Would be difficult to carry on delivering the current levels of service and quality due to pressures related to the cost of food production.
The Services' contribution to the Council's Corporate Overheads would remain the same.	The Service would be unable to trade its way out of pressures. Would not maximise on the opportunities and potential for the service to trade, grow, and to generate income.

Option Two: Exit the market.

45. This option would be for the Council to exit the market completely and no longer having any role in the delivery of catering and facilities services. This would involve the Council ceasing to bid for new contracts, serving notice on all existing contracts, and closing all or some of the business. The potential advantages and disadvantages of this option were noted as:

Advantages	Disadvantages
Services would no longer present a financial pressure for the Council and the current financial risks of delivering the service would end.	Significant risk to the Council's reputation as school catering is widely viewed as being a Council responsibility.

No procurement process would be required and would not require a significant amount of Council resources to implement.	Many customers would be at risk of being left without service provision or costly provision (e.g. special schools and small rural schools).
	Greatly reduced influence in supporting the best outcomes for children.
	Prices charged would be dictated by market forces and as a consequence could impact negatively on children and families.
	Staff would be TUPE transferred to new providers and/or subject to redundancy. A risk that staff could be employed on less preferable terms and conditions in the future.
	There would be a significant impact on the budget for the central Council services with the need to reconfigure how these services would be delivered.

Option Three: Outsourcing

46. This option would involve a non-permanent transfer of the provision of services from the Council with to another supplier or suppliers. The potential advantages and disadvantages of this option were noted as:

Advantages	Disadvantages
Allows the Council to partner with an experienced private sector/commercial provider with market expertise.	Loss of control and influence over service delivery with the Council still being exposed to all the financial and reputational risk.
Enables the transfer of some of the risk of operating the service to the outsourced supplier	May have a negative impact on schools and potentially disrupt the delivery of services. Staff may be resistant to transferring to an outsourcing partner.
Enables improvements in performance management	Reliant on the availability and supportive attitude of an outsource organisation.
Realises opportunities to reduce cost base or deliver a return to the Council through reduced contract price	There would be a significant impact on the budget for the central Council services with the need to reconfigure how these services would be delivered.

Option Four: Transferring the Service.

47. This option would be for the transfer of some, or all of the functions of the service to a new company that would be independent of the Council. The potential advantages and disadvantages of this option were noted as:

Advantages	Disadvantages
A transfer would provide complete operational independence for the Service.	Lack of control over the operation of any new supplier
Removal of ownership and control would reduce the associated risks to the Council.	Implementation costs could be high and may require substantial allocation of Council resources to establish.
Realises opportunities to reduce cost base and to potentially deliver a financial return to the Council.	Potential to negatively disrupt existing standards of services if transition was not carefully managed.
Staff may be able to retain their current terms and conditions or to be able to opt into the new supplier's terms and conditions.	Staff may be resistant to transferring to a new organisation.
Potential opportunities for the Service to grow geographically and expand into new services.	Staff transfer would mean a significant reduction in the contribution to the corporate overheads
	Would require a full procurement process to be carried out.

Option Five: Forming a partnership.

48. This option would be for the Council to form a partnership with another service provider in either the public or private sector through a Joint Venture. The potential advantages and disadvantages of this option were noted as:

Advantages	Disadvantages
The Council would be able to remove most of the financial risk exposure in the future with limited financial liability. Would enable service delivery to continue but in a more financially sustainable and efficient way.	The Council would no longer have full control over the new operation.
Costs could be reduced through economies of scale and the sharing of good practice. Overheads could be reduced by coming together with a larger, experienced, and well-established partner.	Staff could be resistant to transferring to a new organisation.

Could create a more flexible approach to dealing with the current financial pressures and how the service could respond to market forces. Procurement costs could be significantly reduced in a commercial setting.	There would be an impact on the budget for the central Council services with the need to reconfigure how these services would be delivered.
The Council would have a say in determining how the operation of the partnership would move forward.	Would need to complete due diligence, undertake negotiations, and put appropriate governance in place
Minimal disruption to the staff and customers. Staff would transfer across through TUPE and would maintain their current terms and conditions, including remaining in the LGPS.	Would require an in-depth procurement process to identify the right partner.
There is experience in setting up Joint Ventures within the Council (including the Arc Partnership)	
Potential for the partnership to generate income for the Council and for the business to expand and develop.	

49. After receiving the information, members of the review group took the opportunity to ask questions and to discuss the issues that had been raised.

Review activity and recommendations

The value of Catering and Facilities Management Services

50. Members of the review group agreed that the services provided through the Catering and Facilities Management Service delivered significant social value to residents across Nottinghamshire as well as supporting the delivery of many of the ambitions in the Nottinghamshire Plan, particularly “Helping our people live healthier and more independent lives” and “Supporting our communities and families.”

51. Members of the review group noted with approval how the schools catering service provides healthy, nutritious, and varied meals to children that then enable them to develop and learn. For many children across Nottinghamshire, a school meal may be their only source of regular, nutritious food. Members agreed that by delivering high quality school meals that met high nutritional standards, the schools catering service played a significant role in improving the health and well-being of all children, but particularly for the children who may otherwise have limited access to healthy food at home.

52. The schools catering service aims to use as much locally sourced food and seasonal food as possible in the meals that it provides. During the site visits, members of the review group learnt how the schools catering service engages with schools and children on food education and

menu development in order for children to understand where their food comes from and for them to develop a good relationship with healthy food.

53. The hot meal service provided by County Enterprise Foods includes delivery of a hot meal and a safe and well check where trained drivers check on each customer's wellbeing and who can report any wellbeing concerns to their designated support contact. A survey of hot meal customers has also found that two thirds felt that they would be more likely to be in a care home if they did not have access to this service. For many customers, the hot meal service is more than just a meal, with the delivery of a meal bringing them regular social interaction. Members of the review group agreed that the hot service provided through County Enterprise Foods was a crucial preventative service in supporting many older and vulnerable residents with their physical and mental wellbeing and in maintaining their independence.
54. County Enterprise Foods also employs a number of staff at the Worksop Production Centre as part of the Supported Employee scheme. Supported Employment provides opportunities for anyone over the age of 16 with a diagnosed Learning Disability, Autism or Asperger's to find paid employment.
55. The provision of Facilities Management services in ensuring that a wide range of buildings and outdoor spaces are maintained to a high standard also support the wellbeing the thousands of Nottinghamshire residents and staff who use these buildings everyday.

Recommendation One (a)

That the review group note the significant social value that is provided through the delivery of Catering and Facilities Management Services.

Catering and Facilities Management Services Staff

56. The Catering and Facilities Management Service employs 1,900 staff who every day deliver vital frontline services that make a positive impact on the lives of residents across Nottinghamshire.
57. Every day in schools, facilities teams keep sites clean and catering teams provide fresh and nutritious meals that enable children to learn and develop. Elsewhere, County Enterprise Foods staff provide high quality meals that are a vital lifeline to many residents and that support them to maintain their independence. Across a wide range of buildings and outdoor spaces facilities and landscaping staff keep them clean, safe, and well-presented.
58. Members of the review group agreed that the staff employed across the Catering and Facilities Management Service were fundamental in the delivery of high-quality services that had a positive impact on the lives of Nottinghamshire residents. Members also agreed how the commitment and hard work of staff enabled the Service to meet its objective of placing residents, children, and customers at the centre of all of its activities.
59. During the site visits to County Enterprise Foods and to King Edwin Primary School in Edwinstowe, members of the review group saw at first hand the passion and commitment of staff from across the Service in delivering outstanding service to Nottinghamshire residents.

Recommendation One (b)

That the review group note their appreciation to all Catering and Facilities Management staff for the high level of service that they consistently provide to residents across Nottinghamshire.

Challenges being faced by the Catering and Facilities Management Service in service delivery.

60. As already detailed there have been many challenges for the Service in recent years that have increased its operating costs, and that have in turn added significant pressure on how services are delivered. Global events such as the Covid-19 pandemic, the war in Ukraine and the UK leaving the EU have all resulted in major changes to world food markets and have also created significant workforce challenges. The price for food and non-alcoholic beverages has also risen at the highest rates for 45 years.
61. The service is currently unable to fully control its costs around food prices and its overheads. Unlike competition in the marketplace, it is also unable to fully control its staffing cost levels which are set with regard to National Joint Council for Local Government Services National Agreement on Pay and Conditions of Services combined with the Council's commitment to pay the Foundation Living Wage.
62. These changes in market conditions and costs, many of them being unpredictable and not fully in the Service's control, have put significant pressure on the Service's pricing strategy and the means by which it is able to recover its costs from customers across the business. As such, it has become increasingly difficult for the Service to be able to respond to these pressures as quickly and flexibly as is needed whilst also retaining its customers and remaining competitive within the market.
63. Whilst all three traded services, (Schools Catering, Facilities Management and West Bridgford Catering) have been operating at a deficit in recent years, the delivery of the schools catering service has been the most financially challenging part of the Service to deliver, with a deficit of £1.57 million for 2023/24 being projected, compared to a projected combined deficit of £592,000 for the delivery of the Facilities Management and West Bridgford Catering services.
64. Members agreed that that in the context of such significant and increasing financial pressures, many of which were related to food production costs, it would be very difficult to for the Service to continue to maintain its current high level of service. Members noted with concern that these pressures in schools catering could make the provision of the healthy and nutritious meals that supported the delivery of the best outcomes for children more difficult to provide in the future.
65. It is the intention for the Catering and Facilities Management Service to break even each year, however considering the financial outturn of recent years, a budget provision of £2.5million has been allocated for 2024/25 to cover any potential deficits.
66. Members noted with concern how it had been projected that the deficits being faced each year by the Service would not only continue but had the potential to increase in future years with there being little that the Service could do in its current configuration to effect that.

Recommendation One (c)

That the review group note the current and unsustainable financial pressures that are being faced by the Catering and Facilities Management Service.

How the Catering and Facilities Management Service could be delivered.

67. Members of the review group having considered the significant financial and service delivery pressures being faced by the Catering and Facilities Management Service, as well as the current challenging financial position of the Council following a period of significant budget reductions, on-going spending pressures and the Covid-19 pandemic, agreed that despite the significant work that had been carried out to date to create efficiencies and savings within the Catering and Facilities Management Service, that the current service delivery model for the Service would be very difficult to maintain into the future.

Maintaining the current service delivery model of the Catering and Facilities Management Service.

68. Members agreed that whilst there were numerous benefits of continuing with the current delivery model of the Catering and Facilities Management Service, including the continuation of a high level of democratic involvement around decision making, the continuity of service for customers and staff, and maintaining the Service's substantial contribution to the Council's Corporate overheads, that due to the significant pressures being faced, continuing with the current delivery service delivery model would become increasingly difficult to maintain into the future, for not just the Service, but for the Council as a whole.

69. Members agreed that in order for the provision of these important services to be sustainable, and to continue to be able support the delivery of the ambitions of the Nottinghamshire Plan that alternative options on how the Service could potentially be delivered in the future should be explored. Members of the review group also noted that for as long as the Service continued to require funding to cover its deficits, that this could negatively impact on the Council's ability to fund the delivery of other statutory and non-statutory services that were valued by residents and supported the delivery of the ambitions of the Nottinghamshire Plan.

70. Members of the review group acknowledged that any changes to how the Catering and Facilities Management Service was delivered would require a significant amount of work to implement, with the potential impacts of any changes on the Service's employees and customers would need to be fully understood and carefully managed to minimise any disruption and uncertainty that may arise.

71. However, despite these important considerations, members agreed that for the Council to be able to continue to deliver a high-quality service that supported the delivery of many positive outcomes for Nottinghamshire residents, that it was vital that the challenges being faced in the delivery of the Catering and Facilities Management Service were now addressed.

72. Members agreed that it was important that a solution should be identified and implemented that would not only address current challenges but also provide a sustainable way forward for the delivery of the Catering and Facilities Management Service.

Alternative Service delivery options

73. Members now considered in detail a range of possible alternative service delivery models for how the Catering and Facilities Management Service could be delivered in the future along, along with their possible advantages and disadvantages (as detailed at paragraphs 45 - 48).

The alternative options considered were:

- **Exiting the market completely, with the Council no longer providing a Catering and Facilities Management Service.**
- **Outsourcing Catering and Facilities Management Service provision through alternative supplier/s.**
- **Transferring some, or all of the functions of the Catering and Facilities Management Service to a new company that would be independent of the Council.**
- **Forming a partnership with another service provider in either the public or private sector through a Joint Venture.**

74. In assessing each of the different options of how the Service could be delivered in the future, members considered how each option would:

- impact on the level of service provided to customers and residents.
- impact on the 1,900 staff employed by the Catering and Facilities Management Service.
- support the delivery of the ambitions of the Nottinghamshire Plan.
- mitigate against the significant pressures and risks that were being currently being faced by the Council in the delivery of the Catering and Facilities Management Service.

Exiting the market

75. This option would be for the Council to exit the market completely and no longer having any role in the delivery of catering and facilities services. This would involve the Council ceasing to bid for new contracts, serving notice on all existing contracts, and closing all or some of the business. The advantages and disadvantages of this option are summarised at paragraph 45.

76. Members agreed strongly that the potential option of the Council exiting the market completely, and no longer providing the services currently delivered through the Catering and Facilities Management Service, including school meals and meals on wheels was not an option that should be considered for implementation.

77. Members agreed that whilst the services delivered by the Catering and Facilities Management Service were discretionary, and which the Council had no legal requirement to provide, that the delivery of many of these services such as schools catering were widely seen as the Council's responsibility. Members agreed that ending all involvement in the provision of these key services that were valued and trusted by residents, and which made a positive impact on

their lives did not align with the ethos and ambitions of the Nottinghamshire Plan or of the Council as a whole. Members of the review group agreed that it was essential that the Council must retain the ability to influence and lead on how these important services were delivered.

78. Members of the review group agreed that if the Council stopped providing these services, its influence on how they were provided, would be substantially reduced. This loss of influence would negatively impact on the Council's ability lead on activities that supported the delivery of the best outcomes residents, and as such, make the delivery of the ambitions of the Nottinghamshire Plan more difficult to achieve.
79. The option of exiting the market completely would also negatively impact on the Services' customers, with customers facing disruption in the services that they received during any period of transition. Whilst this impact would be felt by all customers, it could be significant and disruptive for some, particularly in small or rural schools. The majority of schools now served by the Service are smaller or rural schools with modest pupil numbers and where the cost of providing a catering service is higher. If the Council ceased providing a service, there was a risk that some schools could be left without service provision as providing services to these schools could be unappealing to other service providers due to the higher cost of providing services in these settings.
80. Members of the review group also considered the potential impact on the 1,900 staff who are currently employed by the Catering and Facilities Management Service, the majority of which are part time and on lower pay scales. Whilst the staff who are currently employed by the Service would be TUPE transferred to new service providers, there could be a risk that once transferred, some staff could be made redundant as new service providers sought to make savings in the cost of delivering services.
81. Members of the review group also expressed concern that the Council's commitment to pay staff across the Service the Foundation Living Wage may not be replicated by other service providers and that staff recruited in the future may be employed on less favourable terms than those that were currently offered.
82. Members of the review group agreed that the option of the Council exiting the market completely, and to stop providing services should not be considered further. This was due to the significant risks and negative impacts that this option could have on residents, customers, staff, as well as to the Council's reputation as a good employer and provider of quality services.

Outsourcing Catering and Facilities Management Service provision

83. This option would involve a non-permanent transfer of the provision of services from the Council to another supplier or suppliers. The advantages and disadvantages of this option are summarised at paragraph 46. Members of the review group agreed that whilst this option did have the advantage of allowing the Council to work with an experienced private sector/commercial provider who had experience in service provision and potentially enable services to be delivered at a lower cost to the Council, that this option had significant disadvantages.
84. Members noted their concern how the option of outsourcing services would mean that the Council would lose all control and influence of how these important services were delivered, whilst still retaining all of the current financial and reputational risks associated with their

delivery. Members agreed that if an outsourced provider did not provide services to the high standard that was currently provided, for example if there was a reduction in the quality of school meals, then this could negatively impact on the reputation of the Council as well as making the delivery of the ambitions of the Nottinghamshire Plan more difficult to achieve.

85. Members of the review group agreed that their concerns around the potential negative impacts for customers, staff, and residents of the option of the Council exiting the market, could also be applied to the outsourcing of the provision of services.
86. Having considered the advantages and disadvantages of this option, members of the review group agreed that the option of outsourcing service provision should not be considered further. Members agreed that the potential advantages of outsourcing service delivery were substantially outweighed by the same disadvantages and the associated risks for staff, customers, residents, and the Council as the option of exiting the market.

Transferring the Service.

87. This option would be for the transfer of some, or all of the functions of the Catering and Facilities Management Service to a new company that would be totally independent of the Council. The advantages and disadvantages of this option are summarised at paragraph 47.
88. This option would provide complete operational independence from the Council for the new company, with the new company having the ability to respond in an agile and responsive way to challenges in the market, for example around food production costs and in changes in demand in a way that the Catering and Facilities Management Service in its current form could not. A transferred service would also remove all operational and financial risks from the Council.
89. Members of the review group agreed that their concerns around the potential negative impacts for customers, staff, and residents of the options of the Council exiting the market or of outsourcing service provision could also be experienced in the option of the transferring of service provision. However, unlike the option of outsourcing where the provision of services could potentially be brought back into the control of the Council or outsourced to another provider, that once the Service had been transferred out of the Council, it could not be brought back.
90. Members agreed that whilst this option did have the potential to provide a solution to the financial and operational issues and risks currently being faced by the Council in the delivery of the Catering and Facilities Management Service, that this option should not be considered further as it would permanently remove all influence from the Council in how services were delivered and reduce its ability to support the delivery of the ambitions of the Nottinghamshire Plan.

Forming a Partnership

91. This option would be for the Council to form a partnership with another service provider in either the public or private sector through a Joint Venture. The advantages and disadvantages of this option are summarised at paragraph 48.

92. Members of the review group agreed that whilst all of the services currently delivered by the Catering and Facilities Management Service were discretionary, the delivery of many of these services such as schools catering were widely seen as, and also should be, the Council's responsibility, with the Council being a trusted and respected brand in their delivery.
93. Members of the review group agreed that it was essential that the Council must retain its ability to influence how these services were provided to drive forward the delivery of the ambitions of the Nottinghamshire Plan. Members of the review group agreed that the delivery of services through a partnership approach would enable the Council to maintain a level of influence and control of how these important services were provided, whilst also providing the Service with the flexibility and freedom to respond to the financial and other challenges that were currently being experienced in the delivery of the Service.
94. Members agreed that the option of delivering services through a partnership had many advantages for the Council in how it delivered catering and facilities management services. These included benefits related to economies of scale, being able to respond more flexibly to changes in the market and being able to procure supplies at lower prices. However most significantly, it removed many of the financial and other risks being faced by the Council in the delivery of the Service whilst still retaining ability to influence how services were delivered.
95. Members of the review group agreed that whilst the current operating environment for the Catering and Facilities Management Service was challenging, that the Service by always putting the needs of residents and customers at the heart of all its activities, delivered an excellent service. Members were concerned however that this focus could be at risk from a change in how services were delivered. Members agreed that this focus on quality was particularly important for the schools catering service and were concerned that the current high quality of meals provided in schools could be at risk if the way in which services were provided changed. Members however agreed that the delivery of services in conjunction with a partner who had a similar service delivery ethos to the Council would enable the current high level of customer focussed and high quality service delivery, especially in schools catering, to be maintained.
96. In assessing each of the different options of how the Service could be delivered in the future, members considered in detail the potential impact on the 1,900 staff who currently work across the Catering and Facilities Management Service. Members of the review group acknowledged that whilst any changes to how services were delivered had the potential to create some understandable concerns amongst staff during any period of transition, agreed strongly that any future service delivery model should as far as possible not negatively impact on the employment terms and conditions that staff currently received.
97. Members of the review group agreed that the delivery of services through a partnership with another service provider who shared the Council's service delivery ethos and commitment to its employees, and where staff would maintain their current terms and conditions (including remaining in the LGPS), was a significant advantage of this option.
98. Members of the review group agreed that whilst the delivery of services through a partnership had the potential to deliver many benefits, that this option did also have some disadvantages. The delivery of services through a partnership whilst removing much of the financial risk currently involved in service delivery, enabling service delivery to continue in a more financially sustainable and efficient way, would mean a significant reduction in the contribution currently

made by the Service to the Council's corporate overheads. Members agreed that the potential impact of this significant change on wider Council operations should be carefully considered and managed if a partnership were to be established. The formation of a partnership with another service provider would also require the utilisation of specific expertise from within the Council which could be challenging to be resourced. Members of the review group noted however that the knowledge and experience that had been gained within the Council from the setting up the Arc Partnership and of other joint ventures would be beneficial in the process of the setting up of any new partnership.

99. On balance, members agreed that whilst there were some potential disadvantages that would need to be fully assessed and understood in order to put appropriate mitigating actions into place, that the option of forming a partnership with another service provider through a Joint Venture had the potential to enable the Council to sustainably deliver a high quality deliver catering and facilities management services into the future.

Recommendation Two

That having considered the range of potential alternative options of how the Catering and Facilities Management Service could be delivered in the future, that the option of delivery through a partnership approach should now be prioritised for further exploration and assessment through an appropriate procurement exercise to explore the market in order to gain a detailed understanding of this option's potential benefits and limitations.

Communication and engagement with staff and customers

100. Throughout the review process members recognised and noted their appreciation for the essential work that is carried out by Catering and Facilities Management Service staff in providing vital and important services such as school meals, building cleaning, and meals at home, that every day make a positive impact on the lives of residents across Nottinghamshire. The Catering and Facilities Management Service employs over 1,900 staff and delivers over 1,000 individual service contracts. As such, any changes in how services were delivered would involve and impact on significant numbers of Council staff and customers right across Nottinghamshire.
101. Members agreed that keeping staff and customers regularly informed on changes in how the Service would be delivered during any period of transition was essential and would help to reduce the understandable uncertainty and anxiety that some staff would feel during a time of change.
102. Members of the review group agreed that an effective, thorough, targeted, and timely schedule of engagement and communication throughout any period of change around how services were delivered would not only give reassurance to staff during a period of significant change but would also support the wider activity and engagement with the trade unions that would be taking place to ensure the smooth transition to a new service delivery model.
103. Members of the review group also agreed that an extensive and thorough programme of engagement and communication that was targeted and tailored to meet the different needs of the wide range of the Service's customers should also be carried out. This would help to

ensure that all customers were kept informed on the changes that were being made to how services were delivered and on how they would be implemented.

Recommendation Three

That any future changes to the delivery of the Catering and Facilities Management Service should be supported with large scale engagement and communication with staff and customers

County Enterprise Foods

104. The customer base of County Enterprise Foods has expanded over time and now provides meals to other local authorities and businesses in South Yorkshire, Leicestershire and to Nottingham City Council, as well as providing prepared meals for some schools. The service also offers a service to care homes to buy in prepared meals. County Enterprise Foods, unlike the other parts of the Catering and Facilities Management Service is a “budgeted” service, however over recent years changes in food production costs have, like in the schools catering service, created financial pressures, and as such the service has been experiencing budget deficits over recent years (£156,000 in 2022/23).
105. As part of the review process members of the review group visited the County Enterprise Foods production centre at Worksop and the distribution facility at Rainworth. During these visits members of the review group witnessed at first hand the passion and commitment of County Enterprise Food staff in providing a high-quality product and outstanding service for their customers.
106. Members also learnt from the management team about how they were continually innovating in delivering continuous improvement to how services were delivered and looking for new and innovative ways of promoting and developing the service. Members particularly welcomed the work that was being carried out to enable online ordering, increasing their customer base, menu development and the rebranding of the service to “County Foods” that is currently taking place. Members of the review group also learnt how there was, if required in the future, the potential to increase the number of meals produced at the Worksop site.
107. Members of the review group were impressed by the professionalism, enthusiasm, passion, and creativity that was clearly evident within the service and agreed, given the potential of the production facility to increase the number of meals produced as well as the expanding market for its services, that there could be significant opportunities within the service for it to expand and develop in the future.

Recommendation Four

That any future changes to the delivery of the Catering and Facilities Management Service should enable the significant potential of County Enterprise Foods to be fully realised and developed.

Sites and facilities

108. The Service has two delivery main sites, the Production Centre at Worksop, and the Distribution Facility at Rainworth. These form part of County Enterprise Foods and are owned by the Council.
109. There are also 15 landscape depots across the County that are part of Landscape Services and that are used to store equipment and supplies, nine of these are owned by the Council, with the other six being leased. The landscape depots are not spread evenly across the County, with five of the 15 sites being located in Rushcliffe. Whilst these sites are known as depots, they solely provide undercover and secure storage for large pieces of equipment and as such are not staffed.
110. Members of the review group agreed that it was important that the Service should be fully utilising its assets in the most effective and efficient way when delivering services especially given the financial pressures that the Service and the Council as a whole had been facing in recent years. Members of the review group agreed that work should be carried out to consider how the 15 landscape depots were currently being used and how these sites could be best used to support efficient service delivery.

Recommendation Five

That a strategic review of the 15 landscape depots should be carried out to identify how they could be best used as part of the service's operational estate.

Dissenting view

111. The Overview and Select Committee Procedure Rules, as detailed in the Council's Constitution, state that as a result of a scrutiny review, if a single final report cannot be agreed that any reports and recommendations made by any Scrutiny Committee will include any dissenting views. During the considerations of the review group, Councillor Hollis requested that the following dissenting views were included in the final report.

The provision of a Catering and Facilities Management Service should be viewed as an integral part of the Council's operations.

112. Members of the review group agreed that whilst all of the services currently delivered by the Catering and Facilities Management Service were discretionary, and which the Council had no legal requirement to provide, the delivery of many of these services such as schools catering were widely seen as the Council's responsibility to provide.
113. Members agreed that ending all involvement in the provision of these key services that were valued and trusted by residents, and which made a positive impact on their lives would not align with the ethos and ambitions of the Nottinghamshire Plan or of the Council as a whole. Members of the review group agreed strongly that the potential options of the Council exiting the market completely or of transferring the provision of services, were options that should not be considered for implementation.
114. Members of the review group also agreed that it was essential that the Council retained its ability to influence how services were provided and how this influence would enable it to drive

forward the delivery of the ambitions of the Nottinghamshire Plan. As already detailed, members of the review group agreed that the delivery of services through a partnership approach would enable the Council to maintain a good level of influence and control of how services were provided, whilst also providing the Service with the flexibility and freedom to respond to the financial and other challenges that were being experienced in the delivery of the Service.

115. Councillor Hollis was of the view that the delivery of services through a partnership with another organisation would not give the Council sufficient ability to influence how services were delivered and would make the delivery of the ambitions of the Nottinghamshire Plan more difficult to deliver. As such, Councillor Hollis was of the view that the current operating model for the Catering and Facilities Management Service should be maintained.

The Council should be proud of paying the Foundation Living Wage and should maintain the current terms for the employees who work within the Service despite the costs.

116. The wages paid to staff across the Catering and Facilities Management Service are set with regard to the Council's commitment to pay the Foundation Living Wage. Of the staff employed across all parts of the Service, 80% are enrolled in the Local Government Pension Scheme with 96% of staff being paid at NJE Grade 3 (£24,200 per year) or lower. Members of the review group agreed that the staff who worked in the Catering and Facilities Management delivered a first-rate service to Nottinghamshire residents, and fully supported the Council's commitment to pay the Foundation Living Wage to these staff who provided such important services.

117. Members of the review group agreed that the delivery of services through a partnership with another private or public sector provider, who shared the Council's service delivery ethos and commitment to its employees, and where Staff would transfer across to it through TUPE and maintain their current terms and conditions (including remaining in the LGPS), would work to protect the current pay and conditions of staff.

118. Councillor Hollis was of the view that the pay and conditions of staff, and the guarantee of staff being paid the Foundation Living Wage as a minimum could not be assured if the services were delivered by the Council in partnership with another private or public sector provider. As such Councillor Hollis was of the view that in order to ensure that staff maintained their current terms and conditions and were paid the Foundation Living Wage as a minimum, that the current service delivery model, where the Council had full control of decision making and of employment terms and conditions, should be maintained.

The relatively minimal losses being incurred need to be seen in terms of the bigger picture, with the financial aspects balanced against the wider community benefits of the Council retaining control over the menus and continuing to employ hundreds of local people and ultimately it is hoped that the service can break even or turn a profit by growing the business internally.

119. Members throughout the review process noted their concern about the financial deficits that were being experienced by the Catering and Facilities Management Service, which had been projected to be £2.5million in 2023/24 (excluding County Enterprise Foods). Councillor Hollis was of the view that whilst the Service should work to reduce the financial deficits being

incurred in the delivery of services, that these deficits should be viewed in the wider context of the benefit and social value that these services provided to residents across Nottinghamshire.

120. Throughout the review process members of the review group learnt about the activities that had been carried out throughout the Catering and Facilities Management Service over recent years in order to control costs and to deliver efficiencies and savings including Guaranteed Forecast Pricing, reviewing menus and the work that had been carried out with suppliers over the cost of food and other supplies.
121. The members of the review group, having considered the information provided, agreed that the changes in market conditions that had put pressure on the Service's pricing strategy and had restricted the means to recover its costs from customers were so significant that they could not be mitigated further by the activities that had already been, and had been able to be carried out within the Service's current operating model.
122. Councillor Hollis was of the view that there was still further capacity and ability within the existing operating model for the Service to make further savings and efficiencies in areas including revisiting and reviewing service contracts and looking to revise menus in schools catering. Councillor Hollis also noted that there was also potential across the Catering and Facilities Management Service for their operations to expand and to increase their income.
123. Councillor Hollis having considered the information provided throughout the review process, and for the reasons detailed above, is of the view that the current operating model for the Catering and Facilities Management Service should be maintained.

124. Summary of recommendations

	Recommendation
1.	<p>That the review group note:</p> <ul style="list-style-type: none"> a) the significant social value that is provided through the delivery of Catering and Facilities Management Services. b) their appreciation to all Catering and Facilities Management staff for the high level of service that they consistently provide to residents across Nottinghamshire. c) the current and unsustainable financial pressures that are being faced by the Catering and Facilities Management Service.
2.	<p>That having considered the range of potential alternative options of how the Catering and Facilities Management Service could be delivered in the future, that the option of delivery through a partnership approach should now be prioritised for further exploration and assessment through an appropriate procurement exercise to explore the market in order to gain a detailed understanding of this option's potential benefits and limitations.</p>

3.	That any future changes to the delivery of the Catering and Facilities Management Service should be supported with large scale engagement and communication with staff and customers.
4.	That any future changes to the delivery of the Catering and Facilities Management Service should enable the significant potential of County Enterprise Foods to be fully realised and developed.
5.	That a strategic review of the 15 landscapes depots should be carried out to identify how they could be best used as part of the service's operational estate.

Acknowledgments

125. The Chairman and members of the review group would like to express their thanks for the invaluable support provided during review process to Mark Walker, Interim Service Director, Place and Communities, John Hughes, Group Manager - Catering and Facilities, Jon-Paul Kirk, Project Manager and Donna Baines, Food Development Manager.

126. The Chairman and members of the review group would also like to express their thanks to the representatives from Unison who attended the second and fourth review group meetings, as well as to the catering staff and children at King Edwin Primary School, Edwinstowe.

Other Options Considered

127. None. The recommendations of the review, if approved and to comply with the requirements of the Constitution are required to be submitted to Cabinet their consideration.

Reason/s for Recommendation/s

128. To comply with the requirements of the Constitution that the findings of a scrutiny review are submitted to the Cabinet for their consideration.

Statutory and Policy Implications

129. 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

130. There are no direct financial implications relating to the recommendation of the report.

RECOMMENDATIONS

- 1) That the report detailing the work of the scrutiny review of the Catering and Facilities Management Service be received.
- 2) That the dissenting views, as detailed at paragraphs 112 - 123 of the report be noted.
- 3) That the recommendations from the scrutiny review of the Catering and Facilities Management Service, as detailed in the report, be endorsed, and referred to Cabinet for their consideration.

Councillor Mike Adams
Chairman, Place Select Committee

For any enquiries about this report please contact: Martin Elliott, Senior Scrutiny Officer, Tel: 0115 9772564, e-mail: martin.elliott@nottsc.gov.uk

Constitutional Comments (CM 02/05/2024)

131. The report falls within the terms of reference of the Place Select Committee.

Financial Comments (PAA29 02/05/2024)

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

Background Papers and Published Documents

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

[Report to Place Select Committee 20 December 2023](#)
[Place Select Committee Minutes 20 December 2023](#)

Electoral Division(s) and Member(s) Affected

- All

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

1. To consider the Committee's work programme.

Information

2. The attached work programme will assist the management of the committee's agenda, the scheduling of the committee's business and forward planning.
3. The work programme has been developed using suggestions submitted by committee members, the relevant Cabinet Member(s) and senior officers and has been approved by the Overview Committee. The work programme will be reviewed at each pre-agenda meeting and committee meeting, where any member of the committee will be able to suggest items for possible inclusion.

Other Options Considered

4. None

Reason/s for Recommendation/s

5. To assist the committee in preparing its work programme.

Statutory and Policy Implications

6. 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

- 1) That the work programme be noted.
- 2) That committee members make any further suggestions for consideration by the Chairman and Vice-Chairman for inclusion on the work programme, in consultation with the relevant Cabinet Member(s) and senior officers, and subject to the required approval by the Chairman of Overview Committee.

Marjorie Toward
Service Director, Customers, Governance & Employees

For any enquiries about this report please contact: Martin Elliott, Senior Scrutiny Officer, martin.elliott@nottsc.gov.uk.

Constitutional Comments (HD)

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

Financial Comments (NS)

8. There are no direct financial implications arising from the contents of this report. Any future reports to Committee on operational activities and officer working groups, will contain relevant financial information and comments.

Background Papers and Published Documents

- None

Electoral Division(s) and Member(s) Affected

- All

WORK PROGRAMME 2023/24 – PLACE SELECT COMMITTEE: UPDATED 27 MARCH 2024

Meeting Date	Agenda Item	Cabinet Member Responsibility	Purpose/Outcomes	Resolutions
20 September 2023	Section 19 Report – Ravenshead Flooding	Cabinet Member – Transport and Environment	Statutory Section 19 report following flooding in Ravenshead	<p>1) That in accordance with Section 19 of the Flood and Water Management Act 2010 and the Council's Lead Local Flood Authority responsibilities, the Section 19 Report – Ravenshead – April 2023, as attached as an appendix to the officer's report, be approved and published.</p> <p>2) That the work (as detailed in the officer's report) that has taken place in response to the flooding incident in Ravenshead in April 2023 be endorsed.</p>
	Safer Nottinghamshire Board – Progress Report	Cabinet Member – Communities	<p>(As the Council's statutory Crime and Disorder Committee) Resolved at the July 2023 meeting:</p> <p>a) That a further report be submitted to the September 2023 meeting of the Place Select Committee that:</p> <ul style="list-style-type: none"> i. acknowledges the commitments of the Motion of Full Council in March 2023. ii. includes information around performance issues under the current strategic priorities of the Nottinghamshire Community Safety Agreement. iii. provides information on the suitability of those assigned to lead on priorities. 	That the report be noted.

WORK PROGRAMME 2023/24 – PLACE SELECT COMMITTEE: UPDATED 27 MARCH 2024

Meeting Date	Agenda Item	Cabinet Member Responsibility	Purpose/Outcomes	Resolutions
20 September 2023	HWRC Strategic Review – Task and Finish Review Scope		<p>To approve the scope for the task and finish project on the HWRC Review.</p> <p>Resolved at July 2023 meeting: That a scrutiny task and finish working group be established to carry out further scrutiny on, and to feed into the work being carried out on the review of Household Waste Recycling Centre provision.</p>	That the proposed scope for the Place Select Committee's review around Household Waste Recycling Provision be approved.
	Recycling	Cabinet Member – Transport and Environment	<p>To receive the response from the resolution made at the March 2023 meeting: <i>"That the Cabinet Member for Transport and Environment, in consultation with officers, gives further consideration to what further activities could be carried out through the Joint Waste Management Board to increase recycling rates across Nottinghamshire."</i></p> <p>Page 58 of 76</p>	<ol style="list-style-type: none"> 1) That the report be noted. 2) That the following issues raised by the Committee in its consideration of the report on the work with the Joint Waste Management Board to increase recycling rates across Nottinghamshire be progressed: <ol style="list-style-type: none"> a) That the delivery of effective communications that encourage residents to recycle should continue to be a key focus of activity for the Nottinghamshire Joint Waste Management Board. b) That information on recycling rates in the districts and boroughs that show the amount of glass collected through kerbside collections as well as at bring sites be circulated to members of the Place Select Committee. c) That information on contamination levels of recycling collected through kerbside collections in the districts and boroughs be circulated to members of the Place Select Committee. d) That the invitation that has been made to all district and borough councillors across Nottinghamshire to visit the Materials Recovery Facility be reaffirmed.

WORK PROGRAMME 2023/24 – PLACE SELECT COMMITTEE: UPDATED 27 MARCH 2024

Meeting Date	Agenda Item	Cabinet Member Responsibility	Purpose/Outcomes	Resolutions
20 December 2023	Highways Joint Continuous Improvement Plan – Progress Report	Cabinet Member – Transport and Environment	Resolved at January 2023 meeting “That a progress report on the delivery of the Highways Joint Continuous Improvement Plan be brought to the December 2023 meeting of the Place Select Committee.”	<ol style="list-style-type: none"> 1. That the report be noted. 2. That the following issues raised by the Committee in its consideration of the report on the Highways Joint Innovation and Continuous Improvement Plan be progressed: <ol style="list-style-type: none"> a) That the Cabinet Member for Transport and Environment, in consultation with officers examines how communication with residents can be enhanced on the responsibilities around highway management that are the responsibility of Nottinghamshire County Council, and on which are the responsibility of National Highways and other delivery partners. b) That the Cabinet Member for Transport and Environment, in consultation with officers considers what further activity can be carried out to ensure that the accessibility and needs of wheelchair users are taken into account when constructing and maintaining pavements. c) That the proposed six-monthly update for Place Select Committee members on highways matters should, in addition to the information detailed at paragraph 21 of the report, include information on: <ol style="list-style-type: none"> i. the amount of Viafix used. ii. the number of repairs/maintenance carried out in comparison to previous years.

WORK PROGRAMME 2023/24 – PLACE SELECT COMMITTEE: UPDATED 27 MARCH 2024

				<p>iii. the response times for the completion of work.</p> <p>iv. areas of the highway network where repeat requests for repairs have been requested.</p> <p>and that the information that is included should be provided in a tabulated form.</p> <p>d) That further information on the processes for dealing with compensation claims submitted by drivers arising from damage to vehicles caused by highway defects be provided to the Chairman and Vice-Chairman to inform the consideration of any further scrutiny activity.</p> <p>e) That work should be carried out to enable the claim form for dealing with compensation claims submitted by drivers arising from damage to vehicles caused by highway defects to be made available on the Council's website.</p>
	Electrical Vehicle Charging	Cabinet Member – Transport and Environment	<p>Resolved at the March 2023 meeting: That a further progress report on Electric Vehicle Infrastructure be brought to a future meeting of the Place Select Committee at a date to be agreed by the Chairman of the Committee. To include information on NCC doorstep and community EV charging schemes</p> <p>Page 60 of 76</p>	<p>1. That the report be noted.</p> <p>2. That the following issues raised by the Committee in its consideration of the report on On-Street Low Emission Vehicle Infrastructure (LEVI) Programme and Electric Vehicle Cable Channel (EVCC) Pilot Project be progressed:</p> <p>a) That further information on the marketing activity planned to promote the Electric Vehicle Cable Channel (EVCC) Pilot Project be circulated to members of the Place Select Committee.</p>

WORK PROGRAMME 2023/24 – PLACE SELECT COMMITTEE: UPDATED 27 MARCH 2024

				<p>b) That individual feedback from initial charge point site selection consultation exercise that was carried out with all elected members be shared with each elected member who took part in the consultation.</p> <p>c) That a further report on the delivery of the On-Street Low Emission Vehicle Infrastructure (LEVI) Programme be brought to a future meeting of the Place Select Committee at a date to be agreed by the Chairman and Vice-Chairman of the Committee.</p>
	Annual Library Plan/Strategy	Cabinet Member – Communities and Public Health		<p>1. That the report be noted.</p> <p>2. That a further report on the development of Inspire in the delivery of cultural, learning and library services across Nottinghamshire be brought to the December 2024 meeting of the Place Select Committee.</p>
	Catering and Facilities Management	Cabinet Member – Communities and Public Health	To receive a report on the Catering and Facilities Management Service	<p>1. That further scrutiny work be undertaken through the establishment of a task and finish group to consider the issues being faced by the Catering and Facilities Management Service and to offer subsequent recommendations to the Cabinet Member for Public Health and Communities.</p> <p>2. That the Chairman and Vice-Chairman, in consultation with officers create a scope that will determine the work of the task and finish working group.</p>

WORK PROGRAMME 2023/24 – PLACE SELECT COMMITTEE: UPDATED 27 MARCH 2024

Meeting Date	Agenda Item	Cabinet Member Responsibility	Purpose/Outcomes	Resolutions
27 March 2024	Crime and Disorder	Cabinet Member – Communities and Public Health	To sit as the Council's statutory Crime and Disorder committee to scrutinise delivery of crime and disorder strategies. To meet the requirements of the Crime and Disorder (Overview and Scrutiny) Regulations 2009.	<ol style="list-style-type: none"> 1) That the report be noted. 2) That a further progress report on the delivery of the crime and disorder strategy be received at a future meeting of the Place Select Committee in its role as the as the Council's Statutory Crime and Disorder Committee, as defined by the Crime and Disorder (Overview and Scrutiny) Regulations 2009.
	Resident Parking	Cabinet Member – Transport and Environment	To consider the processes around resident parking schemes.	<ol style="list-style-type: none"> 1) That the report be noted. 2) That the following issues raised by the Committee in its consideration of the report on Residents' Parking Schemes be progressed: <ol style="list-style-type: none"> a) That further scrutiny work be undertaken through the establishment of a task and finish group to consider in detail possible amendments to the processes that could provide further efficiencies to the delivery of future residents' parking schemes. b) That the Chairman and Vice-Chairman, in consultation with officers create a scope that will determine the work of the task and finish working group.

WORK PROGRAMME 2023/24 – PLACE SELECT COMMITTEE: UPDATED 27 MARCH 2024

Meeting Date	Agenda Item	Cabinet Member Responsibility	Purpose/Outcomes	Resolutions
27 March 2024	Section 19 Reports – October 2023 Flooding	Cabinet Member – Transport and Environment	Statutory Section 19 reports following the flooding in October 2023. Also to include report on Eastwood flooding event.	<p>1) That the work (as detailed in the officer's report) that has taken place in response to the flooding incidents in Eastwood in September 2023 and across Nottinghamshire in October 2023 be endorsed.</p> <p>2) That in accordance with Section 19 of the Flood and Water Management Act 2010 and the Council's Lead Local Flood Authority responsibilities, that the Section 19 Reports, as attached as appendices to the officer's report, be approved and published.</p> <p>3) That the work of the Council's Flood Risk Management Team in working with communities impacted by flooding be commended.</p> <p>4) That the following issues raised by the Committee in its consideration of the Section 19 Reports (Eastwood September 2023 and Storm Babet October 2023) be progressed:</p> <p>a) That the scope of the scheduled task and finish review of the Council's preparation for and response to the flooding caused by Storm Babet should be expanded to include the work that is being carried out to prepare for and mitigate against the impacts of future flooding events.</p> <p>b) That all members be provided with regular updates on gully cleaning schedules and are advised when gully cleaning work has been completed.</p>

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Meeting Date	Agenda Item	Cabinet Member Responsibility	Purpose/Outcomes	Resolutions
27 March 2024	Outcomes of the review of Household Waste Recycling Centres		To consider the outcomes of the task and finish review of Household Waste Recycling Centres.	That the recommendations from the scrutiny review of the Household Waste Recycling Centre network, as detailed in the report, be endorsed, and referred to Cabinet for their consideration.

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Meeting Date	Agenda Item	Cabinet Member Responsibility	Purpose/Outcomes	Resolutions
22 May 2024	Outcomes of the review of the Catering and Facilities Management Service		To consider the outcomes of the task and finish review of the Catering and Facilities Management Service.	
	Visitor Economy Framework	Cabinet Member – Economic Development and Asset Management	To scrutinise the implementation of the Visitor Economy Framework	

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Meeting Date	Agenda Item	Cabinet Member Responsibility	Purpose/Outcomes	Resolutions
26 June 2024	Flooding	Cabinet Member – Transport and Environment	To scrutinise the activity that is being carried out around kerbside drainage and other activities to mitigate flooding.	
	Access to Digital Services and Digital Inclusion	Cabinet Member – Economic Development and Asset Management	To receive a report on, and to scrutinise activity regarding the Council's activity regarding access to superfast broadband and digital inclusion.	
	Section 19 Reports – January 2024 Flooding	Cabinet Member – Transport and Environment	Statutory Section 19 reports following the flooding in January 2024.	

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Items pending scheduling or removal.

Item	Cabinet Member Responsibility	Details	Status
Lane Rental Scheme	Cabinet Member – Transport and Environment		To be scheduled
Review of Active Travel/Staff Travel	Cabinet Member – Transport and Environment		To be scheduled
Environmental Impact of hybrid working		To gain an understanding of the environmental impact of the Council's hybrid working strategy.	To be considered for scheduling

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Reviews

Project Start Date	Item	Cabinet Member Responsibility	Purpose of Review	Current Status and activity
January 2024	Catering and Facilities Management	Cabinet Member – Communities and Public Health	<p>Resolved at the December 2023 meeting:</p> <p><i>“That further scrutiny work be undertaken through the establishment of a task and finish group to consider the issues being faced by the Catering and Facilities Management Service and to offer subsequent recommendations to the Cabinet Member for Public Health and Communities.</i></p> <p><i>That the Chairman and Vice-Chairman, in consultation with officers create a scope that will determine the work of the task and finish working group.”</i></p>	<p>Work carried out March/April 2024.</p> <p>Report to be considered at May 2024 meeting.</p>

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Project Start Date	Item	Cabinet Member Responsibility	Purpose of Review	Current Status and activity
October 2023	HWRC Review	Cabinet Member – Transport and Environment	<p>Resolved at July 2023 meeting.</p> <p>a) That a scrutiny task and finish working group be established to carry out further scrutiny on, and to feed into the work being carried out on the review of Household Waste Recycling Centre provision.</p>	<p>Scope approved at September meeting,</p> <p>Review activity carried out during October/November.</p> <p>Report approved at March 2024 meeting. Response to be provided at June 2024 Cabinet meeting.</p>

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Project Start Date	Item	Cabinet Member Responsibility	Purpose of Review	Current Status and activity
TBC	Residents' Parking Schemes	Cabinet Member – Transport and Environment	<p>That further scrutiny work be undertaken through the establishment of a task and finish group to consider in detail possible amendments to the processes that could provide further efficiencies to the delivery of future residents' parking schemes.</p> <p>That the Chairman and Vice-Chairman, in consultation with officers create a scope that will determine the work of the task and finish working group.</p>	Scope completed and work to be carried out over May/June 2024.

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Project Start Date	Item	Cabinet Member Responsibility	Purpose of Review	Current Status and activity
TBC	Flooding	Cabinet Member – Transport and Environment	<p>Resolved by Council on 7 December 2023.</p> <p>“Requests that the Place Select committee carry out a full review of Nottinghamshire County Council’s preparation for and response to the flooding caused by Storm Babet, including consideration of information and recommendations that are automatically brought forward in Section 19 reports and from reports of the Nottingham & Nottinghamshire Local Resilience Forum in response to all significant flooding incidents.”</p> <p>Resolved at March 2024 meeting:</p> <p>“That the scope of the scheduled task and finish review of the Council’s preparation for and response to the flooding caused by Storm Babet should be expanded to include the work that is being carried out to prepare for and mitigate against the impacts of future flooding events.”</p>	Work to be carried out June/July 2024

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Project Start Date	Item	Cabinet Member Responsibility	Purpose of Review	Current Status and activity
TBC	Gully Cleaning	Cabinet Member – Transport and Environment	<p>Resolved by Council on 7 December 2023.</p> <p>“Requests that the Place Select committee carry out a full review of gully cleaning across Nottinghamshire, including the role and responsibilities of other local councils (e.g.) in relation to street cleaning.”</p>	<p>To be incorporated in Flooding review.</p> <p>Work to be carried out June/July 2024</p>

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Project Start Date	Item	Cabinet Member Responsibility	Purpose of Review	Current Status and activity
TBC	Inward investment Framework	Cabinet Member – Economic Development and Asset Management	To feed into the development of the framework that will allow inward investment activities to be coordinated and prioritised.	

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Project Start Date	Item	Cabinet Member Responsibility	Purpose of Review	Current Status and activity
TBC	20mph Pilot Schemes	Cabinet Member – Transport and Environment	Resolved at the January 2023 meeting that the Place Select Committee carries out scrutiny in advance of any decisions taken by the Cabinet Member for Transport and Environment on the location of 20mph speed limit pilot schemes.	

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Items to be scheduled for 2024/25

Item	Cabinet Member Responsibility	Details	Status
Concessionary Travel	Cabinet Member – Transport and Environment	To receive a progress report on the implementation of the recommendations made by the task and finish review. And to cover: Resolved at the March 2023 meeting: “That a report on the feasibility of introducing free off-peak travel for armed forces veterans in Nottinghamshire be presented at a future meeting of the Place Select Committee at a date to be agreed by the Chairman of the Committee	To be scheduled
Annual Library Plan/Strategy	Cabinet Member – Communities and Public Health	Resolved at the December 2023 meeting: “That a further report on the development of Inspire in the delivery of cultural, learning and library services across Nottinghamshire be brought to the December 2024 meeting of the Place Select Committee.”	To be scheduled for December 2024 meeting.
Highways Joint Innovation and Continuous Improvement Plan	Cabinet Member – Transport and Environment	Last considered at December 2023 meeting	To be scheduled.
EV Charging	Cabinet Member – Transport and Environment	Resolved at December 2023 meeting: “That a further report on the delivery of the On-Street Low Emission Vehicle Infrastructure (LEVI) Programme be brought to a future meeting of the Place Select Committee at a date to be agreed by the Chairman and Vice-Chairman of the Committee.”	To be scheduled
Crime and Disorder	Cabinet Member – Communities and Public Health	Page 75 of 76	Annual item (last considered March 2024)

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Items for information briefings for committee members

Item	Cabinet Member Responsibility	Details	Status
Subsidised Bus Services	Cabinet Member – Transport and Environment	Briefing note to be circulated to members of the committee.	
Bus Network Review	Cabinet Member – Transport and Environment	Briefing note to be circulated to members of the committee.	