

## Policy Committee

**Wednesday, 18 October 2017 at 10:30**

County Hall, County Hall, West Bridgford, Nottingham, NG2 7QP

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### AGENDA

- |    |  |           |
|----|--|-----------|
| 1  | Minutes of last meeting held on 13 September 2017  | 5 - 10    |
| 2  | Apologies for Absence  |           |
| 3  | Declarations of Interests by Members and Officers:- (see note below)<br>(a) Disclosable Pecuniary Interests<br>(b) Private Interests (pecuniary and non-pecuniary) |           |
| 4  | Futures Advice, Skills and Employment Governance Arrangements  | 11 - 16   |
| 5  | Midlands Engine Vision for Growth  | 17 - 68   |
| 6  | The Budget Process for 2018-19, Budget Consultation 2018-19 and the Residents Survey 2017  | 69 - 76   |
| 7  | County Councils Network Annual Conference 2017   | 77 - 78   |
| 8  | Latest Estimated Cost - Early Years 30 Hours Programme 2017  | 79 - 84   |
| 9  | Biomass Boilers in County Council Properties   | 85 - 96   |
| 10 | Acquisition of Land for a Replacement Primary and Nursery School in Bestwood   | 97 - 100  |
| 11 | Disposal of Land at Broomhill Farm Nottingham Road, Hucknall   | 101 - 108 |

12	White Hills Park Federation Trust - Transfer of Land	109 - 114
13	Nottinghamshire Delegation to China - September 2017	115 - 122
14	Work Programme	123 - 128
15	<b>EXCLUSION OF THE PUBLIC</b>	

The Committee will be invited to resolve:-

“That the public be excluded for the remainder of the meeting on the grounds that the discussions are likely to involve disclosure of exempt information described in paragraph 3 of the Local Government (Access to Information) (Variation) Order 2006 and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.”

**Note**

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

**EXEMPT INFORMATION ITEMS**

- |    |  |  |
|----|--|--|
| 16 | Acquisition of land for a Replacement Primary and Nursery School in Bestwood -Exempt Appendix  |  |
|    | <ul style="list-style-type: none"> <li>Information relating to the financial or business affairs of any particular person (including the authority holding that information);</li> </ul> |  |
| 17 | Disposal of Land at Broomhill Farm, Nottingham Road, Hucknall - Exempt Appendix  |  |
|    | <ul style="list-style-type: none"> <li>Information relating to the financial or business affairs of any particular person (including the authority holding that information);</li> </ul> |  |
| 18 | White Hills Park Federation Trust - Transfer of Land - Exempt Appendix   |  |
|    | <ul style="list-style-type: none"> <li>Information relating to the financial or business affairs of any particular person (including the authority holding that information);</li> </ul> |  |

**Notes**

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

Customer Services Centre 0300 500 80 80

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

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

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

Meeting POLICY COMMITTEE

Date Wednesday 13 September 2017

**membership**

Persons absent are marked with `A`

**COUNCILLORS**

Mrs Kay Cutts MBE (Chairman)

Reg Adair (Vice-Chairman)

Joyce Bosnjak  
Richard Butler  
John Cottee  
Samantha Deakin  
Kate Foale  
Steve Garner  
Glynn Gilfoyle  
Kevin Greaves  
Richard Jackson

Eric Kerry  
Bruce Laughton  
Philip Owen  
John Peck JP  
Mike Pringle  
Alan Rhodes  
Stuart Wallace  
Jason Zadrozny

**ALSO IN ATTENDANCE**

Councillor Nicki Brooks  
Councillor Diana Meale

Councillor Liz Plant

**OFFICERS IN ATTENDANCE**

Anthony May

Chief Executive

Sue Batty

Adult Social Care, Health and Public Protection

Colin Pettigrew

Children, Families and Cultural Services

Adrian Smith

Andrew Stevens

Nicola McCoy-Brown

} Place

Carl Bilbey

Nerys Davies

Martin Done

Keith Ford

Jayne Francis-Ward

David Hennigan

Nigel Stevenson

Michelle Welsh

} Resources

**OTHERS IN ATTENDANCE**

David Ralph

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D2N2 Local Enterprise Partnership

## **MINUTES**

The Minutes of the last meeting held on 19 July 2017, having been previously circulated, were confirmed and signed by the Chairman.

## **APOLOGIES FOR ABSENCE**

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

- Councillor Eric Kerry replaced Councillor Chris Barnfather
- Councillor Kevin Greaves replaced Councillor Muriel Weisz.

## **DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS**

None.

## **ANTI-MONEY LAUNDERING POLICY AND PROCEDURES**

### **RESOLVED: 2017/042**

That the refreshed Anti-Money Laundering Policy and Procedures be approved.

## **THE D2N2 LOCAL ENTERPRISE PARTNERSHIP (LEP) AND THE CITY OF NOTTINGHAM AND NOTTINGHAMSHIRE ECONOMIC PROSPERITY COMMITTEE AND MIDLANDS ENGINE STRATEGY AND ACTION PLAN**

David Ralph, Chief Executive of the D2N2 LEP, attended the meeting to present the first of these six monthly updates to the Committee and to respond to Members' queries.

### **RESOLVED: 2017/043**

That Policy Committee agrees to take on the role of accountable body and programme manager for the N2 Town Centre Programme, delegating authority to finalise the agreement with the D2N2 LEP and Derbyshire County Council to the Corporate Director, Place, in consultation with the Leader of the Council, the Service Director Finance, Procurement & Improvement and the Group Manager, Legal and Democratic Services.

## **MAINTENANCE CHALLENGE FUND AND SAFER ROADS FUND BIDS**

### **RESOLVED: 2017/044**

- 1) That the acceptance and delivery of the £5 million Maintenance Challenge Fund Department for Transport (DfT) capital grant funding be approved.
- 2) That the acceptance and delivery of the £2.181 million Safer Roads Fund DfT capital grant funding be approved.
- 3) That a variation to the capital programme be made and NCC expenditure be incurred as set out in the report.

## **HIGH SPEED 2 AND WIDER RAIL ISSUES**

### **RESOLVED: 2017/045**

- 1) That the East Midlands HS2 Growth Strategy be endorsed and its submission to government by the East Midlands HS2 Strategic Board be welcomed.
- 2) That authority be delegated to the Corporate Director for Place to agree the final version of the Growth Strategy; and to respond to various consultation and agreements with HS2 Limited as referenced in the report, in consultation with the Leader of the Council.
- 3) That authority be delegated to the Communities and Place Committee to approve the County Council's response to the East Midlands Rail Franchise consultation.

## **HOUSING INFRASTRUCTURE FUND – PROPOSED BIDS**

### **RESOLVED: 2017/046**

That authority be delegated to the Corporate Director, Place in consultation with the Leader of the Council and Service Director, Finance, Procurement and Improvement to agree the final version of submissions to the Housing Infrastructure Fund.

## **PLACE DEPARTMENT STRUCTURE**

During discussions, Members commended the Place Department's Jas Hundal, who had decided to take retirement, for his hard work and efforts whilst undertaking a number of roles during his long service with the Council.

### **RESOLVED: 2017/047**

That the structure, as set out in Appendix B to the report, be approved.

## **DISPOSAL OF EDWINSTOWE HALL, FORMER YOUTH CENTRE AND COTTAGES**

Members were referred to the addendum to the exempt appendix to this report which highlighted a late expression of interest which had been received after the closing date for bids.

On the advice of the Monitoring Officer it was agreed that the decision to approve or otherwise should be taken under the exempt item on the agenda.

## **OPERATIONAL DECISIONS TAKEN OUTSIDE THE FINANCE & PROPERTY COMMITTEE CYCLE APRIL 2017 – JULY 2017**

### **RESOLVED: 2017/048**

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

## **FAIR FUNDING CAMPAIGN**

**RESOLVED: 2017/049**

That Members receive updates at future Policy Committee meetings on the progress of the Fairer Funding Review.

## **APPOINTMENTS TO OUTSIDE BODIES**

**RESOLVED: 2017/50**

That the following bodies be added to the Council's approved outside bodies list:-

- a) D2N2 Commission
- b) Rushcliffe Borough Council's East Leake Growth Board
- c) Welshcroft Waste Transfer Station Community Liaison Group

## **LOCAL GOVERNMENT ASSOCIATION ANNUAL CONFERENCE AND EXHIBITION – JULY 2017**

**RESOLVED: 2017/051**

That no further work was required in relation to the topics covered in the report.

## **WORK PROGRAMME**

**RESOLVED: 2017/052**

That no further changes were required to the work programme.

## **EXCLUSION OF PUBLIC**

**RESOLVED: 2017/053**

That the public be excluded for the remainder of the meeting on the grounds that the discussions are likely to involve disclosure of exempt information described in paragraph 3 of the Local Government (Access to Information) (Variation) Order 2006 and the public interest in maintaining the exemption outweighs the public interest in disclosing the information

## **DISPOSAL OF EDWINSTOWE HALL, FORMER YOUTH CENTRE AND COTTAGES – EXEMPT APPENDIX**

Members were again referred to the addendum to the exempt appendix to this report which highlighted a late expression of interest which had been received after the closing date for bids.

**RESOLVED: 2017/054**

- 1) That the expression of interest should not be considered further in light of the organisation having highlighted the lack of funding currently available to enable it to make a formal bid.

- 2) That approval be given to the sale of Edwinstowe Hall, former youth centre and cottages, and to enter into a contract for sale of these properties to the highest bidder as outlined in the exempt appendix.

**OPERATIONAL DECISIONS TAKEN OUTSIDE THE FINANCE & PROPERTY COMMITTEE CYCLE APRIL 2017 – JULY 2017 – EXEMPT APPENDIX**

**RESOLVED: 2017/055**

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

The meeting closed at 11.54 am.

CHAIRMAN







## **REPORT OF THE LEADER OF THE COUNCIL**

### **FUTURES ADVICE, SKILLS & EMPLOYMENT GOVERNANCE ARRANGEMENTS**

#### **Purpose of Report**

1. The purpose of this report is fourfold, to:
  - a) note the transfer of internal 'ownership' of Futures Advice, Skills and Employment (Futures) from the Service Director of Commissioning, Resources and Culture in Children, Families and Cultural Services to the Service Director for Investment and Growth within the Place Directorate.
  - b) note that the contract management of existing services delivered for and paid by the Council for children's services will remain with existing contract holders
  - c) seek approval to place the political representation on the company's board with a combination of Members: one from Communities and Place and one from Children & Young People's.
  - d) note the outcome of a strategic review of Future's relationship with the Council and approve for the Council to seek to identify opportunities to work with Futures in order to continue building an employment and skills focused partnership aligned to the County Council's Place Plan implementation, which will enable greater utilisation of the intelligence held within Futures. The aim of this is to enable Futures to successfully bid for funding that enables greater impact on Nottinghamshire residents and businesses, as well as aiding the organisation's long-term sustainability.

#### **Background**

2. Wholly and jointly owned by Nottinghamshire County Council and Nottinghamshire City Council, Futures is a social enterprise at the national forefront of providing jobs and skills advice, training and apprenticeships to support young people and adults into work or training.
3. As agreed at the March 2017 Policy Committee, to maximise Futures contribution towards the Council's core strategies, a strategic review of the Company's relationship with the Council has taken place. A summary of both the scope and purpose of the review and its key findings can be found at **Annex A**.
4. National policy changes have altered the context for both the Council and Futures over recent years. The Council delivers its responsibilities for maintaining low Not in Education, Employment or Training (NEET) levels via Futures, with the company maintaining details of the post-compulsory school destinations for every 16 and 17 year old who is resident in the County. Futures' employees are seconded into the Council's Family Service, where they

work with 8-18 year olds and their families displaying behaviours that require higher levels of intervention. These situations include truancy, drug and alcohol dependency, offending, housing crisis and vulnerabilities that could lead to children and young people entering the care system. The work is an important part of the Council's delivery of the Government's Troubled Families initiative. It prevents young people from entering care and generates an income for the Council. The quality of delivery by Futures staff is high and financial arrangements are efficient due to the subsidy that the company can make via its external contracts

### Operating Context

5. The broader policy changes around D2N2 Local Enterprise Partnership (LEP) has, till now, had less impact. There are partnership arrangements in place between Futures and D2N2 LEP on a number of primarily operational skills based arrangements. Futures has also participated in a number of European Social Fund (ESF) projects that have been administered by D2N2 LEP. The Midlands Engine is yet to clearly articulate its level of ambition or powers relating to employment and skills. Futures' role in promoting the skills required for major infrastructure projects affecting the County, such as High Speed 2 (HS2), could be utilised to a greater extent than is currently the case.
6. Futures subsidises its Council-delivered services by income generated through external sources and connects local efforts from multiple income sources in a way that a national provider would not be able to achieve. The company has worked closely with the Council as part of the Apprenticeship reforms. The company has employed the Council's apprentices since first creating its Apprenticeship Training Agency in 2012. It has also administered the Council's funding programme for Small and Medium Employers (SMEs) to recruit apprentices – the 'YES to an Apprentice' campaign. This work also complements work undertaken by Futures in Nottingham City, which is heavily focused on employment and skills delivery. One of these activities is the 'Nottingham Jobs Hub', which supports local people into job opportunities with inward investors and indigenous employers looking to grow. Whilst focused on the City, it supported over 500 County residents into jobs last year.

### Futures' financial position and medium term plan

7. Futures' turnover has grown by around a third in recent years, to c£18m in 2017/18. The underlying reserves of the company are required to be held at a level that allow the company to meet its current liabilities in the event of a wind up situation. This is currently estimated to be £3.5m, with the level of reserves currently held being around £4m. The level of reserves has grown in recent years as a result of the company breaking even or making financial surpluses from its externally contracted income. These figures exclude the pension liability of the company. Futures is a member of the Nottinghamshire Local Government Pension Scheme (LGPS).
8. With the continued pressure on Council funds and the threat of national policy change and competition creating some risks within the current contracts that the company holds, the Futures' board have agreed a medium-term plan for business development. The plan outlines a vision of the two owner Councils to support further growth and diversification of Futures, by enabling reduced reliance on Council income and increased returns for Nottinghamshire residents and businesses and outlines three main areas for the company's development, which are:

- Supporting individuals with multiple and complex needs to improve social inclusion;
  - Enabling people to enter work to reduce unemployment;
  - Supporting employers and employees to acquire the skills for work to increase productivity.
9. The corporate structure of Futures may need to adapt to the different demands of these three strands of activity and the company is currently exploring options relating to this. A restructuring may provide advantages for the company in being able to win work on a competitive basis, which is critical to its survival. Futures' competitors include smaller voluntary sector organisations at a local level but mostly larger commercially orientated organisations at a national level. The protection of the joint council ownership and control of the company is a key objective within the exploration of a restructuring process.
10. It is the responsibility of the company's executive to realise this medium term vision. However, the role of the owner councils is critical in supporting such a move. Both councils can and should therefore identify opportunities that can support the development of the company by identifying:
- Services that are currently delivered in-house that could be delivered more efficiently by Futures;
  - When the Teckal exemption can be used effectively in place of open and competitive tendering to award contracts to Futures;
  - Existing Council requirements that Futures can either deliver or support, such as the arrangement already in place concerning the Council's apprenticeships.
11. The planned restructuring affords the opportunity to realign the Board representation. The prevailing view is that a blend of elected members, representing both Communities and Place/Policy Committee and Children and Families, will strengthen Futures in driving forward economic growth in Nottinghamshire.

## **Reason/s for Recommendation/s**

12. To provide the outcome of the review of the Council's strategic relationship with Futures in order to maximise the Company's contribution towards the Council's core strategies, as requested by Members in March 2017.
13. It would be an important step forward to have growth and economic development recognised properly, by having a seat at the Board. This adjustment to the Boards configuration will ensure that the needs of young people and adults are represented at both a policy and decision making level across Nottinghamshire.

## **Statutory and Policy Implications**

14. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described in the body of the report.

## RECOMMENDATIONS

15. It is recommended that Policy Committee:

- a) note the transfer of internal 'ownership' of Futures Advice, Skills and Employment (Futures) from the Service Director of Commissioning, Resources and Culture in Children, Families and Cultural Services to the Service Director for Investment and Growth within the Place Directorate.
- b) note that the contract management of existing services delivered for and paid by the Council for children's services will remain with existing contract holders
- c) approves to place the political representation on the company's board with a combination of Members: one from Communities and Place and one from Children & Young People's.
- d) note the outcome of a strategic review of Future's relationship with the Council and approve for the Council to seek to identify opportunities to work with Futures in order to continue building an employment and skills focused partnership aligned to the County Council's Place Plan implementation, which will enable greater utilisation of the intelligence held within Futures. The aim of this is to enable Futures to successfully bid for funding that enables greater impact on Nottinghamshire residents and businesses, as well as aiding the organisation's long-term sustainability.

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

**Report author:** Nicola M<sup>c</sup>Coy-Brown, Growth and Economic Development

**For any enquiries about this report please contact:** Nicola M<sup>c</sup>Coy-Brown, ext 72580

### **Constitutional Comments [SLB 09/10/2017]**

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

### **Financial Comments [RWK 04/10/2017]**

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

### **Background Papers and Published Documents**

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

Independent learning provider inspection report for Futures Advice, Skills and Employment, National Careers Services – Ofsted report, published online 21/02/ 2017 at:

<https://reports.ofsted.gov.uk/inspection-reports/find-inspection-report/provider/ELS/1236942>

- *Futures Advice, Skills And Employment Company* – Report to Policy Committee, 15/03/2017
- *Supporting Youth Employment Funding* – Report To Economic Development Committee, 05/07/2016
- *Supporting Youth Employment* (progress update) – Report to Economic Development Committee, 06/01/2015

- *Supporting Youth Employment* (proposal for allocation of remaining funds to E2E project) – Report to Economic Development Committee, 11/02/2014
- *Supporting Youth Employment* (proposal for allocation of remaining funds) – Report to Economic Development committee, 19/11/2013
- *Supporting Youth Employment (proposal for allocation of reserves) for County Apprenticeship Project* - Report to Economic Development Committee, 17/10/2013
- *Apprenticeships Update* – Report to Economic Development Committee, 09/07/2013
- *Supporting Youth Employment* - Report to Economic Development Committee, 17/10/2013
- *Outside Bodies Report: Futures* - Report to Children and Young People’s Committee, 14/10/2013

**Electoral Division(s) and Member(s) Affected**

All

# ANNEX A: REVIEW OF FUTURES ADVICE, SKILLS AND EMPLOYMENT

## Scope and purpose of the review

The scope and purpose of the review was defined as:

- Maximising the future role that Futures can play as a key strategic partner in supporting delivery of the Council's broad economic development and skills objectives;
- Ensuring that the Council's Board representatives best reflect these objectives;
- Ensuring that appropriate Council senior officers and Departments with responsibility for these objectives lead the Council's operational engagement with Futures; and
- Ensuring that formal reporting on the progress of Futures be reported to the appropriate Council Committee (in this respect, whilst some areas of Futures work delivered since November 2013 had been reported to the Economic Development Committee, formal reporting on the Council's work with Futures has generally been through the Children and Young People's Committee).

## Summary of Key Findings

There are three main conclusions that this review has identified, which are as follows:

- a) The Council's ownership of Futures is mutually beneficial to both parties. The Council is able to exercise control over an important local delivery organisation without needing to incur the burden of more detailed management. The company benefits from the connection to the Council and is able to provide high quality and efficient services as a result of this. These are evidenced through the ground-breaking achievement of the company being the first National Careers Service provider in the country to be judged as Outstanding and the reduction in Council funds that the company has absorbed in recent years without a significant deterioration in service delivery.
- b) The 'Teckal' exemption, where Futures can be treated as an in-house arm of the Council, is an important aspect of this mutually beneficial arrangement as it protects the control of the Council over the company and enables efficient procurement to take place.
- c) The company's major focus of activity has changed during this decade, in line with changes in funding and national policy. The Council's relationship with the company needs to change accordingly. Whilst management of the operational delivery undertaken by the company is effective, more could be done by the Council to utilise Futures' strong presence in the employment and skills arena if there was greater alignment with Growth and Economic Development.

## **REPORT OF THE LEADER OF THE COUNCIL**

### **MIDLANDS ENGINE VISION FOR GROWTH**

#### **Purpose of the Report**

This report provides an update to Policy Committee on the development of the Midlands Engine Vision for Growth.

#### **Information and Advice**

As reported to [Policy Committee on 13 September 2017](#), the Supervisory Board of the Midlands Engine has been developing a response to the Government's Midlands Engine Strategy.

At the request of the Chair of the Midlands Engine (and with consent from the Leader of the Council) the County Council's Chief Executive has been coordinating this work. This work has been wide-ranging and has involved partners from the affected sectors (local government, LEP, Higher Education and Further Education and the private sector).

This response has culminated in the publication of the Midlands Engine Vision for Growth (**Appendix A**). This document, along with an accompanying letter from the Chair of the Midlands Engine (Sir John Peace), have been delivered to the Prime Minister's Office with a copy of the same to the Right Honourable Sajid Javid, MP and the Secretary of State for Communities and Local Government.

#### **Midlands Engine Vision for Growth – Priorities**

The Partnership's core purpose is to create a Midlands Engine that powers the UK economy and competes on the world stage. The Midlands' strategic location, strong sense of identity and reputation as the beating heart of the national economy will ensure the UK's future as a global economic power.

The Partnership's ambition is to close the Gross Value Added gap to match or exceed the national average and add £54 billion to the Midlands and UK economies by 2030.

The vision sets out five investment priorities, which will be supported by the development of detailed work plans to accelerate productivity and leverage match funding across the region.

These are to:



- a. **Connect the Midlands:** through maximising new technologies to deliver radical transformation of Midlands connectivity
- b. **Invest in strategic infrastructure:** through investing in the most sustainable and advanced technology to deliver the infrastructure to meet future business and residential needs
- c. **Grow international trade and investment:** through working across new markets to create jobs in global economy
- d. **Increase innovation and enterprise:** through creating an environment where the Midlands' strengths (identified by the Science and Innovation Audit) can be maximised to benefit the whole region and support successful business growth
- e. **Shape great places:** through promoting the Midlands as a great place to live, visit, learn and work

As a first step, the £4million announced by Government in March will be used to provide core capacity for the Engine and develop projects.

On Tuesday 19 September, the Vision for Growth report was submitted to the Prime Minister and Secretary of State for Communities and Local Government. A written response from the Secretary of State is expected imminently. Pending this response from Government, a revised governance structure is being implemented across the Midlands Engine. This revised structure will enable implementation, monitoring and evaluation of Vision for Growth. Specifically, work is underway to develop detailed business cases for projects under each of the five work packages. In addition, there are likely to be separate strands of activity to develop the approach to skills and the economic observatory. The County Council's Chief Executive has agreed to oversee this initial implementation phase, pending the recruitment of a Midlands Engine Chief Executive. It is anticipated that an appointment will be made in the next few weeks.

## **Other Options Considered**

None considered as this is an update report.

## **Reason/s for Recommendation/s**

To provide information on the development of the Midlands Engine Vision for Growth, as requested by Policy Committee on 13 September 2017.

## **Statutory and Policy Implications**

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

## **RECOMMENDATION/S**

- 1) It is recommended that Policy Committee receives an update on the outcome of the submission of the Vision for Growth to the Secretary of State for Communities and Local Government.

**Anthony May**  
**Chief Executive Officer**

**For any enquiries about this report please contact:** Paula Mullin, Senior Executive Officer,  
T: 0115 97 74298 E: [paula.mullin@nottscc.gov.uk](mailto:paula.mullin@nottscc.gov.uk)

### **Constitutional Comments (SLB 04/10/2017)**

Policy Committee is the appropriate body to consider the content of this report. If Committee resolved that any actions are required it must be satisfied that such actions are within the Committee's terms of reference.

### **Financial Comments (SES 04/10/17)**

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.

- The Midlands Engine Vision for Growth is available here:  
<https://www.midlandengine.org/wp-content/uploads/Midlands-Engine-Vision-for-Growth.pdf>
- The Midlands Engine Strategy is available here:  
[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/598295/Midlands\\_Engine\\_Strategy.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/598295/Midlands_Engine_Strategy.pdf)

### **Electoral Division(s) and Member(s) Affected**

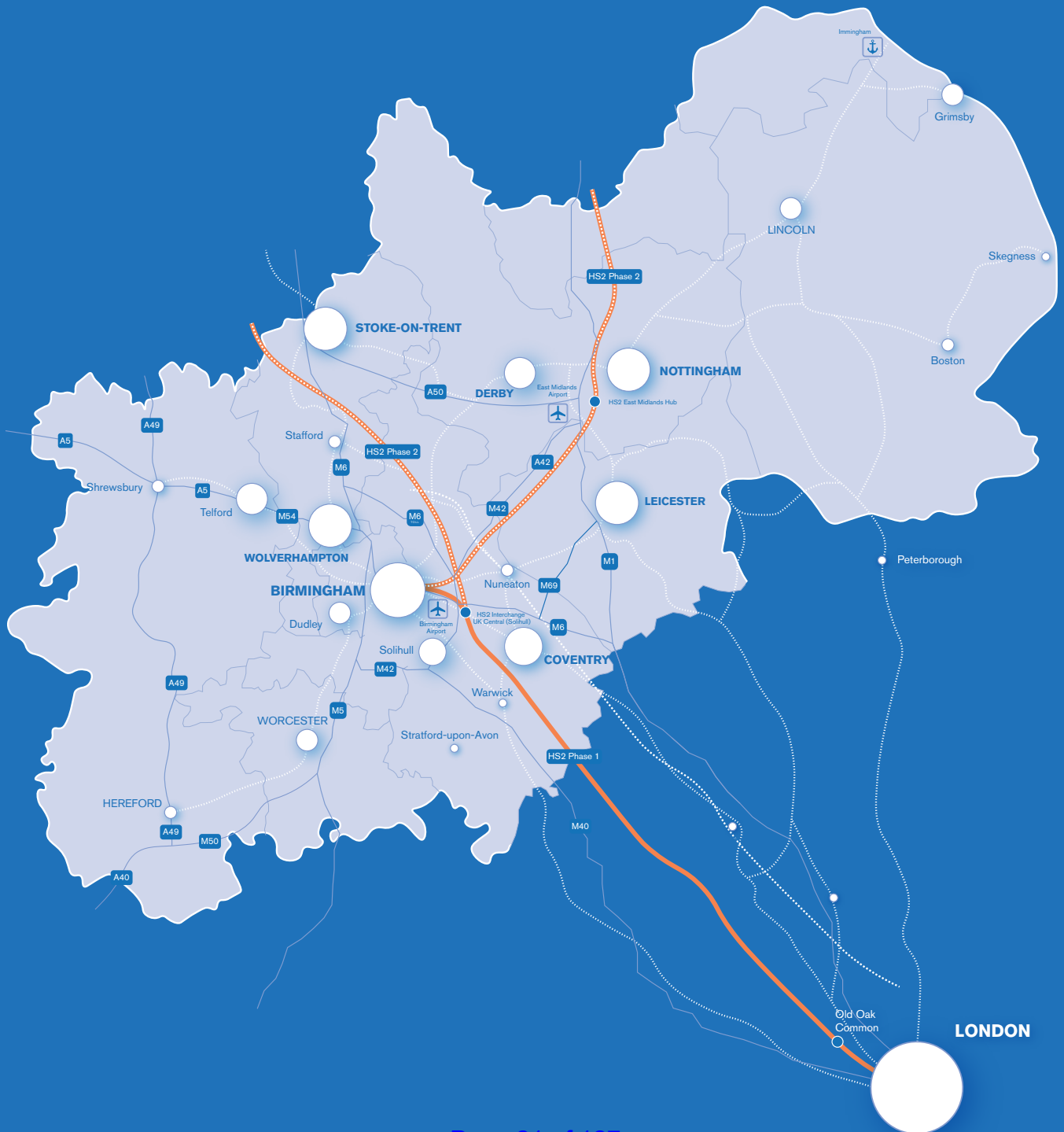
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# THE MIDLANDS ENGINE VISION FOR GROWTH

Our response to the Government's  
Midlands Engine Strategy

# THE MIDLANDS



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**WE WILL PROVE THAT  
WHEN THE MIDLANDS  
SUCCEEDS, BRITAIN  
SUCCEEDS.**

# FOREWORD



**Sir John Peace**  
Chair, Midlands Engine

As a Midlander, I know very well how much this region has to offer. As a businessman, I am convinced that the UK's future economic prosperity can be driven by Midlands industry, innovation and energy.

The Midlands is home to some of the country's leading businesses and top talent, and offers an enviable quality of life. In the past, we have performed less well than some other parts of the country. Our productivity is lower, some skills are in shorter supply and employment rates lag behind.

Coming together, supported by Government, to form the Midlands Engine Partnership, we have created the opportunity to change things. We have the chance to work, and to compete, at a scale that makes sense in global markets and to prepare the Midlands for a post-Brexit economy.

To tackle our under-performance, we need to be bold and to do more to improve our productivity and drive economic growth.

This is vital to achieving the objective which is most important to us – improving living standards, prosperity and opportunity across the Midlands. Inclusive growth requires better productivity and that's the focus of our partnership.

Together we can shape our ambition for the Midlands of 2030.

In developing this vision, we've spoken to many of our business leaders, innovators, local authorities and LEAs to understand their needs and priorities. We will continue this engagement throughout the autumn, with a roadshow targeted at our small and medium sized businesses.

The success of the Midlands depends on the Midlands itself, but we need investment, and collaboration with Government, to kick-start and accelerate growth. The prize is huge; if our £207 billion economy were as productive as the UK average it would be a £261 billion economy.

The Government launched its Midlands Engine Strategy in March of this year, including a commitment to invest £4 million in our partnership, which we welcome. The strategy is an endorsement of our efforts and highlights the added-value that the Midlands Engine Partnership has delivered since its launch.

We have improved our approach to attracting foreign investment, published a credible long-term transport investment strategy and undertaken the country's largest Science and Innovation Audit which emphasises our globally significant assets and industry sectors.

The £250 million Midlands Engine Investment Fund has been launched to provide growth finance to SMEs. This is a good start, but I want us to go much further. I think we need a £1 billion fund to support SME business growth as we make real our vision of the Midlands in 2030.

This vision is our response to the Government's strategy and expresses our intent to maximise their return on investment for the benefit not just of the Midlands, but the whole of the UK.

We want to do things differently, working on five priorities which are set out in this vision. Each builds on our track record and strengths and will benefit the whole region to a greater extent than any single organisation could achieve working alone.

Working collaboratively on these areas of focus, and by supporting the achievement of local priorities such as addressing skills shortages, we will rapidly accelerate growth.

We are keen to continue to work with the Secretary of State for Communities and Local Government as our plans develop. By working closely with Government we will rebalance the UK economy by better-connecting the region, investing in our strategic infrastructure, growing our innovative clusters and sectors, increasing our international investment and trade promotion activities, and shaping great places to live, work, learn and visit.

Now is the Midlands moment. Watch us grow.



# EXECUTIVE SUMMARY

This is the Midlands Engine Vision for Growth. It includes our response to the Government's Midlands Engine Strategy and sets out five priorities for investment that will enable the Midlands to contribute to the UK's Industrial Strategy and drive Britain's post-Brexit growth.

We welcome the objectives laid out in the Government's strategy and partners across the Midlands share the Government's aspirations. The £1.62 billion of Local Growth Fund money provided to Midlands Local Enterprise Partnerships has already allowed us to make critical investments in infrastructure to improve transport and digital connectivity, support skills, unlock housing and business growth and drive civic renewal.

The world in which Britain needs to compete and prosper is changing rapidly, not just in terms of our trading relationships but also how we produce and consume goods and services. Our focus is to look beyond the immediate horizon, towards the Britain of 2030. By then autonomous vehicles, artificial intelligence based manufacturing, and hyper-fast connectivity will be the norm and HS2 will be up and running.

In the Midlands, we are planning for this now with strategic investments in new energy, innovation and connectivity. Critically, we want to ensure that Midlanders have the skills and creativity that will enable them to contribute to, and benefit from, these new economic opportunities. That is how we will achieve more inclusive growth.

**Our core purpose is to create a Midlands Engine that powers the UK economy and competes on the world stage. Our strategic location, strong sense of identity and reputation as the beating heart of the national economy will ensure the UK's future as a global economic power.**

A strong Midlands economy will grow the national economy, attract more investment and rebalance the nation. We are already a £207 billion economy with growth of 18% over the last five years, but we are far from achieving our full potential.

Midlands Engine partners are committed to collaboration across our region to support local and national priorities on productivity and industrial strategy.

**Our ambition is to close the GVA gap to match or exceed the national average and add £54 billion to the Midlands and UK economies by 2030.**

## THE MIDLANDS ENGINE VISION FOR GROWTH

Investing in the Midlands Engine is essential to the UK's long-term success. To achieve our 2030 ambition, we need to accelerate productivity growth across the Midlands. Much of this will be driven locally and sub-regionally by businesses, LEPs, universities, Councils and Combined Authorities with newly devolved powers. This will include delivering a transformation in skills and education that will help boost productivity and spread prosperity.

The Midlands Engine is about additionality, complementing the work of Local and Combined Authorities, LEPs, universities, businesses and others to generate added-value at scale across the Midlands.

Therefore, in this report we focus on the priority areas where collaboration can accelerate growth most rapidly and on five packages of work where, by investing and working together, we can add significant additional value to the Midlands and UK economies and play a central role in developing Britain's post-Brexit economy.

These five packages each involve a mixture of immediate and longer-term investments and initiatives, the cumulative impact of which will be a step change in productivity and international competitiveness. They are the five main ways we will achieve growth, increase prosperity and improve quality of life for all Midlanders:

## 1 CONNECT THE MIDLANDS

**Maximise new technologies to deliver a radical transformation of Midlands connectivity**

Deliver the Midlands Connect Transport Strategy and accelerate HS2

Secure full funding for a rail, road and smart connectivity investment package

Become the UK's transport innovation testbed

Maximise the potential of our two international airports, including through bold new ideas to boost capacity

## 2 INVEST IN STRATEGIC INFRASTRUCTURE

**Invest in the most sustainable and advanced technology to deliver the infrastructure required to meet future business and resident needs**

Invest in our long-term energy security

Create a 5G digital testbed

Increase our logistics and freight capabilities

Use HS2 as a catalyst for growth, helping deliver the East Midlands HS2 Growth Strategy, the Curzon Masterplan and UK Central Hub

## 3 GROW INTERNATIONAL TRADE AND INVESTMENT

**Grow trade and investment in new markets to create jobs in a global economy**

Expand the Midlands Engine Trade and Investment Programme

Explore the potential of an International Free Trade Zone

Create a regional subvention fund to attract large events and conferences related to our strengths identified by our Science and Innovation Audit (SIA)

## 4 INCREASE INNOVATION AND ENTERPRISE

**Create an environment where the strengths identified by the Science and Innovation Audit can be maximised to benefit the whole region, helping to create successful growth businesses**

Work with Government to develop our SIA Investment Programme including: Transport Innovation, Future Food Processing, Medical Technologies Innovation and Cross Industry Technology Exploitation in Clusters

Create a new Midlands Management and Leadership Institute

Secure National Initiatives, Sector Deals and Industrial Strategy Challenge Fund investments

Progress UK supply chain initiatives

## 5 SHAPE GREAT PLACES

**Promote the Midlands as a great place to live, visit, learn and work**

Host the 2022 Commonwealth Games and a GREAT Exhibition of the Commonwealth

Secure strategic sectoral relocations: including Channel 4 and The Defence and National Rehabilitation Centre

Support our European Capital of Culture and UK City of Culture bids

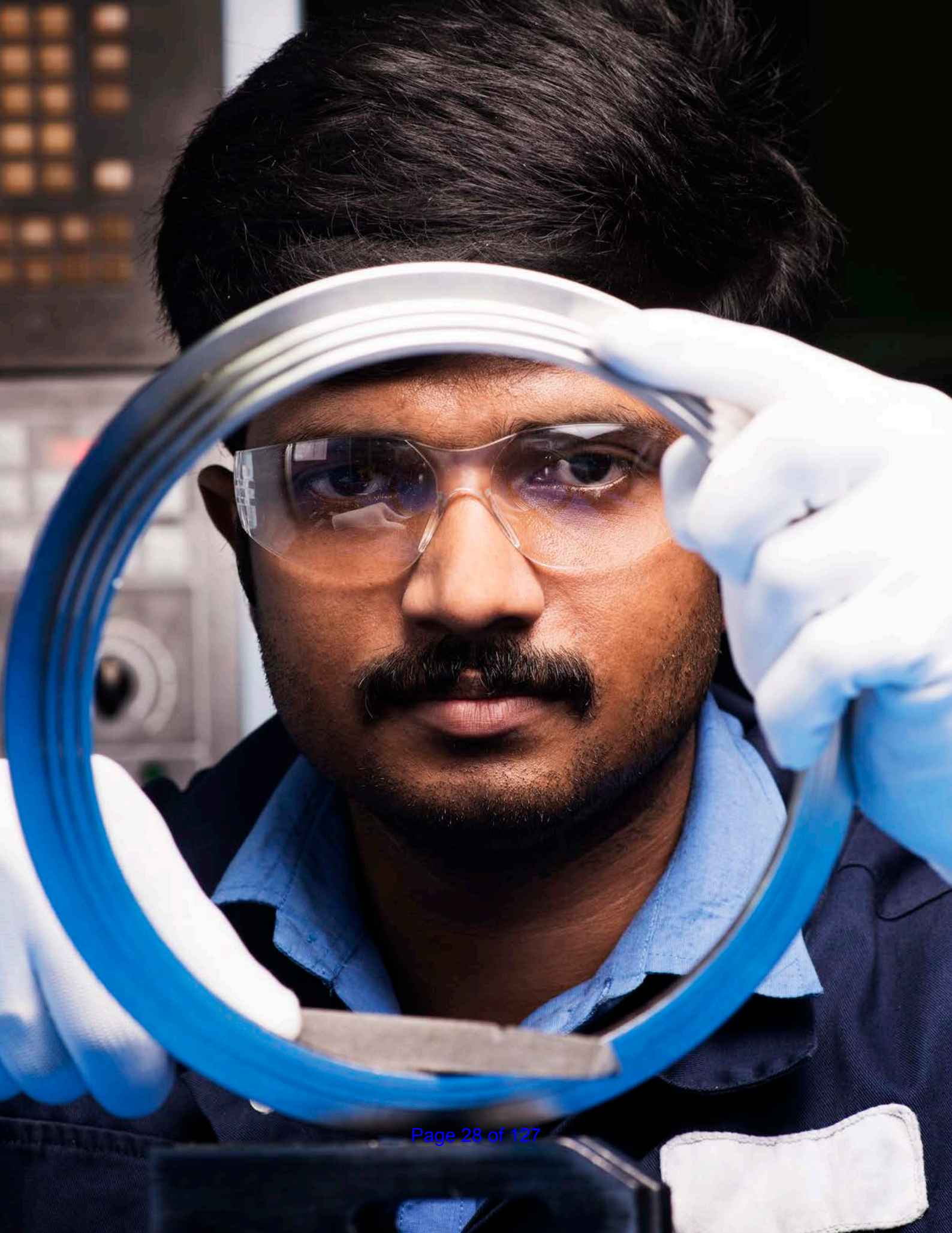
Unlock housing growth, enabling the building of at least 600,000 new homes within 15 years

Work with Visit England and Visit Britain to create and implement tactical visitor and destination marketing campaigns

## Turn our Vision into Reality

Our immediate next steps will be to build our evidence base, develop an implementation plan and promote this vision across the region.

- **Build the evidence base:** To understand the complexities of a Brexit-ready economy, we need a robust evidence base. Our partners will create a Midlands Economic Observatory that combines future-scoping and innovation-thinking with rigorous evaluation. We will establish a common framework for assessing the impact of the work we are prioritising and of new economic opportunities as they arise.
- **Develop an action plan:** The Midlands Engine is agreeing a spending and activity profile for our £4 million Operating Budget. This will include boosting our secretariat team to lead the partnership, committing to communications and promotions activities and assessing the feasibility of new projects. Our next step will be to implement our governance review, develop a distributed leadership structure, with clear responsibility, authority and accountability, to drive implementation of our five work packages, and an assessment of the resource, capacity and capability requirements of each.
- **Promote our vision:** Working with Government we will run an in-region awareness and promotion campaign to support the launch of the Midlands Engine Vision for Growth. To build engagement and support for our growth ambitions we will run a region-wide roadshow to connect with Midlands businesses this autumn.



# WE ARE THE MIDLANDS ENGINE

**The Midlands Engine is a partnership of Local and Combined Authorities, Local Enterprise Partnerships, universities and businesses working together in new and transformative ways to invigorate the £207 billion Midlands economy.**

Home to over 10 million people and 440,000 large and small businesses, the Midlands has huge potential and the Midlands Engine Partnership is focused on its global success.

The Midlands economy covers a diverse and substantial area, built on a globally significant advanced manufacturing base, with demonstrable strengths in multiple sectors and technology areas. We are home to world-class research, four Catapult centres, major multi-national research and development-intensive companies and strong supply chains, particularly in automotive and aerospace engineering.

The Midlands economy has grown by 18% over the last five years, slightly higher than the UK rate, but continues to under-perform nationally. We are home to over 15% of UK residents but only just over 12% of the economy. In 2015 productivity in the Midlands Engine area was £7,500 below the national average GVA per worker. Unless our growth increases at a faster rate we will continue to punch below our weight.

No one measure alone will change this. The Midlands Engine needs to focus on a number of issues at the same time if we are to increase productivity, raise living standards, and rebalance the national economy.

## THE MIDLANDS ENGINE PRINCIPLES

### The Midlands Engine ways of working are guided by five principles.

- The Midlands Engine is about **additionality**, complementing the work of Local and Combined Authorities, LEPs, universities, businesses and others to generate added-value at the globally sensible spatial scale of the Midlands
- Our core focus is on leveraging the capacity of the Midlands to help Britain succeed. Our policy approach remains **apolitical**, focusing on increasing productive economic growth and improving quality of life
- The Midlands Engine will define a long-term **strategic** plan that will secure a number of high impact initiatives and investments for the UK
- The Midlands Engine will work on projects that benefit the whole region and develop a **self-sustaining** and resilient partnership model
- The Midlands Engine Partnership will work **collaboratively** and speak with one voice, implementing a distributed leadership model to drive delivery

Our partners recognise the benefits that can be achieved through decentralisation and devolution. Delivery should always be at the appropriate level and Local Authorities, Combined Authorities and LEPs will often be the delivery vehicles of the inclusive growth we seek.

The Midlands Engine will champion local priorities and ways of working, and forge a common identity based on economies of scale when, for example, promoting the region in world markets or planning regional infrastructure investment.

## OUR GROWTH AMBITION

The UK needs to increase productivity to be competitive on the world stage and the Midlands must contribute more to UK growth.

Our ambition is to match or exceed the national average GVA per head by 2030. If the Midlands Engine were performing at this rate today, the economy would be £54 billion larger. That's almost the size of the Welsh economy.

Leading international regions that are driving national innovation and productivity such as Bavaria in Germany and the Greater Pearl River Delta in China show what we have the potential to achieve. With similar economies to the Midlands, both punch above their weight in terms of their contribution to their national economies. If the Midlands can match them we can lead the economic transformation not just of the region, but the UK.

## REBALANCING THE UK ECONOMY

The UK Government believes that if the Midlands succeeds, Britain succeeds. For this to be true we need a step change in the way we work together to tackle barriers to productivity.

Since 2014 the Midlands Engine has received €1.4 billion of European Structural and Investment Funds, €245m of Horizon 2020 (to 2016), and £1.6 billion of Local Growth Funds. Such investments help to address our productivity gap, raise living standards, and rebalance the economy, but we need to do more to become a world-class region which drives UK growth. We want to play a central part in discussions with Government about the post-2020 funding landscape, identifying priorities for the new Shared Prosperity funding.

The growth enjoyed by Bavaria and the Greater Pearl River Delta is not down to luck or coincidence. Governments, local bodies, businesses and stakeholders have laid the foundations of success, including through secure investment, for the economy to flourish and to generate more high-value economic activity.

We need the security of funding that will allow us to pool resources and invest at scale. An early commitment to continued funding via repatriated European Union monies can provide this security.

### Bavaria, Germany

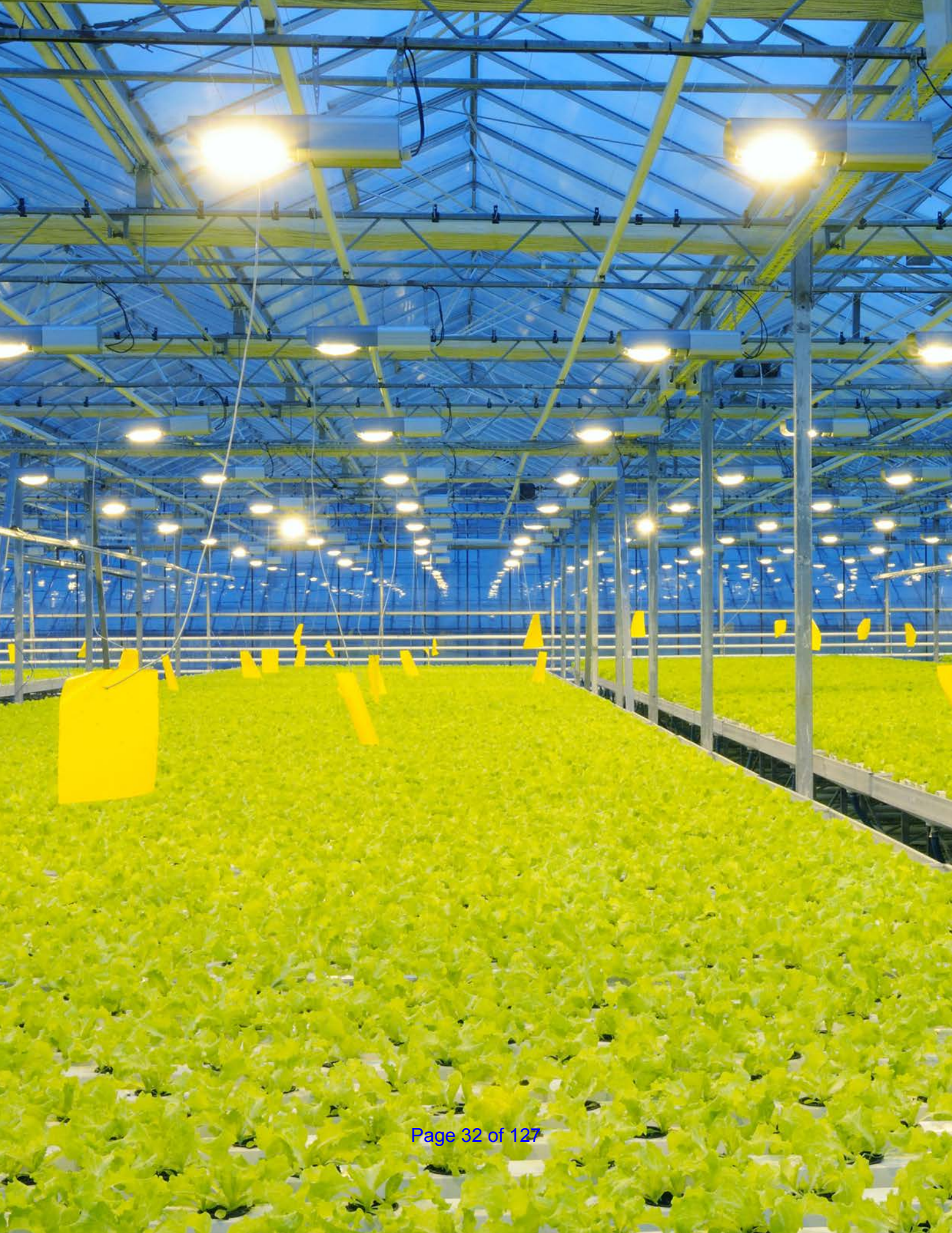
- | 18% of the national economy
- | 16% of the population
- | 15% of national exports
- | 11% of total employment is in high and medium-high technology manufacturing
- | Sector strengths in automotive industries, electrical engineering, mechanical engineering, ICT, biotechnology, transport, telecommunications, energy
- | Munich is Germany's 3rd largest city

### Greater Pearl River Delta

- | 12% of national economy
- | 5% of the population
- | 26% of national exports
- | 43% employed in industrial activity, 55% in services
- | Sector strengths in electronics, construction, textiles, automotive, pharmaceuticals
- | Guangzhou is China's 3rd largest city

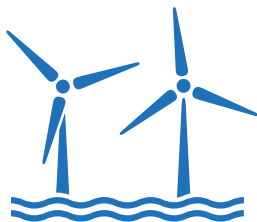
### The Midlands

- | 12% of the national economy
- | 15% of the population
- | 15% of national exports
- | 38% of total employment is in key sectors (those that deliver highest productivity and attract highest rates of FDI and graduate employment)
- | Sector strengths in manufacturing, transport, energy, construction, food and drink
- | Birmingham is the UK's 2nd largest city





# STRONG FOUNDATIONS FOR GROWTH: THE MIDLANDS 2017



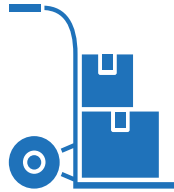
Secured the Energy  
**RESEARCH ACCELERATOR**



The UK's leading Meditech cluster,  
**INCLUDING THE CENTRE FOR TRAUMA & DEFENCE MEDICINE**



A globally competitive  
**SPACE TECHNOLOGY SECTOR**



The UK's largest concentration of  
**FOOD PROCESSORS & SUPPLY CHAIN COMPANIES**



**AT THE LEADING-EDGE OF NEXT GENERATION**  
transport systems, vehicles, and technologies globally



**ALMOST 27,500 BUSINESSES IN THE MANUFACTURING SECTOR**



**585,400 EMPLOYED IN LIFE SCIENCES AND 246,100 IN ADVANCED ENGINEERING SECTORS**



**TEACHING EXCELLENCE**  
The Midlands Engine has nearly twice the UK average of TEF Gold rated universities  
33 teaching excellence



**LAUNCHED THE £250M  
MIDLANDS ENGINE  
INVESTMENT FUND**



**AGREED EIGHT  
ENTERPRISE ZONES**

Home to some of the



**MOST ADVANCED  
MANUFACTURING  
EQUIPMENT IN THE WORLD**



**EXCELLENT  
QUALITY OF LIFE**

with two UNESCO World Heritage Sites,  
the National Forest and the Peak District



Midlands Engine Investment Portfolio

**33 MAJOR OPPORTUNITIES  
FOR INVESTORS**



**THE HEART OF BRITAIN'S  
HIGH SPEED RAIL NETWORK**

**MORE FOREIGN DIRECT  
INVESTMENT THAN  
ANY OTHER REGION**

2011 - 2015



The only region to have a

**TRADE SURPLUS WITH CHINA**



The UK's largest port by tonnage  
at Immingham, handling

**55 MILLION TONNES**

In 2016 the Midlands  
Engine exported over

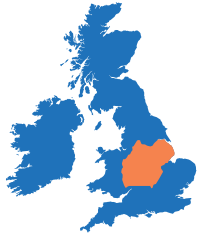
**£43BN WORTH OF GOODS,  
AND IS OUTSTRIPPING THE  
NATIONAL GROWTH RATE**



**MIDLANDS CONNECT  
STRATEGY LAUNCHED 2017**

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# LOOKING BEYOND THE HORIZON: THE MIDLANDS 2030



## THE ECONOMIC ENGINE OF THE UK

We are known globally for our highly productive industrial sectors, research and innovative technologies, with an excellent quality of life that attracts people here to live, visit, learn and work. Our collaboration between institutions and enterprises is renowned.



## LEADING CHANGE

Our strength in transport technology and network management means we play a major role in the development of next generation smart-motorways and the digital railway.



## A YOUNG AND DIVERSE REGION

20 to 24-year-olds are our largest demographic group, and we continue to celebrate our ethnic diversity and multi-national population.



## BETTER CONNECTED WITHIN THE REGION, NATIONALLY AND GLOBALLY

Midlands Connect is maximising the region's position as the hub of the national transport network, making East to West and North to South journeys easy. HS2 has dramatically shortened some journey times and our two airports and port are continuing to grow as international gateways.



## INCREASED NUMBERS OF GOOD QUALITY JOBS

As the pace of automation increases we will see a shift in employment patterns. Our leading work in using advanced technology, digitisation and data, prioritises job creation, supporting entrepreneurs and companies to create new high-value jobs.



### FAR MORE FOREIGN DIRECT INVESTMENT

Through compelling marketing of our strengths, the Midlands is the best place to invest in the UK and to maximise sustainable return on investment.



### GREATER NUMBERS OF VISITORS TO THE REGION

Focusing on international and business tourism, addressing issues of under-utilised capacity at the region's airports, conference venues and hotels.



### RISING LEVELS OF EXPORTS

Strong links to global markets, exporting not only products but services and knowledge, maintaining global competitiveness through our adoption of disruptive, innovative new processes in manufacturing.



### LEADING THE WAY IN ENERGY INNOVATION

A sustainable and secure region with local clean energy systems. We successfully capitalise on energy storage, demand management, energy services and electrification of transport.



### A STRONG EVIDENCE BASE

Our investment in innovation and collaboration around intelligence and analysis of the sectoral impacts of Brexit mean we mitigate risks and capitalise on opportunities wherever they arise, empowered by an ongoing programme of economic and technological foresight work.

# OUR VISION FOR GROWTH

To close the GVA gap by 2030 we must accelerate productivity and boost competitiveness. The partnership has developed our vision focused on the areas where we can add value to national and local work. Our Science and Innovation Audit (SIA) has shaped our thinking and shown where investment can best reap reward.

This is a long-term vision, reflecting both the Government's Midlands Engine Strategy and our own ambition for the Midlands of 2030.

We have identified five priority work packages. These are the areas where the Midlands Engine will generate added-value through collaboration and drive productivity growth.

Each of these five work packages is based on our known strengths and our potential to contribute more to the UK economy.

In addition to the five work packages, the Midlands Engine has two local priorities, skills and devolution, which will be delivered by Midlands Engine partners.

Skills shortages are a significant barrier to our growth. 31% of people of working age in the Midlands Engine area are educated to degree level or higher, which is significantly lower than the national average. The Midlands Engine also has an above-average percentage of its working-age population without any formal qualifications; 10% compared to a national rate of 8%. Partners are working hard to address these issues, implementing innovative initiatives targeting local skills gaps to meet business needs.

We welcome the £20 million investment by Government in the Midlands Skills Challenge, which will enable us to do more to improve skills in the region.

Devolution can be an enabler for local places to deliver bespoke solutions to local challenges and opportunities to drive inclusive growth. The West Midlands Combined Authority has agreed a devolution deal with Government to work in this way, and we support them in securing a second devolution deal.

MIDLANDS ENGINE



### CONNECT THE MIDLANDS

Maximise new technologies to deliver a radical transformation of Midlands connectivity



### INVEST IN STRATEGIC INFRASTRUCTURE

Invest in the most sustainable and advanced technology to deliver the infrastructure to meet future business and resident needs



### GROW INTERNATIONAL TRADE AND INVESTMENT

Grow trade and investment in new markets to create jobs in a global economy



### INCREASE INNOVATION AND ENTERPRISE

Create the environment where strengths identified in our SIA can be maximised to benefit the whole region and help create successful growth businesses



### SHAPE GREAT PLACES

Promote the Midlands as a great place to live, visit, learn and work

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# 1. CONNECT THE MIDLANDS

We need to be regionally, nationally and globally connected so that the Midlands transports people to work, goods to market and allows the exchange of ideas that power the knowledge economy.

Everyone does business with the Midlands. Our location means that Midlands businesses have unrivalled access to UK suppliers and markets, and a choice of routes to export products to Europe, Asia and North America.

Midlands Connect was formed in 2014 to research and develop a strategy for improving transport connectivity across the Midlands to boost economic growth. We are now moving forward across rail, road and smart connectivity, working closely with the Department for Transport, to modernise and upgrade our transport networks.

The Midlands is currently held back by poor connectivity and is fragmented into small, poorly connected areas. It takes more than 70 minutes by direct train to travel between our two Core Cities. This is unsustainable in a modern economy. We need high-performing transport networks to fully exploit our locational advantages. With the right investment Midlands Connect will deliver those networks.

Government has already committed to invest £5 billion over the course of this Parliament in Midlands transport infrastructure. We are capitalising on emerging technology; autonomous cars will soon be seen on the streets of Midlands cities, with Coventry one of the host cities in a trial of self-driving vehicles and connected car technologies.

**Maximise new technologies to deliver a radical transformation of Midlands connectivity**

Deliver the Midlands Connect Transport Strategy and accelerate HS2

Secure full funding for a rail, road and smart connectivity investment package

Become the UK's transport innovation testbed

Maximise the potential of our two international airports including through bold new ideas to boost capacity

## **DELIVER THE MIDLANDS CONNECT TRANSPORT STRATEGY AND ACCELERATE HS2**

**We are seeking Government prioritisation of, and commitment to the delivery of, the whole of the Midlands Connect Strategy and we urge Government to bring forward the completion date of HS2 Phase 2 to 2030.**

As the first region to benefit from HS2, the Midlands Connect Partnership is seizing this once in a lifetime opportunity to drive UK growth, and we are fully supportive of Sir David Higgins' report, HS2 Plus, which proposed that HS2 Phase 2 be accelerated.

Delivering the Midlands Connect Strategy is crucial to transforming the Midlands into a well-connected region. Investment and delivery must keep pace with the development of our programme and deliver on additional initiatives in line with Government's Transport Investment Strategy.

Our transport strategy will boost the economy by up to £5 billion per year by 2040, creating a total of 300,000 new jobs. We take a bold new approach to connectivity that will reduce congestion and improve journey times across the Midlands through a joined-up approach to infrastructure improvement and investment. It sets out a twenty-five-year transport investment programme and identifies a package of early priorities requiring delivery in the next decade.

Bold ideas include developing the A46 as a cross-region corridor running south-west to north-east across the Midlands. This is a key strategic priority because of the scale of the potential economic, trade and housing growth it can stimulate. It is a major development, with the potential to link the South West and South Wales and the ports of Bristol and Immingham, with the logistics golden triangle at the heart of the Midlands, and onwards to the North East.



## OTHER PROJECTS

### Midlands Rail

We are seeking £40 million funding to further support our Rail Programme to help ensure that the region has well progressed plans in place to cope with growth and take advantage of economic benefits. This will build on the £5 million announced in the Autumn Statement of 2016, when Government supported us to develop our rail ambitions. It will include developing Phase 2 of the Midlands Rail Hub, both the east-west and Coventry-Leamington corridors, and establishing a new Rail Innovation Group.

Electrification of the Midland Main Line is seen by residents and businesses as important in reducing journey times and ensuring HS2 compatibility. The recent announcement not to proceed with the electrification was met with concern. The objective of improving journey times and achieving HS2 compatibility must still be met. With that in mind, and because we want to be the UK's transport innovation testbed, the new Rail Innovation Group we propose to establish will develop ideas to deliver a high-specification rail service for the Midlands, one which could be matched across the UK.

### Midlands Road

We are seeking £15 million to move forward with our Midlands Major Road Network and Midlands Motorway Hub initiatives. Midlands Connect is currently undertaking work aimed at defining the purpose and characteristics of a potential Major Road Network for the Midlands and has commissioned, jointly with Highways England, the Midlands Motorway Hub Study to identify how capacity constraints are restraining the economy of the Midlands and the UK.

## Smart Connectivity

We are seeking £24 million to take forward smart ticketing programmes, including capital expenditure to install platform validators where needed at railway stations across the Midlands. We support the national Smart on Rail programme and believe that the Midlands can develop the most efficient way to deliver and integrate regional and national programmes.

## Become the UK's transport innovation testbed

We want the Midlands to be the testbed for future transport innovation and are keen to work with Government and universities to develop pilots and help take ideas from concept to delivery. This includes using technology to reduce the need to travel, connected autonomous vehicles and Network Rail's digital railway ambitions.

Midlands Connect will play its role in encouraging a market for innovation and smart connectivity, for example as an operating environment for connected and autonomous vehicles, where the region has an input into the conditions required to implement these initiatives including infrastructure, regulation, operating models and insurance risks.

By leading growth in technology from the Midlands, including driverless cars or piloting platooning of freight vehicles, the UK can become a global centre of excellence for the application of these technologies in a sustainable environment where defined standards and legal and regulatory boundaries can be established. This will enable manufacturers to produce globally-accepted products, driving accelerated market demand and economic growth. In addition, this will help to achieve our transport outcomes.

## Maximise the potential of our airports

The Midlands is home to two international airports. They are key assets for the Midlands and we want to maximise their potential as global gateways for both passengers and freight. As part of the emerging UK Aviation Strategy, we will identify ways to better support their growth, and develop bold options to increase capacity and maximise connectivity to our airports from across the region. This will stimulate competition to ensure our people, businesses and customers have a wide choice of airports, airlines and destinations.

This could include direct links to our HS2 stations or the use of innovative new technology such as a hyper-loop between the airports.

## 2. INVEST IN STRATEGIC INFRASTRUCTURE

We will accompany our comprehensive strategy to deliver the UK's best transport system with a series of innovative programmes to deliver the energy, digital and logistics infrastructure that the region's businesses require. We will also benefit from new national infrastructure projects, where the Midlands will be at the heart of HS2.

We are already building on Midlands strengths in research and development, and the presence of leading energy technology and engineering firms to support Government in shaping future energy policy and delivery. We are home to the Energy Research Accelerator (ERA) and the Energy Systems Catapult whilst Rolls-Royce is leading a UK consortium looking at the potential application of nuclear energy from Small Modular Reactors.

The Energy Research Accelerator is a collaboration of six Midlands Innovation universities plus the British Geological Survey. These institutions are working with industrial partners ranging from Jaguar Land Rover and Schlumberger, through to small and medium sized enterprises such as Dearman, Blueprint and many others. The ERA's large-scale demonstration projects take place across the Midlands and provide practical and applied solutions in areas such as energy for homes and communities, energy storage, energy generation and distribution, and carbon abatement.

**Invest in the most sustainable and advanced technology to deliver the infrastructure to meet future business and resident needs**

Invest in our long-term energy security

Create a 5G digital testbed

Increase our logistics and freight capabilities

Use HS2 as a catalyst for growth, helping deliver the East Midlands HS2 Growth Strategy, the Curzon Masterplan and UK Central Hub

## INVEST IN LONG-TERM ENERGY SECURITY

We will bring together our research and industry expertise to create the most advanced UK region for testing, demonstrating and commercialising new energy innovations and become the best place for businesses and residents to access affordable and sustainable energy. Our diverse urban and rural landscape provides opportunities to test and deploy technologies, at scale, across different environments.

Through collaborations such as Energy Capital we seek to achieve bold ambitions including eradicating fuel poverty across the Midlands. We support Government's ambition for the UK to have the lowest energy costs in Europe. We will also support Government's future energy policy by creating the largest testbed and commercial market for innovative energy technology in the UK.

In many cases the business objectives of one party in the energy sector cannot be satisfied without the data, levers of control and customer relationships held by other parties. The consequences are unnecessarily high costs for domestic, industrial and commercial consumers and very high barriers to securing sustainable energy supplies. This is partly a product of regulation and partly a product of the energy sector being behind other sectors in exploiting advanced information infrastructures.

Market efficiency can drive up consumer satisfaction and drive down cost. But the private sector alone cannot unlock this. There are fundamental market failures to overcome. New industrial energy demonstrators focused on low cost, clean energy can stimulate new markets for energy supply.

We have identified a pipeline of projects for investment which will see the Midlands developing pre-commercial stage innovation capabilities and stimulate early-stage technology innovation, building on our strengths in battery technologies, housing and construction.

We are asking Government to support the creation and expansion of energy demonstrators across the Midlands, supported by programmes such as the Energy Research Accelerator and partnerships such as Energy Capital, and the development of Energy Innovation Zones to go beyond demonstration, to market-making and large-scale commercialisation of integrated energy systems, in support of UK Industrial Strategy.

## OTHER PROJECTS

### Next steps to develop the 5G digital testbed

We want to be at the forefront of digital innovation and are working across the Midlands to develop a detailed and costed proposition to make the Midlands the UK testbed for 5G and full fibre networks. We are keen to work with Government on this as set out in the Midlands Engine Strategy. We will focus on a small number of key challenges where Midlands Engine partners have existing strengths and expertise. Our ambition is to deliver the technological infrastructure that will attract and support businesses and residents, and to address issues such as congested transport networks, energy systems under capacity strain, and elderly and isolated vulnerable people who need support.

As a first step, we are defining a testbed area where technology is already in place or could be readily assembled to enable deployment of a test architecture capable of coping with the most demanding of applications. We are assembling a group of stakeholders which includes technology and connectivity suppliers, research bodies, Local Authorities and other major service providers to take this forward.

### Increase our logistics and freight capabilities

We would like Government commitment to one or more of the Heathrow Logistics Hubs being located in the Midlands, maximising the presence of national logistics operators in the region. The transportation and storage sector in the Midlands employs 228,000 people in over 21,000 businesses. We will continue to explore how to increase employment and business opportunities in logistics and freight, maximising the export and import capabilities of the Port of Immingham, Birmingham Airport and East Midlands Airport as the UK's premier freight hubs. They have great potential to support economy rebalancing efforts and to relieve congestion at Heathrow.

### Use HS2 as a catalyst for growth

We will work to support places to turn their ambitious HS2 Growth Plans into action. HS2 can transform the Midlands. This is most impactful when we see HS2 as part of wider regeneration plans and a regional transport network. We will look to link the development areas across the four stations serving the Midlands and secure opportunities for all our residents and business.

- **The East Midlands HS2 Growth Strategy** plans to use HS2 in the East Midlands to create an extra 74,000 jobs and generate an additional £4 billion of GVA by 2042. The development has the potential to be truly transformational, catalysing growth across and beyond the East Midlands
- **The Curzon Masterplan** for Birmingham city centre will catalyse regeneration with a new rail terminus in the heart of the city. It is anticipated to generate a £1.5 billion economic uplift, create 36,000 new jobs and 4,000 new homes
- **The UK Central Hub** in Solihull is a unique concentration of global businesses and strategic economic assets with a wide range of development opportunities, including the HS2 Interchange Station, the 140 hectare Arden Cross development site, Birmingham Airport, the National Exhibition Centre and Jaguar Land Rover. The whole development will create around 3,500 homes, support an estimated 100,000 jobs region-wide and contribute £5 billion to regional GDP

In addition to the three main HS2 hubs within the Midlands Engine, there is a major opportunity to align these with HS2 at Crewe. The Constellation Partnership there has ambitious plans to deliver new homes and jobs growth.



# 3. GROW INTERNATIONAL TRADE AND INVESTMENT

In 2017, we undertook our first collective promotion of the Midlands at MIPIM, an international property event in Cannes, France. We developed an Investment Portfolio for the Midlands and showcased the breadth and scale of the investment opportunities available here.

This was a successful first step. We will build on this and take the Midlands Engine to multiple global investment events in 2018, including MIPIM Asia. We will work with private sector partners and the Department for International Trade (DIT) to showcase the Midlands Engine Investment Portfolio at these events.

We are working together to increase foreign direct investment (FDI), boost our international presence and develop a combined offer at the scale which is attractive to major investors.

The Midlands Engine Investment Hub, based in Birmingham, is now successfully driving inward investment in key sectors and supporting regeneration projects across the region.

Working with DIT, in addition to our MIPIM exhibition presence, we have undertaken trade missions and are developing our emerging China Strategy and our Life Sciences capability brochure.

We are forging new relationships based on our SIA identified strengths, such as the Memorandum of Understanding designed to strengthen the collaboration, particularly in the cyber sector, between the Midlands and Maryland in the USA.

We want to work with the region's businesses and international partners to raise awareness of the Midlands Engine and develop new areas for collaboration to secure maximum benefit. We have an ambition to be the trade engine of the UK economy, actively engaged in the USA, Commonwealth and other opportunity markets. With direct connections and interactions with China we can become The End of the Silk Road.

**Grow trade and investment in new markets to create jobs in a global economy**

Expand the Midlands Engine Trade and Investment Programme

Explore the potential for an International Free Trade Zone

Create a regional subvention fund to attract large events and conferences related to our strengths identified by our Science and Innovation Audit

## EXPAND THE MIDLANDS TRADE AND INVESTMENT PROGRAMME

**A threefold increase in investment by Government in the Midlands Engine trade and investment programme will allow us to deliver increased international trade and investment activity post-Brexit.**

We will increase the scope of the current programme, including the implementation of target market interventions, and repeat the success of MIPIM 2017 in other markets over the next few years.

We want to broaden our understanding of specific geographical areas and sectors to focus Midlands Engine trade and investment efforts in target markets, based on maximising traction from current geographical links and existing and emerging sector strengths.

In addition, we will develop new functions which can benefit the region and prepare for the post-Brexit landscape. We seek freedom to use the Midlands Engine branding in all markets.

**We will use this additional funding to deliver four functions:**

1. Introduce a new approach to large business account management
2. Create a world class inward investment function with a refreshed Investment Portfolio
3. Increase international promotion for FDI, trade and exporting through an increased programme of outreach activity, both physical and virtual
4. Explore the potential benefits of a Midlands Soft Landing Zone for the post-Brexit Midlands

## OTHER PROJECTS

**Prepare for the post-Brexit trade opportunities; an International Free Trade Zone feasibility study**

Working closely with Government we would like to maximise international trade and manufacturing exports post-Brexit. This would include investigating the potential for a Midlands pilot of an International Free Trade Zone (FTZ) that could operate at region level perhaps close to an existing freight hub. The first step is a feasibility study on the potential of FTZs in the UK. They appear an attractive proposition for the Midlands given their potential to facilitate and increase cross-border trade by removing obstacles imposed by customs regulations, but the opportunities and risks of this approach are currently untested in the UK.

**A new regional subvention fund to attract international conferences and events related to Science & Innovation Audit strengths**

We are asking for a £40 million subvention fund, over two years, to attract major events that meet criteria related to the Midlands Engine SIA. This will build the capability of the Midlands to be a world player in strength sectors, to create capacity and to prepare a medium-term project to bid for the World Expo.

Individual places in the Midlands have powered the business event economy since the opening of the National Exhibition Centre, building on a central, easily accessible location to develop event support infrastructure, including hotels and convention bureau operations. We want to enhance this, for instance assessing the capacity we have to attract more major conferences and the potential to create new facilities.

Investment is required to develop a Midlands Engine programme managed by a co-ordinated conferencing and business visitor hub of strategic value to the region, resourced through a Midlands Conferencing desk. This investment would lead to improved International Congress and Convention Association rankings, attracting more events and international business visits, and an ability to target events that support the priorities for Midlands Engine FDI.



## 4. INCREASE INNOVATION AND ENTERPRISE

We are committed to ensuring that our businesses and universities are at the centre of Industrial Strategy thinking and implementation. We extend to Government the offer for the Midlands to develop a regional dimension for implementing the national Industrial Strategy. What we do as the Midlands matters, but so too does our involvement in national work. We are home to many national centres, such as Catapults, and our world-class companies lead key national programmes and pilots.

We must support and engage Midlands businesses to strive for excellence and success that will ultimately deliver our goal of greater prosperity for all. We are known for our manufacturing and engineering strengths, but we need more of our firms, including SMEs, to see innovation as a part of their core business. Developing the role of Growth Hubs is important to strengthen the business support offer, using innovation to boost growth and productivity.

Building on our unique assets and historic strengths we will raise productivity. The SIA identifies the competencies and capabilities which are necessary in a globally competitive market. The enabling competencies of Advanced Manufacturing and Engineering, Digital Technologies and Data, and Systems Integration underpin and support much of the innovative business activity across our region. The coverage of these competencies is not unique to us, but we have a critical mass of assets and expertise in these areas. As set out earlier, we would like Government to support the creation and expansion of demonstrator assets, such as ERA, Energy Capital and development of Energy Innovation Zones. We view the SIA as a living document which we will regularly update, ensuring it reflects new and emerging thinking and strengths.

**Create the environment where strengths identified in the Science and Innovation Audit can be maximised to benefit the whole region, helping to create successful growth businesses**

Develop the SIA Investment Programme including: Transport Innovation, Future Food Processing, Medical Technologies Innovation and Cross Industry Technology Exploitation in Clusters

Create the Midlands Management and Leadership Institute

Secure National Initiatives, Sector Deals and Industrial Strategy Challenge Fund investments

Progress UK supply chain initiatives

## Across the broad innovation landscape, the SIA also identified four Market-Driven Priorities:

1. Next Generation Transport: covering aerospace and space, automotive, motorsport and rail sectors, advanced materials and processes, and digital manufacturing, supply chain and service management
2. Medical Technologies and Pharmaceuticals: covering medical devices, diagnostics (including in-vitro diagnostics and diagnostic imaging), software as a medical device, and pharmaceuticals
3. Future Food Processing: covering the areas of food processing efficiency, delivering a zero-waste food chain, and food product innovation in the food and drink sector
4. Energy and Low Carbon: covering geo-energy, thermal energy systems, nuclear, energy storage and smart integrated energy systems

## DEVELOP THE SCIENCE & INNOVATION AUDIT INVESTMENT PROGRAMME

We are asking Government to work with us to secure the funding necessary to support delivery of the opportunities identified in the SIA through an integrated innovation pipeline. In the first two years this will require £169 million, which we will match-fund from Midlands Engine partners.

Since launching the SIA we have identified a wide range of innovation projects which, taken together, will ensure we are world leaders in our SIA priorities and result in improved productivity, delivering at scale, with large company support. All the proposed projects will be 100% match funded by Midlands partners.

We are alert to individual funding opportunities as they arise, but we want to deliver swiftly in the next few critical years. This can only happen through a concerted Midlands Engine and Government effort working with Innovate UK and others to agree a package of investments.

We have developed a strong pipeline of innovation projects, which we want to discuss with Government. Implementing this pipeline will exploit Midlands-specific strengths, position the region as a strong technology leader, protect and grow current markets, and diversify manufacturing supply chains.

The projects included in the pipeline are collaborative, involving a number of Midlands partners. Each project addresses a business or market need, and has strong evidence of industry or public-sector partner co-creation or participation.

## The initial investment of £169 million will support delivery of the first stages of the innovation pipeline as outlined here.

### 1. The Transport Innovation Accelerator

We will build on significant innovation strengths of the Midlands to create a globally-competitive innovation infrastructure, deliver technology solutions and strong supply chains

### 2. Medical Technologies Innovation Accelerator

We will harness the unique industrial base, patient population and academic-NHS partnerships in the Midlands to create the UK's leading excellence cluster for the development of Medical Technologies

### 3. Future Food Processing Accelerator

We will build on existing regional strengths in food and drink manufacturing, deepening key capabilities, creating new opportunities for growth and building the future talent pipeline

### 4. Cross Industry Technology Exploitation in Clusters

We will follow a small-company-innovation model developed and tested by our Midlands business clusters, to stimulate small companies to exploit horizontal technology transfer between industries

## OTHER PROJECTS

### Midlands Management and Leadership Institute

Our response to one of the issues set out in the Government's Industrial Strategy Green Paper is to deliver a Midlands-wide response to management and leadership challenges in enterprise.

We will focus on our small and medium sized businesses to explore how we can create a Midlands Mittelstand model. This is the type of highly productive and technology-driven SME economy seen most often in Germany. Mittelstand businesses prioritise workforce skills development and apprenticeships.

We know that many of our universities and training providers already deliver high-quality provision in this space, with many accredited to the Government's Small Business Charter. We plan to map this further, to look at good practice and to establish any gaps in provision. We will then design a new training model to effect real change in the way SMEs with scale-up potential are led, managed and grown.

### Secure National Initiatives, Sector Deals and Industrial Strategy Challenge Fund

As part of the Industrial Strategy consultation, Government announced its offer to strike new sector deals. A proposal for a Ceramics Deal, focused around North Staffordshire, has already been submitted. We look forward to seeing this progress, as well as working with Government to agree new sector deals to deliver the Industrial Strategy. We will also prepare proposals based on our strengths to bid for the Industrial Strategy Challenge Fund.

The Midlands leading role in sector priorities is demonstrated by key strategic commitments from Government. This includes investment in Nottingham for energy and low carbon, and for automotive the establishment of the Advanced Propulsion Centre.

In Leicester, we are aligning our place-based investments with existing space sector deal priorities to grow UK capability based on Midlands SIA strengths.

Various national programmes complement and synergise with our integrated innovation pipeline, such as the innovation element of the construction sector deal, and the Space Park project. We seek funding to develop projects in these areas, and would like to talk further with Government. For example, the Infrastructure Industry Innovation Platform is working with the Manufacturing Technology Centre and The UK Collaboratorium for Research on Infrastructure and Cities, supporting the national programme, to develop a technology roadmap for the whole infrastructure sector. We are also involved in the Low-Cost Access to Space Driving Data Services initiative at Leicester Space Park, which will bring high volume production of satellite spacecraft to the UK and will locate the Midlands as a global centre for commercial exploitation of space-enabled data. Midlands strengths in advanced manufacturing and space engineering make us the right place to deliver this initiative, developed by a consortium of universities, industry and LEPs.

### Progress UK supply chain support

We support the National Manufacturing Competitiveness Levels framework. The Midlands Engine has a lot to offer in both the formulation and delivery of programmes designed to better support supply chain companies on their competitiveness and growth journeys. We are actively engaging with the national groups leading these discussions in aerospace, space, automotive, rail and other key manufacturing sectors to contribute to the development of proposals. In parallel, we will establish an environment in the Midlands that is supportive of implementation of national programmes or frameworks with regional delivery.



## 5. SHAPE GREAT PLACES

The cities, towns and landscapes of the Midlands boast unique identities dotted with reminders of the region's rich heritage. We want to promote our region in a new way that is valuable and meaningful for local people and visitors, attracting more businesses, investment and tourists to the region. We will build on examples such as existing work between partners and Visit Britain and Visit England to develop Midlands-wide propositions to attract more visitors from target markets and to create itineraries which showcase the best of our region.

We have welcomed public and private sector decisions to relocate and expand in the Midlands; decisions by firms such as HSBC, IBM and Siemens. We want to build on this, rebalancing the UK economy through the clustering of connected organisations, including private sector businesses, and the relocations being orchestrated by the Cabinet Office through the One Public Estate programme.

Our partners are working to ensure we have housing supply to meet future demand. A commitment to enhancing the quality of life of those who live, learn and work in the Midlands is driving our ambition to create great places with quality, well designed housing.

The West Midlands Combined Authority, cities such as Stoke-on-Trent, Derby, Nottingham and Leicester and other designated growth areas all have track records of using innovative delivery vehicles to tackle the challenges of redeveloping their brownfield sites, which often have significant contamination, and of delivering housing growth in slower markets.

We are continuing the ambitious regeneration of our city and town centres, including the re-purposing of some of our former industrial areas through major programmes such as the 25,000 home Black Country Garden City, as well as the creation of new places such as the Garden Villages planned at Long Marston in Stratford-on-Avon, Spitalgate Heath in South Lincolnshire and Infinity Garden Village in South Derbyshire.

New approaches across the Midlands are bringing forward housing sites. Successful joint ventures with public-private partners sharing risk have unlocked homes on brownfield sites, former coalfields and former NHS hospital sites. Partnerships with major developer-investors such as Harworth Estates and Urban and Civic are unlocking key sites at scale in growth areas, including Rugby Radio Station and land south of Newark. Local Authority Housing Companies are now delivering programmes of homes for market and affordable products, for example the Birmingham Metropolitan Housing Trust, Nottingham City Homes, Wolverhampton's WV Living and in Stoke-on-Trent. A number of other authorities have recently set up companies and have agreed investment and delivery programmes.

**Promote the Midlands as a great place to live, visit, learn and work**

Host the 2022 Commonwealth Games and a GREAT Exhibition of the Commonwealth

Secure strategic sectoral relocations: Channel 4 and The Defence and National Rehabilitation Centre

Support our European Capital of Culture and UK City of Culture bids

Unlock housing growth, enabling the building of at least 600,000 new homes within 15 years

Work with Visit England and Visit Britain to create and implement tactical visitor and destination marketing campaigns

## HOST THE COMMONWEALTH GAMES IN 2022 AND A GREAT EXHIBITION OF THE COMMONWEALTH

**The Midlands Engine strongly supports Birmingham's bid to host the Commonwealth Games which will have transformational benefits for the whole of the Midlands.**

The Games present an unprecedented opportunity to engage our young and diverse population in welcoming the Commonwealth to Birmingham, the Midlands and the UK with pride, creating a legacy of community cohesion, improved health and well-being, and enhanced ambition. It will enable us to showcase the UK's second city and wider assets of the Midlands, and to use the Games to accelerate investment and growth, generating significant economic benefit.

Beyond the opportunity to support Birmingham's bid, we would like to host a GREAT Exhibition of the Commonwealth in 2022 to celebrate the Commonwealth's economy and attract new trading and investment partners. We will explore the potential for new facilities to host this. In the run up to 2022, we will host two regional events to showcase Midlands cultural and tourist attractions and increase economic ties with other Commonwealth countries, linked to our increased trade and investment activity and innovation strengths.

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## OTHER PROJECTS

### Secure strategic sectoral relocations and developments

We are championing bringing Channel 4 to the Midlands. Analysis by partners shows that relocation could generate £2.3 billion between 2021-2030, and another £2.7 billion indirectly. We believe our central geography, quality of life and property offer makes us the strategic location of choice.

We want to open a conversation with Government about arms-length bodies relocating to the Midlands too.

We seek a £50 million capital investment in the relocation and development of the Defence and National Rehabilitation Centre as it moves to the Stanford Hall Estate. Locally we are investing in the detailed business case and securing planning consent. Significant capital funding will be required to accelerate adoption in civilian care of innovative medical technology emerging from defence medicine.

### Develop a combined destination offer

We want to work with Visit Britain and Visit England to develop tactical marketing campaigns, increasing both overseas and domestic visitors. This will develop a combined Midlands tourism offer, starting with the international Mayflower 400 celebration in 2020 that will mark the 400th anniversary of the crossing of the Mayflower Pilgrims to the New World.

The tourism and cultural assets of the Midlands act as a powerful magnet, combining easy access to England's second largest city, rural adventure and rich cultural itineraries, all underpinned by true English heritage. The sector contributes £8.7 billion and rising to the Midlands economy.

We will drive this growth, utilising the skills and expertise in the region's existing network of Destination Management Organisations, collectively promoting the many visitor economy tourism assets. We will also explore the potential for a visitor economy shared apprenticeship to address sector-identified skills shortages.

### Support our cities to become UK City of Culture 2021 and European Capital of Culture 2023

The Midlands Engine backs the ambitious bids from our cities to showcase culture and heritage, attracting investment and growth. Both Coventry and Stoke-on-Trent have made the shortlist for the 2021 UK City of Culture and Nottingham is vying to be European Capital of Culture in 2023. Winning these events for the region will enable the Midlands to use culture as a catalyst for economic and social regeneration, and raise the profile of our arts, culture and creative economy across the country and continent. We will enhance our creative sectors, attract increased business investment and boost tourism.

### Unlock housing growth, with at least 600,000 new homes over 15 years

Our partners will work innovatively with Homes England and others to establish local support packages which co-ordinate and pool public sector investment and other interventions to unlock key strategic housing sites. Midlands partners are preparing proposals for the Housing Infrastructure Fund, which the Midlands Engine supports, to unlock and accelerate housing growth at scale.

There is a pressing need to boost the supply of new homes in the Midlands to attract and retain dynamic, skilled and flexible workers who can drive productivity and growth and so contribute to the creation of successful places. We recognise the imperative to rationalise the supply of employment land so that we create opportunities to grow employment, whilst freeing up surplus land for residential development. Local Plans set out where the major growth will be delivered and the infrastructure necessary to unlock these sites. Allied to this, we are preparing for a multi-billion pound infrastructure investment in HS2, including three new stations at Birmingham Curzon Street, UK Central and East Midlands Hub, and related investment in the Constellation growth area around Stoke-on-Trent. This will be a once-in-a generation stimulus to economic and housing growth in the Midlands.



# CHAMPION LOCAL PRIORITIES: SKILLS AND DEVOLUTION

## STRENGTHEN SKILLS

Strengthening skills is one of the priorities of the Government's Midlands Engine Strategy. The mismatch between business skill needs and resident skill levels is a big productivity challenge. This message has been delivered repeatedly by major employer groups such as CBI, FSB and IoD, whose members all cite skills as a major barrier to economic growth.

Across the Midlands, places are undertaking activity to address skills issues at every level of the labour market, including implementation of the activity outlined in the Government's strategy. We champion the local delivery of skills and employability programmes, and welcome the £20 million investment in the flagship Midlands Skills Challenge. We also look forward to further work across the Midlands with the Department for Education to create a network of Institutes of Technology.

There is no one-size-fits-all solution to the skills challenge. This is why individual areas have been undertaking Area Based Reviews, and why skills features highly in Midlands LEP Strategic Economic Plans and in the West Midlands Combined Authority devolution deal negotiations.

**Across the Midlands we are undertaking a wide range of activity to raise skill levels including:**

- The £20 million Midlands Skills Challenge
- A commitment to deliver 750,000 apprenticeships
- The National College for High Speed Rail, opening in September 2017, with a hub in Birmingham
- Piloting of Department for Education identified Opportunity Areas in Derby and Stoke-on-Trent to address educational outcomes and social mobility
- The ongoing Productivity and Skills Commission linked to the West Midlands devolution deal
- LEPs such as D2N2 developing Skills and Employability Portals
- Investment in Midlands school infrastructure through the Priority School Building Programme
- Scoping a digital skills strategy, aligned with the 5G testbed
- Business participation in developing the new apprenticeship standards
- Strong collaboration across our universities, including through the Midlands Enterprise and Midlands Innovation partnerships, to improve higher level skills

Our understanding of business need, both for skills replacement and future demand, is incomplete. We will create new Collaborative Skills Networks to share best practice, work together on skills and listen to the needs of businesses. These will bring together industry representatives and stakeholders to influence the future delivery of skills in the region. These networks will assess the skills needs of the region's businesses and signpost to where policy and funding could support further growth. They may also identify opportunities or future projects to support existing work and ensure Midlanders have the skills needed for the jobs of the future.

## **DEVOLUTION AND LOCAL DELIVERY**

We ask Government to work with all Midlands areas as they identify new local delivery mechanisms, implement their Strategic Economic Plans, and develop local industrial strategies to address the needs of local economic development.

A core aim of the Midlands Engine is to rebalance the economy, and local areas are looking at bespoke devolution propositions which will create stronger economies across the region. We support these developments.

The Midlands Engine is committed to supporting local areas in their negotiations with Government about increasing devolved power and funding and creating new structures to serve communities better. We welcome the commencement of a second round of devolution talks with the West Midlands Combined Authority. The economic geography of the West Midlands is a principal driver of growth, and the Midlands Engine is proud to be home to Birmingham, the UK's Second City.

# SECURE PRIVATE SECTOR INVESTMENT

The private sector will be a significant driver of growth in the region, stimulating innovation and promoting the Midlands overseas. It is critical that businesses can access necessary finance. Where there are currently gaps in the investment landscape we are creating funds to support growth.

## Increase the Midlands Engine Investment Fund

The British Business Bank has announced the first wave of its £250 million Midlands Engine Investment Fund, with the launch of £120 million of SME debt finance and small business loans. This fund has been created collaboratively by the British Business Bank and the nine Midlands Engine LEPs plus the South-East Midlands LEP. This is the first time Midlands LEPs have pooled their resources and collaborated on this scale to meet the financing needs of micro and smaller businesses.

The fund will offer a mix of debt and equity finance to smaller businesses across the MEIF area. Government estimate that this will support over 1,400 smaller businesses and help to create approximately 3,800 jobs. In the process, the MEIF will encourage entrepreneurship in the Midlands and seek to address structural challenges in the Midlands SME finance market.

This is a good start, but we need to go further to achieve a step change in growth for the Midlands. We plan for a second, larger MEIF2 with a total fund value of £1 billion.

Around £100 million of MEIF1 is from European Regional Development Funds. We will look at alternative sources of funding for MEIF2, such as repatriated European funds and will explore options with Government.

## Long-term capital fund

The Midlands Engine Investment Fund includes £20 million for early-stage investment. We welcome this investment and the opportunities the fund provides. However, this fund is not sufficient to support the large number of technology start-ups we need to drive growth in the region. We have identified this as a barrier to the creation of new technology start-ups, and we are working with the private sector and institutional funds to provide the necessary investment in the region.



# BUILD THE PARTNERSHIP

## GOVERNANCE AND MANAGEMENT

Since it was established in 2015, the Midlands Engine has delivered key priorities, such as the Midlands Connect Strategy, the Science and Innovation Audit, and the Midlands Engine Investment Fund. The ambitious vision set out here will require us to step up to a new level of activity. Our governance review will put in place management and delivery structures that are fit for purpose. Our Principles will ensure that we are consistent in our approach and decision making.

As we evolve into a more established organisation, focused on the five work packages set out in this vision, we will develop an open and transparent way of working. We will sometimes need to make difficult decisions around prioritisation and funding. This will include reviewing our resource, capability and capacity requirements and how delivery can be achieved through a distributed leadership structure, with clear responsibility, authority and accountability.

We will be accountable both to partners and to Government, and our governance review will be quickly implemented to ensure we can deliver in a collaborative and agile way.

We want to broaden our reach and ensure that the private sector is involved in a meaningful way so that it can influence the agenda to bolster the region's competitiveness. Building on the proposals in the Government's Midlands Engine Strategy we will explore potential models for equipping business with a powerful voice.

We look forward to taking this forward, for example by establishing a new Industry Board bringing together the Chair of the Midlands Engine, the Secretary of State for Communities and Local Government and key business leaders. There is also the opportunity for the Midlands to take an approach to business engagement similar to London First.

In order to make the most of the funding granted by Government, the Midlands Engine Partnership will maximise match-funding secured from partners. This will both support the core activities of the partnership and the development of particular projects. We will create opportunities for the private sector to get value from their contributions and ensure a broad-based funding system.

To make our vision a reality we are recruiting a new Executive Team. Our new Chief Executive and Programme Director will provide strong leadership in driving, delivering and communicating the Midlands Engine Partnership's programmes of work. A Midlands Engine communications campaign will help secure a high-level of positive recognition and promote engagement and active involvement across the region.

## **BUILD THE EVIDENCE BASE**

To understand the complexities of a Brexit-ready economy we need a robust picture of the Midlands both now and in the future, using evidence to focus delivery. We will evaluate what we are doing to see what works and learn from this. Good policies and effective decisions must be underpinned by the best and most up-to-date information possible. For these reasons, we want to create the Midlands Economic Observatory.

The region is already home to a variety of economic observatory bodies. We propose to draw from their work to build a framework which supports an agreed economic observatory model at a regional level. We want to undertake the UK's first place-based sector assessment of the potential impact of Brexit, including consideration of spatial elements and impact on each LEP area and the two Core Cities in the Midlands.

We will start to measure the economy of the Midlands using an agreed set of indicators to allow better reporting to Government on the additional impact of policy change and investment activity. This will create the evidence base we need to inform the key interventions that will be most effective in accelerating growth. It will also play a critical role in evaluating how funding has been spent and what returns have been achieved.

# TURN THIS VISION INTO A REALITY

This vision sets out the work packages and priority projects of the Midlands Engine and the Midlands Engine Partnership's response to the Government's Midlands Engine Strategy.

It is the result of an unprecedented level of collaboration with businesses and Government. Senior stakeholders have come together as never before under robust governance arrangements.

It sets out our intent to collaborate across the region to enable the Midlands of 2030 to be the engine of the UK economy.

In the coming months our incoming Chief Executive and the Midlands Engine Partnership will develop the detail that turns this ambition into reality with the support of Government.

Our Operating Budget, including the £4 million from Government for the next two years, will be used to fund a fully resourced secretariat, deliver marketing and communications activity and, as agreed by the Midlands Engine Executive Board, to prioritise projects and develop business cases.

We have been grateful for the support of senior Ministers and we welcome the Secretary of State for Communities and Local Government working with us on our exciting plans as the Minister for the Midlands Engine and our champion in Government.

We have set out in this vision our bold direction of travel and the role of the Midlands in supporting the Government's Industrial Strategy, both in the short term and in the post-Brexit world, confident that when the Midlands succeeds, Britain succeeds.





# GLOSSARY

CBI	Confederation of British Industry
DIT	Department for International Trade
ERA	Energy Research Accelerator
FSB	Federation of Small Businesses
FDI	Foreign Direct Investment
FTZ	Free Trade Zone
GDP	Gross Domestic Product
GVA	Gross Value Added
HS2	High Speed Two
IoD	Institute of Directors
LEP	Local Enterprise Partnership
LGF	Local Growth Fund
MEIF	Midlands Engine Investment Fund
MEIH	Midlands Engine Investment Hub
SIA	Science and Innovation Audit
SME	Small and Medium Enterprise



W: [midlandsengine.org](http://midlandsengine.org)

E: [info@midlandsengine.org](mailto:info@midlandsengine.org)

T: [@midsengine](#)



**REPORT OF THE LEADER  
THE BUDGET PROCESS FOR 2018/19 , BUDGET CONSULTATION 2018/19  
AND THE RESIDENTS SURVEY 2017**

**Purpose of the Report**

1. To approve the budget process and timetable for the 2018/19 budget
2. To approve the consultation process for the 2018/19 budget
3. To approve the annual residents survey for 2017

**Information and Advice**

4. The Government has agreed to provide local authorities with a four year financial settlement, this change in local government funding and the ongoing reductions in local government finances mean that a more “business as usual” approach needs to be adopted for managing the Council’s Medium Term Financial Strategy (MTFS) and required budget reductions. The MTFS currently shows a £62 million funding gap across the life of the strategy.
5. With this approach in mind it is recommended that the budget process from 2018/19 and onwards should be adapted. The revised budget process seeks to achieve the following outcomes:
  - A dynamic budget process which reflects the new four year Government settlement
  - A process which seeks to identify and secure savings on a rolling basis in order that they can be incorporated into the MTFS as quickly as possible
  - A process which is transparent and allows political scrutiny and proper consultation where appropriate
6. The proposed budget process for 2018/19 and onwards is as follows:
  - Seeking methods and processes to reduce cost is and will continue to be part of all departmental plans and strategies.
  - Rather than budget proposals being focussed on one short period every year, proposals will be submitted to relevant committees throughout the year.
  - The 2018/19 budget proposals which require consultation will be taken to relevant committees between now and February 2018 to seek permission to undertake consultation
  - Base budget changes recommended by the Director of Finance will be reported to the Finance and Major Contracts Management Committee for approval.
  - Any changes involving Policy changes will be agreed and reported to Policy Committee.
  - A report will be brought to Policy Committee in December updating members on the position with the budget and proposals at that stage.

- A report will be brought to Finance and Major Contracts Management Committee in February to recommend the 18/19 budget to Full Council.
7. Budget consultation processes will also need to match this new approach. Members will be aware that this Council undertakes an annual resident's survey and it is proposed that this survey forms the basis of the overarching budget consultation, supported by the individual consultations which will be undertaken on specific budget proposals.

### Budget Process and Timetable

8. It should be noted that the individual consultations on specific budget proposals will be undertaken at different times throughout the year.
9. The budget process reflects a responsive approach to consulting with Nottinghamshire residents on efficiency proposals throughout the financial year which:
- recognises that efficiencies have become part of everyday life for a modern council and the need to embed responsive consultation into the organisation
  - enables committees to retain responsibility for proposals that affect their areas of accountability
  - allows the organisation to facilitate a dynamic approach to budgeting and a rolling MTFs that can respond to organisational need and the financial climate.

### Consultation Process and Timetable

10. The overall consultation campaign is planned to take place between the 18th October 2017 and 28<sup>th</sup> February 2018, with the following stages:

Consultation Activity	Timescale	
	Commence	Close
Face to Face survey with 1,050 residents	19 October 2017	24 November 2017
Online survey with additional questions	19 October 2017	24 November 2017
Individual proposals are consulted with stakeholders and considered at relevant committee meetings.	18 October 2017	28 February 2018

11. Feedback from the consultation process will be considered at the following meetings:

Reporting	Timescale
Residents survey results reported to Policy Committee	24 January 2018
Finance & Major Contracts Management Committee endorse and recommend budget proposals	5 February 2018
Full Council – budget proposals approved	28 February 2018

### Residents Survey Consultation Methodology

12. The resident's survey is undertaken by an independent research company, Enventure Research, who carry out face-to-face interviews with a controlled sample of 1,050 residents. In addition to the standard residents survey questions which are attached at Appendix A it is proposed that further questions are included in the survey and these are attached at Appendix B. Members will see these questions cover a variety of issues affecting the Council's budget including Council tax. [Page 69 of 127](#)

### **Face-to-Face survey**

13. 150 face-to-face interviews will be conducted in each of the seven districts. This response rate achieves a 95% confidence interval meaning the results are accurate to approximately +/- 3%. This means with a result of 50%, we can be 95% sure that if we interviewed all residents then the result would be between 47% and 53%.
14. The survey uses a controlled sample which has the following benefits:
- Results are representative of the County's demography.
  - Results can accurately be compared against the results from previous years' surveys.
  - As the survey uses standardised questions from the Local Government Association they can also be benchmarked nationally.

### **Online and printed survey**

15. The extended version of the survey will also be made available on the Council's website. There are no direct costs for this additional method and it provides the opportunity for all residents to have their say.
16. Key digital channels such as Internet/Intranet and email will be used to promote the online survey.
17. The Council has a specific statutory duty to consult with the Business Community regarding expenditure plans for the coming financial year. An email with a targeted message and link to the survey will be sent to a distribution list of over 7,000 Nottinghamshire businesses.
18. Printed copies of the survey will be available in all the County's libraries and flyers promoting the survey distributed to a range of public buildings. Copies of the printed survey will also be available upon request by phoning the Customer Service Centre.
19. It is important to capture all consultation returns and apply a standard approach/response to comments and or questions received by the Council. Therefore, as in previous years, an "Internal protocol for responding to correspondence" has been drafted and would be issued internally to all Councillors, Corporate Leadership Team and relevant officers.

### **Other Options Considered**

20. The Council could undertake its budget setting as in previous years but this would not be responsive to the changing nature of local government finance.

### **Reason/s for Recommendation/s**

21. To ensure the Council has processes in place to meet its statutory requirement to set a balanced budget.

### **Statutory and Policy Implications**

22. This report has been compiled after consideration of implications in respect of finance, the public sector equality duty, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

### **Financial Implications**

23. It is envisaged that the delivery of the residents' survey, which forms the overarching 2017 budget consultation process, can be undertaken at a cost of below £13,000. The cost will be met from the 2017/2018 Communications and Marketing budget. Consultation costs for

individual budget proposals are not included in this cost and will be funded within the departments.

### **Equalities Implications**

24. Proposals that have equality implications will have individual Equality Impact Assessments undertaken.

## **RECOMMENDATIONS**

It is recommended that Policy Committee approves:

1. The budget process and timetable for 2018/19 budget as set out in the report
2. The budget consultation process for 2018/19 as set out in the report
3. The questions and methodology for the annual residents survey as set out in the report

**Councillor Mrs Kay Cutts MBE**

**Leader of the Council**

**For any enquiries about this report please contact:**

**Jayne Francis-Ward**

### **Constitutional Comments (SSR 01/09/2017)**

Policy Committee has the delegated authority to agree these recommendations.

### **Financial Comments (NS 01/09/2017)**

The financial implications are stated in the report.

### **Background Papers**

Appendix A – Residents survey questions

Appendix B - Further residents survey questions specifically relating to budgetary issues

**Electoral Division(s) and Member(s) Affected:** All



**NOTTINGHAMSHIRE ANNUAL RESIDENTS SATISFACTION SURVEY 2017  
QUESTIONNAIRE**

Throughout this survey we ask you to think about 'your local area'. When answering please consider your local area to be the area **within 15-20 minutes walking distance** from your home.

**Q. 1. In which Borough or District do you live? (we are not interested in troubling people who live in the City or Outside Nottinghamshire and should not interview them) TICK ONE BOX ONLY**

Ashfield	1 <input type="checkbox"/>	Bassetlaw	2 <input type="checkbox"/>	Broxtowe	3 <input type="checkbox"/>	Gedling	4 <input type="checkbox"/>
Mansfield	5 <input type="checkbox"/>	Newark & Sherwood	6 <input type="checkbox"/>	Rushcliffe	7 <input type="checkbox"/>		

**Q. 2. Overall, how satisfied or dissatisfied are you with your local area as a place to live? TICK ONE BOX ONLY**

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Don't know
1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>

**READ OUT:** Nottinghamshire County Council provides services that touch the lives of everyone who lives, works or visits Nottinghamshire including: social care and day centres; country parks; libraries; fostering and adoption; children's centres; homecare and extra care for older people; registry offices; road maintenance, gritting, street lighting, road safety; primary and secondary schools and school crossing patrols; youth clubs and activities; and trading standards.

**Q. 3. Overall, how satisfied or dissatisfied are you with the way Nottinghamshire County Council runs things? TICK ONE BOX ONLY**

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Don't know
1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>

**Q. 4. To what extent do you agree or disagree that Nottinghamshire County Council provides value for money? TICK ONE BOX ONLY**

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know
1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>

**Q. 5. Overall, how well informed do you think Nottinghamshire County Council keeps residents about the services and benefits it provides? PROMPT IF ASKED - By benefits we mean any positive impacts it has had on the local area. TICK ONE BOX ONLY**

Very well informed	Fairly well informed	Not very well informed	Not well informed at all	Don't know
1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>



**Q. 6. How safe or unsafe do you feel when you are outside in your local area after dark? PLEASE TICK ONE BOX IN THE LEFT HAND COLUMN BELOW**

**Q. 7. How safe or unsafe do you feel when you are outside in your local area during the day? PLEASE TICK ONE BOX IN THE MIDDLE COLUMN BELOW**

**Q. 8. How safe do you feel when you are alone in your home at night? PLEASE TICK ONE BOX IN THE RIGHT HAND COLUMN BELOW**

	<i>After dark</i>	<i>During the day</i>	<i>Alone in your home at night</i>
Very safe.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fairly safe .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Neither safe nor unsafe...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fairly unsafe .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Very unsafe.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Don't know .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q. 9. To what extent do you agree or disagree that your local area is a place where people from different ethnic backgrounds get on well together? PROMPT - By getting on well together we mean treating each other with respect and consideration. TICK ONE BOX ONLY.**

Definitely agree 1 <input type="checkbox"/>	Tend to agree 2 <input type="checkbox"/>	Neither agree nor disagree 3 <input type="checkbox"/>	Tend to disagree 4 <input type="checkbox"/>	Definitely disagree 5 <input type="checkbox"/>	Don't know 6 <input type="checkbox"/>	Too few people in local area 7 <input type="checkbox"/>	All the same ethnic background 8 <input type="checkbox"/>
--	---	--	--	---	--	--	--

**Q. 10. Do you agree or disagree that you can influence decisions affecting your local area? TICK ONE BOX ONLY**

Definitely agree 1 <input type="checkbox"/>	Tend to agree 2 <input type="checkbox"/>	Neither agree nor disagree 3 <input type="checkbox"/>	Tend to disagree 4 <input type="checkbox"/>	Definitely disagree 5 <input type="checkbox"/>	Don't know 6 <input type="checkbox"/>
--	---	--	--	---	--

## Appendix B: Additional Budget Consultation Questions

Q.11 Faced with the difficult decision of increasing Council Tax or further reducing or cutting public services, do you think Council Tax should be increased?

**Yes No Don't Know**

Q.12 Do you think the Council should provide more information about the ways that people can improve their health and wellbeing?

**Yes No Don't Know**

Q.13 Do you think the Council should limit free or subsidised travel in respect of home to school transport?

**Yes No Don't Know**

Q.14 Are you in favour of the Council supporting people who need care and support to stay independent for as long as possible?

**Yes, definitely Yes, to some extent No Don't Know**

Q.15 Would you be in favour of the Council operating more commercially to generate more of its own income?

**Yes, definitely Yes, to some extent No Don't Know**

Q.16 Do you think reducing air pollution should be given more of a priority when planning traffic calming measures?

**Yes, definitely Yes, to some extent No Don't Know**

Q.17 Would you be in favour of the Council's printed resident publication 'County Life' being replaced by email or online versions?

**Yes, completely Yes, but with some printed versions made available No Don't Know**

Would you recommend Nottinghamshire as a place to:

Q.18 Bring up your family

Q.19 Fulfil your ambition

Q.20 Enjoy your later life

Q.21 Start and grow your business

**A great deal To some extent Not very much Not at all Don't know**



## **REPORT OF THE LEADER OF THE COUNCIL**

### **COUNTY COUNCILS NETWORK ANNUAL CONFERENCE 2017**

#### **Purpose of the Report**

1. The purpose of the report is to seek approval for relevant Member and officer attendance at the County Councils Network (CCN) Annual Conference to be held in Marlow, Buckinghamshire from 19-21 November 2017.

#### **Information and Advice**

2. This Committee's terms of reference include approving councillors' attendance at conferences for which fees are payable. It is proposed that approval be given for the Leader, Deputy Leader and Leader of the Main Opposition Group to attend the annual CCN Conference, along with one chief officer.
3. The conference is organised by the CCN which is a cross-party special interest group of the Local Government Association which speaks, develops policy and shares best practice for the County family of local authorities.
4. The benefits of attending the Conference are that it is a key forum for county councils and county unitary authorities to share good practice and to hear from Government Ministers and sector leaders.

#### **Reason/s for Recommendation/s**

5. It is recommended that approval is given for attendance at the conference so that the County Council's representatives can continue to share best practice and network with colleagues, MPs and other partners in related fields.

#### **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.

## **Financial Implications**

7. The cost of attending the conference is £690 plus VAT per delegate, including accommodation at the venue on the 19 & 20 November. There will also be costs relating to travel to and from the event.
8. The costs of conference attendance, accommodation and travel for the Leader, Deputy Leader and Leader of the Main Opposition Group will be met from the relevant Member Support budgets.

## **RECOMMENDATION**

That approval is given for the Leader, Deputy Leader and Leader of the Main Opposition Group and one Chief Officer to attend the County Councils Network's Annual Conference in Marlow, Buckinghamshire from 19-21 November 2017, together with any necessary travel and accommodation arrangements.

## **COUNCILLOR MRS KAY CUTTS MBE LEADER OF THE COUNCIL**

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

## **Constitutional Comments (SLB 2/10/17)**

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

## **Financial Comments (SES 22/09/17)**

10. The financial implications are set out in the report.

## **Background Papers and Published Documents**

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

- CCN Annual Conference Website page <http://www.countycouncilsnetwork.org.uk/events>

## **Electoral Division(s) and Member(s) Affected**

All.

## **REPORT OF THE LEADER OF THE COUNTY COUNCIL**

### **LATEST ESTIMATED COST: EARLY YEARS 30 HOURS PROGRAMME 2017**

#### **Purpose of the Report**

1. This report seeks approval to invest in the development of additional capacity to meet need for childcare places. The report sets out the Latest Estimated Cost report related to 2 Early Years units and seeks approval for the variation to the capital programme.

#### **Information and Advice**

##### **Project details**

2. A change in Government policy commencing September 2017 means that the County Council must ensure there are sufficient places being provided for 30 hours free childcare for 3 and 4 year olds for working parents. This is known as Early Years 30 Hours Programme.
3. In the spring of 2016 the government announced a new funding stream to support this programme and invited bids from Local Authorities. Submission of bids were on the understanding that the Local Authorities provided at least 25% of the budget for any approved projects.
4. The Early Years team within Children, Families and Cultural Services (CFCS) put together a funding bid to the Department for Education (DfE) for this Early Years Capital Funding.
5. In mid-March 2017 the Early Years Team were notified by the DfE of a grant award. Despite the delay in approval, the delivery date for completion remains November 2017. Arc Partnership were immediately commissioned to provide Option Appraisal studies to draw up base budget costs for the proposed projects. The studies include consultation with highways and Planning officers and consider site topography, access, traffic management & car parking, new services and perimeter security.
6. Two proposed projects are viable, located on the following school sites
  - Holgate Primary & Nursery School, Hucknall. NG15 6EZ
  - Robert Mellors Primary & Nursery School, Arnold. NG5 7E

7. The programme of works comprising the individual construction projects will be delivered by Arc Partnership and with the Client representation provided by Departmental Services team within the Place Department. Delivery will utilise best practice project management methodology, including project reviews with key stakeholders and sign-off at key milestones in accordance with the Gateway Review standards. The overall delivery will be monitored and managed by the Client Capital Asset Group – Education & Early Years which will ratify all decisions on Scope, Cost and Timescale.
8. The proposed project at Holgate Primary comprises the remodelling and refurbishment of the existing, former Nursery building. The proposed project at Robert Mellors Primary is a new building based on a modular solution whereby the block is prepared within a factory and then erected on site. This is to reduce both cost and the on-site element of the works in an effort to minimise disruption to the school and follows on from the successful use of this method of procurement and construction of the Basic Need programmes since 2013.
9. The project at Robert Mellors Primary is subject to the statutory planning process for which the County Council will be the determining authority.
10. The latest estimated cost of the building works are set out below and the fees shown are for all professions involved in the project.
11. The professions involved in this project are:-
  - Architect
  - Mechanical Engineer
  - Electrical Engineer
  - Quantity Surveyor
  - Structural Engineer
  - CDM Co-ordinator
  - Project Manager

**Capital budget implications**

12.	This programme is being funded as follows:	£
	Grant Funding from DfE	1,203,383
	Capital Allocation	401,128
	<b>Total</b>	<b>£1,604,511</b>

13. The latest estimated costs are as follow and these include all feasibility costs including site surveys and associated statutory fees, as well as Arc Partnership fees.

	<u>Latest Estimated Cost</u> <u>(Outturn Prices)</u>
	£
Building Works	1,371,406

Professional fees	196,537
Furniture and Equipment	36,568
<b>Total</b>	<b>1,604,511</b>

Individual project detail	£
Holgate Primary & Nursery School	657,763
Robert Mellors Primary & Nursery School	946,748
<b>Total</b>	<b>£1,604,511</b>

#### Anticipated cash flow

	2017/18 £	2018/19 £	Total £
Building Works	1,028,554	342,852	1,371,406
Professional Fees	147,403	49,134	196,537
Furniture & Equipment	27,426	9,142	36,568
Totals	1,203,383	401,128	1,604,511

#### Revenue budget implications

14. There will be no additional premises and human resources costs arising from these proposals.

#### Other Options Considered

15. Whilst other sites were considered, the projects listed represent the optimum solutions to the need for 30 Hours free childcare places within the budgets and time constraints given. Where there is evidence need for further places, the County Council will continue to bid for DFE funding to invest in the creation of additional capacity to meet the needs of families across the County.

#### Reason/s for Recommendation/s

16. Local authorities have a duty to ensure sufficient Early Years 30 Hours free childcare places are available for every 3 and 4 year old in the local area that meet the criteria.

#### Statutory and Policy Implications



17. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health only), the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

### **Implications for Service Users**

18. The upgraded buildings and facilities will provide extra capacity to help meet the additional Early Years 30 Hours free childcare places.

### **Financial Implications**

19. The local authority was transferred grant funding totalling £3,810,257 from the DfE. The programme to deliver the above two school sites will cost £1,203,383 with the balance of the DfE grant to be returned to the DfE. It is proposed that the Children and Young People's Committee capital programme is varied to reflect this.

### **Equalities Implications**

20. In accordance with County Council policy the design of the buildings will incorporate access and facilities for people with disabilities.

### **Crime and Disorder Implications**

21. The proposed sites are within existing school security boundaries and as such are relatively straightforward to secure. As a result, risk of crime from theft or vandalism will be minimised. Additional measures which will be considered to further minimise risk of crime will include the provision of overnight security systems during the construction period.
22. Consultation with local residents and other interested parties will be undertaken as part of the planning process and this should effectively negate risk of disruption through protest or the like.

### **Implications for Sustainability and the Environment**

23. Environmental and Sustainability requirements will be incorporated into the detailed design process for each of the individual buildings.

## **RECOMMENDATION/S**

- 1) That the Latest Estimated Cost report for the building works at Holgate Primary and Nursery School and Robert Mellors Primary and Nursery School be approved and the variation to the capital programme be approved.

**Mrs Kay Cutts MBE**  
**Leader of The Council**

**For any enquiries about this report please contact: Andrew Stevens on Tel: 0115 977 2085**

**Constitutional Comments (CEH 21.09.17)**

24. The Council's Capital Allocation for this Programme is £401,128. The recommendations fall within the remit of Policy Committee under its terms of reference.

**Financial Comments (GB 21/9/2017)**

25. The financial implications are set out in the report.

**Background Papers**

26. None.

**Electoral Division(s) and Member(s) Affected**

27. Ward(s): Hucknall West  
Arnold North

Member(s): Councillor Kevin Rostance  
Councillor Pauline Allan  
Councillor Michael Payne

File ref.: /SB/SB/new  
SP: 3275

Properties affected: 01237 - Holgate Primary and Nursery School Junior Block, 01438 - Robert Mellors Primary and Nursery

20170920 GB



## **REPORT OF LEADER OF THE COUNCIL**

### **BIOMASS BOILERS IN COUNTY COUNCIL PROPERTIES**

#### **Purpose of the Report**

1. The purpose of this report is to provide background on the operational, reliability and safety concerns relating to biomass boiler installations across the Council's properties and options for replacement.

#### **Information and Advice**

2. Nottinghamshire has embarked on a nationally recognised programme over the last 13 years of replacing former coal, oil and LPG (liquefied petroleum gas) fired boilers with biomass boilers fuelled by wood pellets, where appropriate. This programme has been under-pinned initially by central government grants totalling c. £2m, and latterly by Renewable Heat Incentive (RHI) payments of around £150,000 p.a.
3. This programme has effectively provided external investment into the Council's school and corporate stock, and helped deliver environmental commitments in successive strategic plans, with annual carbon savings of over 6,000 tonnes from more than 10MW of installed renewable energy capacity. There are currently 64 biomass boilers installed across the Council's schools, academy schools and corporate properties, all but one fuelled by wood pellets. These are set out, with their location and date of installation, in Appendix 1. The value of the wood pellet supply to these sites for locally-based businesses is around £750,000 p.a.
4. The RHI payments generated by recent installations have enabled the Council to replace ageing fossil fuel boilers in a number of its schools free of capital and maintenance charges to the schools, who remain responsible for day to day operation and pay an annual heat charge based on metered heat consumption. Installations have mainly been at sites in 'off-gas grid' areas or where gas connections would have proved expensive or the supply of insufficient pressure. Alternative fuels, such as oil and LPG, have prices that are generally higher and more volatile than wood pellet. The most recent programme of biomass boiler installations, supported by the RHI, was approved by Finance and Property Committee in September 2012.

#### **The safety track record of biomass boilers**

5. Most installations on County Council properties have operated successfully without incident, however there were two significant incidents in 2014/15 at Abbey Gates Primary and Ordsall Primary, both relating to a particular boiler make, installed approximately 9 years ago.

6. Following the incident at Ordsall Primary, which took the form of a small uncontained ignition within the plant room, the County Council commissioned an independent investigation into the performance of similar boilers. This report found the installations to be intrinsically safe but identified a number of recommendations with regard to the maintenance and operation of the boilers. It is important to highlight that the maintenance and operation of the boilers is the responsibility of the building occupier, which in the case of schools is the Head Teacher. In response to this report the County Council has:
- Updated the guidance document for the maintenance and operation of biomass boilers and made this document available to all Nominated Property Officers (NPOs) via a link on the log-in page of the County Council's property portal (P2).
  - Established a programme of training events for each manufacturer type available to all caretakers and site managers with responsibilities for biomass boilers. Independent academies have also been invited to attend. The County Council holds a log of attendees at training events and is monitoring Council employees' attendance.
7. The investigation was subsequently extended through the Council's commissioning of a further independent 'Site Specific Risk Assessment & Engineering Inspection' of biomass installations on all Council maintained sites. Ashdale Engineering was commissioned in January 2016 to undertake this exercise, the purpose being to establish any technical, operational or design development/best practice issues which might be evident. It was recognised that the national and industry guidance for the design and operation of this relatively recent form of heating has evolved during the last 13 years and whilst the Council's earlier installations met the guidance available at the time of installation, they might not be installed in the same form today.
8. The Ashdale Engineering report makes a number of recommendations, all of which it was decided to address. With regard to the physical installations this resulted in a programme of works to upgrade or even replace the installations according to their age and type of manufacture. The workstreams are categorised as:

#### *Significant work*

- Replacement of systems that had been converted from coal fired boilers (2 sites)
- Replacement of pellet stores where they had been converted from coal stores (20 sites)
- Replacement/improvement of fabric pellet stores (6 sites).

The installation of a pellet store to current design recommendations will generally require planning consent and therefore extends the time period for the works

#### *General upgrading of installations*

- Improvement of burn-back protection
- Checking/testing of overheat/over pressure provision and replacement where check/test fails.

## Programme of Remedial Works

9. With the exception of sites which are still within the British Gas contract period (who installed some of the boilers and will be commissioned to undertake the remedial works), Arc Partnership has been commissioned to deliver and manage the programme of works with a requirement that all works would be completed by the end of September 2017, before the commencement of the heating season. A list of the affected school sites is attached as **Appendix 2**.
10. The two sites identified by Ashdale Engineering for replacement of the converted coal fired boiler systems were:
  - St Matthew's CE Primary, Normanton on Trent, and
  - St Wilfrid's CE Primary (Lower School), Calverton
11. Ordsall Primary had also previously been identified as requiring a replacement boiler. Replacement of these three boilers is complete. In each case, an alternative fuel source has been provided: oil at St Matthew's and gas at St Wilfrid's CE Lower School site and Ordsall Primary. A further three premises, Valley Young People's Centre and Mornington and Dunham on Trent Primaries have also been provided with replacement boilers via other programmes of work.
12. In addition, Netherfield Infant and Nursery School (Mansfield) has raised concerns over the age and reliability of its biomass boiler. The planned remedial works which included the replacement of the existing converted coal silo on this site have therefore been temporarily placed on hold while an option appraisal is undertaken to establish whether it is possible within reasonable cost parameters to replace the boiler with a gas alternative. It is important to emphasise that this site has been assessed as being safe, recommendations on more economic and better performing replacement will be brought forward in due course.
13. The works are progressing to programme, which is monitored through monthly review meetings, with work currently been completed at 18 schools. These are:
  - Abbey Road Primary
  - Brookhill Leys Primary
  - Butler's Hill Infant
  - Crescent Primary
  - Garibaldi College
  - Greasley Beauvale Primary
  - Holly Primary
  - Lady Bay Primary
  - Ordsall Primary
  - Prospect Hill Infant
  - Prospect Hill Junior
  - Ranby CE Primary
  - Robert Miles Junior
  - Rylands Junior
  - Sir John Sherbrook Junior
  - Springbank Primary
  - St Matthew's CE Primary

- St Wilfrid's Primary

14. Updates have been provided to the Health & Safety Executive (HSE), in the case of notifiable incidents.

### Options for Replacement

15. Members may be aware the UK is a committed signatory to the Paris climate change agreement, and a new national emissions reduction plan setting out how to meet targets agreed by Government and Parliament is overdue. The Government's independent Committee on Climate Change, Chaired by Lord Deben, has indicated this plan must provide a path for the uptake of low carbon heat. Biomass boilers and other sustainable technology are a means of supporting these current and emerging requirements.
16. At the time of the decision to install biomass boilers ranging over the last 10-15 years they provided a cost effective sustainable heating source for the premises involved. However, the range, reliability and efficiency of sustainable technology has changed during the last decade meaning that biomass boilers may no longer be the preferred source of heating when considering their replacement.

### Potential options

17. The types of heating source available to replace the existing boilers will depend on the circumstances of each individual site. However, broadly they may be categorised into traditional and sustainable.

#### Traditional:

Within this list will include options for replacement with gas, oil or LPG heating sources. In terms of gas the key criteria will be the ability to connect into a gas supply and at what cost, while oil and LPG sources have represented relatively costly options which have previously resulted in the decision to install biomass.

#### Sustainable

**Air Source Heat Pumps.** These operate on a heat exchange principle. Generally, for this option to be viable the heat system around the schools would need to have the correct emitters in order to work effectively at the temperatures that can be provided by air source heat. In addition as the system relies on an electrical driving pump, the premises would need sufficient electrical capacity. The above issues may in some cases increase significantly the capital costs of installation. Currently these type of systems do not attract RHI payments.

**Ground Source Heat Pumps (GSHP)** The general criteria for the successful operation of this technology is similar to the above. As the heat exchange is emanating from the ground as opposed to the air, test bore holes are usually required/recommended which can cost in the region of £10,000.

**Water Source Heat Pumps (WSHP)** Clearly the use of this technology would rely on a convenient access to a water source, such as a lake or river. Again the issues identified above on the other heat source pump systems would equally apply here.

Other sources of water heat are available, such as shallow gravel beds and mine water, both of which are present within Nottinghamshire and have been utilised elsewhere demonstrating their potential as practical and cost effective heat sources. Both suitably designed GSHP and WSHP systems are eligible for RHI payments.

**Solar Water.** This could be used for heating hot water but does complicate legionella procedures for a public building. Generally, it would not be considered viable for providing space heating as the greatest output, during the longest days of the year, are at times when heating is least needed. Solar thermal currently attracts RHI payments

#### Combinations

Electrical heating may be an option and if it is combined with onsite generation (e.g. PVs, wind energy) and storage, this may increase viability.

### **The decision process for replacement**

18. The type of heating source that is appropriate is clearly highly site and premises sensitive. As a result, it is suggested that a specialist options feasibility study is commissioned via Arc Partnership for each site seeking a recommendation on the most appropriate replacement heating source, providing commentary on:-
- Reliability of the heating source
  - Anticipated running costs and costs of installation compared to the next economically viable option
  - Ease of use
  - Expected life span of the new system
  - Existing and expected future issues with the current heating system and period of usage before replacement is necessary.

The cost of undertaking this study would be in the region of £3,000 per site equating to approximately £140,000 which would be met from the Planned Maintenance budget. A period of six months would be required to undertake the work.

19. A decision on when to replace the existing biomass boiler systems will be informed by the commissioned feasibility study. It is proposed that Members may wish to seek to replace those boilers based on
- The identification of any new health and safety issues
  - Operational efficiency and performance
  - An assessment of those boilers reaching the end of their economic life.
20. At present there is no capital budget for the replacement of the boilers. The decision on when to replace the boilers will influence how much funding is required and when. Resources will be bid for through the capital programme.

### **Capital budget implications**

23. The programme of remedial works nearing completion is estimated at £1.66m and is being funded through the Schools Capital Maintenance allocation from the Department for Education.
24. There is no current capital budget allocation for the replacement of the biomass boilers.



## **Revenue budget implications**

25. These are contained within the report.

## **Other Options Considered**

26. It is possible to determine the replacement of the biomass boilers as and when they reach the end of their economic life. However, to address any on-going concerns over the reliability and safety of the boilers, a more comprehensive review for a replacement programme is considered appropriate.
27. Depending on the preferred option for each site, Members may wish to consider at the time of the replacement whether it is appropriate to seek some form of capital contribution from the schools, which may well benefit from significant revenue savings in running costs

## **Reason/s for Recommendation/s**

28. The programme of monitoring, training and remedial works meets the County Council's responsibilities under Health & Safety legislation. The remedial works preserve the Council's investment into what are otherwise independently assessed as inherently safe installations, bringing all of the earlier installations up to current design standards.
29. The options and issues for the replacement of the existing boilers is very site specific. A comprehensive review would assist in making decisions that aligns with the overall aspirations and corporate objectives of the Council.

## **Statutory and Policy Implications**

30. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health only), the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

## **Implications for Service Users**

32. The training programmes and remedial works will bring all biomass installations up to the design standards and best practice currently in place.

## **Financial Implications**

33. These are set out in the report.

## **RECOMMENDATION/S**

- 1) That Committee agrees to determine future replacement based on assessments of risk, operational effectiveness and economic life.

- 2) That the feasibility study as outlined within the report is commissioned.
- 3) That a further report is presented to this committee on the results of the feasibility study.

**Councillor Mrs Kay Cutts MBE**  
**Leader of the County Council**

**For any enquiries about this report please contact:**

Andrew Stevens  
Group Manager- Property  
T: 0115 9772085  
E: andrew.stevens@nottscc.gov.uk

### **Constitutional Comments (CEH 21.09.17)**

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

### **Financial Comments (GB 20/9/2017)**

35. The financial implications are set out in the report.

### **Background Papers and Published Documents**

36. 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.

School Capital Programme Progress Report - report to Children & Young People's Committee on 20 March 2017

Ashdale Engineering (report dated 2/5/16)  
Executive Summary: Risk Assessment Biomass Boilers

Kiwa – Expert investigation of boiler performance for Nottinghamshire County Council (report dated 11/8/15)

### **Electoral Division(s) and Member(s) Affected**

37. Ward(s): All  
Member(s): All

File ref.: /SB/SB/  
SP: 3263  
Properties affected: 09998 - Various NCC Properties/non-property item

20170918 sw

## Appendix 1

Biomass heated sites across County Council schools, academy schools and other County Council properties

Site	Date of installation
<b>Schools with biomass boilers generating RHI payments</b>	
Healdswood Primary, Skegby	2014
Hollywell Primary, Kimberley	2016
Intake Farm, Mansfield	2015
James Peacock, Ruddington	2015
Langold and Dyscarr Primary	2015
Queen Eleanor Primary, Harby	2015
Springbank Primary, Eastwood	2013
Stanhope Primary Lower, Gedling	2015
Stanhope Primary Upper, Gedling	2015
Walesby CofE Primary	2015
<b>Non schools sites generating RHI payments</b>	
Northern Area Highways Depot, Bilsthorpe	2013
Westfield Folkhouse, Mansfield	2013
Worksop Library, Worksop	2014
<b>Schools without RHI payments</b>	
Abbey Road Primary, West Bridgford	Sep-09
Albany Infant and Nursery School, Stapleford	2006
All Saints CofE, Harworth	2006
Brookhill Leys Primary, Eastwood	Sep-10
Brookside Primary School, East Leake	Nov-08
Broomhill Juniors, Hucknall	Mar-08
Butlers Hill Infants & Nursery, Hucknall	2006
Central Infants & Nursery, Carlton	May-08
Central Junior, Carlton	May-08
Crescent Primary Lower, Mansfield	Dec-06
Crescent Primary Upper, Mansfield	Dec-06
Dunham on Trent CofE Primary(Wood Chip)	2006
Elkesley Primary and Nursery, Elkesley	Jun-08
Greasley Beauvale Primary, Newthorpe	2011
Holly Primary, Forest Town	May-09
John T Rice Infant and Nursery, Forest Town	Feb-09
Kneesall CofE Primary, Kneesall	2006
Lady Bay Primary, West Bridgford	Oct-08
Linby cum Papplewick C of E Primary, Linby	2006
Mornington Primary, Nuthall	2006
Muskham Primary, North Muskham	Oct-08
Netherfield Infant & Nursery, Meden Vale	Nov-08
Newlands Junior, Forest Town	Jun-09
Prospect Hill Infant & Nursery, Worksop	Sep-08
Prospect Hill Junior, Worksop	Oct-08
Ranby CofE Primary, Ranby	2009
Rylands Junior, Beeston	Dec-08
Trowell CofE, Trowell	May-09
Yeoman Park Special, Mansfield Woodhouse	Mar-08
<b>Non schools sites without RHI payments</b>	
Dukeries Young Peoples Centre, Ollerton	Feb-08

Hawtonville Youth Centre, Newark	2008
Mansfield Day Services, Rainworth	Jan-09
Retford Youth and Childrens Centre	2009
Valley Young People's Centre, Worksop	2009
Academies	
Arnbrook Primary, Arnold	Oct-07
Bishop Alexander, LEAD, Newark	2008
Garden Lane Playing Fields, Sutton College	2007
Garibaldi Maths & Computing College	2006
Hall Park, Eastwood	Oct-07
Leamington Primary, Sutton in Ashfield	Nov-08
Leverton C of E, North Leverton	2009
Ranskill Primary, Ranskill	2006
Redhill Lower, Arnold	Jun-09
Robert Miles Junior, Bingham	Sep-10
Sir Donald Bailey, Newark	Sep-08
Sir John Sherbrooke Junior, Calverton	Feb-09
St John's C of E, Worksop	Mar-08
The Beech, Mansfield	2015
The Rushcliffe School, West Bridgford	Dec-08
The Samworth Church, Mansfield	2015
Tuxford Primary, Tuxford	2015



<b>Appendix 2</b>	
<b>Schools generating income</b>	<b>Date Completed</b>
Healdswood Primary, Skegby	2014
Hollywell Primary, Kimberley	2016
Intake Farm, Mansfield	2015
James Peacock, Ruddington	2015
Dyscarr Primary, Langold, Worksop	2015
Queen Eleanor Primary, Harby	2015
Springbank Primary, Eastwood	2013
Stanhope Primary Lower, Gedling	2015
Stanhope Primary Upper, Gedling	2015
Walesby C of E Primary, Walesby	2015
<b>Non schools generating income</b>	
Northern Area Highways Depot, Bilsthorpe	2013
Westfield Folkhouse, Mansfield	2013
Worksop Library, Worksop	2014
<b>Schools not generating income</b>	
Abbey Road Primary, West Bridgford	Sep-09
Albany Infant & Nursery School, Stapleford	2006
All Saints C of E, Harworth	2006
Arnbrook Primary, Arnold	Oct-07
Brookhill Leys Primary, Eastwood	Sep-10
Brookside Primary School, East Leake	Nov-08
Broomhill Juniors, Hucknall	Mar-08
Butlers Hill Infants & Nursery, Hucknall	2006
Central Infants & Nursery, Carlton	May-08
Central Junior, Carlton	May-08
Crescent Primary lower, Mansfield	Dec-06
Crescent Primary Upper, Mansfield	Dec-06
Elkesley Primary & Nursery, Elkesley	Jun-08
Greasley Beauvale Primary, Newthorpe	2011
Holly Primary, Forest Town	May-09
John T Rice Infant & Nursery, Forest Town	Feb-09
Kneesall C of E Primary, Kneesall	2006
Lady Bay Primary, West Bridgford	Oct-08
Leamington Primary, Sutton in Ashfield	Nov-08
Linby cum Papplewick C of E Primary, Linby	2006
Mornington Primary, Nuthall	2006
Muskham Primary, North Muskham	Oct-08
Netherfield Infant & Nursery, Meden Vale	Nov-08
Newlands Junior, Forest Town	Jun-09
Prospect Hill Infant & Nursery, Worksop	Sep-08
Prospect Hill Junior, Worksop	Oct-08
Ranby C of E Primary, Ranby	2009
Ranskill Primary, Ranskill	2006
Robert Miles Junior, Bingham	Sep-10
Rylands Junior, Beeston	Dec-08

Sir John Sherbrooke Junior, Calverton	Feb-09
St John's C of E, Worksop	Mar-08
Trowell C of E, Trowell	May-09
Yeoman Park Special, Mansfield Woodhouse	Mar-08
<b>Non schools not generating income</b>	
Dukeries Young Peoples Centre, Ollerton	Feb-08
Dunham C of E (Wood Chip), Dunham on Trent	2006
Garden Lane Playing Fields, Sutton in Ashfield	2007
Hawtonville Youth Centre, Newark	2008
Mansfield Day Services, Rainworth	Jan-09
Ollerton Day Services, Ollerton	Jan-09
Retford Youth and Childrens Centre, Retford	2009
Valley Young People's Centre, Worksop	2009
<b>Academies</b>	
Bishop Alexander, LEAD, Newark	2008
Garibaldi Maths & Computing College	2006
Hall Park, Eastwood	Oct-07
Leverton C of E, North Leverton	2009
Redhill Lower, Arnold	Jun-09
Sir Donald Bailey, Newark	Sep-08
The Beech, Mansfield	2015
The Rushcliffe School, West Bridgford	Dec-08
The Samworth Church, Mansfield	2015
The West Bridgford School, West Bridgford	2004
Tuxford Primary, Tuxford	2015

## **REPORT OF LEADER OF THE COUNCIL**

### **ACQUISITION OF LAND FOR A REPLACEMENT PRIMARY AND NURSERY SCHOOL IN BESTWOOD**

#### **Purpose of the Report**

1. To seek approval to the acquisition of land on terms outlined in the exempt appendix.

#### **Information and Advice**

2. Some information relating to this report is not for publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972. Having regard to the circumstances, on balance the public interest in disclosing the information does not outweigh the reason for exemption because divulging the information would significantly damage the Council's commercial position. The exempt information is set out in the exempt appendix.
3. Bestwood Village is within Gedling District but borders Ashfield District with the main road into the village forming the boundary between the two Nottinghamshire districts. In the last 10 years Bestwood Village has experienced a significant amount of new housing which has attracted young families and more recently Gedling Borough Council's Local Plan has identified land for a further 500 more new houses in the Village. These two instances have resulted in an increased demand for school places at the village primary school.
4. The main school was built in 1878 and additions were made in 1955 and 1956 with an additional area of land being acquired to expand the school in 2007 and 2014.
5. Acute pressure for first admission places in 2013 resulted in the County Council agreeing admissions to the school over Planned Admission Numbers (PAN) for catchment children. A project to increase the capacity to a 210 primary was undertaken in 2014 at a cost of £440,000 which was primarily funded through S106 contributions. In 2015 there was a further increase in first admissions which put pressure on the school for places in excess of 210.
6. The school is now at capacity and is situated on various levels; it also has a churchyard in the middle, separating the KS1 and KS2 blocks which means that the school is effectively delivering education from two sites which creates ongoing problems for both the school's management and families. It is therefore the view of officers that the school is at its optimum and cannot be developed further.



7. Due to new legislation regarding the 30 hour free nursery provision there is also an additional requirement to expand the existing nursery to 39.
8. The County Council has carried out an assessment of all potential sites in and around Bestwood Village which could accommodate a replacement school and it is concluded that land to the north of the existing settlement at Westhouse Farm offers the best opportunity to ensure that a school can be built and operational by 2019. At which point the current sites will be vacated and considered for appropriate alternative uses.
9. Gedling Borough Council have prepared a Local Plan which allocates land at Westhouse Farm (presently identified as Green Belt) for residential development and a new school. Part of this site which is not allocated as Green Belt is the subject of a planning application for housing by Langridge Homes for 101 homes which is due for determination shortly.
10. Langridge Homes Ltd is the owner of the whole Westhouse Farm site. It is presently arable land in agricultural use forming part of a larger landholding which extends to 75 ha.
11. The Gedling Local Plan policy for the Westhouse Farm site (Housing site H12, Policy LPD65) for 210 homes says that 'A new primary school facility of a 1.5ha plot is required on this site which should be located in a central position and adjoin the existing settlement of Bestwood. Financial contributions towards primary and secondary school places are also required based on the pupil numbers generated by the development'.
12. In association with their current planning application to support their development of 101 new homes on the land at Westhouse Farm, Langridge Homes submitted an outline planning application (2014/1343) for a new primary school to be provided on an adjoining 1.5 ha site. In their Planning Statement, Langridge Homes also confirmed that it will be prepared to transfer the primary school land and to make appropriate financial contributions under a S106 Agreement towards the construction of this new school.
13. Negotiations have taken place with Langridge Homes for the purchase of the primary school site and the Heads of Terms have been provisionally agreed as set out in the exempt appendix.

## **Delivery and Funding of the School**

- The proposed project for a replacement school is identified within the current Capital Programme with a budget of £5m to include these proposed acquisition costs.
- A Latest Estimated Cost Report for the proposed replacement school project is scheduled to be presented to December Policy Committee.
- ARC Partnership has been commissioned to deliver the school and have engaged the contractor Kier to develop a detailed feasibility plan for it's delivery. The detailed planning application is anticipated to be submitted in October.

## **Other Options Considered**

14. Consideration has been given to: -

- Do nothing – this would result in the school not being able to provide places for children in the catchment.
- Expand the existing school – there is insufficient space to expand on the existing school
- Expand the school on a third site – this is not acceptable in terms of the school’s management and families of the children attending the school
- Build a replacement school on Bestwood Country Park – this site is encumbered with constraints such as its designation as a conservation area; it’s location in the green belt; poor ground conditions as a result of its previous use as a colliery, including a mine shaft, contamination and its potential stability. The detailed investigation and subsequent work on this site would not meet the timescale of January 2019 when the replacement school is required.

### **Reason/s for Recommendation/s**

15. The additional school places are required for January 2019 and cannot be provided other than by a new build replacement school.

16. The existing school site does not have sufficient space to expand and there are no other sites in Bestwood Village other than the proposed site which would meet the timescale of providing the replacement school by the required date of January 2019.

### **Statutory and Policy Implications**

17. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health only), the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

### **RECOMMENDATION/S**

1) That approval is given to the acquisition of land on terms outlined in the exempt appendix.

**Councillor Mrs Kay Cutts MBE**  
**Leader of the County Council**

**For any enquiries about this report please contact: Andrew Stevens 0115 9772085**

### **Constitutional Comments (CEH 21.09.17)**

18. The recommendation falls within the remit of Policy Committee under its terms of reference. The report says that the proposed project for a replacement school is identified within the current Capital Programme.

### **Financial Comments (GB 20/9/2017)**

19. The financial implications are set out in the report.

### **Background Papers and Published Documents**

20. None.

### **Electoral Division(s) and Member(s) Affected**

21. Ward(s): Newstead

Member(s): Councillor Chris Barnfather

## **REPORT OF THE LEADER OF THE COUNTY COUNCIL**

### **DISPOSAL OF LAND AT BROOMHILL FARM, NOTTINGHAM ROAD, HUCKNALL**

#### **Purpose of the Report**

1. To seek approval to enter in to an Exclusivity Agreement with the preferred bidder for the sale of approximately 16.5 acres (6.68 Hectares) at Broomhill Farm, Nottingham Road, Hucknall on terms outlined in the exempt appendix.

#### **Information and Advice**

2. Some information relating to this report is not for publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972. Having regard to the circumstances, on balance the public interest in disclosing the information does not outweigh the reason for exemption because divulging the information would significantly damage the Council's commercial position. The exempt information is set out in the exempt appendix.
3. The Broomhill Farm site was let as a smallholding until retirement of the tenant in 2002. Subsequently, the site was promoted to Ashfield as a site suitable for redevelopment and given a residential allocation in the Ashfield District Local Plan and placed on the market for sale.
4. Agents Jones Lang La Salle (JLL) were instructed to market the site Bids were received and a sale agreed for the whole site, however due to market conditions the sale did not complete.
5. A decision was then taken (based on advice received from appointed agents), for the site to be sold by the Authority in two phases. The first phase was then sold in 2013 to Bellway Homes, and this report deals with the sale of the remaining second phase.
6. Marketing of the site commenced in late summer 2015 informal bids were sought.
7. Two bids were received from national housebuilders.
8. The preferred party carried out some due diligence to determine their net land value for the site. Their net bid at this stage was still subject to planning, however they carried out extensive ground investigation to determine any abnormal costs.

9. The agents were reinstructed to market the site in February 2017. Six gross bids were received from housebuilders and interviews carried out.
10. Following detailed analysis of the bids and recommendation from the marketing agent, a preferred bidder has been selected.

### **Reason/s for Recommendation/s**

11. To accord with the Authority's approved Capital Receipts Programme. The preferred bidder offers the highest expected capital receipt for the sale of this site.

### **Statutory and Policy Implications**

12. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

### **RECOMMENDATION/S**

- 1) That approval is given to enter in to an Exclusivity Agreement with the preferred bidder for a period of 3 months on terms outlined in the exempt appendix.

**Councillor Mrs Kay Cutts MBE**  
**Leader of the County Council**

**For any enquiries about this report please contact: Andrew Stevens 0115 9772085**

### **Constitutional Comments (CEH 21.09.17)**

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

### **Financial Comments (GB 20/9/2017)**

14. The financial implications are set out in the report.

### **Background Papers and Published Documents**

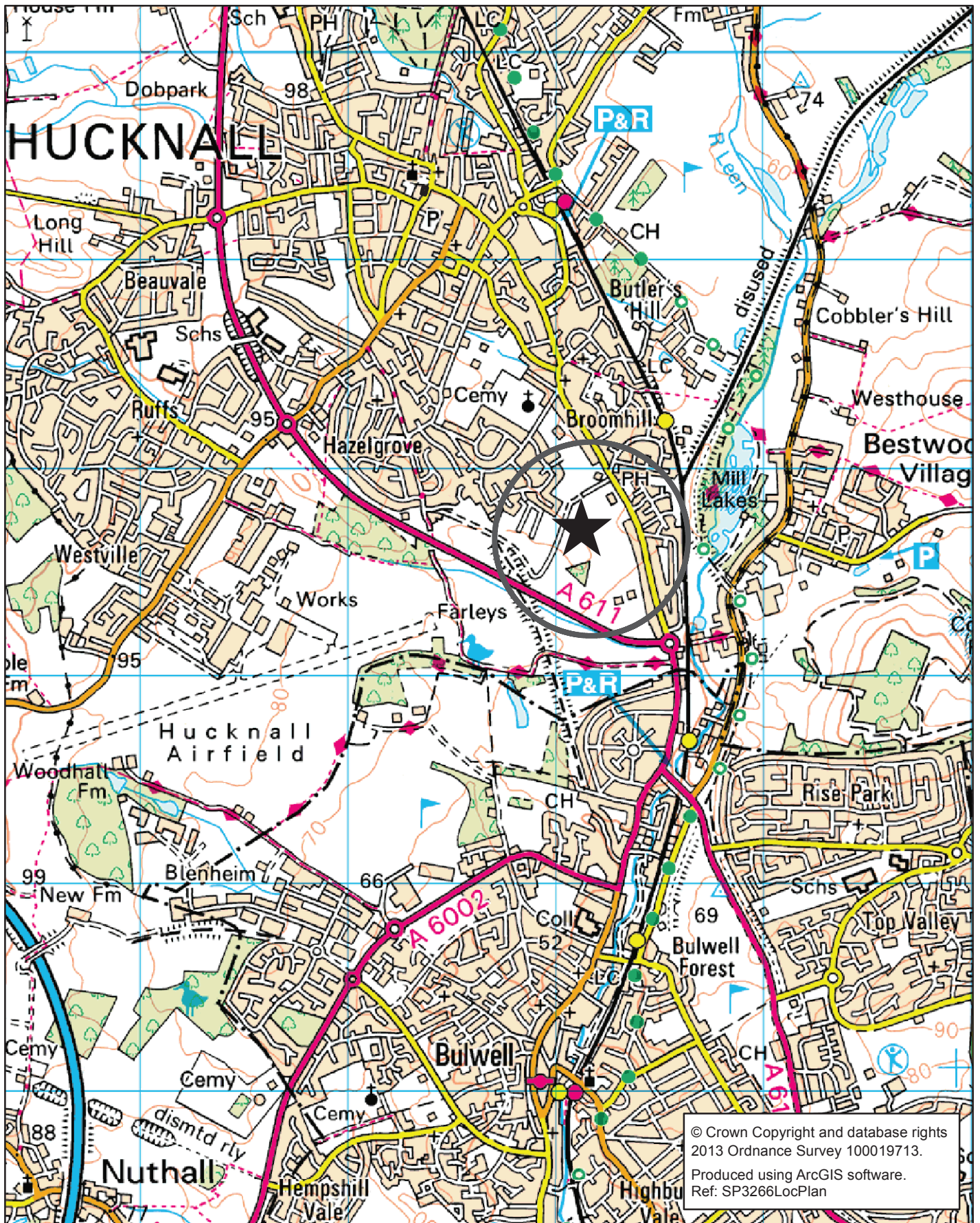
15. None.

### **Electoral Division(s) and Member(s) Affected**

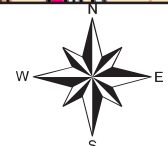
16. Ward(s): Hucknall South  
Member(s): Councillor Phil Rostance

File ref.: /AC/SB/50005 new  
SP: 3266  
Properties affected: 50005 - Broomhill Farm No 2



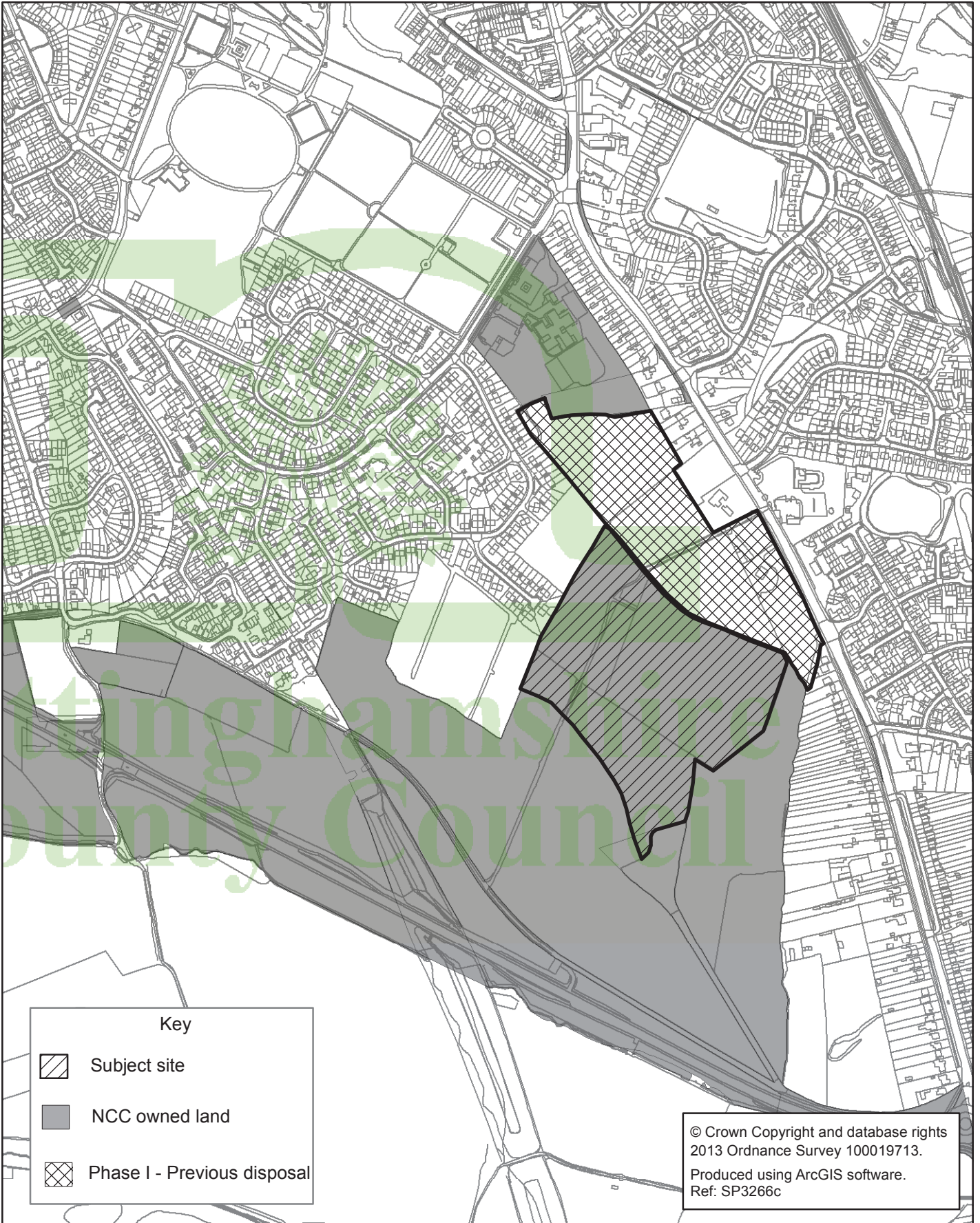


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 2013 Ordnance Survey 100019713.  
 Produced using ArcGIS software.  
 Ref: SP3266LocPlan








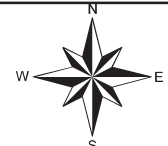




**Key**

-  Subject site
-  NCC owned land
-  Phase I - Previous disposal

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Produced using ArcGIS software.  
Ref: SP3266c





## **REPORT OF THE LEADER OF THE COUNTY COUNCIL**

### **WHITE HILLS PARK FEDERATION TRUST – TRANSFER OF LAND**

#### **Purpose of the Report**

1. To seek approval to the disposal of freehold land to White Hills Park Federation Trust; the acceptance of land for the future expansion of Bramcote Primary School and entering into an agreement for a joint planning application on developable land.

#### **Information and Advice**

2. Some information relating to this report is not for publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972. Having regard to the circumstances, on balance the public interest in disclosing the information does not outweigh the reason for exemption because divulging the information would significantly damage the Council's commercial position. The exempt information is set out in the exempt appendix.
3. White Hills Park Federation Trust (WHPFT) has a long lease of 125 years (from 2012) of approximately 24 hectares of land from NCC referenced as Plot 1 and 2 on the attached plan, subject to a strict user clause that plot 1 is for playing field use only. The land is used for the siting of a secondary school and college.
4. NCC has 8 hectares of freehold land adjacent to the WHPFT leased land referenced as plots 3, 4 on the attached plan, along with the adjacent Bramcote Primary School.
5. The WHPFT has engaged consultants (Cornerstone) to explore opportunities for merging land interests that potentially could release capital value through redevelopment and change of use. However this is predicated on whether residential development would be possible on some of the sites. Whether planning permission is granted for alternative use is a matter for the local planning authority, Broxtowe Borough Council and not the County Council.
6. In January this year, all of the vacant land mentioned above was provisionally removed from the greenbelt by Broxtowe Borough Council (BBC) and can benefit from being allocated for residential development.
7. The buildings forming Bramcote College are no longer in satisfactory condition. The Trust wish to provide a new secondary school with a capacity of 755 pupils and a 6<sup>th</sup> form college with a capacity of 250 students, essentially as per current capacity. In order to undertake this project the Trust are seeking to achieve a significant capital receipt predominantly through the re- development of plots 1, 2 & 4 for housing to contribute to the rebuild costs estimated in the region of £20 million.

8. Both NCC/WHPFT need to co-operate if the full redevelopment value of all the land is to be released. NCC has a long term residual interest in plots 1 & 2 which has minimal value, similarly the Trust is unlikely to attract a developer on the basis of the current leasehold interest.
9. The Council does have the option of developing plot 4 in isolation although there would be increased planning and development risk in doing so independently which is more fully described in the exempt section of this report.
10. The proposal that has been put forward by Cornerstone on behalf of the Trust and which has been subject to protracted negotiations involves:-
  - NCC transferring the freehold of Plots 1 & 2b to WHPFT
  - Reserving full rights of access in favour of NCC over plots 1 and 2A for the benefit of plots 3 & 4
  - WHPFT to surrender leasehold land of approximately 1 acre to the west of Bramcote Primary School with corresponding access rights to allow for future expansion ( if needed)
11. This arrangement would also include a development agreement that will link both parties in working together to progress redevelopment proposals for plots 1 & 4 but with the sites being developed independently on different time lines.

### **Other Options Considered**

12. The Council could refuse the request to transfer the Freehold of plots 1 & 2. This is likely to prevent the land being used for housing and the generation of a capital receipt. WHPFT rebuilding plans may be halted and the school and college close.
13. All the Council's land interests in plots 1, 2b & 4 could be transferred to WHPFT and a sharing arrangement on proceeds agreed. This has been the subject of detailed negotiations with both parties being unable to agree on a suitable share.

### **Reason/s for Recommendation/s**

14. To proceed with the transfer of the freehold of plot no.1 and 2b to WHPFT at existing use value will enable the Trust to develop the land area for residential development. The agreement that land is surrendered by WHPFT at plot 2b will secure future expansion land (if needed) for Bramcote Primary. A joint planning application for plot 1 and 4 will enable the Council to positively contribute to the application and the proposed development layout.

### **Statutory and Policy Implications**

15. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health only), the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

## **RECOMMENDATION/S**

That approval is given to:

- 1) The sale of the Council's freehold of Plot 1 & 2b as outlined within the report;
- 2) The acceptance of land west of plot 2b as a future expansion site for Bramcote Primary School;
- 3) The entering into of a development agreement with WHPFT and Cornerstone to facilitate a joint planning application for plots 1 & 4 as outlined within the report;
- 4) A further report is submitted to the committee outlining in detail the proposed design layout of the development and implications for future funding to implement the approved planning permission.

**Councillor Mrs Kay Cutts MBE**  
**Leader of the Council**

**For any enquiries about this report please contact: Andrew Stevens 0115 9772085**

### **Constitutional Comments (CEH 21.09.17)**

16. The recommendations fall within the remit of Policy Committee under its terms of reference. When selling land the effect on the value and use of the Council's retained land must be considered and appropriate value must be obtained. Where the Council is considering entering into a collaborative partnership which may ultimately result in the disposal of land, advice must be sought from the Group Manager for Legal Services and the s151 Officer prior to entering into detailed negotiations.

### **Financial Comments (GB 20/9/2017)**

17. The financial implications are set out in the report.

### **Background Papers and Published Documents**

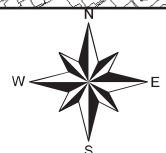
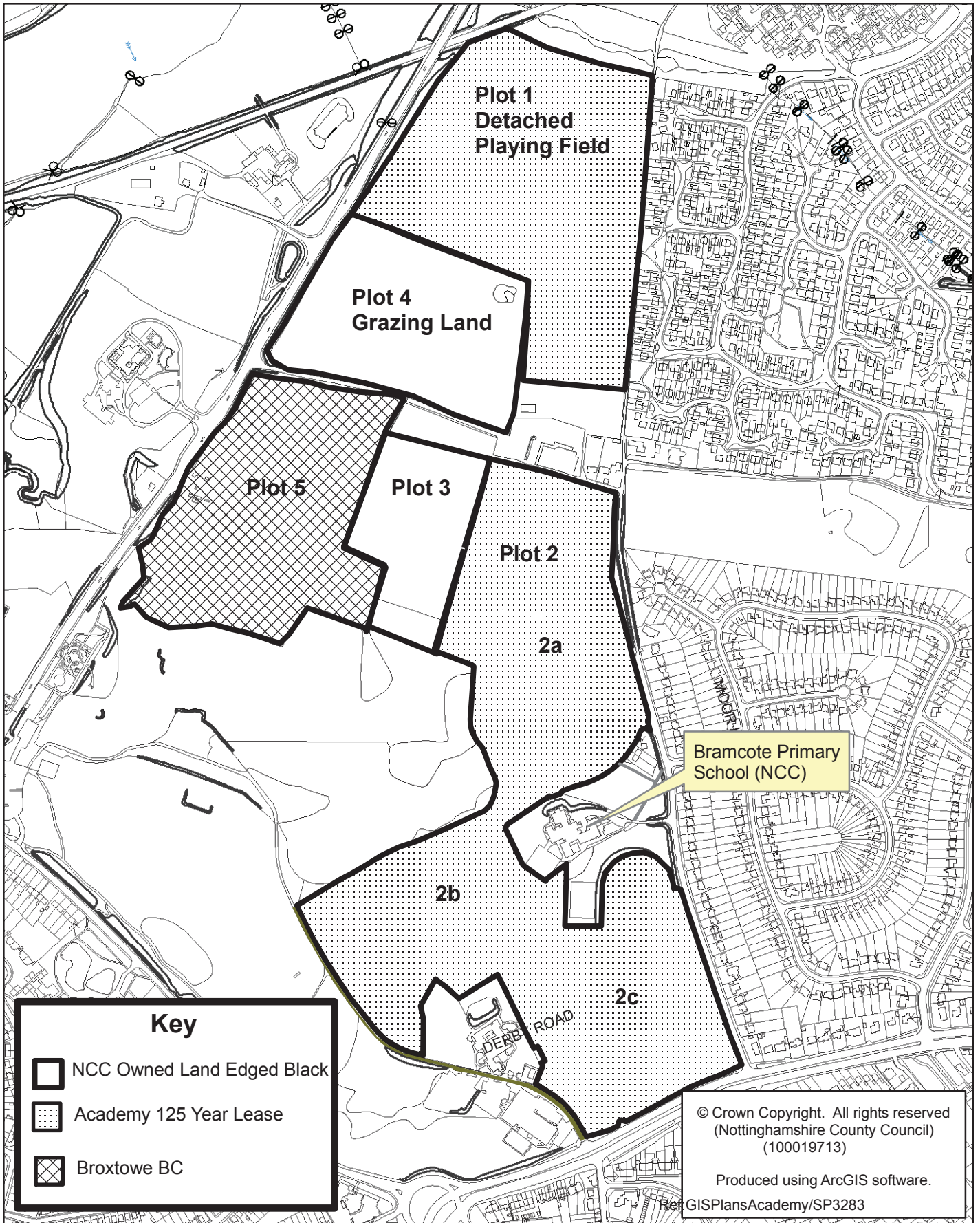
18. None.

### **Electoral Division(s) and Member(s) Affected**

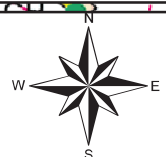
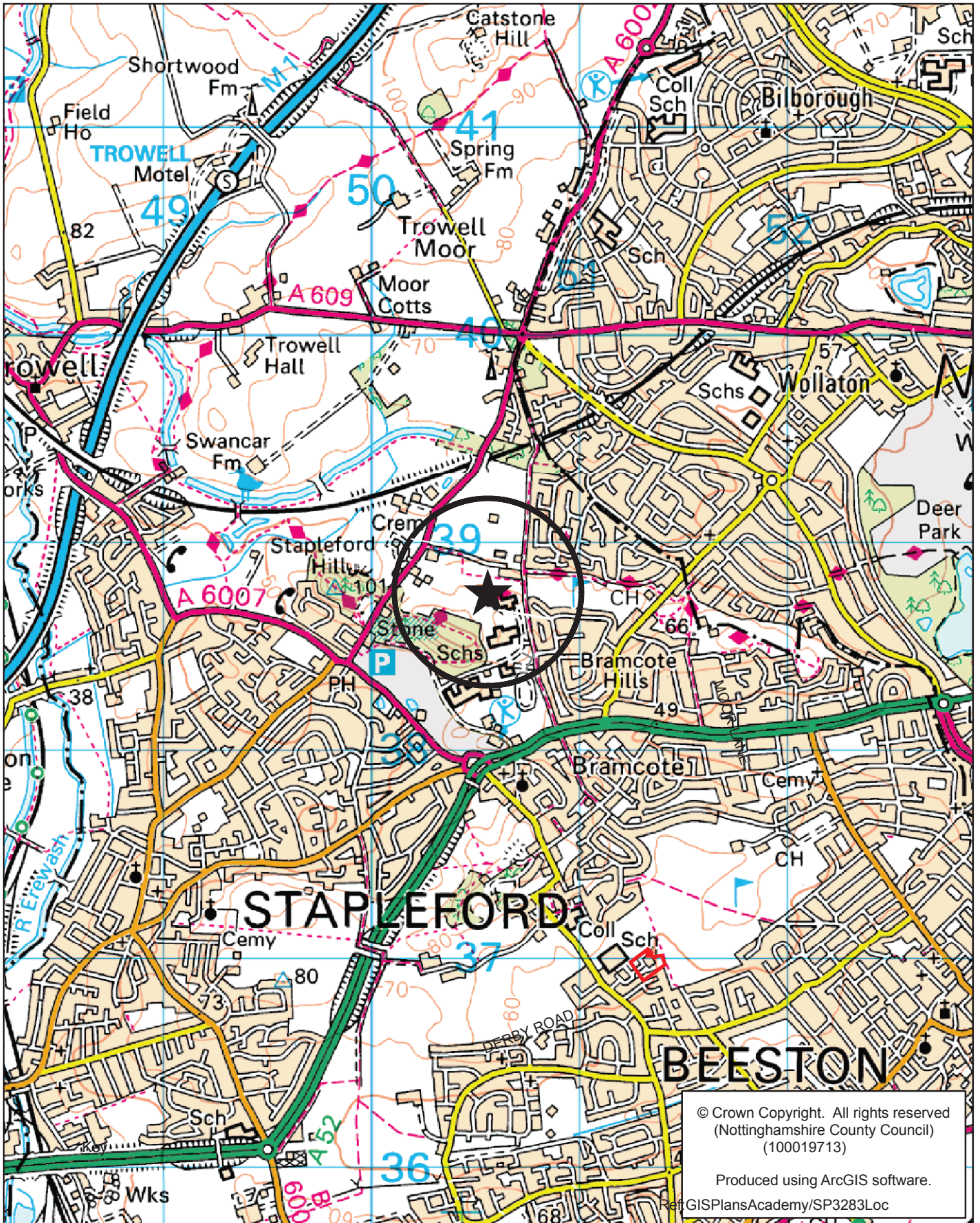
19. Ward(s): Bramcote & Beeston North  
Member(s): Councillor Steve Carr

File ref.: /SB/SB/-  
SP: 3283  
Properties affected: 01747 - Alderman White (Bramcote Hills site)









**REPORT OF THE LEADER OF THE COUNCIL****NOTTINGHAMSHIRE DELEGATION TO CHINA - SEPTEMBER 2017****Purpose of the Report**

1. To report on the work undertaken in China during a recent visit led by the Leader of the County Council and the Chief Executive.
2. To seek the approval of Policy Committee to progress the Council's Friendship Agreement with the People's Government of Zhejiang Province (Zhejiang), as set out in this report.

**Background**

3. Commitment number 10 of "Your Nottinghamshire, Your Future" is to make Nottinghamshire a great place to invest and do business. This commitment states an ambition to raise the profile of Nottinghamshire, doing all we can to create the best conditions for investment and growth, and to build on our links with China.
4. In May 2017, the County Council entered into a Friendship Agreement with the Zhejiang. This coincided with the visit to Nottinghamshire by Madam Liang Liming, Vice Governor of Zhejiang, and a bilateral business symposium attended by a wide range of Zhejiang and Nottinghamshire businesses.
5. In June 2017, Policy Committee approved a County Council delegation to Ningbo and Hangzhou (second and capital cities of Zhejiang) in September 2017. The purpose of this visit was to negotiate the further development of the Friendship Agreement.

**The September 2017 Visit to Zhejiang**

6. The County Council was represented by the Leader of the Council and the Chief Executive. The visit took place between the 16-23 September and was in two parts:
  - a. 17-19 September – the County Council took part in the University of Nottingham's "On Location" visit to its Ningbo campus.
  - b. 20 -23 September - the Leader and Chief Executive travelled to Hangzhou, the seat of the Provincial Government. They were

accompanied by a wider Nottinghamshire delegation comprising the D2N2 Local Enterprise Partnership (LEP), Nottingham Trent University (NTU), the China Britain Football Council, and Nottingham Forest Football Club. The delegation was supported by the British Consulate General. The full programme is attached as Appendix 1.

7. The Programme was designed for the delegation to experience both the business and culture of Zhejiang and to undertake key meetings with the government departments aligned to the various strands of the Friendship Agreement. These included:
  - a. The Department of Foreign Affairs
  - b. The Department of Education
  - c. Department of Commerce
  - d. The Sports Bureau.
8. Other key meetings and visits included:
  - a. The China Council for the Promotion of International Trade –Zhejiang (CCPIT)– our partners in delivering the highly successful June 2017 Trade and Investment Symposium
  - b. Hangzhou Normal University; and
  - c. Visits to Alibaba and Geely (Volvo) Group who each have Headquarters in Hangzhou.
9. The key meeting, however, was with the Governor of the Province Mr. Yuan Jiajun, who is responsible for the Provincial Government services provided to 56 million people across Zhejiang. This meeting was attended by all the senior members of the Governor’s team and all of the senior members of the Nottinghamshire delegation. Highlights from the meeting were later broadcast on Chinese television. The meeting concluded with an ongoing mutual commitment to developing specific actions to support the Friendship Agreement.
10. The Council also presented the Governor with a letter on behalf of Sir John Peace in his capacity as Chair of the Midlands Engine, this set out the importance of building up a relationship with China and in particular Zhejiang and the importance of the County Council’s role in this. An invite was extended to Mr. Yuan to visit the county and wider Midlands area. This invitation was reiterated by the Leader of the Council.

### **Next Steps and Role of the County Council**

11. The visit to Hangzhou was useful in further defining the role of the County Council and Zhejiang in the Friendship Agreement. In doing so, both sides agreed their primary role as a broker, linking the specific actions in the Friendship Agreement to key partners. This will help ensure that the activity and potential benefits of the friendship are spread as widely as possible across the County Council’s partners, and is a recognition of the Council’s limited capacity to dedicate significant specific resource to the project, given the financial climate. There are already some good examples of where this brokerage is paying

dividends, through the work of NTU, Nottingham Forest, the LEP and the East Midlands Chamber of Commerce.

12. The Friendship Agreement provides an umbrella document under which other Nottinghamshire agreements and activities can flourish. Some developments along these lines have already happened. For example, at the Trade and Investment Symposium in June, the East Midlands Chamber signed a Memorandum of Understanding with CCPIT to support trade collaborations going forward. Equally, NTU has an already established relationship with Hangzhou Normal University but intends to use the high level introduction to the Governor and his Director Education to pursue new opportunities in Zhejiang.
13. Working in this distributed way will require ongoing bilateral cooperation, and overarching governance. In order to ensure effective oversight, it was agreed with the Governor that the Chief Executive of the County Council and the Deputy Director of Zhejiang's Foreign Affairs Office will co-chair a bi-lateral Steering Group. During the visit both sides agreed that this will be helpful in facilitating further introductions and sub-agreements and keeping track of agreed actions.

### **Actions for Development**

14. During the programme some tangible projects were identified, including:
  - a. A commitment by the Zhejiang Department of Commerce and CCPIT to host a Nottinghamshire business delegation in 2018
    - i. Officers will work with the LEP, the China British Business Council and Chamber of Commerce, to agree how best to take this forward and to identify a lead agency.
  - b. Opportunities for more enhanced working between NTU and Hangzhou Normal University
    - i. The Vice Chancellor of NTU will visit Hangzhou in November and the Chief Executive has written to the Director of Education, to broker a meeting between the Vice Chancellor and the Director.
    - ii. During this visit, the Vice Chancellor will explore further collaboration with Hangzhou Normal, and any other potential mutually beneficial partnerships. Specifically, some consideration is being given to a focus on e-commerce, given NTU's existing links with the Alibaba business school.
  - c. Development of further school to school relationships and a teaching partnership between Nottinghamshire Schools and the Confucius Institute, to develop Mandarin Teaching exchanges. The County Council will play a brokerage role in developing this partnership and discussions are underway with the University of Nottingham Ningbo Campus Confucius Institute.
  - d. Opportunities to support inward investment to the county supported by a better articulation of the County's investment priorities and offer, and clearly defined pathway as to how enquiries will be handled. Using the example of the Zhejiang Shelf Company, this will involve the County Council's Economic Development Team working with Marketing

Nottingham and Nottinghamshire, and their peers in District and Borough Councils.

- e. A programme of football coaching exchanges between Zhejiang and Nottingham Forest, led by the China Britain Football Council
- f. Opportunities for heritage and cultural collaboration. There is a growing interest in China for national and international tourism, and travel outside of China. The County Council can work with local cultural services, agencies and the local visitor economy to explore these opportunities further. Additionally, some local faith communities have expressed an interest in the Friendship Agreement and ideas are under consideration as to how best to incorporate this interest.
- g. Further collaboration between the County Council and the Midlands Engine (including the potential to host the Governor in 2018). This work will focus on exploiting the potential of the recently published Midlands Engine Vision for Growth report and the forthcoming Midlands Engine China Strategy.

### **Other Options Considered**

15. The Council could decide not to pursue this project, particularly as by its nature it is a long term commitment and offers no guarantee of success. However, building on the good work of the previous administration, the signs are very positive, particularly in relation to the reported inward investment success. All work will contribute to the outcomes of the Council's new 4-year plan, "Your Nottinghamshire, Your Future" and will help add value to the work of the Midlands Engine – increasing the role and contribution of the Council in the key area of trade and investment.

### **Reason(s) for Recommendations**

16. The County Council has achieved a valuable position of broker with Zhejiang. 90% of the economy of Zhejiang is privately owned and controlled with vast personal wealth and disposable income and a significant history in international trade. An enduring relationship with Province positions the county extremely well to access this market and for local businesses to benefit and grow. In addition, this work is in accordance with priorities identified in the Midlands Engine Vision for Growth submission to government and delivers against the "Your Nottinghamshire, Your Future" plan.

### **Statutory and Policy Implications**

17. 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 public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described within the body of the report.

## **Finance implications**

18. The costs of the recent trip were estimated to be £5,900. The actual costs were £4,698.
19. Other potential costs in 2017/18 can be met within existing Economic Development budget provisions. Work will be undertaken to estimate costs for the financial year 2018/19 and beyond. Based on the principle of the County Council acting as a broker/co-ordinator for the Friendship Agreement, these are unlikely to be significant. If these costs cannot be contained within the Economic Development budget, they will be considered as part of the budget setting process for 2018/19.

## **RECOMMENDATION**

20. It is recommended that Policy Committee, as a means of developing the Friendship Agreement between Nottinghamshire County Council and the People's Government of Zhejiang:
- (a) agrees the proposed activities as set out in paragraph 14 to be undertaken by Nottinghamshire County Council and
  - (b) endorses those proposed for the delivery of other partners

**Councillor Kay Cutts, MBE**  
**Leader of the Council**

**For any enquiries about this report please contact:** Mandy Ramm ext. 72685

### **Constitutional Comments [SLB 9/10/17]**

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

### **Financial Comments [NS 08/10/17]**

The Financial implications are as stated in the report.

### **Background Papers**

Midlands Engine Prospectus for Growth  
Midlands Engine Vision for Growth  
Policy Committee Reports (17 June 2015, 21 September 2016, 18 January 2017 and 21 June 2017)  
Friendship Agreement

**Electoral Division(s) and Member(s) Affected**  
All

<b>ITINERARY</b>
<b>1. 16 September 2017 – travel</b>
<b>2. 17-19 September 2017</b> <ul style="list-style-type: none"> <li>a. Part of University of Nottingham On Location Tour – Ningbo and Shanghai</li> </ul>
<b>3. 20 September 2017</b> <ul style="list-style-type: none"> <li>a. West Lake and Leifei Pagoda Visit</li> <li>b. Meeting with the Governor of the Provincial Government of Zhejiang</li> <li>c. Banquet hosted by the Vice Governor</li> </ul>
<b>4. 21 September 2017</b> <ul style="list-style-type: none"> <li>a. Meeting with the China Council for the Promotion of International Trade                             <ul style="list-style-type: none"> <li>i. Including introduction to the Zhejiang Shelf Company investing in Mansfield</li> <li>ii. Including participation of CBBC Regional Director for Eastern China</li> </ul> </li> <li>b. Meeting and lunch with the Department of Commerce</li> <li>c. Visit to Alibaba Group</li> <li>d. Meeting with Hangzhou Normal University</li> <li>e. Dinner with the Zhejiang Foreign Affairs Office</li> <li>f. Hangzhou Show</li> </ul>
<b>5. 22 September 2017</b> <ul style="list-style-type: none"> <li>a. Visit to Geely Group</li> <li>b. Meeting with the Department of Education/Meeting with the Sports Bureau and signing of Football Memorandum of Understanding (group split into 2)</li> <li>c. Visit to Wuzhen – tourist destination</li> </ul>
<b>6. 22/23 - Overnight return flight to the UK</b>





## **REPORT OF THE CORPORATE DIRECTOR OF RESOURCES**

### **WORK PROGRAMME**

#### **Purpose of the Report**

- 1). To review the Committee's work programme for 2017/18.

#### **Information and Advice**

- 2). The County Council requires each committee to maintain a work programme. The work programme will assist the management of the committee's agenda, the scheduling of the committee's business and forward planning. The work programme will be updated and reviewed at each pre-agenda meeting and committee meeting. Any member of the committee is able to suggest items for possible inclusion.
- 3). The attached work programme includes items which can be anticipated at the present time. Other items will be added to the programme as they are identified.
- 4). The Policy Committee will be asked to determine policies, strategies and statutory plans developed or reviewed by other Committees of the Council. Committee Chairmen are invited to advise the Policy Committee of any additional policy reviews that are being considered.
- 5). The following additional changes have been made since the work programme was published in the agenda for the last meeting:
  - 5.1. Items deferred from October to November 2017:
    - Empowering Local Communities Strategy
    - Modern Slavery and Human Trafficking
    - The Budget Consultation Process – deferred from October to November 2017
    - Update on the work of East Midlands Councils
  - 5.2. Statement of Community Involvement – deferred from November to December 2017.
  - 5.3. N2 Town Centre/LGF 3 update and HS2 Growth Plan update – removed from the work programme as the updates were included in reports to Policy Committee in September 2017.
  - 5.4. INEOS Seismic Surveys – item removed from October 2017 – reports to undertake seismic surveys will be brought to future meetings of Policy Committee on a case by case basis to enable each request to be dealt with on its own merits.

- 5.5. New items added to November 2017:
- Goosemoor Bridge, Ordsall Retford - Land Acquisition
  - Great War Commemorations 2018
  - Schools Policy and Place Planning Strategy
  - Lindhurst Programme
  - Nottinghamshire Leader Programme Staffing
  - The Regulation of Investigatory Powers Act – Annual Report
- 5.6. Approval of departmental strategies – deferred from November to December 2017
- 5.7. Corporate services review deferred from October 2017 to January 2018
- 5.8. New items added to December 2017:
- Replacement school for Hawthorne Primary, Bestwood
- 5.9. New items added to February 2018:
- New School – Rolls Royce site, Hucknall
  - Waste strategy

### **Other Options Considered**

6). None.

### **Reason for Recommendation**

7). To assist the Committee in preparing and managing its work programme.

### **Statutory and Policy Implications**

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

### **RECOMMENDATION**

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

**Jayne Francis-Ward**  
**Corporate Director - Resources**

**For any enquiries about this report please contact:** Nerys Davies, Executive Officer, Tel: 0115 9772229

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

### **Financial Comments (NS)**

There are no financial implications arising directly from this report.

### **Background Papers**

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

None

### **Electoral Division(s) and Member(s) Affected**

All



**POLICY COMMITTEE - WORK PROGRAMME (AS AT 10 OCTOBER 2017)**

<b><u>Report Title</u></b>	<b><u>Brief summary of agenda item</u></b>	<b><u>Lead Officer</u></b>	<b><u>Report Author</u></b>
<b>15 November 2017</b>			
Goosemoor Bridge, Ordsall Retford - Land Acquisition	Approval is sought to acquire the freehold interest to allow the proposed highways project to go ahead.	Adrian Smith	Mona Walsh
Great War Commemorations 2018	To agree the approach to the commemorations in 2018	Adrian Smith	Neil Bettison
Modern Slavery and Human Trafficking	Annual performance update on the Council's approach to tackling modern slavery and human trafficking, including any new risks and progress.	Jayne Francis-Ward	Marjorie Toward
Edwinstowe House	Agree the lease acquisition.	Adrian Smith	TBC
Update on the work of East Midlands Councils	Quarterly Update from Stuart Young, Executive Director.	Jayne Francis-Ward	Stuart Young
Empowering Local Communities Strategy	To approve the new integrated strategy.	Adrian Smith	Sally Gill
Schools Policy and Place Planning Strategy	Approval sought for the strategy.	Marian Clay	Linda Foster
Lindhurst programme	Seek agreement on the financial aspects of the project	Adrian Smith	Jas Hundal
Nottinghamshire Leader Programme Staffing	To seek approval to increase staffing arrangements for the Leader Programme	Adrian Smith	Nicola McCoy-Brown
The Regulation of Investigatory Powers Act – Annual Report	Report on activity under the Regulation of Investigatory Powers Act	Jayne Francis-Ward	Sue Bearman
<b>20 December 2017</b>			
Statement of Community Involvement	Approval sought for revised Statement.	Adrian Smith	Sally Gill
Nottinghamshire Health & Wellbeing Strategy	Approval sought for a refreshed version of the strategy.	David Pearson	Barbara Brady / Nicola Lane
Report back from CCN conference	Report on the issues raised at the conference.	Anthony May	Paula Mullin
Report from Improvement and Change Sub Committee on performance	Six monthly feedback report.	Jayne Francis-Ward	Celia Morris
Replacement school for Hawthorne Primary, Bestwood	Approval to the acquisition of land for the replacement school site for Hawthorne Primary School, Bestwood.	Adrian Smith	TBC
Approval of departmental strategies	Departmental strategies which support the Council Plan and are part of the Planning and Performance Framework.	Anthony May	Jayne Francis-Ward

<b>24 January 2018</b>			
Developer Contributions Strategy	To approve the strategy	Adrian Smith	Sally Gill
Property Operational Decisions Quarterly Report	Update report on operational decisions taken by officers in the quarter July – September 2017	Adrian Smith	Mona Walsh
Update on the work of East Midlands Councils	Quarterly Update from Stuart Young, Executive Director.	Jayne Francis-Ward	Stuart Young
Councillor Code of Conduct	To consider revised Councillor Code of Conduct.	Jayne Francis-Ward	Keith Ford
Corporate Services Review	To approve the findings of the review of the Council's corporate services offer.	Jayne Francis-Ward	Jayne Francis-Ward
<b>14 February 2018</b>			
New School – Rolls Royce site, Hucknall	Approval of terms for the purchase of land for a new primary school	Adrian Smith	TBC
Waste Strategy	Approval sought for the new strategy	Adrian Smith	Mick Allen
<b>28 March 2018</b>			
Futures, Advice, Skills & Employment Governance Arrangements	To approve a revised approach to the Council's involvement in the skills agenda.	Adrian Smith	Nicola McCoy-Brown
Update on City of Nottingham and Nottinghamshire Economic Prosperity Committee and the Local Enterprise Partnership	Update report as requested by Policy Committee on 11 November 2015.	Adrian Smith	Nicola McCoy-Brown
<b>16 May 2018</b>			
Update on the work of East Midlands Councils	Quarterly Update from Stuart Young, Executive Director.	Jayne Francis-Ward	Stuart Young
Property Operational Decisions Quarterly Report	Update report on operational decisions taken by officers in the quarter October – December 2017	Adrian Smith	Andrew Stevens