

Policy Committee

Wednesday, 09 December 2020 at 10:30

<https://youtu.be/78qvAyxingl>

AGENDA

- | | | |
|----|--|---------|
| 1 | Minutes of the last meeting held on 11 November 2020 | 1 - 4 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | Via East Midlands and Cheesecake Energy Partnership | 5 - 8 |
| 5 | Corporate Environment Strategy Update | 9 - 20 |
| 6 | Green Homes Grant Local Authority Delivery Scheme Phase 1b | 21 - 24 |
| 7 | Social Housing Decarbonisation Fund Demonstrator | 25 - 28 |
| 8 | Property Transformation Programme Closure Report and Corporate Landlord Model | 29 - 34 |
| 9 | Investing in Nottinghamshire - Utilising the Council's Property Estate to Deliver Environmental, Economic and Financial Benefits in a Post-COVID World | 35 - 48 |
| 10 | ICT Staffing Structure | 49 - 60 |
| 11 | East Midlands Development Corporation Interim Vehicle - Establishment of EM DEVCO Company Limited by Guarantee | 61 - 74 |

12 Proposed Sale of Land at Bramcote Park to Whitehills Park Federation Trust 75 - 86

13 Work Programme 87 - 90

14 **EXCLUSION OF THE PUBLIC**

The Committee will be invited to resolve:-

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

Note

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

EXEMPT INFORMATION ITEMS

15 East Midlands Development Corporation Interim Vehicle - Establishment of EM DEVCO Company Limited by Guarantee - EXEMPT APPENDIX

- Information relating to the financial or business affairs of any particular person (including the authority holding that information);
- Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings;

16 Proposed Sale of Land at Bramcote Park to Whitehills Park Federation Trust - EXEMPT APPENDIX

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

Notes

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

Customer Services Centre 0300 500 80 80

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

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

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



Meeting POLICY COMMITTEE

Date Wednesday 11 November 2020 (commencing at 11.20 am)

membership

Persons absent are marked with `A`

COUNCILLORS

Mrs Kay Cutts MBE (Chairman)
Reg Adair (Vice-Chairman)

Chris Barnfather
Richard Butler
John Cottee
Kate Foale
Stephen Garner
Glynn Gilfoyle
Tony Harper
Richard Jackson
John Knight

Bruce Laughton
Rachel Madden
David Martin
Philip Owen
John Peck JP
Mike Pringle
Alan Rhodes
Muriel Weisz

SUBSTITUTE MEMBERS

None

OFFICERS IN ATTENDANCE

Anthony May Chief Executive's Department
Nigel Stevenson
Marjorie Toward
Angie Dilley
Rob Disney
Keith Ford
David Hennigan
Anna O-Daly-Kardasinska
James Silverward

Colin Pettigrew Children & Families Department

Adrian Smith Place Department
Neil Gamble
Derek Higton
Matthew Neal

OTHER ATTENDEES

Daniel Maher Arc Partnership
Natalie Baker-Swift Violence Reduction Unit

The start time of the meeting was put back to enable the Leader of the Council to lay a wreath of Remembrance, on behalf of all County Councillors, at County Hall to commemorate Armistice Day.

1 MINUTES

The Minutes of the last meeting held on 30 September 2020, having been previously circulated, were confirmed and signed by the Chairman.

2 APOLOGIES FOR ABSENCE

None at this point in the agenda although Councillor Gilfoyle subsequently gave apologies during agenda item 5 – Arc Partnership Half Year Update and left the meeting at that point.

3 DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS.

Councillor Reg Adair declared a private interest in agenda item 6 – Arc Partnership Half Year Update, as a County Council appointed Director of that company, which did not preclude him from speaking or voting on that item.

Councillor Stephen Garner declared a private interest in agenda items 8 and 11 – Disposal of the Former Abbey School Site, Mansfield and the Exempt Appendix to that report, as a County Council appointed Director of the proposed purchaser, the Brunts Charity, and chose to take no part in those agenda items.

AGENDA ORDER

In order to enable Natalie Baker-Swift to attend the meeting to introduce the Violence Reduction Unit Update item, the Chairman agreed that the agenda order be reordered accordingly.

4 THE D2N2 LOCAL ENTERPRISE PARTNERSHIP, THE ECONOMIC PROSPERITY COMMITTEE AND THE MIDLANDS ENGINE PARTNERSHIP UPDATE

In response to a query from Members, officers agreed to produce a report on the Council's support to Small and Medium Enterprises (SMEs) for submission to a future meeting of Policy Committee or Communities and Place Committee as appropriate.

RESOLVED: 2020/098

- 1) That a revenue contribution of up to £1750 be made to support the secretariat costs associated with the administration of the City of Nottingham and Nottinghamshire Economic Prosperity Committee for the financial year 2020-21.
- 2) That a report on the Council's support to Small and Medium Enterprises (SMEs) be produced and submitted to a future meeting of Policy Committee or Communities and Place Committee as appropriate.

5 ARC PARTNERSHIP HALF YEAR UPDATE

Daniel Maher, Managing Director of Arc Partnership, attended the meeting and gave a presentation highlighting the background and aims of the Partnership and progress and achievements to date, and responded to Members' comments and queries.

During discussions, Members agreed that it would be helpful for a presentation on Arc Partnership to be included within the Members Induction Programme.

RESOLVED: 2020/099

That a briefing on the Arc Partnership be included in the Member Induction Programme in 2021.

6 UPDATE ON THE WORK OF THE VIOLENCE REDUCTION UNIT

Natalie Baker-Swift, Programme Manager at the Violence Reduction Unit, attended the meeting and gave a presentation highlighting the history and objectives of the Unit and progress and achievements to date, and responded to Members' comments and queries.

During discussions, Members requested a breakdown of the Ending Youth Violence funding across the County and data about 'cuckooing' offences against vulnerable adults.

RESOLVED: 2020/0100

- 1) That a breakdown of Ending Youth Violence funding across the County and data about 'cuckooing' offences against vulnerable adults be provided by the Violence Reduction Unit.
- 2) That a further update on the work of the Unit be provided to a future meeting.

7 CENSUS 2021

In response to a question from Members, officers agreed to clarify whether answers to questions about sexual orientation contained within the census would be compulsory or optional.

RESOLVED: 2020/101

- 1) That the Committee receives a further update report on the Council's input to Census 2021 in the new year and the question about the status of sexual orientation questions be clarified.
- 2) That Members agree to review the Councillor Handbook and consider how best to promote engagement with Census 2021 in their wards.

8 DISPOSAL OF THE FORMER ABBEY SCHOOL SITE, MANSFIELD

RESOLVED: 2020/102

That approval be given to pursue this partnership opportunity for the Council to use its land to enable the provision of more accommodation and facilities for elderly residents by disposing of the site at Abbey Road, Mansfield, to the proposed purchaser on the basis of the terms detailed in the exempt appendix to the committee report.

9 WORK PROGRAMME

During discussions, Members requested that an update on the impact of the COVID-19 lockdown restrictions on the Council's estate be included in the work programme.

RESOLVED: 2020/103

That an update on the impact of the COVID-19 lockdown restrictions on the Council's estate be added to the Work Programme.

10 EXCLUSION OF THE PUBLIC

RESOLVED: 2020/104

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

18 DISPOSAL OF THE FORMER ABBEY SCHOOL SITE, MANSFIELD

RESOLVED: 2020/105

That the information contained in the exempt appendix be noted.

The meeting closed at 1.32 pm.

CHAIRMAN

REPORT OF THE LEADER OF THE COUNTY COUNCIL**VIA EAST MIDLANDS AND CHEESECAKE ENERGY PARTNERSHIP****Purpose of the Report**

1. That the Committee endorses the emerging partnership between Via East Midlands and Cheesecake Energy Ltd to demonstrate a world first energy storage system at Bilsthorpe Depot.
2. To demonstrate that as owner of Via East Midlands, the County Council is encouraging the Company to nurture a culture that prioritises commercial and environmental innovation.

Information

3. The transition to greener energy is creating new challenges and opportunities. As demand for electricity inevitably grows, the ability to store energy cheaply will enable increased reliance on renewable generation, ensure local resilience and help alleviate grid constraints. This will make energy storage a key enabling technology, underpinning the solution to many of the challenges presented by the energy transition.
4. Cheesecake Energy Ltd (CEL) is a spin-out company from the University of Nottingham, based on energy research led by Prof. Seamus D. Garvey at the University's Faculty of Engineering. CEL's core mission is to bring a state-of-the-art energy storage system to market to resolve many of these energy transition challenges.
5. The CEL energy storage system is unique as it takes an established compressed air energy storage system and revolutionises it by storing two-thirds of the electricity in the form of heat which can be stored at far lower cost.
6. To store the energy, electric motors are used to drive compressors, which push high pressure air & heat into storage units. When the electricity is required, the high-pressure air and heat is pushed back through the same compressor (but now working as a turbine), which turns a generator to produce electricity.
7. The system works like a rechargeable battery, where excess electricity is stored and then released when demand for electricity is high. CEL believe their system could cut the cost of storing energy by 30-40% and offers a solution that can be used in several sectors including electric vehicle (EV) charging, heavy industry and renewable energy generation. In addition, CEL is seeking to become a world leader in supporting developing nations harness cheap solar power and move away from expensive and polluting fossil fuels.

8. CEL has secured funding from several notable sources including Shell Gamechanger, Highways England Digital Roads and the Advanced Propulsion Centre Accelerator Programme. The University of Nottingham is an equity investor, a partnership has been established with Volvo Trucks to supply recycled hardware, and CEL are in talks with a major bus operator for depot charging.
9. CEL continues to maintain an excellent relationship with the education sector. The University of Nottingham and CEL have successfully bid for several grant opportunities and the company has created a number of student and graduate internships since 2019. CEL also aspires to engage with schools and colleges in the East Midlands, providing opportunities for students to study topics manifested in their storage system.
10. An emerging partnership with Via East Midlands (Via), a company wholly owned by Nottinghamshire County Council, has enabled CEL to secure the significant backing of Highways England by identifying a partner that will enable CEL to demonstrate the system in a live environment, enabling them to progress to commercial deployment and scale-up.
11. Commercial deployment is targeted for late 2023, by which time CEL project they will have a workforce of around thirty, composed largely of engineers, technical salespeople, and project managers.
12. By 2025, CEL expect to be a strong SME, achieving annual revenues in excess of £20 million.
13. Via & CEL propose to go live with a prototype phase one storage facility at Bilsthorpe Depot in Spring 2021, using it to charge Via's first few electric vehicles and store energy generated at weekends that would otherwise be lost. The facility will also support charging of the electric bus fleet, purchased through the low emission bus scheme and maintained by Via at Bilsthorpe Depot.
14. Taking the partnership to phase two and beyond could see the establishment of a micro grid where smart technology and additional onsite or local solar generation could be stored, enabling Via to significantly reduce its reliance on the grid as it grows its EV fleet.
15. In addition, the facility should save up to £60,000 in grid upgrades and could be used to generate income through flexibility services- providing energy back to the grid at peak times. Conservative estimates put savings at 270,000 kgCO² and £35,000 per annum, with additional income generation through the flexibility services still to be determined.
16. Throughout the County Council brokered negotiations with Via, CEL have emphasised the value they place on partnering with courageous and like-minded organisations, set on pushing forwards the green energy transition.
17. The County Council has encouraged Via to nurture a culture that prioritises commercial and environmental innovation and this emerging partnership is evidence of this at work. The partnership meets five of the County Council's Environmental Strategy commitments; puts both Via and the County Council on the map as leaders in the emerging energy storage agenda; and demonstrates that both organisations are keen to do business with a local SME that has global export potential.

Other Options Considered

18. The alternative would be to discourage Via's partnership with CEL. This option would result in the loss of an opportunity to support a local SME in demonstrating a world first energy storage system as well as facilitating Via's transition to electric vehicles as well as the significant savings in carbon and electricity costs.

Reason/s for Recommendation/s

19. To endorse the partnership between Via and CEL.

Statutory and Policy Implications

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

Financial Implications

21. Financial implications for the County Council have been limited to £20k of consultancy costs, paid to Via and their sub contractors to undertake feasibility work into the viability of locating the energy storage facility at Bilsthorpe Depot.

22. The capital set up costs for installing the energy storage facility are in the process of being finalised and will be jointly met by Via and CEL. As Via expands its EV fleet, it is estimated it could save £60,000 in grid upgrade costs.

23. The storage facility's annual running costs are expected to be minimal and will be met by Via and CEL.

24. Upon completion of the final phase of the partnership, it is estimated Via will save up to £35,000 per annum and could generate, as yet unknown income, through grid flexibility services.

Implications for Sustainability and the Environment

25. The partnership will be constructed on sustainable principles and has no known negative environmental impact. Instead it will help meet five of the County Council's Environmental Strategy commitments.

RECOMMENDATION/S

- 1) That the Committee endorses the emerging partnership between Via East Midlands and Cheesecake Energy Ltd to demonstrate a world first energy storage system at Bilsthorpe Depot.

Councillor Mrs Kay Cutts MBE
Leader of the County Council

For any enquiries about this report please contact: Adrian Smith, Corporate Director, Place.
Tel: 0115 9773680

Constitutional Comments (KK 06/11/2020)

26. The proposal in this report is within the remit of the Policy Committee.

Financial Comments (SES 06/11/2020)

27. The financial implications are set out in paragraphs 20 -23 in the report.

28. The financial implications of £20,000 for consultancy costs to be paid to Via and their sub contractors will be made from existing Highways Client budgetary provision.

Background Papers and Published Documents

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

- None

Electoral Division(s) and Member(s) Affected

- All

REPORT OF THE LEADER OF THE COUNCIL

CORPORATE ENVIRONMENT STRATEGY UPDATE

Purpose of the Report

1. To provide an update on progress with the delivery of the Corporate Environment Strategy (CES).
2. To seek approval for establishment of a new post of Environment Strategy Manager within the Place Department.
3. To seek approval for the establishment of revenue and capital funding to take the Strategy forward and enable the Council to achieve its environmental ambitions.

Information

Background

4. In 2018, the Government introduced its 25-year Environment Plan to protect and enhance the environment by improving air quality, creating richer habitats for wildlife and reducing plastic waste and subsequently committed the UK to achieving a legally binding target of net-zero greenhouse gas emissions by 2050. At the County Council meeting on 15 October 2020 the Council committed to “carbon neutrality in all its activities by 2030 or as soon as possible thereafter”.
5. In May 2019, the County Council resolved to bring forward proposals for a new Environment Strategy to support these national aspirations. These proposals were approved by Policy Committee in September 2019 and covered the key activities of the Council interacting with the environment, including:
 - *Use of fuel, energy and water in our vehicles and buildings;*
 - *Waste generation, treatment and disposal relating to our buildings and activities;*
 - *The management of the Council’s land;*
 - *New developments and projects;*
 - *Procurement of goods and services;*
 - *Use of goods and materials and their impact on the environment;*
 - *Council projects, strategies and policies.*
6. Following this, in March 2020 Policy Committee approved the new Corporate Environmental Policy as well as thirteen proposed key strategic ambitions for the environment strategy.
7. These strategic ambitions were divided into five main themes and covered the following areas:

- I. *Natural Environment*
 - a. Protect our soil, habitats and green estate from pollution, erosion and invasive non-native species.
 - b. Restore landscapes, ecosystems, biodiversity and nature recovery networks.
 - c. Limit the negative impacts of a changing climate on Nottinghamshire’s environment.
- II. *Built Environment*
 - a. Conserve and enhance Nottinghamshire’s built and archaeological heritage.
 - b. Improve the sustainability of Council owned land and property assets.
- III. *Resources*
 - a. Reduce our generation of waste.
 - b. Reduce our consumption of energy and water.
 - c. Minimise our contribution to air pollution and greenhouse gas emissions.
- IV. *Travel and Transport*
 - a. Improve the impact of our work-related travel and transport.
 - b. Increase the use of public transport and promote ‘greener’ active modes of travel.
- V. *Community Leadership, Health and Economy*
 - a. Lead on good environmental practice, encouraging our workforce and community partners to improve their environmental performance.
 - b. Maximise co-benefits for health and wellbeing by supporting initiatives encouraging healthier and active lifestyles and the development of healthy and sustainable places.
 - c. Maximise co-benefits for the economy by supporting clean growth in Nottinghamshire.

Progress

8. The thirteen strategic ambitions have been broken down into an Action Plan containing fifty-nine separate actions spread across the County Council.
9. Whilst much progress has been made with the initial delivery of the Action Plan, the Covid-19 pandemic has inevitably impacted upon on a number of these actions. The table below shows a high-level view of the progress of actions of the environment strategy. A detailed summary can be found in **Appendix A**.

Status	Number of actions	Percentage
Good Progress	13	22%
Some Progress	23	39%
Little Progress	18	31%
Data unknown currently	5	8%

Resourcing the Environment Strategy

10. As the Strategy has developed, it has become apparent that a more formal, established resource is required in order to ensure it is given appropriate management, oversight and momentum going forward. To date the development and co-ordination work involved has been managed by temporary resourcing and ad hoc arrangements, which are not sustainable or appropriate given the value of the Strategy in driving and pulling together the Council’s wide-ranging activities in support of its environmental ambitions and policy commitments.

11. This being the case, it is proposed that a new post of Environment Manager (1 FTE Hay Band D subject to Job Evaluation) is created within the Place Department to take responsibility for the Strategy's delivery, co-ordination, monitoring and reporting. It is proposed that a revenue budget of £60k per annum (kpa) is allocated to fund the post. In essence the role would involve the following:
- a. Finalising and proactively managing and updating the environment strategy to reflect national and international policy;
 - b. Overseeing the day-to-day fulfilment of the action plan;
 - c. Liaising with Council colleagues and partners to measure and review progress against targets;
 - d. Co-ordination of the Council's carbon reduction plan;
 - e. Act as the Council's representative on local and regional boards and partnerships relating to the environment strategy and its carbon reduction plan;
 - f. Identify ways to improve environmental performance within the Council including invest to save and self funding projects, and external funding opportunities;
 - g. Act as the primary point of liaison for the Green Investment Fund (see below).

Governance

12. The current governance arrangements for the strategy set out in the March report involve the monitoring and reporting of progress to Policy Committee on the development and delivery of the strategy every 6 months. The Council's Environmental Policy is also due to be reviewed and updated every 2 years, with this next due in March 2022.
13. It is now further proposed that alongside Committee reporting, the Place Department Leadership Team takes operational oversight of the strategy, due to the majority of the actions sitting within the Place Department's operations.

Green Investment Fund

14. The March Policy Committee report established the principle that the Council looks to set up a 'Green Investment Fund' to provide annual funding for projects that improve the Council's environmental performance. This would be an internally-available fund to which Council services from all departments could apply towards activities in support of the environment and delivery of the Environment Strategy objectives.
15. Since March, consultation has been carried out with services whose activities contribute to the Strategy's ambitions and actions. This has enabled calculation of an appropriate yet ambitious financial ask to enable the Council to effectively deliver its environmental aspirations. This includes funding initiatives already identified but currently lacking the necessary financial resources to be delivered, whilst also setting aside some money for new initiatives to come forward.
16. As such, it is proposed that the 'Green Investment Fund' is established with an initial capital budget of £500k for 2021/22, subject to approval through the Capital Asset Management Group (CAMG), which will support the projects already identified but which lack funding to allow them to progress as listed within the action plan in **Appendix A**. The need for further capital funding would be considered in due course, although it is expected that as environmental sustainability becomes further embedded in the Council operations and established as "business as usual" across the Council, existing budgets will be used differently, reducing the need for one off funding.

17. If the proposed Fund is approved, officers will formulate the exact mechanism by which the Fund will operate as well as the precise governance arrangements that will be put in place, however individual projects will be agreed through CAMG on a case by case basis. Needless to say, the Fund's criteria will give weighting to projects that deliver financial savings to the Council, value for money, return on investment, carbon savings, and security of estate. A report outlining the details will be taken to Policy Committee in the spring of 2021 to give Members comprehensive oversight.

Other Options Considered

18. The co-ordination and development of the environment strategy could continue under the current temporary, ad hoc arrangements. This is no longer sustainable as the Strategy evolves and a more permanent, dedicated resource is required to take this forward effectively and provide a point of co-ordination for a cross-service carbon reduction plan in support of its newly agreed aspirations for carbon neutrality across its operations.

19. The Council could assign a project or programme manager to the environment strategy from within its existing Projects and Programmes team. However, due to the specialist knowledge required, the long-term nature of the strategy, as well as the natural location of many of the actions within the Place Department, it is believed that a permanent position established within this Department to drive, co-ordinate and engage across the Council is more appropriate.

20. The Council could choose to either rely totally on existing budgets to finance delivery of the strategy or contribute less money to it than that which is proposed here. In the first case, although some elements of the strategy can take place without further financial support from the Council, a number of ambitions within the Strategy, particularly regarding environmental conservation, are simply not feasible without dedicated funding being set aside. Regarding the second case, reducing funding will force a lowering of the ambitions within the Strategy at a time when environmental concerns are arguably at an all-time high.

Reason/s for Recommendation/s

21. It is proposed that operational oversight of the Environment Strategy sits under the Place Leadership Team because at least 75% of the 59 actions sit within the Department as well as the contractual oversight of the Council's three ASDMs – Inspire, Via and Arc – and the long term PFI waste contract with Veolia providing important levers and relationships through which to extend the Strategy's reach. It should be noted that a Mid Term Contract Review of the PFI waste contract is currently being undertaken with a report on the scope of the review recently taken to Communities and Place Review and Development Committee.

22. Current arrangements for developing and delivering the Strategy are unsustainable. This is due to lack of capacity amongst the officers presently working on the Strategy, which is currently being undertaken alongside other daily tasks. If the Council is serious in delivering on its environmental ambitions, this work needs to be adequately resourced over the long term.

23. Members requested at the March Policy Committee that the Council investigates the setting up of a Green Investment Fund.

Statutory and Policy Implications

24. 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

25. It is estimated that the revenue cost of the Environment Manager would be c.£60kpa (1 FTE Hay Band D subject to Job Evaluation). Funding to support this post will need to be identified if work on the strategy is to continue at the pace requested by the County Council.
26. The £500k capital cost of the Green Investment Fund for 2021/22 will need to be approved by CAMG.
27. If approved both the revenue and capital costs will be taken forward to the annual budget setting process of the County Council in February 2021.

Implications for Sustainability and the Environment

28. The County Council has repeatedly committed itself to improving the environmental performance of its operations and recently committed to “carbon neutrality in all its activities by 2030 or as soon as possible thereafter”.
29. Making a step change in the delivery of services will be necessary if the Council is to meet these aspirations.

RECOMMENDATION/S

That Committee:

- 1) notes the progress made to-date on the Corporate Environment Strategy;
- 2) approves the creation of a new post of Environment Manager (1 FTE Hay Band D subject to Job Evaluation) in the Place Department, subject to the appropriate HR procedures;
- 3) agrees to set aside the requested revenue and capital funding to support the above post , and establish a Green Investment Fund, the terms and governance of which will be subject to further approval by Policy Committee in spring 2021.

Councillor Mrs Kay Cutts MBE
Leader of the County Council

For any enquiries about this report please contact: Mick Allen, Group Manager Place Commissioning, Tel: 0115 9774684

Constitutional Comments (KK 09/11/2020)

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

Financial Comments (SES 11/11/2020)

31. The financial implications are set out in paragraphs 25 to 27 of the report. If approved both the revenue and capital costs will be taken forward to the annual budget setting process of the County Council in February 2021.

HR Comments (JP 12/11/2020) The establishment of the Environment Manager Post will be subject to the Authority's Job Evaluation procedure and Recruitment policies.

Background Papers and Published Documents

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

- None

Electoral Division(s) and Member(s) Affected

- All

Appendix A

Corporate Environment Strategy, Summary of Action Plan Progress, November 2020

Action and Owner	Performance Measure	Progress and Status
Nature and heritage conservation		
1. Achieve favourable condition for the 5 Sites of Special Scientific Interest (SSSIs) under the Council's management and ensure habitats on all sites are in a healthy state and conserved by their management.	No. of SSSI's in favourable condition, as defined/assessed by Natural England. Maintain Local Wildlife Site Status for other non-SSSI sites	No further progress - will require additional resources to improve condition.
2. Protect and enhance habitats and populations of species on the 46 Local Wildlife Sites (LWSs) under the Council's control and prioritised as under threat by Section 41 of the Natural Environment and Rural Communities Act.	No. of habitats and populations of species on LWS prioritised as under threat by Section 41 of the Natural Environment and Rural Communities Act.	No further progress - will require additional resources to improve condition.
3. Eradicate harmful invasive non-native species of plants on Council land and co-ordinate a wider approach with partners for Nottinghamshire.	No. of harmful invasive non-native species of plants on Council land.	Some progress – but will require additional resources to improve condition.
4. Plant ¼ million trees in the next 5 years through woodland regeneration and woodland planting on Council land.	No. of trees planted / hectares of new woodland created	Good Progress on 'Trees for Climate' (via Greenwood Community Forest).
5. Designate a new tranche of Local Nature Reserves (LNRs) from the Council's Green Spaces portfolio, in addition to the 7 LNRs currently under the Council's management.	No. of new Local Nature Reserves in Nottinghamshire	No further progress - will require additional resources to deliver.
6. Achieve net gains in biodiversity on Council land and highway verges, supporting the delivery of the Local Biodiversity Action Plan.	Biodiversity metric to be confirmed - Local Biodiversity Action Plan.	No further progress - will require additional resources to improve condition.
7. Work with partners to achieve net gains in biodiversity across the County, including co-ordinating net gain delivered through the planning system.	Biodiversity metric to be confirmed - Local Biodiversity Action Plan.	Some progress – but will require additional resources to improve condition.
8. Work with partners and local communities to develop the proposed new 'national forest' in Sherwood, offering benefits to the environment, health and visitor economy in Nottinghamshire.	The award/creation of a 'National Forest' which would include Sherwood Forest.	No further progress - will require additional resources to deliver.

9. Work with partners to establish nature recovery networks across the County to increase the resilience of biodiversity to the negative impacts of a changing climate.	No. of new nature recovery networks established across the County.	Some progress – but will require additional resources to deliver.
10. Safeguard and enhance built and archaeological heritage sites on Council land and for all heritage assets to be in favourable management.	No. of heritage sites categorised as in favourable management. Increase proportion of planned maintenance budget directed towards heritage.	Some progress – but will require additional resources to deliver.
11. Work with partners to reduce levels of heritage at risk in Nottinghamshire from neglect, decay or inappropriate development and develop and deliver programmes to safeguard and enhance heritage across the County.	Within 5 years: •25 sites will be investigated •6 sites will be progressing to developed funding solutions •10 sites will have improved •2 sites removed from 'At Risk' register	Good Progress – through Miner to Major.
Catering and Facilities Management		
12. Achieve minimal to zero food waste for the Council's catering services, day care and other services.	TBC	Some progress – but will require additional consideration of options.
13. Reduce the waste generated by the Council's offices and services.	Tonnes of waste produced by Council offices.	Some progress – but will require additional consideration of options.
14. Reduce the Council's use of paper and stop the use of single-use plastic in all Council offices and services	TBC - £ spent on printing and procurement of single use plastics / items	Some progress – but will require additional consideration of options.
15. Increase the Council's recycling performance, to above last year's performance of 41.246 tonnes.	Increase in tonnes recycled by the Council (as reported by Enva)	Some progress – working with current service providers.
16. Procure fresh local food products for the Council's catering service, reducing the Council's food miles.	No of contracts for food products that are from locally based businesses (TBC)	Some progress – working with current service providers.
17. Continue to improve the sustainability of the Council's catering offer for schools, which already includes vegetarian options, use of locally sourced ingredients and outdoor reared meat and the Schools Food Forum.	Food For Life Award (Silver/Gold)	Some progress – working with current service providers.
Energy and carbon management		
18. Increase the production of renewable energy generated on the Council's estate.	Increase in kWh of renewable energy produced on Council's estate annually.	No further progress - will require additional consideration of options.
19. Increase the energy efficiency of properties in Council management or ownership.	Reduction in energy consumption (kWh) of Council properties annually / Display Energy Certificate of buildings (Performance reporting and monitoring will be undertaken through existing performance management arrangements)	Good Progress – 19% reduction in CO2 from previous year.
20. Reduce the consumption of energy of Council premises by implementing and expanding the Energy	Reduction in energy consumption (kWh) of Council properties annually / Display Energy Certificate of	Good Progress – although figures impacted due to Covid 19.

Strategy for County Offices 2019-2022, aspiring to achieve a 5-10% annual reduction.	buildings (Performance reporting and monitoring will be undertaken through existing performance management arrangements)	
21. Develop and implement a carbon reduction plan to achieve the UK target of net zero carbon emissions by 2050, aspiring to deliver carbon neutrality at the earliest possible opportunity.	Reduction in CO ₂ emissions (tonnes) as reported in the Carbon Reduction Plan.	Good Progress – LED Street lighting investment continues
22. Develop and implement a programme to support and advise schools on actions and funding opportunities to achieve net zero carbon emissions.	No. of schools engaged with programme for advising on reducing emissions and/or improving energy consumption of schools.	No further progress - will require additional resources to deliver.
23. Provide online training for members and employees on good environmental practice at work, including the principles of smarter working and energy efficiency measures in our buildings.	Development of online training offer / No of employees completing training on MyLearning	No further progress - will require additional consideration of options.
Flood risk management		
24. Implement more Natural Flood Management schemes countywide.	No. of Natural Flood Management Schemes implemented in Nottinghamshire	Some progress in Southwell, Lambley/Lowdham and Claborough – although additional resources required to progress further schemes.
25. Enhance the Council's education programme for Nottinghamshire riparian owners, as well as residents and businesses, on resilience measures.	TBC	Good Progress – NCC website updated.
26. Work with partners and other agencies to reduce the risk of flooding to properties and businesses in Nottinghamshire.	No of properties/services that could be affected by flooding, as reported by a Preliminary Flood Risk Assessment (PFRA).	Good Progress – working extensively with public and private sector partners.
Investing in Nottinghamshire		
27. Complete and deliver the Investing in Nottinghamshire Programme, a review of the County Offices, which aims to reduce the carbon footprint of the Council's estate and incorporate renewable energy sources into new offices.	No of environmental benefits secured as outlined in IIN benefits profile.	Good Progress – with a number of IIN projects.
28. Achieve excellent BREEAM (Building Research Establishment Environmental Assessment Method) rating for the new offices at Top Wighay and County Hall, with the long-term ambition for the West Bridgford campus to be carbon neutral.	Achievement of Excellent BREEAM rating for new builds.	Good Progress - BREEAM Excellent agreed as a standard for Top Wighay.
29. Develop and implement a Parking Management Strategy to incentivise staff to use 'greener' modes of transport and increase the number of members to the car	% of employees using 'greener' modes of transport (public transport/ car sharing) as captured by annual travel surveys.	Some progress – Covid 19 has reduced car park use as offices are closed. Strategy to be progressed as part of recovery planning.

sharing scheme, with the environmental aim to reduce the impact of work-related travel.		
Planning		
30. Reduce and sustainably manage all waste arising from the demolition and construction of buildings from our property estate.	TBC	No further progress – although recycling and diversion from landfill already at high levels within Arc managed projects.
31. Work with partners through the planning system guided by the Spatial Planning and Health Framework to mitigate the impact of new residential, commercial minerals and waste developments on air quality including electric vehicle charging infrastructure.	TBC - No. of developments that fulfil the Nottinghamshire Rapid Health Impact Assessment Matrix (no. IV relates to Air Quality)	No further progress - will require additional resources to deliver.
32. Utilise the role of the planning system for health and wellbeing outcomes and related environmental co-benefits.	TBC	No further progress - will require additional resources to deliver.
Procurement		
33. Use the Council's purchasing power to positively affect the environment and ensure its investments, services and goods are environmentally responsible.	No. or % of contracts with measures to secure environmental benefits (as outlined in the Procurement Strategy, p. 10)	No progress – although may move rapidly now new (environment friendly) procurement strategy approved.
34. Implement the Council's new Procurement Strategy, ensuring the Council has a green and sustainable supply chain and secures environmental benefits and increasing social value from our contracts.	No. or % of contracts with measures to secure environmental benefits (as outlined in the Procurement Strategy, p. 10)	Some progress - new (environment friendly) procurement strategy approved.
Property Asset Management		
35. Design environmental guidelines on achieving good to excellent BREEAM rating, or an equivalent environmental standard, for the design, construction and operation of all new builds and developments by the Council.	No of new builds that achieve a good to excellent BREEAM rating.	Some progress – Arc working on new NCC design standards with environmental performance and sustainability as a priority.
Public Health		
36. Provide leadership to the Nottinghamshire Health and Wellbeing Board on their Healthy and Sustainable Places agenda.	TBC	No progress – Covid 19 response has taken up resources.
37. Coordinate an Air Quality Strategy for the County which includes mitigating the impact of development on air quality, enabling the shift from zero to low emission transport, reducing emissions from the built environment, engagement and communication with residents.	TBC - Air Quality Index for Nottinghamshire.	Some progress – although Covid 19 response has taken up resources.

38. Work with partners to develop a food charter for the County which recognises the role of food for communities, the local economy and environmental outcomes.	Development of Nottinghamshire Food Charter	Some progress – although Covid 19 response has taken up resources
39. Work with partners to develop healthy and sustainable places as part of the Nottinghamshire and South Yorkshire / Bassetlaw Integrated Care Systems.	TBC - delivery of Healthy and Sustainable places strategic aims	No progress – Covid 19 response has taken up resources.
Highways and transport		
40. Develop and implement a Greener Highways Plan covering the management of trees, green corridors and road verges, with targets to increase trees and wildflower planting on the highways network.	Delivery of Greener Highways Plan (with key performance targets for green corridors, trees and wildflower planting)	Good Progress – work through C&PR&D Committee. To C&P Committee in spring 2021.
41. Complete conversion of all street lighting to LED by 2026.	% of street lighting converted / reduction in kWh consumed / Co2 emitted by street lighting.	Good Progress – on track to convert fully to LED by 2026
42. Switch Council-owned transport vehicles to electric or alternatively fuelled models (Please refer to Travel & Transport ambitions 9 &10).	No. of vehicles owned/leased by NCC that are electric/ alternatively fuelled.	Good Progress – 4 more electric busses on order.
43. Develop and implement a Staff Travel Plan to provide advice and guidance encouraging staff to take more active or public modes of transport with the environmental aim to reduce staff mileage.	Annual business mileage	No further progress - will require additional resources to deliver.
44. Research and action making the Pool cars electric (or hybrid for out of county trips) and expand their rollout to other Council premises.	No. of electric pool vehicles.	Some progress – reviewing requirements post Covid 19
45. Develop and implement a strategy to green all the Council's vehicles by 2030, including vehicles used for business travel and service provision.	No. of vehicles owned/leased by NCC that are electric/ alternatively fuelled.	No further progress - will require additional resources to deliver.
46. Implement initiatives to encourage use of public and community transport and orchestrate the move towards greener modes of public and community transport.	TBC	Some progress – although impacted by Covid 19.
47. Retrofit 70 buses in the Nottingham conurbation to meet Euro 6 emission standards by 2021.	No. of buses meeting Euro 6 emissions standards	Good Progress - 38 buses completed to date with the remaining 29 to be completed by April 2021
48. Develop the electric vehicle charging infrastructure in Nottinghamshire.	No. of public electric vehicle charging points in Nottinghamshire (20 points currently available in early 2020)	Some progress – working with partners to deliver more charging points across the County.
Waste strategy and development		
49. Maintain landfill diversion to above 95%, aspiring to achieve 100% diversion from landfill for Nottinghamshire's waste.	Landfill diversion rate	Some progress - Landfill diversion for 2019-20 was 95.25%

50. Improve the recycling performance of the County to above current rate of 43%, aspiring to achieve 52% by 2025.	County's recycling performance	No progress - Covid 19 has impacted on waste tonnages and public behaviours.
Other		
51. Organise and promote initiatives to inspire our employees and partners to become healthier and more active and consider alternative modes of transport.	No. of initiatives promoted/funded by NCC that encourage healthier and more active lifestyles for its workforce.	Data unknown currently
52. Encourage and support workforce initiatives championing positive environmental action through the newly formed Employee Green Initiatives Group.	No. of events/initiatives supported by NCC	No progress – Covid 19 response has taken up resources.
53. Encourage and support our partners and subsidiary companies on delivery of their own environmental agendas: Via East Midlands	TBC - Involvement in delivery of partners' environmental agendas	Data unknown currently
54. Encourage and support our partners and subsidiary companies on delivery of their own environmental agendas: Arc Partnership.	TBC - Involvement in delivery of partners' environmental agendas	Some progress – Arc working on new NCC design standards with environmental performance and sustainability as a priority.
55. Encourage and support our partners and subsidiary companies on delivery of their own environmental agendas: Veolia UK.	TBC - Involvement in delivery of partners' environmental agendas	Data unknown currently
56. Encourage and support our partners and subsidiary companies on delivery of their own environmental agendas: Inspire.	TBC - Involvement in delivery of partners' environmental agendas	Some progress – working effectively with partner organisations.
57. Identify opportunities where the Council can influence and collaborate with communities to support behaviour change and help communities become resilient to climate change.	TBC	Data unknown currently
58. Promote environmental volunteering opportunities with our workforce, community partners, schools and residents.	No. of volunteering opportunities promoted by NCC / No. of volunteers taking part	Data unknown currently
59. Set up a Green Investment Fund to provide annual funding for projects and initiatives improving the Council's environmental performance or promoting innovative solutions to mitigate against the impacts of climate change.	£ spent on green investments/projects by the Council.	Some progress – See the main report.

REPORT OF THE LEADER OF THE COUNCIL**GREEN HOMES GRANT LOCAL AUTHORITY DELIVERY PHASE 1B****Purpose of the Report**

1. To seek Committee support for a submission to be made to the Department for Business, Energy and Industrial Strategy (BEIS) under the Green Homes Grant Local Authority Delivery Scheme Phase 1b and to approve an amendment to the Capital Programme as appropriate should the bid be successful.

Information

2. As outlined in the Council Plan 'Your Nottinghamshire, Your Future' (2017 to 2021), we are committed to ensuring people live independently for as long as possible. Many people want to stay in their own home and Nottinghamshire County Council will help them to achieve this by adjusting their homes and introducing new technology.
3. In September 2020, Policy Committee gave agreement to the submission of a bid in partnership with E.ON for funding through Phase 1a of the Green Homes Grant Local Authority Delivery Scheme. Later that same month, BEIS approved £1,052,526 of support towards measures allowing for the delivery of a range of improvements, including solid wall insulation, air heat pumps, solar thermal heating, windows and doors, loft and cavity wall insulation to homes across the county. These measures broaden the existing offer currently delivered through the Warm Homes Hub established to deliver the Warm Homes Fund secured by the authority, in partnership with E.ON in 2019.
4. BEIS allocated £76 million nationally from that round out of an anticipated £200 million and Phase 1b of the fund has now been launched, with a closing date of Friday 4th December. This additional funding round offers the opportunity to apply for yet further measures across the county.
5. Due to the short deadline falling outside this Committee meeting, an initial application will have already been submitted. As approved at the earlier Committee meeting, given the Green Homes Grant Local Authority Delivery Scheme can be delivered through existing structures, it was considered appropriate to submit the application in advance of both seeking Committee support and approval for consequent amendments to the Capital Programme, should the bid be successful.
6. The bid is for up to £3,600,000 for supporting an additional 500 homes, extending the offer to include solar power installations. If approved, it will again will be delivered in partnership with E.ON and will extend the project already agreed, approved and contracted. A decision is anticipated sometime in January 2021.
7. The scheme will be delivered through the Warm Homes Hub and targeted at residents in fuel poverty. Some of the County's most vulnerable residents will be supported (such as the

elderly, disabled and rurally located) who live in properties which are harder and more expensive to heat.

8. An Energy Performance Certificate (EPC) is a simple way to understand the energy efficiency and carbon emissions of homes. It is also a legal requirement when building, selling, or renting a commercial or residential property. The certificate demonstrates the performance of a building by using bands which range from 'A' to 'G', providing a useful summary of the property and offers suggestions regarding the improvements which could be made to improve the EPC rating. There are seven of these bands on an EPC which are run on a sliding scale from 'A' (the most energy efficient) to 'G' (the least efficient). They are colour coded for ease of reference from dark green (an 'A' rating) through to red (a 'G' rating). Most homes in the UK fall into a 'D' band.
9. Under this new phase, properties falling under the EPC Band D may be included as well as those under Band E, F and G rated homes.
10. State aid considerations were detailed in the report to Policy Committee in September and remain the same for Phase 1b. The overall amount of Green Homes Grant remains below the £4.73m threshold requirement to carry out an "OJEU" compliant process under the Public Contracts Regulations 2015 for works contracts. Provisions will be included in the contract with E.ON in respect of State Aid requirements and that the works undertaken are "on market" to ensure value for the grant funding.

Other Options Considered

11. Given the short timescale and the process for bidding, an alternative option would have been to deal with this matter through the Council's Urgency Procedures. However, as the initial bid did not commit the Council to expenditure it was felt more appropriate for this matter to be dealt with by Policy Committee. This approach enables Members to decide whether the bid be pursued further.

Reason for Recommendations

12. This submission supports the delivery of the Council Plan, offering creative improvements to the housing stock, reinforcing Nottinghamshire as a great place to live, work, visit and relax. The County Council was well placed to bid at short notice and can use existing partnership structures to deliver the programmes and aligning this work with other successful and planned interventions in green retrofit housing as referenced in another report to this Committee.

Statutory and Policy Implications

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

Implications for Sustainability and the Environment

14. This project will support a green recovery in response to the economic impacts of COVID-19 and help some of Nottinghamshire's more vulnerable fuel-poor households living in poorly insulated homes.

Financial Implications

15. No funding from Nottinghamshire County Council is sought or required. However, the receipt of any funding will require a change to the Council's Capital Programme.
16. Funding will be claimed by the Council and passported across, in arrears, to E.ON. The systems are already in place to allow this to happen.

RECOMMENDATIONS

It is recommended that Policy Committee:

- 1) Support the recent submission of a bid to the Green Homes Grant Local Authority Delivery Scheme Phase 1b in partnership with E.ON.
- 2) Subject to the bid being successful, approve the appropriate amendment to the Capital Programme to reflect the amount of funding awarded.

COUNCILLOR MRS KAY CUTTS MBE Leader of the County Council

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

Constitutional Comments (CEH 16/11/2020)

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

Financial Comments (KRP 13/11/2020)

18. As with the previous bid, whilst the County Council will be submitting the bid to BEIS for Green Homes grant funding, any funding received will be passed on to E.ON who will be undertaking all works. There is no requirement for County Council funding should the bid be successful. Therefore, 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.

- *Green Homes Grant: Local Authority delivery scheme, Phase 1b. Guidance for Local Authorities*, published October 2020 and available online at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/928816/ghg-lad-phase-1b-guidance.pdf
- *Green Homes Grant Local Authority Delivery Scheme*, report to Policy Committee published 30 September 2020

Electoral Divisions and Members Affected

- All

REPORT OF THE LEADER OF THE COUNCIL**SOCIAL HOUSING DECARBONISATION FUND DEMONSTRATOR****Purpose of the Report**

1. To seek Committee support for a submission to be made to the Department for Business, Energy and Industrial Strategy (BEIS) under the Social Housing Decarbonisation Fund Demonstrator, and approve the appropriate amendment to the Capital Programme, should the bid be successful.

Information

2. Nottinghamshire County Council as a local authority, major employer, service provider, community leader and partner, plays a leading role in protecting and improving the environment for Nottinghamshire residents and businesses. In fulfilling that role, in March 2020, this Committee approved the Corporate Environmental Policy and Strategy. The Strategy, alongside an overarching environmental policy, covers key activities of the Council that interact with the environment and seeks to improve the environmental impacts of them. This includes Council projects, strategies and policies.
3. With a particular focus on kick-starting a green recovery, the Council now has the opportunity to move ahead with a pilot project using innovative solutions that aim to significantly reduce property emissions, heat loss and running costs for residents. Subject to Committee approval, this will provide important learning to develop larger-scale programmes and proposals more widely across Nottinghamshire.
4. The Social Housing Decarbonisation Fund was launched by BEIS as part of the government's commitment to reach Net Zero emissions by 2050. The fund aims to deliver transformational change in the social housing sector, by upgrading the performance of energy poor performing homes through a whole house retrofit. Whole House Retrofit is a complete approach to making homes more energy-efficient, focusing on the fabric of the house first including the walls, roof, floors, windows and doors, to strategies for ventilation, heating efficiency and cooling in the summer months.
5. The initial release of £50m funding is for demonstrator projects to inform the delivery of the main scheme which, subject to the Autumn spending review, should begin in the next financial year 2021/22. This UK-wide demonstrator scheme will see grants supplied to upgrade the energy efficiency of over 2000 of the worst-performing social homes. It is estimated that those living in upgraded properties will save between £300 and £500 on their energy bills each year.
6. At the end of October 2020, BEIS approached the County Council to consider leading on a bid to the Demonstrator Fund, with a deadline of the 12th November 2020. Given this tight deadline, an initial application will have been submitted by the date of this Committee.

Because it can be delivered through existing structures it was considered appropriate to submit the application in advance of seeking Committee approval and to seek the Committee's approval for amendments to the Capital Programme should the submission be successful.

7. The demonstrator bid will be seeking £800,000 of funding to upgrade the energy efficiency of up to 25 properties across Bassetlaw and Mansfield through a complete retrofit. The entire grant must be spent by the end of December 2021.
8. This new funding from BEIS will complement existing programmes including the Warm Homes Fund and the Green Homes Grant Local Authority Delivery scheme, for both of which the County Council acts as accountable body. However, as a social housing programme it will not be delivered through the Warm Homes Hub, instead through the Arc Partnership (Arc) and three district councils.
9. It is proposed that Nottinghamshire County Council will lead the consortium bid which will be managed and delivered through Arc, in partnership with Bassetlaw and Mansfield District Councils. The overall project management will be undertaken by Arc, with the grant being passported directly across to them. A decision from BEIS is anticipated imminently. If successful, and subject to Member approval to proceed, the project would be one of between nine and sixteen demonstrators operating nationally.
10. Procurement and State Aid considerations merit reference in making this submission, as follows.

Procurement Considerations

11. The delivery arrangements involve an agency and services agreement between the District Councils and the County Council in relation to the works, as well as collateral warranties from Arc for the delivery of the works. The estimated value of the works is in the region £1.6m which is significantly below the works OJEU threshold of £4,733,252. To the extent that the works do not have a realistic prospect of cross-border interest (so as not to engage EC Treaty Principles) then the District Councils could justify an award of such works to the County Council / Arc as not engaging EU procurement law obligations.
12. Arc is a "Teckal" body and therefore more than 80% of its activities should be provided back to the shareholding controlling authorities. It will be able to maintain this activity threshold even if the £1.6m works were to be counted as outside of the 80%, in being activities performed for the District Councils rather than the controlling authorities.

State-Aid Considerations

13. In this proposal, the homes which will be the subject of the decarbonisation retrofit are all owned by the District Councils in Nottinghamshire in the exercise of their statutory housing functions. They are not owned or managed by registered providers, remaining in the ownership of the local authorities and where occupied they are let out on tenancies at sub-market rents.
14. On this basis, it is considered reasonable to hold that the scheme will not involve aid at the level of occupiers or the building owners, none of whom are undertakings. In particular it is not considered that the District Councils when acting as housing authorities are offering goods and services on a market, but rather carrying out their duties under the relevant housing acts. Access to Council owned housing is allocated in accordance with the local housing policies.

15. The County Council will be acting as a conduit to receive and pass on the grant funding. The ultimate contractors tasked with carrying out the works are being procured through an existing framework which was procured in accordance with EU procurement rules, and accordingly represents the market price.
16. The balance of the costs will be met by the District Councils as owners of the properties. Since this is a 'no aid' case, issues of intensity levels do not arise.

Other Options Considered

17. Given the short timescale and the process for bidding, an alternative option would have been to deal with this matter through the Council's Urgency Procedures. However, as the initial bid did not commit the Council to expenditure it was felt more appropriate for this matter to be dealt with by Policy Committee. This approach enables Members to decide whether the bid be pursued further.

Reason for Recommendations

18. This submission supports the delivery of both the Council Plan and Corporate Environmental Policy, offering creative improvements to the housing stock, reinforcing Nottinghamshire as a great place to live, work, visit and relax. The County Council is committed to protecting and enhancing the environment for today and for future generations and is well-placed to use existing structures to deliver the project.

Statutory and Policy Implications

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

Implications for Sustainability and the Environment

20. This project will support a green recovery in response to the economic impacts of COVID-19 and help some of Nottinghamshire's more vulnerable fuel-poor households living in less energy-efficient homes. By considering the whole house, these improvements will start a journey to healthier and more comfortable homes.

Financial Implications

21. No funding from Nottinghamshire County Council is sought or required. However, the receipt of funding will require a change to the Council's Capital Programme.

RECOMMENDATIONS

It is recommended that Policy Committee:

- 1) Support the recent submission of a bid to the Social Housing Decarbonisation Fund Demonstrator.

- 2) Subject to the bid being successful, approve the appropriate amendment to the Council's Capital Programme to reflect the amount of funding awarded.

COUNCILLOR MRS KAY CUTTS MBE
Leader of the County Council

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

Constitutional Comments (CEH 13/11/2020)

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

Financial Comments (KRP 13/11/2020)

23. Whilst the County Council will be submitting the bid to BEIS for Social Housing Decarbonisation Fund Demonstrator grant funding, any funding received will be passed on to Arc who will be delivering the programme. There is no requirement for County Council funding should the bid be successful. Therefore, 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.

- *Social Housing Fund Decarbonisation Demonstrator: Local Authority delivery. Guidance for Local Authorities*, published October 2020 and available online at:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/923163/social-housing-decarbonisation-fund-competition-guidance.pdf
- *Corporate Environmental Policy*, approved by Policy Committee on 18 March 2020, the policy statement is available online at:
<https://www.nottinghamshire.gov.uk/policy-library/72901/corporate-environmental-policy>

Electoral Division(s) and Member(s) Affected

- All within the district council areas of Bassetlaw and Mansfield

REPORT OF THE LEADER OF THE COUNTY COUNCIL

PROPERTY TRANSFORMATION PROGRAMME CLOSURE REPORT AND CORPORATE LANDLORD MODEL

Purpose of the Report

1. To detail the achievements of the Property Transformation Programme and propose its formal closure.
2. To provide an update on progress towards embedding a corporate landlord model for the facilities management maintenance and strategic development of the Council estate.

Information

3. The Council's property service manages an estate of over 1,000 assets including schools, libraries, social care buildings, youth clubs, offices and smallholdings with a combined value of over £700m and a typical annual running cost in excess of £30m. It is integral to the success of numerous multi-million pound change programmes affecting the estate. In 2018, the Council embarked on a programme to enable the service to better discharge its asset management responsibilities and support Nottinghamshire's investment and growth agenda.
4. The two phases of the programme delivered the Corporate Property Strategy 2018 – 2023; a restructure of the service; the transfer of elements of property compliance work to Arc Partnership; the establishment of a Group Manager Property Asset Management who embodies the role of corporate landlord and owns the corporate property strategy; new property governance arrangements, and an array of management process and system information improvements.
5. The Property Transformation Programme (PTP) closure report included in the background papers details the programme's aims, what it delivered, and compares the current performance of Property Services against an initial assessment of its approach to asset management.
6. Phase One delivered:
 - A Corporate Property Strategy 2018-2023
 - A restructure of the property service, including six new posts
 - The creation of a Property Services Leadership Team
 - The transfer of the Compliance Team (16 posts) to Arc Partnership
 - A capital operating model
 - Services Asset Management Plan (SAMP) process.
 - Asset Management Plan (AMP) process
 - Data cleansing

Phase Two delivered:

- Property Services Leadership Team
- The first Service Asset Management Plans
- 20 operational processes created / reviewed, inc improved case management
- The continuation of data cleansing which has become BAU activity
- Performance indicator pack produced and passed to BAU
- An audit of processes was also approved – to be undertaken in due course (Nov 2020)
- A Property Services SharePoint repository for management and staff information
- A system of P2 information management was proposed and is being introduced
- The Corporate Landlord project commenced and continues

The commitment of Property Services staff was integral to the success of the programme. Legal Services, a key partner, supported the programme and contributed time and energy.

7. At the start of the programme the Council's property service was assessed by Turner & Townsend (T&T) in terms of its approach to asset management, using a Maturity Assessment (MA) comprising of five themes and comparing the Council's score with T&T data for the UK and Local Authorities. The maximum score is five.
8. In August 2020 T&T were asked to reassess the Council's position and did so using documentation requested from the Council along with the answers from 19 Property Services employees to a T&T questionnaire.
9. The programme initiated by T&T addressed two of the MA's five themes – Corporate real estate / portfolio management, and Capital Investment planning. The first has risen from 3.4 to 4.3 and the second from 2.8 to 3.5. T&T comments that, "these improvements mean that the property function is now performing above all UK benchmarks in Corporate Real Estate management and is performing above the UK Local Authority benchmark for Capital Investment Planning." The targeted nature of the transformation at property governance has resulted in less immediate progress in the areas of facilities management, lifecycle replacement and energy and sustainability with an anticipation that these will be enhanced by the corporate landlord facilities management model as outlined below and other ongoing Council initiatives.
10. The introduction of a corporate landlord approach to the governance and management of the Council's property portfolio is a key principle of the corporate property strategy. The programme to date has provided clarity over the corporate approach to property governance and it is now necessary to focus on a corporate landlord approach to the delivery of facilities management and operational functions. This involves drawing together resources and budgets in order to proactively manage property and land at a corporate level as a corporate resource, to support the Council's vision for the portfolio and better serve citizens, staff and partners who use the Council's estate.
11. Managing property and land holdings corporately means a strategic, joined up approach to maximising their contribution to Council objectives and identifying opportunities for economic regeneration and development. The property portfolio will be managed effectively and the right money spent on the right buildings at the right time by a forward facing property service with a clear understanding of what it needs to deliver. It will replace a fragmented system in which premises-related budgets and maintenance responsibilities were dispersed across departments.

12. Under the corporate landlord model for facilities management, responsibilities currently held by the network of over fifty nominated property officers will be discharged by the corporate landlord team under the Group Manager Property Asset Management, which will specify and commission services as well as providing building compliance and facilities management services directly. The model will provide a greater level of assurance to the Council of the estate which is especially important in post Grenfell times where clearly defined responsibilities delivered by competent personnel are key. A centralised model affords better visibility of current compliance position and delivers inspection regimes more effectively.

13. The new model of operation will introduce greater co-ordination and control by providing:

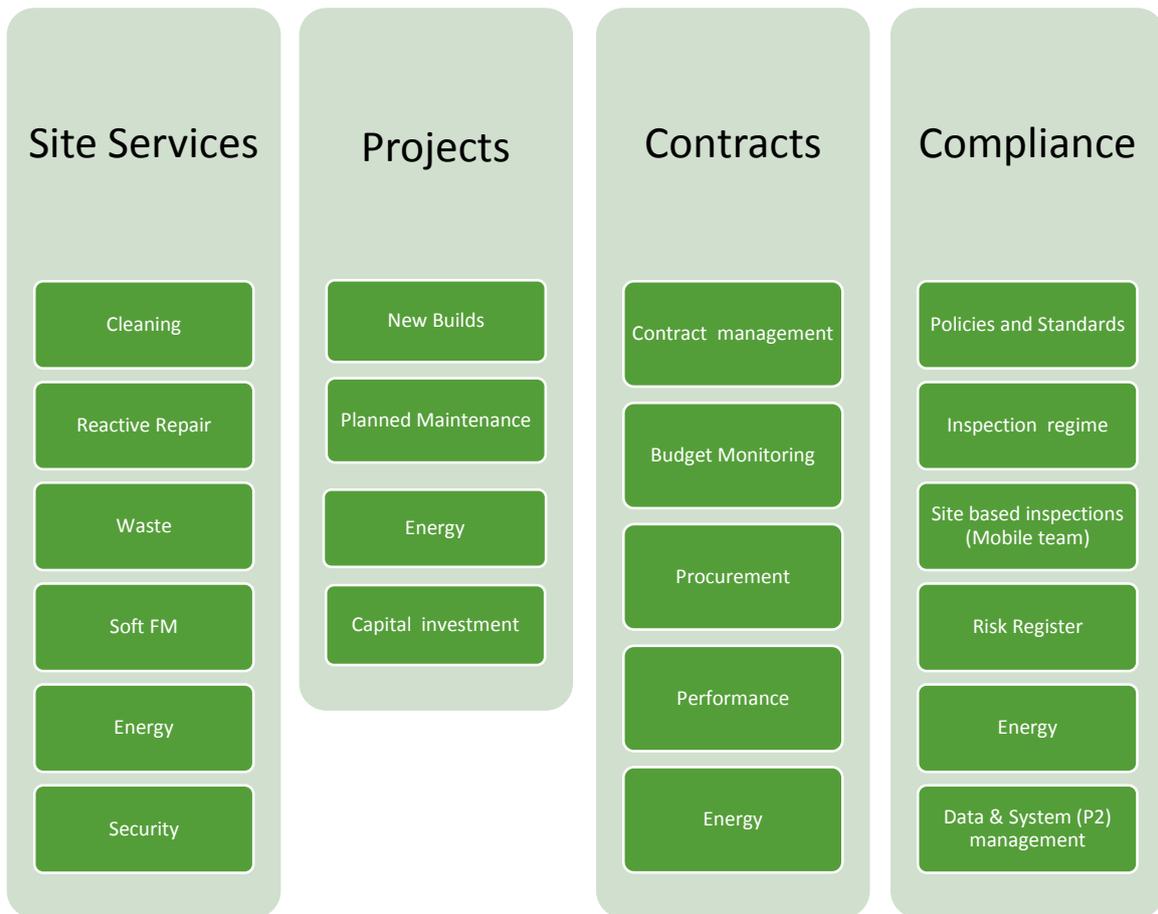
- A focal point for the management and maintenance of the estate
- A standard approach to estate management and compliance
- Increased corporate control of risk management
- Clearer processes
- Clearer specifications and standards
- Greater spend control and visibility
- Improved supply contract arrangements
- Less bureaucracy

14. Departments currently hold budgets for a range of buildings related items such as rent, repairs, cleaning and refuse collection which would be more appropriately held by the corporate landlord.

15. In 2019-20 approximately two hundred companies supplied buildings-related services to the Council. There were over one hundred and fifty premises-related budget holders. Instituting the corporate landlord as the primary controller of premises-related spend will assist cost control and the prioritisation of expenditure, and make it easier to manage and review these supply contracts in conjunction with Corporate Procurement which will have a single point of contact. In 2019-20 the Council spent between £6,000 and over £200,000 with sixty premises-related suppliers who were not on a contract. It will be easier for the corporate landlord team and Corporate Procurement to address this.

16. Diagram 1 below is the proposed operating model proposed for the corporate landlord FM team under the Group Manager Property Asset Management. This will be a new model within Property Services comprising functions from within existing property teams of Commissioning and Strategy and Information with additional staff from other areas. The new team will:

- Continue to commission large scale changes to the estate, through Arc Partnership
- Continue to manage the planned maintenance programme, inc technical compliance
- Performance manage premises-related supply contracts
- Set buildings compliance policy in line with regulations
- Control non-technical compliance checks, eg fire alarms, extinguishers, exits
- Provide premises support across the estate, resolving issues and authorising repairs



- Programmes
- Basic Need (Includes S106)
- Schools Building Improvement Programme
- Catering Projects
- LAEF / ACE
- SAI/AAI
- Demolitions
- Investing in Notts
- Regen

- Interfaces with Econ Dev, Highways, Planning, Transport etc.
- ARC / VIA / Inspire
- Strategy & Information

Vacant Sites
Diagram 1. Corporate Landlord New Operating Model

17. Through the current round of savings proposals, the project is due to deliver a £250,000 non-staff saving in 2022-23. It is intended that the staffing changes to deliver the corporate landlord team will be achieved without net cost.

18. Use of the Council’s buildings is atypical right now with frontline service levels reduced and many staff working from home – including many of those who provide premises-related support. Therefore, the timing of the switch to a corporate landlord model will have to take account of the circumstances, including the trajectory of building re-occupancy and the return to a more normal way of working across the estate, in order to avoid adding complications to renewal efforts. Also, the desire to transfer budgets at the half year or year start, points to the possible commencement of the new model in October 2021 or April 2022.

19. A Stakeholder Group involving representatives from all departments is underway to develop detailed proposals for staffing, budgets and the future working relationship between the corporate landlord team and building users.

Other Options Considered

20. Do nothing but this would prevent savings and improvements being achieved.

Reason/s for Recommendation/s

21. Establishment of the corporate landlord model is Council policy, described in the Corporate Property Strategy 2018 – 2023 which was approved by Policy Committee in October 2018.

Statutory and Policy Implications

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

Data Protection and Information Governance

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

Financial Implications

24. The improvements proposed are due to deliver £250,000 of non-staff savings in 2022-23. The effect on staff costs is expected to be nil.

Human Resources Implications

25. Some restructuring of current arrangements will be required, however this will be identified during the next phase of detailed work.

RECOMMENDATIONS

- 1) To note the achievements of Property Transformation Programme and approve its closure.
- 2) To note progress towards the development of an operating model for delivery of corporate landlord facilities management services with a view to a further report being brought to Committee for implementation.

Councillor Mrs Kay Cutts MBE
Leader of the Council

For any enquiries about this report please contact: Mathew Neal , Service Director, Investment and Growth, Tel: 0115 9773822

Constitutional Comments (EP 06/11/2020)

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

Financial Comments (SES 06/11/2020)

27. The financial implications are set out in paragraph 23 of the report. The improvements proposed are due to deliver £250,000 of non-staff savings in 2022-23. The effect on staff costs are expected to be nil.

HR Comments (JP 27/11/2020) Any staffing or structure changes referred to as part of the report will be subject to the relevant HR policies and procedures where applicable.

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.

- Property Transformation Closure report

Electoral Division(s) and Member(s) Affected

- All



REPORT OF THE LEADER OF THE COUNTY COUNCIL

INVESTING IN NOTTINGHAMSHIRE: UTILISING THE COUNCIL'S PROPERTY ESTATE TO DELIVER ENVIRONMENTAL, ECONOMIC AND FINANCIAL BENEFITS IN A POST-COVID WORLD

Purpose of the Report

1. To seek approvals to scope and move the Investing in Nottinghamshire Programme into the next phase of delivery. This report sets out the evolution of the programme in light of COVID-19 whilst maintaining a focus on the Council's ambitious and long-term vision for how we work.
2. To outline additional benefits of the programme, including environmental, economic and financial through better use of our property assets.

Background and information

3. The Council has an ambitious vision for Nottinghamshire, set out in the Council Plan "Your Nottinghamshire, Your Future". A key element of this plan is major investment in our communities and the local economy through the rationalisation and modernisation of the Council's main office and service premises, including the bringing forward of landmark developments on Council owned sites. This programme of activity is called the Investing in Nottinghamshire programme, and was agreed by Policy Committee at its meeting in February 2020.
4. The Investing in Nottinghamshire Programme is driven by a set of overarching principles. Agreed in February, these are: -
 - i. Maximising the strategic impact of the location of the Council's office estate and the use of the Council's assets for economic impact and regeneration.
 - ii. Improving the mobility, productivity and effectiveness of our workforce and services through, new technology and service integration.
 - iii. Developing fit for purpose accommodation that supports modern service models, including integrated working.
 - iv. Ensuring the Council has appropriate buildings in its main communities.
 - v. Making maximum use of the Council's current assets whilst releasing surplus accommodation.
 - vi. Prioritising office accommodation owned by the County Council rather than that leased from the market.

- vii. Delivering effective and efficient facilities management services to ensure safe and sustainable offices for staff and the public.
 - viii. Reducing environmental impact through work to reduce the carbon footprint of the Council's estate and delivering improved work transport/access solutions for staff.
5. As set out in the February 2020 report to Policy Committee, the programme funding allows for the delivery of an ambitious programme of projects that will improve, re-furbish or build new offices, across multiple sites of the Council's estate which in turn would deliver widespread benefits across our services and the local economy.

Programme Benefits

6. Investing in Nottinghamshire will: -
- Deliver better public services and improved outcomes for Nottinghamshire residents through the enhanced local provision that will be provided by the Council and in conjunction with its partners.
 - Bring forward investment, jobs and housing in Nottinghamshire through unlocking major developments on Council-owned land.
 - Support the Nottinghamshire economy through the use of local sub-contractors and the provision of high-quality flexible accommodation to Small and Medium Enterprises.
 - Minimise costly long-term maintenance requirements and generate substantial capital receipts over the life of the programme by reducing the size of the Council's office estate.
 - Reduce revenue running costs associated with the Council's main premises through efficiently using our own estate and resolving long standing maintenance issues.
 - Significantly reduce the Council's environmental impact through delivering on opportunities to reduce Carbon emissions.
 - Offer opportunities to grow commercial revenue income.
 - Enhance workforce health and wellbeing through the provision of modern and flexible working arrangements.

COVID-19 impact

7. COVID-19 and the subsequent national lockdown occurred only a short time after the Investing in Nottinghamshire Programme had been approved by Policy Committee. The Council has been at the forefront of responding to COVID-19 and has created many new operating models, adapting to new regulations and restrictions to ensure residents and businesses remain well served. Progress made over recent years with Smarter Working and investment in new technologies meant that the County Council had high levels of business continuity despite the restrictions that came into force. As reported to the Recovery, Resilience and Renewal Committee, new efficient operating models and ways of working have developed across the Council and this learning and innovation is being embedded for the future.
8. The majority of Council employees who would usually work from within the countywide office estate have worked from home since Mid-March. This has seen a significant acceleration of the cultural change we had started, enabled by new technology, which is now embedded across the Council.
9. To capture the lessons learned from this and to ensure the Investing in Nottinghamshire programme evolves with the 'new norm', the Programme has incorporated engagement with

managers and employees across the Council to review the impact of COVID-19 and new ways of working.

10. Key themes emerging through the engagement work can be summarised as follows: -

- i. Changing emphasis to a greater level of working from home than pre-COVID for many employees: Like workspaces in private sector, public sector offices will need to adapt. The modern office will no longer be a place for banks of desks, with officers working on PCs alone. The demand and use of office workspaces have changed forever. Employees and Members will continue to require office space for face to face contact, to work on collaborative activities, to support the wellbeing needs of employees, to help maintain effective working relationships and sustain a Council 'culture'. Working from home is also not the optimum environment for everyone, including those with disabilities or those who live in homes unsuitable for home working. Those that can work from home will require a safe working environment to do so.
- ii. The Council's physical workspaces need to adapt to and take account of new virtual ways of working for many services: Desk areas, for those who require them, will be significantly reduced with a substantial increase in the proportion of flexible meeting/working spaces to facilitate collaborative and cross team working. Technology will need to support new ways of working, with processes adapting to a virtual world to enable 'blended' approaches with some employees in the physical space, with others joining online. This will include the further digitalisation of meeting spaces, records, mail and service processes.

A new Smarter Working Vision

11. The learning from COVID-19 and the engagement exercise has brought forward an evolution in our Smarter Working vision. The County Council has also taken the opportunity to learn from emerging practice in the private sector as everyone recovers and adapts to the post-COVID-19 world.
12. Our revised vision sets out how Nottinghamshire County Council will;
 - Be a forward-thinking organisation with an agile, supported and flexible workforce.
 - Be a council that maximises the spacial and financial efficiencies of Smarter Working, with a reduced Countywide office estate.
 - Implement a blended working solution enabling staff to work safely from both home and office.
 - Provide hybrid workspaces which merge the physical & virtual office.
 - Implement office space with an increased emphasis on team and social interaction through an increase in alternative meeting and collaboration spaces and less reliance on desks. A 4:10 seat ratio across all work spaces will become the norm.
 - Work with partners to enhance service delivery wherever possible through our office design.
13. Digital technology will play a pivotal role within our future offices, enabling the hybrid physical and virtual office. Work is currently being undertaken alongside ICT Services to determine the Council's future approach to supporting dispersed working practices. New opportunities are emerging from the Council's investment in Cloud services: hybrid meeting rooms allowing staff to connect from their closest workplace, electronic booking systems supporting

self-service outside of traditional office hours, digitalisation of records management for better compliance, and secure collaboration speeding up the sharing of information to the point of need.

14. Council employees will therefore have access to an inclusive flexible working environment recognising the differing needs of colleagues whilst respecting service requirements. Ongoing employee support and training associated with the increased use of digital technology will be made available.
15. It is anticipated that this enhanced vision of attractive, flexible working conditions and a focus on staff wellbeing and work-life balance will improve recruitment and retention across our services. Work will continue with Timewise, the Council's flexible working partner, with a view to becoming an accredited Timewise employer.
16. This new vision forms a key part of the Workforce Resilience and Recovery Strategy and associated action plan which were approved at Personnel Committee in November 2020. Ongoing work will be required to evolve the Smarter Working Vision as a 'new normal' develops over the coming years.

Environmental Impact

17. In line with principle viii, outlined in paragraph 4, the Programme will reduce the Council's environmental impact through lowering the carbon footprint of the Council's estate.
18. The Council's Environmental Strategy was approved at Policy Committee in March 2020. This stated the Council's Strategic Aims and included;
 - i. Achieve excellent BREEAM (Building Research Establishment Environmental Assessment Method) rating for the new office accommodation at Top Wighay and West Bridgford, with the ambition for the West Bridgford campus to become carbon neutral.
 - ii. Design environmental guidelines on achieving good to excellent BREEAM rating (or an equivalent environmental standard) for the design, construction and operation of all new builds by the Council.
 - iii. Increase the production of renewable energy generated on the Council's estate.
19. Throughout this programme, relevant building projects have been considered against the aims of the Council's Environment Strategy with a view to achieving the highest possible positive environmental impact. The Investing in Nottinghamshire programme will save over 650 tonnes of CO₂ emissions per annum through the rationalisation and modernisation of our estate.
20. A bid for grant funds associated with the Public Sector Decarbonisation Scheme is planned against a number of the projects with consideration of, amongst other initiatives, the use of electric car charging points and Photovoltaics across parts of the estate. If successful, these funds will further reduce our environmental impact, minimise the overall capital cost of the programme and reduce ongoing running costs to the Council.
21. The Programme of work also intends to drive a reduced requirement for staff travel around the County. The rollout of additional technology into the Council's office estate will allow for staff travel volumes to be reduced. Council mileage is down 57.6% on the first six months

of last year and whilst this level of reduction might not be sustainable in the longer term it is believed that significant reductions in staff business mileage are achievable. As a result, this will reduce the estimated 1,536 tonnes of CO₂ produced by the Council's business mileage between April 2019 and March 2020 significantly in the future.

Programme Update

22. Since February 2020, the Programme has moved at pace to undertake relevant surveys and concept designs across the projects in all areas of the County. Alongside this, the programme has been reviewed in light of service engagement and the Council's new Smarter Working Vision outlined above.
23. The primary function of our office estate is to provide Council services to local people and businesses. They are a gateway for service users to receive their services and for our staff to remain local to the communities they serve. Service provision and contact with our most vulnerable service users is occurring within them and will do so in the future.
24. The programme, approved at Policy Committee in February 2020, agreed the exit of 6 office buildings across the current Council estate, with space being made available or retained for local government partners at a further 3 sites.
25. Following the review undertaken it is now further proposed to vacate an additional 2 office bases across Nottinghamshire, whilst maintaining the countywide delivery of local services to local communities. Additionally, capacity within our offices will be made available to local businesses (Small and Medium Enterprises) to provide workspace for them as part of the economic recovery from COVID-19, growing businesses and generating new jobs.
26. Overall the Council will reduce its number of offices Countywide by a third throughout the delivery of this programme with anticipated gross financial savings now increased by a further £400k to an estimated £1.35m annually.
27. A summary of progress and proposed changes as a result of the review is provided in paragraphs 28 to 70.

West Bridgford

28. In West Bridgford there are two main properties; County Hall Campus and Trent Bridge House.
29. County Hall is the main administrative and civic hub of the Council. It is the key focal point for the consolidation of accommodation, services and functions, with the building itself a high profile and historic Nottinghamshire landmark. Further exploratory work, set within the context of the Covid-19 pandemic, has been undertaken to consider the ambitions signalled in February's report to Policy Committee.
30. As outlined in paragraphs 7 to 10, the COVID-19 pandemic has had a significant effect on how the Council operates, which in turn has led to the outlined new Smarter Working Vision and a medium-term view that any additional capacity required to accommodate increased staff numbers, meeting spaces and civic accommodation in West Bridgford can now be met

through a re-modelled layout within the current County Hall campus, with partner organisations retained within Trent Bridge House.

31. However, the work to date also indicates that significant and major infrastructure works are required to County Hall, much of which has not been replaced since the building was completed in the 1950's and is now at risk of failure. For example, the building still has its original wooden windows and its original heating and water pipework. Both of these elements are increasingly expensive to maintain and make a major contribution to the environmental inefficiency of the County Hall building.
32. As such, it is proposed that the original scope of the West Bridgford campus work be refocused to enable the undertaking of a full cost feasibility study, within the current allocated budget, for the remodelling of the main County Hall H Block building, to incorporate: The demolition of the remaining CLASP elements of the campus (Riverside block, data block); additional staff accommodation; adequate meeting space; and fit for purpose/efficient building infrastructure that meets the Council's environmental ambitions as set out in the corporate Environmental Strategy, and which will reduce future maintenance liabilities, reduce running costs and move the campus further towards achieving carbon neutral status.
33. The outcome of the feasibility work, along with the projected cost of the works, will be reported to a forthcoming Policy Committee meeting.

Top Wighay

34. The County Council leases two large buildings on Sherwood Business Park, Annesley: Mercury House and the Piazza. Policy Committee (February 2020) approved exiting these properties in line with the development of a new office building at Top Wighay Farm. This new build will be an anchor building for the wider Top Wighay development and will unlock a significant employment site as part of this exciting new flagship village which includes 805 homes, and a new primary school. It is estimated the creation of this sustainable new village will create more than 1000 new full-time jobs and over a ten-year period the economic output contribution could equate to more than £873 million. The creation of more than 1000 jobs will be a tremendous boost to the economic prospects of the whole area over the next decade.
35. Since Policy Committee approval in February 2020 the project has focussed on completing the RIBA Stage 2 Concept Design for the office build, alongside the road infrastructure works for the wider-site. The new office building at Top Wighay will set a new benchmark for County Council properties in terms of environmental sustainability. Design work undertaken has been on the basis of achieving BREEAM Excellent status with low carbon operational standards. This is reflective of the Council's Environment Strategy.
36. Like many councils, tackling climate change is a priority and major challenge for the modern world. The Council has a Carbon Management Plan and is a signatory to The Nottinghamshire Declaration on Climate Change. This Declaration commits the Council to tackling the causes and effects of climate change and to encouraging all sectors in our local community to take the opportunity to adapt to the impacts of climate change, reduce their own greenhouse gas emissions and make public their commitment to action. The Top Wighay building will be an exemplar in sustainable design to demonstrate locally what can

be delivered. As part of that demonstration, space will be available to enable private sector businesses to occupy space in a multifunctioning, flexible space.

37. Providing flexible space for small and medium sized businesses within part of the new council office building is likely to create approximately 100 jobs when fully occupied and be a catalyst for the development of the additional employment land, which has the potential to return a capital receipt of approximately £5m, in addition to new jobs in this part of the County. Delivery of a highly energy efficient building will capitalise on recently changed commuter behaviour from COVID-19, with more and more businesses working 20 mins distance from home and operating from non-urbanised locations. The building will occupy a prime location within the Top Wighay Farm development and will provide high quality Grade A flexible space for the emerging community and for the existing community where this type of office accommodation does not exist in this flexible format.
38. The Council intends to seek Government investment for the Top Wighay project through bids at the appropriate time for external grant funding from the Shared Prosperity Fund and Levelling Up Fund announced recently by the Government.
39. The next key stage in the delivery of this project is the securing of detailed planning permission which is likely to be early in 2021.
40. As a direct result of new operating models and greater facilities to work from home, the Council will exit Mercury House in February 2021. This is in line with associated leasehold terms and will reduce the Council's running costs by £200k per annum and substantially quicker than originally anticipated.
41. The Customer Service Centre, which currently occupies Mercury House, will move into The Piazza and share this building with the Multi-Agency Safeguarding Hub. On completion of the new office at Top Wighay, the Council will exit The Piazza.
42. Overall, the Latest Estimated Cost for the Top Wighay project is £14.7m. In line with the Council's Committee arrangements further reports outlining project progress and costs will be taken to the Finance & Major Contracts Management Committee.

Mansfield

43. Mansfield is Nottinghamshire's most populated town and Meadow House is the second largest office base the Council owns and provides a key contact point for the delivery of social care services.
44. Meadow House has not had a significant investment into its building infrastructure whilst in the Council's ownership and is yet to be refurbished in line with the Council's smarter working principles. It has significant and costly maintenance issues with planned maintenance works of £1.2M approved as part of the 2020/21 Property Planned Maintenance Programme LEC report to Policy Committee in July 2020, in addition to the funds allocated to the Investing in Nottinghamshire Programme.
45. Work on this project, since the last Committee Report, has focused on the refurbishment design and associated surveys, whilst considering these known maintenance issues. This

project will bring the building into line with the smarter working standards of the Council's other retained and new office estate.

46. As a result of the Council's future Smarter Working Vision, capacity across the Mid-Notts area will be created. In line with Principles outlined in paragraph 4, there are economic regenerative benefits, needed to support the economic recovery post-pandemic, across the Mid-Notts area which space at Meadow House could help deliver, alongside the Mansfield Town Fund. The Council has a positive experience of delivering economic benefits such as this through its delivery at The Turbine Centre in Worksop and will therefore explore the potential of utilising this spare capacity within our Mid-Notts offices to support Small and Medium Enterprises (SMEs) in the local area.
47. Overall, the Latest Estimated Cost for the Meadow House project, across both funding streams, is £4.14m. In line with the Council's Committee arrangements further reports outlining project progress and costs will be taken to the Finance & Major Contracts Management Committee.
48. Additionally, Byron House, a leasehold premise on the Kings Mill Hospital estate, close to Mansfield and Sutton-in-Ashfield will be brought into scope with a view to accommodating staff within current and future Council premises. Service engagement will be a critical factor in determining the likelihood and success due to specific requirements for discrete confidential clinical space. This would allow the County Council to release another building.

Worksop and Retford

49. The County Council operates services from Chancery Lane in Retford. The Council does not own the land on which this building is situated and will vacate this property once the refurbishment of space at Retford Post 16 Centre is complete. This element of the project remains unchanged as a result of the programme review.
50. RIBA Stage 2 Concept Design work continues with the planned Worksop site. This is now taking account of the Council's new Smarter Working Vision with a significant reduction in office space required.
51. Key to the Worksop development is the Council's service offer to children and young people. The Contact Service currently operate from three former Caretaker Bungalows on the Bassetlaw Learning Centre site, all with significant maintenance issues. The new build will focus primarily on providing a new service facility for these service users, within the allocated budget, allowing the demolition of the three bungalows. Disposal of the remainder of the wider site to achieve a capital receipt continues to be under consideration.
52. The Registration Service, previously of Chancery Lane, have moved into new premises in The Square in Retford, and are now developing their offer of weddings at Retford Town Hall, replacing the ceremony room at Chancery Lane.
53. Overall, the Latest Estimated Cost for the Worksop and Retford projects remain at £2.75m. In line with the Council's Committee arrangements further reports outlining project progress and costs will be taken to the Finance & Major Contracts Management Committee.

Beeston

54. The County Council leases Prospect House in Beeston and intends to vacate this property once refurbishment of the Council-owned Beeston Central site is complete. This project remains unchanged as a result of the outlined review, with Beeston having a high service user density and a key town to deliver services from.
55. Some staff have already relocated out of Prospect House to other Council-owned locations with no impact on local service delivery.
56. Since the last report to Committee, work on this project has focused on the refurbishment design and associated survey work. Engagement with services has occurred to feed into the design phase and ensure a better-quality space for front facing social care services is provided. The design for Beeston Central now allows for a small office space, aligned to the new Smarter Working Vision, situated alongside new childcare case conferencing facilities (both physical and virtual) as well as childcare contact rooms. This enhanced local service provision brings together these services under one building for the first time in Beeston.
57. Work is currently being undertaken alongside Arc Partnership with the aim of securing external grant funding associated with the Public Sector Decarbonisation Scheme. If successful, these funds will be used to minimise the overall cost of this project to the County Council and reduce our environmental carbon impact.
58. Overall, the Latest Estimated Cost for Beeston remain at £1.125m. In line with the Council's Committee arrangements further reports outlining project progress and costs will be taken to the Finance & Major Contracts Management Committee.

Arnold and Carlton

59. Sir John Robinson House is a large, Council-owned property in Arnold. This project remains unchanged as a result of the outlined review with Arnold and Carlton both key areas of Nottinghamshire to deliver services from having a high service user density.
60. Since the last Committee report, work on this project has focused on both agreeing leasehold terms and arrangements with a public sector partner to occupy two floors of the building and the refurbishment design for the areas of the property in which Council staff will benefit from co-location with public sector partners. It is anticipated that the leasehold will commence during Quarter 1 of the 2021/22 Financial Year and will provide a revenue income stream for the Council from this point forward.
61. Alongside the outlined activity in relation to Arnold, the programme also continues to progress refurbishment plans for Gedling View in Carlton. This will become a building for the delivery of family contact provision through Children's Social Care and will ensure a much-improved service offer to some of our most vulnerable service users.
62. Work is currently being undertaken alongside Arc Partnership with the aim of securing external grant funding associated with the Public Sector Decarbonisation Scheme to support works at Gedling View. If successful, these funds will be used to minimise the overall cost of this project to the County Council and reduce our environmental carbon impact.

63. Overall, the Latest Estimated Cost for Arnold and Carlton are £325k. In line with the Council's Committee arrangements further reports outlining project progress and costs will be taken to the Finance & Major Contracts Management Committee.

Ollerton

64. In Ollerton, the Council owns three office buildings on the Sherwood Energy Village site. In March 2019 Policy Committee a decision was made to vacate and market Bevercotes House, with an offer received and accepted, subject to Committee Approval in January 2020. Committee subsequently accepted the offer in February 2020. Despite delays due to COVID-19, the building remains under offer with an anticipated completion date of Q1 of 2021-22 Financial Year.
65. As a result of the programme review and the anticipated reduced seat ratios to be applied through the Council's Smarter Working Vision, it is also now proposed to further vacate an additional office building at Sherwood Energy Village with all staff then transferring to the remaining building. This proposed reduction could see an additional capital receipt and reduced running cost to the Council's office estate or capacity made available to support Small and Medium Enterprises (SMEs) in the local area.
66. If approved, a short feasibility phase will be required to undertake full-service engagement and to cost the minor refurbishment works that would be required to deliver this reduction. All relevant feasibility costs will be managed from within current allocated budget.
67. Once an outcome of the feasibility work is determined a report back to Finance and Major Contracts Management Committee will be made.

Newark-on-Trent

68. The Council continues to work with partners to locate services at Castle House in Newark. This proposal meets the requirements of both Adult and Children Social Care services and will assist in developing a greater level of multi-agency working providing a more aligned and accessible service for our service users.
69. Negotiations regarding desk licence costs and necessary refurbishment are ongoing but progress has been slower than anticipated as a result of COVID-19.
70. Overall, the Latest Estimated Cost for Newark remains at £20k. In line with the Council's Committee arrangements further reports outlining project progress and costs will be taken to the Finance & Major Contracts Management Committee.

Financial Update

71. As a result of delivering the Investing in Nottinghamshire Programme, gross annual revenue savings in the region of £1.35m are now estimated, an increase of £400k on previous estimates. These estimates do not include potential other cashable and non-cashable benefits, outlined earlier in the report, which will be quantified through further work and

presented to Committee in future reports as the Programme progresses and develops. Neither do they include potential capital receipts.

72. The early exit from Mercury House will provide a short-term immediate reduction in annual revenue running costs of £200k from the next Financial Year, a savings benefit brought forward by 2 years.
73. As a result of the programme review, efficiencies to the budget have been determined which will allow the Capital Programme to be reduced by a sum of £712k as a result of: -
- i. Programme efficiencies related to the end of the feasibility phase totalling £387k
 - ii. Reduced Programme resource requirements related to the design and delivery phase totalling £325k
74. Additionally, £40k revenue funding within the feasibility budget will remain unspent.
75. The revised indicative capital investment schedule for the design and delivery phase is shown below;

	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
	£m	£m	£m	£m	£m
Feb 2020	10.4	11.5	4.9	1.0	0.3
Dec 2020	3.2	17.0	6.5	1.0	0.1
	-7.2	+5.5	+1.6	0.0	-0.2
				Overall	-0.3

76. As mentioned within the report, all projects have also considered any backlog maintenance works that can be incorporated into the project designs. By addressing a number of significant maintenance issues at the same time, disruption to services will be minimised and revenue running costs reduced further. Funding for these additional works will be sought from the Council's 2020/21 & 2021/22 Capital Maintenance Programme.

Summary

77. In summary, the Investing in Nottinghamshire programme, as a result of the COVID-19 pandemic, has the opportunity to raise its ambition to further deliver upon the Council Plan. By utilising the Council's property and land assets effectively, the Council can;
- a. Deliver much needed support to the local economy in a post-pandemic world
 - b. Significantly reduce its environmental carbon footprint including the use of new environmental technologies
 - c. Deliver better local public services, leading to improved outcomes for Nottinghamshire residents
 - d. Work closer with public sector partners
 - e. Reduce its own running costs, generate substantial capital receipts and grow commercial revenue income
 - f. Enhance workforce health and wellbeing, increasing retention of staff as a result.

Other Options Considered

78. The proposals contained within this report are considered to be the optimal solution, in line with the principles and parameters set out in paragraph 4 and previously approved by Members.

Reasons for the Recommendations

79. To provide an update to Elected Members and to ensure best value from the Council's office estate can be achieved.

Statutory and Policy Implications

80. 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.
81. An Equality Impact Assessment has been undertaken. It has considered all protected characteristics from the Equality Act 2010 and all relevant staff mitigations will be put in place. Service users will benefit from our services being more local to them.

RECOMMENDATIONS

82. That Policy Committee:
- i. Endorses the progress made to date in completing feasibility work, developing a new smarter working vision and undertaking the review in light of COVID-19.
 - ii. Supports the principles and benefits set out in paragraphs 4 and 6.
 - iii. Supports the development of a full feasibility associated with the essential and recommended works to County Hall to enable the further consolidation of our offices, reducing our carbon footprint in the light of changed working practices.
 - iv. Supports a full feasibility study associated with the proposal at Sherwood Energy Village with a view to consolidating staff into Thoresby House, further reducing our office footprint.
 - v. Supports a full feasibility study associated with the proposal at Byron House with a view to consolidating staff into alternative Council premises.
 - vi. Approves the development of feasibility work to provide accommodation for Small and Medium Enterprises (SMEs) in the Mid-Notts area across Meadow House, Top Wighay and at Sherwood Energy Village.
 - vii. Approves a variation to the capital programme to decrease it by £0.712m to reflect the efficiencies found within the Investing in Nottinghamshire Capital Programme

Councillor Kay Cutts
Leader of the County Council

For any enquiries about this report please contact:

Adrian Smith, Corporate Director – Place
Tel: (0115 9773680)

Constitutional Comments (SSR 30/11/2020)

The recommendations set out in the report falls within the scope of decisions that may be approved by Policy Committee.

Financial Comments (GB 1/12/2020)

The schemes set out in this report are already included within the approved Policy Committee capital programme. It is proposed that this budget is varied down by £0.712m to reflect efficiencies identified within the programme. A revenue saving of £0.040m has also been identified. The programme will continue to be monitored in line with the Authority's existing budget monitoring processes.

Human Resources Comments (GME 20/11/2020)

There will be ongoing engagement and consultation with employees and their representatives as the detail of the plans emerge. Regular briefings have been provided to the recognised trade unions at Central Joint Consultation and Negotiating Panel, so they are aware of the ongoing development work.

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.

Policy Committee Report – Update on the Environmental Policy and Environment Strategy (18th March 2020)

Policy Committee Report - Investing in Nottinghamshire: Making the Best Use of Council Premises (12th February 2020)

Policy Committee Report - Investing in Nottinghamshire: Delivering the Council Plan through a second Phase of the Smarter Working Programme (20th March 2019)

Policy Committee Report - Investing in Nottinghamshire: Delivering the Top Wighay Farm Sustainable Urban Extension (19th June 2019)

Policy Committee Report - Investing in Nottinghamshire: Top Wighay Masterplan (13th November 2019)

Policy Committee Report – Investing in Nottinghamshire: Top Wighay Masterplan (15th January 2019)

Planning Committee Report - Construction of Two Highway Junctions to Allow Access to Development Site at Top Wighay Farm, Hucknall (21st February 2020)

Investing in Nottinghamshire Programme - Equality Impact Assessment

Electoral Division(s) and Member(s) affected

All

REPORT OF DEPUTY LEADER OF THE COUNTY COUNCIL

ICT STAFFING STRUCTURE

Purpose of the Report

1. To seek approval of a revised staffing structure for the ICT service and consequential staffing reductions and other actions required to implement the changes identified within the report.

Information

Background

2. The first stage of the ICT restructure and change to the operating model was brought to Policy Committee in January 2020. There it was proposed that a single Head of ICT would be established, and two Group manager posts would be deleted. Together with the establishment of a Design Authority governance model.
3. The two Group Manager posts have since been deleted and the staff have left the authority. The Head of ICT position was created and occupied by an interim until a new permanent post holder could be appointed. The interviews for this position took place on Friday 13th November and an update on this appointment should be available at the Policy committee once the outcome is confirmed.
4. The overall structure has changed little over the last few years and as such it was time to bring it in line with the Design Authority governance approach and to enable rapid adoption of new ways of working such as Agile and DevOps.
5. The unfortunate position we have all been in due to the Covid pandemic has delayed this approach, but work has been continuing to get us to this point where we now have a proposed structure which will meet the needs of the Authority and will permit ICT to achieve its savings objectives too.
6. Initially the Build Change and Engagement Team (BCE) were not to be included in the restructure process. However, once the Authority's approach to transformation changed to an in-house approach it was identified that a better solution for ICT would be to include the majority of the BCE team as they provide the project delivery of the service. Working closer and in a more integrated way with ICT makes more sense therefore they have been included in this restructure. Being integrated allows Agile ways of working to be adopted sooner rather

than having two-tiered project delivery systems with teams operating at different delivery speeds.

Proposals for the new structure

7. In order to determine the structure, an internal informal review of the ICT and BCE operation was performed by the interim Head of ICT. The resulting paper was reviewed and approved by CLT in July 2020.
8. The paper suggested the new structure born out of a simple means of categorising the ICT functions. These where:
 - Core, where all ICT operations and development reside,
 - Customer, where the customer interfaces with ICT
 - Control, the governance and policy side which adds process and quality

All parts of ICT could then easily be moved into a specific location where their overall function best fit. The result of this exercise is shown in the proposed structure in Appendix 1

9. In undertaking the above approach areas were identified that were very much in the wrong place, such as the Security team who perform a Control function not a Customer function. It was found that there was lack of clarity on quality or testing and so this has been added to the structure also in the Control area.
10. The applications team will now be responsible for all application development and support whereas currently there are two teams. There is an application development team and some line of business application support functions in the Service Management area. Using the above model all applications functions will be in the Core function.
11. The new structure creates Business Relationship Managers to interface to the business. It creates areas specifically to manage the ITIL (Information Technology Information Library – a recognised model for ICT delivery) parts of ICT (such as Change, Release, Configuration Management, Asset Management etc). Roles within the operational teams have been changed to be DevOps roles (a more flexible approach to decrease delivery time and align with Agile methods by combining skills in Development & Operations).
12. The Authority has for many years relied on a 3rd party for its support of key servers and storage systems. This approach is not only unusual to have a small part of ICT outsourced but it means the Authority lacks key skills and pays a premium to have this arrangement. The contract budget for this service was removed from the ICT budget in March 2020 and as such the function had to return to the Council once the contract ends on November 30th, 2020. Therefore, we have created two additional roles to add in the necessary skills we will need to fulfil this function. One of these new roles will be taken by a staff member from the 3rd party who will transfer under TUPE process.
13. There is a new post of Chief Technology Officer (CTO) who will be responsible for not only managing the combined applications and systems teams but will be the face and voice of the Councils technology both internally and externally where required. Their primary focus will be to ensure the two existing teams can be consolidated into one DevOps team with common operating methods. They will also be responsible for operational ICT services.

14. The job title Head of ICT has been replaced with the Head of Technology and Digital and will be responsible for managing ICT as a whole, budget responsibility, shaping the strategy, working with the business areas and senior leadership of the Council and in helping shape and drive the Digital programme of work by working with the Digital and Transformation teams.
15. The proposed structure was discussed and reviewed with outside advisors to ensure we were not only following current industry best practice, but we were doing the right thing for the Council. Specifically, time was taken to talk Newton Europe through the proposal, and they gave their acknowledgment that this is the correct structure and approach. It was also discussed with Gartner, the world leading research and advisory company particularly in the Technology space. They also supported our proposals.
16. As a result, a new staffing structure has been developed as set out in Appendix 1. The new structure will help to not only realise the required savings but adds new, previously missing functions and creates an environment where ICT can rapidly change its operating model to a fully Agile approach thereby delivering more with less and with higher quality.
17. Formal consultation was undertaken with staff and the recognised trades unions in order to finalise the proposed structure and job descriptions. Employees from within the team were fully involved in this process and have played an important part in shaping the future structure and roles within it. In fact the ICT Managers and BCE managers were given opportunity to define specific areas of the structure

Implementation

18. Following approval from Policy Committee the Authority's enabling and recruitment policies will be used to implement the proposed changes to the structure. This process will be supported by the relevant managers and HR colleagues as appropriate
19. It will be expected that given the changes to many of the roles there will be a need to interview staff that have claims to specific roles. This will again be completed in line with the Enabling Process.

Other Options Considered

20. The approach was undertaken by an experienced interim Head of ICT who has previous experience of defining and implementing new structures and operating models. Therefore, no other option was considered as the proposal has also been reviewed and ratified by not only CLT but also external experts in the form of Newton Europe and Gartner. By using an interim we were able to shape the structure based on not only on current industry standards but also by someone who has been embedded in the operation and running of ICT for the last 8 months and so the proposal is one that works specifically for Nottinghamshire County Council.

Reasons for Recommendation

21. The staffing model proposed will deliver savings whilst continuing to provide, and improve upon, an excellent service to enable the delivery of the Council Plan and commitments to improve outcomes for citizens, communities and business together with putting the Authority in a better place to deliver its Digital and Transformation agendas.

Statutory and Policy Implications

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

Financial Implications

23. The structure proposals set out in this report will reduce the number of posts in the ICT function from 149 to 145 fte. This will bring a savings of approximately of £200,000 which is the target set for ICT to achieve. The final savings delivered will depend on the final grading of the posts and outcome of the enabling process, however it is not anticipated that the grading would be significantly different to those set as the aspirational grades. There is minimal requirement for salary expected protection and this would still keep the budget within the savings envelope.

Human Resources Implications

24. The proposed structure is set out in Appendix 1. Employees and trades union colleagues have been involved in developing the proposed structure and job descriptions and formally consulted in line with the Council's agreed processes. The Human Resources implications have been considered throughout the consultation process in drawing up the new structure and job descriptions. Confirmation of grades within the structure will be confirmed using the agreed job evaluation process.

25. Appointments to the posts in the new structure will progress in line with the Council's agreed policies and procedures; including the Enabling Process. Any displaced employees will be supported under the Council's Redundancy and Redeployment Policy.

RECOMMENDATION

It is recommended that the Committee approves the ICT Staffing Structure as set out in Appendix 1 and consequent actions required for implementation as outlined in the report.

Councillor Reg Adair
Deputy Leader of the County Council

Service Director – Finance, Infrastructure & Improvement and Section 151 Officer

For any enquiries about this report please contact: Mark Davies, Head of ICT, Mob: 07860 879703

Constitutional Comments (GR 30/11/2020)

26. Pursuant to the Nottinghamshire County Council Constitution this committee has the delegated authority to receive this report and to make the recommendations contained within it, subject to all appropriate consultation having been made where required under the Employment procedures.

Financial Comments (KRP 13/11/2020)

27. The financial implications showing an additional anticipated £270k of savings is detailed in paragraph 23 of the report.

HR Comments (JP 14/11/2020)

28. The proposal have been subject to formal consultation with staff and the recognised trade unions. The implementation of the recommendations will be undertaken in accordance with the County Councils agreed employment policies and procedures, including enabling, redundancy and redeployment.

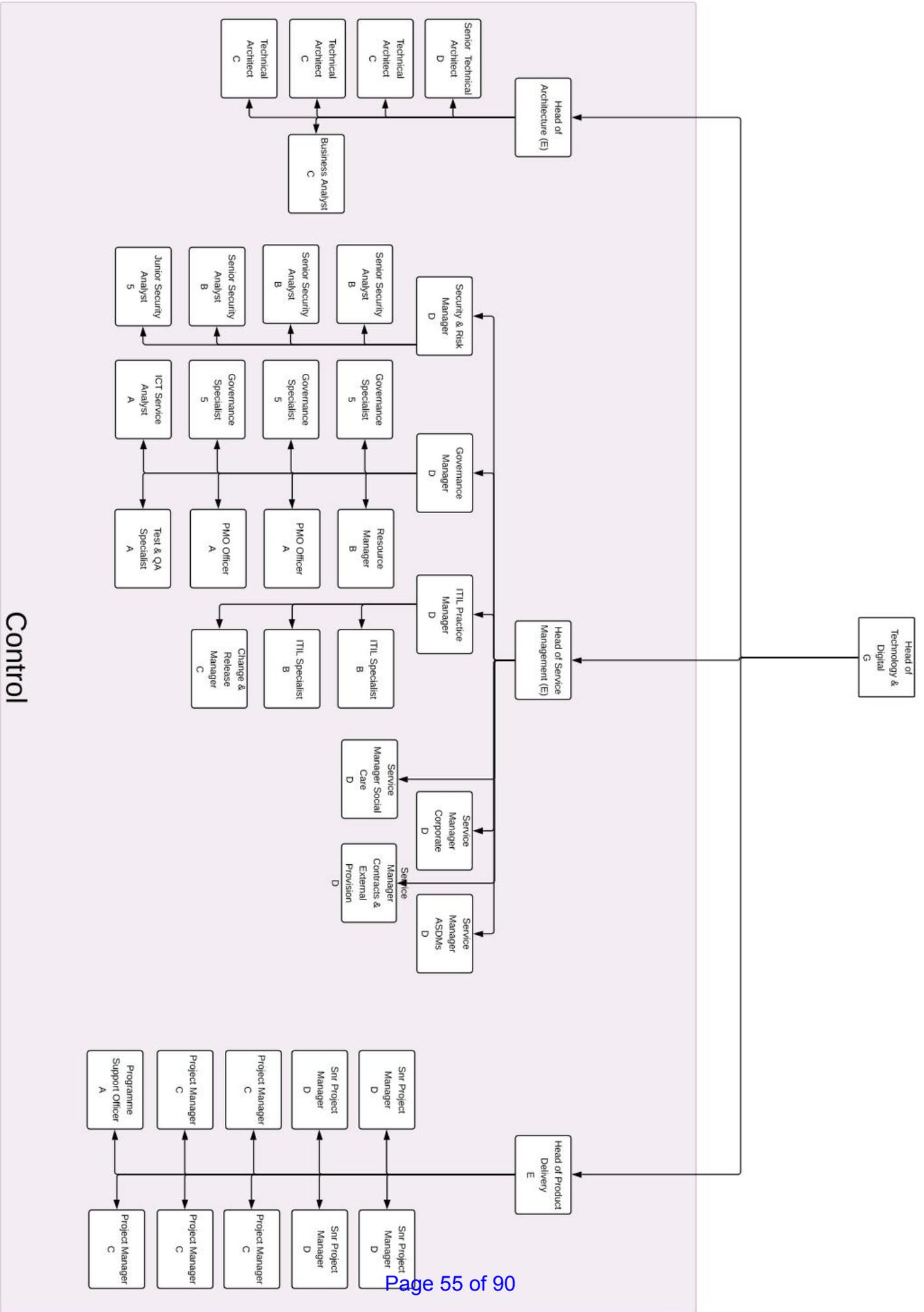
Background Papers and Published Documents

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

- None

Electoral Division(s) and Member(s) Affected

- All



Control

**REPORT OF THE LEADER OF THE COUNCIL
EAST MIDLANDS DEVELOPMENT CORPORATION – INTERIM VEHICLE
THE ESTABLISHMENT OF EM DEVCO LIMITED - COMPANY LIMITED BY GUARANTEE**

Purpose of the Report

1. The purpose of this report is to set out the background, progress to date and expected benefits of the East Midlands Development Corporation Programme, known as “The Alchemy Project”.
2. The Committee is asked to approve the establishment of an Interim Vehicle (EM Devco Limited), to maintain momentum prior to a Statutory Development Corporation being created by Parliament.
3. Approval is also sought for the Council to contribute £1.5m in £0.5m annual funding contributions (2021-2024). To be reviewed at the end of year 1 and 2 against progress and relevant milestones in the Company’s Business Plan

Information

4. An executive summary legal report and a risks table are included in an **exempt appendix**, which is not for publication by virtue of paragraphs 3 and 5 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 and impact information to which legal professional privilege applies.

Background

5. In February 2019 the Government approved funding for a 2 year programme to explore the business case for a locally led development delivery vehicle for the East Midlands and asked the Midlands Engine to lead the work. The Midlands Engine was asked to consider three locations in the East Midlands: specifically, Ratcliffe on Soar Power Station site, Toton and Chetwynd Barracks (both in Nottinghamshire), and East Midlands Airport (in Leicestershire). The programme is also considering how the Development Corporation can have wider application across the East Midlands as a whole. Further background to the East Midlands Development Corporation (EMDC) programme was reported earlier in the year at Policy Committee in February 2020.
6. The Development Corporation programme is overseen by an Oversight Board (The Alchemy Board) supported by an Executive Group. The Alchemy Board is made up of Leaders from the

region's upper tier local authorities and directly affected districts alongside private sector; business community; central Government; LEP's; and university representatives. The Executive Group is a smaller group of executive officers. Both are chaired by Sir John Peace, as chairman of the Midlands Engine. Anthony May (Chief Executive of Nottinghamshire County Council and Chair of the Midlands Engine Operating Board) is the Senior Responsible Officer and Ken Harrison is the Programme Director. To avoid any conflicts of interest, the County Council has been represented at officer level by the Deputy Chief Executive and Corporate Director for Place, Adrian Smith

7. The overall ambition of the EMDC is to supercharge a new era of growth for the regional economy by enabling projects which build directly on the potential of HS2, the region's status as a major trade and logistics gateway and its historic strengths in research and development and industrial innovation; particularly research and innovation related to the emerging low carbon economy.

Progress to date

8. Significant progress has been made in considering the strategic and economic case for the Development Corporation, with the evidence pointing to transformational benefits for the region, with 84k jobs, £4.8bn Gross Value Added (GVA) and at least 4,500 homes to be delivered.
9. The EMDC will contribute substantially to inclusive, zero carbon growth and levelling up by initially realising the enormous potential of the three key sites:
 - HS2 Hub at Toton & Chetwynd - a new destination for knowledge-driven jobs and an exemplar zero carbon mixed-use community, showcasing next generation living, with a HS2 hub station offering unrivalled connectivity.
 - Ratcliffe Power Station and East Midlands Airport Area that together will provide a demonstrator for new technologies and methods of:
 - production and energy generation and supply;
 - transport and digital connectivity;
 - a proposal to be the UK's only Inland Freeport with the Country's largest and only 24-hour dedicated air freight hub being its main entry point to the freeport;
 - a global multi-modal hub and centre for trade and logistics with substantial housing growth proposed across the wider area; and
 - creation of ZERO on the Ratcliffe Power Station site, an international centre for the development of market-ready zero emission technologies.
10. Work is continuing on the preparation of the detailed business case, which will set out to Government how it meets the criteria for public-sector intervention. It will establish a case for change, a value for money assessment, commercial viability, financial affordability, and a route to delivery. It is anticipated that this will be submitted to Government in March 2021.
11. There has been an ongoing and positive dialogue with Government regarding the most appropriate legislative pathway to establish this new type of Development Corporation:

- a. In January 2020, the Midlands Engine responded to the Ministry of Housing, Communities and Local Government (MHCLG) 'Development Corporation Reform: Technical Consultation';
 - b. In July 2020 the Secretary of State confirmed his support for the establishment of an Interim Vehicle, to continue to build momentum prior to the creation of a statutory Development Corporation; and
 - c. In August 2020, the [Planning White Paper consultation "Planning for the Future"](#) includes positive reference to the Development Corporation work on page 69 with the following statement:
 "As we bring forward planning reform, we also want to ensure we have in place the right delivery mechanisms, including development corporations. A good example that we are already progressing is development at Toton in the East Midlands, where we have announced our intention to support the establishment of a development corporation to maximise the area's international links and create tens of thousands of new homes and jobs. We want to see more schemes of this kind, backed by modern delivery models, around the country."
12. The Parliamentary processes required to establish a new type of Development Corporation will take time and at the July meeting of the Alchemy Board, partners endorsed the establishment of an Interim Vehicle to maintain momentum, subject to approval of the five directly affected Local Authorities.

Benefits for Nottinghamshire

13. In addition to the broad programme benefits outlined above, there are a number of specific benefits for each of the five local authority areas. For Nottinghamshire the identified benefits for the Toton and Chetwynd and Ratcliffe on Soar sites, include:
- Delivering an internationally significant zero carbon community of 4,500 homes, an Innovation Hub of 6,000 jobs, and a National Skills Academy for inclusive growth at Toton & Chetwynd.
 - Delivering the UK Biodiversity Hub and Innovation Campus to become the UK centre of excellence for skills and businesses in carbon zero and sustainable technologies.
 - Retaining and enhancing the special qualities of our existing communities.
 - Linking with and supporting local bids to the Future High Streets Fund and Towns Fund.
 - Transforming Ratcliffe-on-Soar Power Station into ZERO, a centre for the development of market-ready zero emissions technologies with the capacity to create up to 20,000 jobs.
 - A seamless transition from operational power station to global destination for the development of technologies which drive new markets with long-term economic potential for the UK economy.
 - A world-class green and blue environmental investment programme with Research & Development in climate change and zero carbon.
 - Transforming connectivity and accessibility through key infrastructure and investment in major infrastructure improvements including a new link road to Toton Station; multi-modal links to and from the station; better access to the M1 and the strategic road network.
 - Environmental programmes including the enhancement of the river corridors and integrated cycling and walking improvements.

Progress towards establishing the Development Corporation

14. The initial stages of the programme highlighted the lack of any off-the-shelf model in statute to deliver the region's aspirations for a locally led approach of the kind envisaged. Instead a new model of governance is required, a Locally Led Urban Development Corporation (LLUDC).
15. The Midlands Engine instructed Pinsent Masons to provide legal advice in relation to this matter. Pinsent Masons have given detailed advice in relation to the various potential options for establishing a Development Corporation and four key features were identified as needing to be satisfied:
- To be locally led in order to better meet the needs of the local area. An Oversight Authority is proposed, comprised of Local Authority membership to have oversight of the Development Corporation.
 - To have wide financial powers so as to be able to access a wide range of funding including private and public equity and debt finance, and grants and other investments. It is also proposed that the Development Corporation be given powers to become a community infrastructure levy charging authority.
 - To have two streams of planning powers. Firstly, plan-making powers, and secondly operational and enforcement powers to include the ability to approve planning applications.
 - To be able to undertake delivery of projects and infrastructure, including the ability to determine planning applications and grant development orders. This will avoid multiple applications to separate Local Authorities where applications span more than one Local Authority area.
16. A number of existing forms of vehicles were considered with a view to meeting these requirements:
- A simple joint venture – considered to be inappropriate because it would not have the requisite power to progress this project with the complex make up of authorities and stakeholders involved.
 - A Locally Led New Town Development Corporation – whilst this enjoys many of the powers identified for this project it would not, under existing legislation, have plan making or planning enforcement powers or the power to become a community infrastructure levy (CIL) charging authority and so is limited in the funding streams it may be able to access.
 - An Urban Development Corporation – there are many benefits to this form of vehicle, however the Secretary of State has the power to give binding directions with which the vehicle must comply and so it does not have the benefit of being truly locally led.
 - A Development Consent Order – these vehicles can have wider ranging powers but do have restrictions in terms of transport and economic development powers.

Formation of a Locally Led Urban Development Corporation

17. As none of the above existing vehicles are considered to meet all of the requirements of the proposed Development Corporation, a new form of *Locally Led Urban Development Corporation* is proposed. This will require new primary legislation to be passed by Parliament. It is considered that this will offer the greatest benefits to the local authorities going forwards. A number of other local authorities across the Country, and the Midlands, are following our

work closely, seeking to adopt the new model once on statute, and learn from the innovative practice developed in the East Midlands.

Power to Establish the Development Corporation

18. The power to establish the proposed form of Development Corporation will come through primary legislation, in a similar way to the current forms of Urban Development Corporation and Locally Led New Town Development Corporation. In both of those cases there is primary legislation in place which broadly provides a power to the Secretary of State to designate an area for the relevant purpose and to establish the relevant vehicle by way of an order of the Secretary of State. Such an order will provide certain powers to the vehicle established by the order, with the Secretary of State potentially being able to exclude powers. Depending on the nature of the vehicle proposed there are differences as to the process to be undertaken and also the nature of the order that may be made by the Secretary of State. In both cases Parliamentary approval of the order is required.
19. The proposal for the new form of Development Corporation follows a similar process. Primary legislation will be required in order to provide the Secretary of State with the power to designate an area and establish a Development Corporation by way of an order. Parliamentary approval of the proposed order will be required.
20. As such, the Council will not take a formal decision to establish the proposed Development Corporation; it will be a matter for the Secretary of State with the approval of Parliament. The Secretary of State will however be required to consult in relation to the designation of an area and the making of an order to establish the Development Corporation. The Council will have the opportunity to respond to that consultation with a view to shaping the nature of the Development Corporation and the powers afforded to it and may also make proposals directly to the Secretary of State in relation to the Development Corporation.
21. The possibility of the primary legislation itself establishing the Development Corporation without further steps being required by the Secretary of State is being explored. However, whether this is required will depend on how the primary legislation progresses.
22. Early involvement through the Interim Vehicle will be beneficial to the Council in helping it to shape the nature of the proposed Development Corporation, in particular with a view to making the case to Government for the statutory vehicle that is truly locally led.

Establishing the Interim vehicle

23. Subject to the approval of the recommendations in this report, in order to maintain momentum whilst the legislative processes to establish the statutory Development Corporation are navigated, an Interim Vehicle, to be known as EM Devco Limited will be incorporated early in the new year 2021, in the form of a company limited by guarantee (CLG).

24. As a non-profit CLG, EM Devco Limited will have no share capital, and the Local Authorities will be the guarantee holders and therefore the 'members' of EM Devco Limited. A Local Authority cannot pass its guarantee on to another body or organisation and a member's guarantee cannot be sold in the same way that shares can. Any Local Authority may leave EM Devco Limited at any time by giving 12 months' notice to the other authorities but receives no payment for its guarantee to EM Devco Limited in that instance (indeed, the guarantee represents an obligation of the member rather than an asset, unlike shares in a company limited by shares). Should one or more Local Authorities decide to leave EM Devco Limited, there would be no obligation for the other authorities to top up funding, but financial pressures would be increased as there would be less partner contributions. In the event that the company is wound up, distribution of assets would be subject to the normal rules of insolvency law (i.e. in broad terms, paying off charge holders and creditors, then returning any remaining assets to the Local Authorities as members of the company).
25. While guarantee holders, the local authorities can exercise their control over the company in two key ways:
- By appointing a director to the independent skills led board of directors, who will oversee the operational delivery of the company; and
 - As members, the local authorities together (as the Oversight Authority) can take direction on the 'Consent Matters' set out in the Members Agreement.
26. The Interim Vehicle will not have any statutory powers, these will remain with the relevant Local Authority partner until the establishment of the statutory Development Corporation.
27. The five Local Authorities with administrative responsibilities within the current scope of the programme (Toton, Chetwynd Barracks, East Midlands Airport Area and the power station at Ratcliffe on Soar), will be the owners of the company, namely:
- Broxtowe Borough Council
 - Leicestershire County Council
 - North West Leicestershire District Council
 - Nottinghamshire County Council
 - Rushcliffe Borough Council.
28. The Interim Vehicle will mirror the intended form of the statutory Development Corporation and will consist of:
- An Oversight Authority comprising the 5 Local Authorities who will be the guarantee holders and corporate 'Members' of the CLG;
 - An independent skills-based board of directors, including up to 11 directors, made up of a combination of independent and non-independent directors - the independent directors will be appointed through an open recruitment process and the non-independent directors will be representatives from the 5 local authorities; and
 - Local delivery vehicles/ special purpose vehicles or joint ventures for each site.
29. Draft Members Agreement and Articles of Association setting out the formal constitutional arrangements for the CLG have been agreed in principle and are summarised in the executive

summary legal report (**exempt appendix**). Separate independent external legal advice has been jointly commissioned by the two County Councils (Leicestershire and Nottinghamshire) and the three District & Borough Councils (Rushcliffe, Broxtowe and North West Leicestershire) to support the objective assessment of these proposals.

30. The executive summary legal report (**exempt appendix**) summarises the proposed arrangements relating to the establishment of EM DevCo Limited. The key matters for consideration from the Members Agreement and Articles of Association are highlighted below:
- a. In order to ensure the Interim Vehicle is appropriately resourced, it is recommended in this report that the Council makes a funding contribution of £0.5m for the financial year 2021/22. The Financial Implications section of this report provides further details on Nottinghamshire County Council's and other partners' proposed funding contributions to EM Devco Limited.
 - b. Nottinghamshire County Council will undertake the role of Host Authority for the Interim Vehicle, this will be for the purposes of back office services e.g. accommodation, HR, procurement and financial administration. The cost of this must be met by the CLG at market rates and will need to be met from the funding contributions in 2021/22 and subsequent years. Further details are provided within the financial implications section of this report.
 - c. The establishment of the Oversight Authority and an independent skills-based board of directors, as detailed in paragraph 28 above. Details of the voting arrangements for the Board are contained in the Member's Agreement and Articles of Association and summarised in the executive summary legal report (**exempt appendix**).
 - d. The Consent Matters for agreement by the Oversight Authority i.e. the 5 Local Authorities who will own the CLG, and the voting mechanisms for agreeing these matters. As set out in the Member's Agreement and Articles of Association and summarised in the executive summary legal report (**exempt appendix**). As an example, the business plan will require the approval of the Oversight Authority.
 - e. The key risks on establishing the Interim Vehicle and mitigations are set out in a risks table (**exempt appendix**), a short summary of the risks can be found below:
 - Government approval for the establishment of a Statutory Development Corporation is delayed or is not forthcoming.
 - MHCLG grant funding, in the immediate or longer term does not meet the company's needs, and so the proposed activities are not delivered, or the programme does not progress beyond the initial 3-year Interim Vehicle stage.
 - There is a risk that after the initial 3-year term, further funding will be required from local authority partners to support the Development Corporation. This will need to be reviewed by each individual partner at that point in time, if required and based on outputs delivered to date. There is no commitment from Nottinghamshire County Council to fund beyond the initial three years (subject to annual review). It is expected that if a statutory Development Corporation is set up by Government in the future it will be funded and will be able to borrow and secure investment from private equity firms to deliver the ambitions.
 - Conflicts emerge within or between the Board of Directors and/or the Oversight Authority, leading to deadlock and significantly delayed progress.
31. Once established, the first key task will be to recruit Independent Directors to the Board to join the Local Authority nominated Non Independent Directors and to develop a business plan. It will be the responsibility of the Board to deliver the business plan which will need the approval

of the Oversight Authority and which will be reviewed on an annual basis. Approval will be required of the Oversight Authority for decisions that fall outside the business plan especially those which have a budgetary implication.

Legal Implications

32. Pending the creation of the hybrid Locally Led Urban Development Corporation which will require primary legislation, the intention is to establish an Interim Vehicle which, will mirror the proposed Hybrid Development Corporation. Options have been considered including limited partnerships, limited liability partnership, community benefit societies, community interest companies. Having taken advice on various options, the proposed way forward comprises a Company Limited by Guarantee as a separate legal entity distinct from its members and regulated by the Companies Act 2006. Such a Company may enter into contracts in its own name and is responsible for its own debts and liabilities subject to the liability of members limited to a nominal amount (£1). If the company is wound up the members guarantee of £1 will only be called upon if the company cannot otherwise satisfy its debts. Members of the company do not have the right to share in the profits of the company by way of dividend payments and the arrangement therefore is more akin to one of stewardship of development activities rather than an owner with entitlement to receipts.
33. The County Council has the vires to join such a Company under the provisions contained in the Localism Act 2011 which confers the power on the County Council to do anything that an individual may do subject to various statutory restrictions relating to commercial enterprise. Further details on this matter can be found in the executive summary legal report (**exempt appendix**)
34. A company limited by guarantee will be subject to governance through a Members' Agreement and Articles of Association setting out the arrangements for the company and how it will operate. The Articles govern the constitution of the Company dealing with the powers of directors, members, voting and board and member meetings. All the key issues have now been agreed in principle between the parties and the legal documents are at an advanced stage, with legal drafting details only remaining to be finalised. A delegation to the Corporate Director for Place is therefore proposed to enable final details to be approved.
35. Legal advice, in relation to state aid, has been obtained on behalf of all of the Councils from external legal advisors, Browne Jacobson. In summary they have advised it will be possible to structure the funding of the EM DevCo Limited and the project specific vehicles either by loans or by the provision of grant funding. In the case of loans, these should be at market rates and grant funding should be direct towards the "public" infrastructure activities of the EM DevCo Limited.
36. Investment from the Councils into the EM DevCo Limited should, with an important exception, be made in accordance with the Market Economy Operator Principle. In other words, as if the Councils were acting as private sector bodies. Loan funding should therefore be in line with the European Commission's reference rate table. That said, there is a reasonable amount of flexibility in decision making.

37. Other resources provided to the EM DevCo Limited, whether they are land or back office services, should be provided at market rates.
38. The important exception to funding from the Councils in accordance with the Market Economy Operator Principle applies equally to funding from MHCLG. If the funding is being applied by the EM DevCo Limited on public realm infrastructure works, infrastructure works or land remediation (in each case, provided relevant conditions are complied with) then this will not be State aid.
39. Accordingly, if the EM DevCo Limited is funded by way of loans at market rates and/or by grants to the extent that the EM DevCo Limited will be carrying out “public sector” development along the lines of public realm and other infrastructure works, then funding of the EM DevCo Limited will be State aid compliant.
40. Some grant funding may be used by the EM DevCo Limited for masterplanning and for the appointment of consultants. On balance, it would be State aid compliant to grant fund the masterplanning and consultants’ work on the basis that, the main thrust of the project activity carried out by the EM DevCo Limited is likely to be through the State aid compliant “public sector” infrastructure works and work done through the masterplanning and work done by consultants would presumably contribute towards these works being carried out. It would, however, be prudent to provide for clawback in the contractual arrangements with the EM DevCo Limited to ensure that the Councils are able to recover grant funding of the masterplanning/consultants’ work that, in the event, directly benefited direct development.
41. Any State aid will be provided after 1st January 2021. If the UK agrees a trade deal with the EU, then there is (probably) going to be a new UK subsidy regime developed. There are many questions about what that would look like, but it would be unlikely to be resolved by the end of this year, so there would have to be an interim regime. The most realistic option is likely to be to continue the current State aid regime, but for it to be enforceable domestically. The statutory instrument drafted in 2019 to provide the framework for a state aid regime should the UK leave the EU without a withdrawal agreement would work as a basis for this.
42. If there is no trade deal by the end of the year, then the State aid regime will largely fall away (at least until a deal is actually agreed). The State Aid (Revocations and Amendments) (EU Exit) Regulations 2020 provide for this. However, Article 10 of the Protocol provides that the whole of EU state aid law, including current mechanisms of enforcement by the Commission, national courts, and the Court of Justice of the European Union (CJEU), applies to the whole UK to the extent that UK measures have a potential effect on trade in goods between Northern Ireland and the EU (in particular, of course, Ireland). Article 10 is enforceable by any person with standing (e.g. a competitor of a business benefiting from State aid falling under Article 10) in the UK courts and anyone can complain to the Commission.
43. Given the uncertainties, the advice obtained is based on State aid law as it stands currently.

Financial Implications

44. The core costs for 2019-20 and 2020-21 of the Midlands Engine Development Corporation programme so far have been funded by Government, through the MHCLG. The total funding was £2 million, spread equally across 2 years (2019/20 and 2020/21). The programme team has also received additional resources through a mix of direct funding and in kind support from partner Local Authorities.
45. The Interim Vehicle will require additional funding to bring forward the proposals. As such, in September 2020 the programme submitted a £18.6m bid to Government as part of the Comprehensive Spending Review 2020 (CSR) process to cover the first three years. Subsequently, the CSR 2020 was deferred by Government and replaced with a one year spending review, therefore, confirmation of Government Funding has been delayed.
46. The CSR proposition includes the establishment of a dedicated and focussed team and governance structure to rapidly progress delivery and undertake the following tasks, which would be crucial steps to delivering the benefits highlighted above, if funding is approved. This would include:
- Providing detailed, deliverable investment plans;
 - Establishing commercial arrangements;
 - Investing in enabling infrastructure which unlocks the key sites;
 - Acquiring and assembling the land needed for coherent delivery of homes and jobs;
 - Delivering key early outcomes:
 - 1,500 additional new homes
 - 500 jobs
 - £25m Gross Value Added (GVA) Growth per annum
 - Paving the way for statutory Development Corporation with powers and investment.
47. As outlined in the key matters for consideration above, if the recommendations in this report are approved, Nottinghamshire County Council will make a funding contribution of £0.5m for the financial year 2021/22. Subsequent £0.5m allocations for 2022/23 and 2023/24 will be subject to annual reviews by the relevant Committee at the end of year 1 and 2 against progress and relevant milestones in the Company's Business Plan. Subject to approval by individual authorities Elected Members, Leicestershire County Council will match this funding allocation and the 3 District and Borough Council's will each provide a £0.5m funding allocation over the 3 years, a total of £4.5m. Midlands Engine continues to engage Government to request funding for the Interim Vehicle, however, the outcome of a formal funding submission to Government is yet to be determined. Work is underway on scenario planning to ensure that whatever budget envelope the company has, realistic and scalable delivery plans are in place.
48. Hosting services, such as ICT, HR, procurement etc, will be provided by Nottinghamshire County Council at market rates. Provision of these services will be subject to a Service Level Agreement between the Council and the Company. The five lead councils continue to consider the most efficient way to ensure the project has an appropriate staffing establishment and project management capacity. The current team is part of the Place Department establishment, as approved by Policy Committee and the activities of the team are funded by Government; this will continue in the interim. Once agreement has been reached on the formal arrangements, this may need to be reported back to the relevant committee for further approval, subject to the preferred model and a resolution on any financial, legal or HR implications.

Other Options Considered

49. Not to establish the Interim Vehicle, but this is considered highly undesirable because momentum would stall and the deliverability of the benefits set out in this report would be put into considerable doubt. Similarly, a delay to the establishment of the Interim Vehicle until Government funding has been clarified is considered likely to impact negatively on momentum and overall delivery aspirations, as timescales for funding confirmation remain uncertain whilst the Government continues to focus on managing the COVID-19 pandemic.
50. As outlined, there is an expectation that Local Authority partners provide annual funding for the Development Corporation Interim Vehicle for its planned three years of operation. Contributing to this funding will ensure that the County Council has a seat at the table to play a key role in shaping the Development Corporation into the future to ensure the delivery of maximum benefit for Nottinghamshire and the region.
51. The alternative option for the Council is to not support this proposal. Work towards the Development Corporation could continue without the support of Local Authority partners. However, funding and local leadership for ongoing activity will be critical to achieving the sort of locally led Development Corporation which the partners aspire to. Not progressing with or delaying the Alchemy Project altogether would have significant disbenefits. There would not be the dedicated capacity to bring forward the developments and the benefits for residents would be lost.

Reason/s for Recommendation/s

52. To approve the establishment of the Interim Vehicle, facilitating the delivery of the expected benefits outlined above. If established and supported with the required resources and expertise, the Development Corporation would be in a position to attract nationally and internationally significant investment and development into the East Midlands. This type of investment is not something that Nottinghamshire County Council, other stakeholders or landowners, could attract on their own.
53. Whilst Nottinghamshire and the East Midlands is home to many highly skilled people, there remain many who have not benefited from the restructuring of the region's economy or national economic growth. It is time to level up our economy and drive up aspiration, skills, productivity and prosperity for everyone. The Alchemy Project, taken forward by the EM DevCo Limited will generate high-quality jobs, develop skills and have a lasting impact on people's lives across Nottinghamshire. Connectivity improvements will improve accessibility to the opportunities at Toton for residents of Broxtowe, Ashfield and Mansfield and supply chain businesses will support employment throughout the County. The Alchemy Project will drive inclusive growth, improving social mobility, turning around a low wage, low productivity economy to one driven by high skills and high knowledge employment.

Statutory and Policy Implications

54. 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. With regard to the public sector equality duty, it is not considered that establishing the CLG will disproportionately impact people with protected characteristics. This will be kept under review as part of the business planning process.

RECOMMENDATION/S

It is recommended that Policy Committee:

- 1) Approves the establishment of the Interim Vehicle (EM Devco Limited), to support the aspirations of the business case that is to be submitted to Government, in the form of a company limited by guarantee at the earliest opportunity in 2021 with a view to becoming fully operational by 1 April 2021;
- 2) Agrees the proposed Governance arrangements, including the board membership, voting arrangements and consent matters as set out in the report and it's exempt appendix;
- 3) Approves the Council's budgetary contribution of £0.5m per annum over 3 years, to be reviewed at the end of year 1 and 2 against progress and relevant milestones in the Company's Business Plan, with this funding allocation subject to funding contributions from the other affected Local Authorities;
- 4) Agrees the Council's participation as a founding member in the Interim Vehicle Company, it's role as host authority and the current content of the Articles of Association and Members Agreement, as summarised in the executive summary legal report (**exempt appendix**), delegating to the Corporate Director for Place, in consultation with the S.151 Officer and the Group Manager for Legal and Democratic Services, the authority to negotiate and finalise the details of those documents and authority to enter into them and all company or other documentation necessary to give effect to the proposals, provided that they remain within the approved budgetary envelope and are consistent with the risk profile referenced in the report;
- 5) Authorises the CLG; EM Devco Limited to be added to the Council's Outside Bodies Register and the Ruling Group Business Manager to make the required Member appointments to the Oversight Authority and delegates authority to the Chief Executive to make the required Officer appointments to the Board of Directors.
- 6) Agrees that periodic progress reports regarding the Company business plan and establishment of the longer term statutory Development Corporation will be brought to the relevant Committee as appropriate.

Councillor Mrs Kay Cutts MBE
Leader of the County Council

For any enquiries about this report please contact: Adrian Smith, Deputy Chief Executive and Corporate Director Place, adrian.smith@nottscc.gov.uk

Constitutional Comments (HD 30/11/2020)

55. The Policy Committee has the authority to determine the recommendations in this report, subject to any further approvals required in respect of the level of financial contributions for next year's budget and the MTFS.
56. The legal implications are outlined briefly in the legal implications section of the report and in more detail in the summary legal report and risk profile provided by the Council's independent external legal advisors, attached as an (exempt appendix). Committee must carefully consider all of the risks and issues highlighted and determine the appropriate resolution accordingly.

Financial Comments (NS 30/11/2020)

57. The financial implication of the County Council's proposed funding contribution to the Interim Vehicle is set out as follows. The allocations for 2022/23 and 2023/24 will be subject to annual reviews at the end of year 1 and 2 against progress and relevant milestones in the Company's Business Plan:

Financial Year	Funding Contribution
2021-22	£0.5m
2022-23	£0.5m
2023-24	£0.5m
TOTAL	£1.5m

58. Subject to approval by individual authorities Elected Members, Leicestershire County Council will match this funding allocation and the 3 District and Borough Council's will each provide a £0.5m funding allocation over the 3 years, a total of £4.5m. Midlands Engine have made representations to MHCLG regarding a substantial contribution to help meet the full cost of the Interim Vehicle and discussions are ongoing. Work is underway on scenario planning to ensure that whatever budget envelope the company has, scalable delivery plans are in place.
59. The County Council's contribution will be met from reserves.
60. Support associated with hosting services, such as ICT, HR, procurement etc, are anticipated to be up to £20,000 pa and will need to be provided at market rates.

HR Comments (GE 11/11/2020) The temporary resourcing arrangements will continue and future HR implications will be dependent on the vehicle selected. Ongoing dialogue continues with the Head of HR, Nottinghamshire County Council, to ensure any employment considerations are included at the appropriate time.

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.

- [Midlands Engine Development Corporation Update - Policy Committee - February 2020](#)
- [Midlands Engine Development Corporation Funding and Delivery Team - Policy Committee - June 2019](#)
- East Midlands Development Corporation, Comprehensive Spending review (CSR) 2020, Proposition

Electoral Division(s) and Member(s) Affected

All

REPORT OF THE LEADER OF THE COUNCIL**PROPOSED SALE OF LAND AT BRAMCOTE PARK TO WHITEHILLS PARK
FEDERATION TRUST****Purpose of the Report**

1. To seek approval to the conditional sale of land at Bramcote Park to White Hills Park Federation Trust (the Trust) subject to the safeguards outlined in the exempt appendix, receipt of S77 consent and consent under paragraph 4 of Schedule 1 of the Academies Act 2010 and consent of the Secretary of State for Housing, Communities and Local Government, in respect of the disposal at an undervalue.
2. To grant delegated authority to the Service Director, Investment & Growth, in consultation with the Group Manager for Legal Services to negotiate and approve detailed terms of the necessary legal documentation to give effect to the decision in accordance with the safeguards set out in the report and the exempt appendix.

Information

3. This report contains an exempt appendix, which is not for publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended) (Information relating to any individual and the business affairs of a particular person (including the authority holding that information)). 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, disclosure of this information would prejudice the parties' commercial interests.
4. This report details the progress made between the County Council and the Trust in respect of the proposed new school build and recommends next steps in respect of the land disposal. There have been a number of previous reports to committee in October 2017 and November 2018 on this subject matter. These earlier reports differ to the approach set out here in that the Council was using the land receipts to build a new school at the Bramcote College site. Furthermore, the earlier reports relied on desktop valuations. Due to the passage of time, site conditions, changes in risk profile, land values and increases in build costs, their contents are no longer considered up to date. This report therefore is necessary to reset the current position and update Members, with a recommendation as to the land disposal and how this will be used.
5. Having said that the contents of the previous reports are not up to date, there is a continuing theme that was incorporated in those reports that remain the same today. That the land receipt is used to build a new school at the Bramcote College site. In addition, the school buildings are in a generally poor state of repair having a negative impact on the school and

pupils, with roof leaks leading to cancellation of lessons, science being taught in non specialist environments, recruitment issues and health and safety needing to be managed.

6. In 2014, the Trust exhausted the possibility of securing any Priority School Rebuilding Programme funding to address these significant problems. The Trust has also confirmed that it did not participate in the bid for the £1billion fund for 50 secondary schools, announced by government earlier this year, because they did not consider their bid would be successful when compared to the national picture. Officers understand that national funding will be diverted to those buildings of a certain type of historical construction which is not applicable to Whitehills. Furthermore, as the current spending review is annual, it is difficult to predict how schools' capital funding will be distributed and available to be accessed.
7. Given this to be the case, the Trust decided to continue to explore alternative methods of securing funding to rebuild their schools. This included dialogue with the Council with a view to combining land held by the school on a long lease together with adjacent Council owned land to maximise value which could be released to support a new replacement school.
8. The Council owns the freehold interest in plots 1 and 4 identified on the attached plan. Plot 4 is unencumbered, vacant and surplus to the Council's requirements. Plot 1 is part of a 125 year lease to the Trust. Plot 1 was formerly school playing fields which are now unused and surplus to the Trust's requirements. In addition, the Council is the freehold owner of land used for the Bramcote Primary school which sits alongside the Trust site as identified on the attached plan.
9. As Plot 4 is surplus to requirements, there was an opportunity for the Council to consider with the Trust an appropriate mechanism to maximise value from this land, and as part of this opportunity to seek expansion land for Bramcote Primary School in return.
10. The Council is not legally responsible for funding Academy Trusts or rebuilding academy buildings and will need to balance the benefits of these proposals with other responsibilities towards maintained schools. Under the terms of the 125 year lease that the Trust holds, they are responsible for the maintenance and repair of the school. However, the proposed sale is consistent with the Council Plan, would benefit a significant number of children in the area who attend the school and as identified in the exempt appendix to this report selling the Council's land on the open market would release significantly less value.
11. As Plot 1 was formerly used as school playing fields, the release of this parcel of land for development will require the Secretary of State for Education's consent under Section 77 of the School Standards and Framework Act 1998 (as amended) and under paragraph 4 of Schedule 1 of the Academies Act 2010. The surplus land comprising plots 1 and 4 are allocated in the Broxtowe Local Plan for residential use although the allocation directly links the occupation of houses with the provision of a new school, thereby limiting the Council's ability to promote plot 4 for development in isolation.
12. The school also remains fundamental to the provision of sufficient school places in the Bramcote area for the foreseeable future. The Council Plan 2017 – 20 sets the Council's vision for the county and sets out a number of commitments which through the Place Department Strategy includes provision for the new housing and a new school at Bramcote. Under the vision for 'a great place to bring up your family' the plan provides that all children and young people are to be provided with sufficient school places in their local communities and 90% of schools to be classified as 'good' or 'outstanding' by Ofsted. Under the vision for 'a great place to fulfil your ambition' it sets out a commitment that people will live in

communities supported by good housing and infrastructure. In response to this Plan, each Department has produced its own strategy to embed and deliver the vision. For the Place Department Departmental Strategy 2019-2021 this includes the following which identify the Council's corporate property strategy for the land:

- i) We will bring forward development at Whitehills park at Bramcote (under the Invest in opportunity areas relating to housing provision)
- ii) We will begin the building of the replacement Whitehills Park Academy at Bramcote (this is in the Invest in skills and aspiration section).

13. The proposed heads of terms have been agreed between the parties and set out in the exempt appendix. These must be provisional until such time as the Education and Skills Funding Agency (ESFA) has approved the development proposals, as the body responsible for funding academies and any developments. The proposal includes the Council selling its freehold interest in both plots 1 and 4 to the Trust subject to the Trust surrendering one acre of land to the west of the Bramcote Primary School for future expansion purposes.
14. As the Trust is the main party with a legal interest in the site, whose buildings will be significantly affected by the redevelopment works, and given their responsibility for securing any capital funding for the works to the Trust premises, the Trust is best placed to lead in the sale of the development land and commission of works for the new school build.
15. Under the proposals, the Trust will promote the sale of the land for residential development and use the capital receipts to fund a new school preserving the same pupil places, on its retained site. This approach means the Trust holds the delivery risk and ensures receipts from the residential development fund the new school. The development of the housing will add to demand for schooling in the area but the Council's Pupil Place Planning team have confirmed that this can be provided within the existing school estate so does not lead to a need for new places.
16. The Council has an obligation under s123 of the Local Government Act 1972 to obtain the best price reasonably obtainable for the disposal of its assets. In some circumstances the Council is able to dispose of land at less than best consideration, provided certain requirements are met.
17. Based on current market values, it is anticipated that the Trust will require all of the capital receipts from the sale of the land to fund the new school build. As a result, the proposals include provisions for the Council to transfer its freehold interest in plots 1 and 4 to the Trust for £1.00 (one pound), which is less than best consideration. The procedure to be followed in such disposals is summarised below.
18. Under the General Disposal Consent 2003 councils may dispose of land for less than the best consideration when the Council considers that such a disposal will help it to secure the promotion or improvement of the economic, social, or environmental well-being of its area. When doing so it should have regard to its Community Strategy and reference to how this matter is supported through the Council Plan has been identified in paragraph 5 above. When the difference between the unrestricted value of the interest to be disposed of and the consideration accepted ("the undervalue") is over £2 million, the specific consent of the Secretary of State for Housing, Communities and Local Government is required.

19. The building of a new school provides significant enhanced benefits and enables provision of social well-being. It does this by providing pupils with a purpose-built learning environment, designed with 21st century teaching methodologies in mind, giving improved ICT connectivity through the building to support improved curriculum delivery, this being further enforced by the ability to suite allied subjects together in specialist rooms. A new building will provide accessibility to all students and be efficient in operation and running costs. The proximity of new housing will embed the school as a focus for the community representing a new chapter in the development of the Trust, allowing a growth in pride of place in the local community for both pupils and parents.
20. In terms of environmental well-being benefits that a new build school and new housing can contribute, it should first be noted that the current college and 6th form comprises a school split across five buildings and temporary structures with independent heating systems which the Trust consider to be nearing or past their useable life. The consolidation of the school into a single building constructed to contemporary standards would have both operational and environmental benefits to the school with key facilities and plant centralised in one location. There is potential to design classrooms to national daylight standards, heat recovery units providing sufficient fresh air while eliminating winter cold draughts and the exposed thermal mass of the upper floor structure and roof would absorb excess heat during summer. These and other measures would provide a much more energy efficient building rather than the existing collection of buildings with an internal environment much better suited to education delivery. In similar terms new build housing on the land released would give opportunity for the development of high environmental standards for the new homes. The provision of a school serving the immediate local area will reduce the need for students to travel.
21. The Council has commissioned an independent external valuation of its interest in the land in accordance with the appropriate RICS standards and guidance from the General Disposal Consent. The valuation is detailed in the exempt appendix and it is in excess of £2 million, due to the existence of a special purchaser, namely the Trust who together with the Council can meet the Broxtowe Local Plan requirements and release the full residential development value of the land. Consequently, the Secretary of State's consent will be required to this disposal at an undervalue exceeding £2m.
22. To safeguard public funds in line with standard practice, the proceeds of sale will be deposited into an escrow account and only be released to the Trust for the purpose of building a new school. The structure of the documentation with the Trust for the disposal of the land has not yet been finally agreed as it will depend on a number of issues that will only become clear as the matter progresses. In particular, the requirements and timescales of any purchasing housing developer and the EFSA (as explained above). It will also depend on additional detailed elements that need to be considered such as Stamp Duty Land Tax planning, building and planning requirements and any provisions that need to be included in the transfer of Plots 1 and 4 to protect any retained land of the Council. It will also include any clawback and/or overage provisions that the Council may consider commercially reasonable once the land is marketed. The documentation will also be structured to ensure that the receipt is used for the benefits of providing a brand new school.
23. Advice on legal, valuation and risk issues in respect of the proposed arrangements with the Trust is included in the exempt appendix.

24. The Council also needs to comply with the requirements of its own constitution. Since this would be a sale that has been negotiated with one party on the basis of it being a special purchaser. The Council needs to ensure that this is consistent with the requirements of section 17.5.5 of the Council's Financial Regulations.
25. As a private treaty disposal to one party, in accordance with the Constitution, the Group Manager Legal Services and Section 151 officer have been consulted in respect of this proposed transaction and whether it is appropriate for it to proceed. They are satisfied that subject to the safeguards outlined in the report, the decision is one which Members may determine provided careful consideration is given to all the issues, including the financial impacts as well as the anticipated benefits to the social and environmental wellbeing of the Council's area.

Way Forward

24. Committee is asked to consider the sale of land at less than best consideration based upon;
- (i) the transaction leading to the sale of residential development land and the construction of a new school by the Trust and;
 - (ii) being satisfied that the value foregone (taking into account the value received by the surrender of land to the west of Bramcote Primary School) is mitigated to some extent by the well-being benefits accruing.
25. If satisfied and Committee approve the heads of terms for the sale then the Secretary of State for Housing, Communities and Local Government's consent will be sought for sale at an undervalue in excess of £2 million and Section 77 consent for release of school playing fields will be sought from Secretary of State for Education together with consent under paragraph 4 of Schedule 1 of the Academies Act 2010.

Other Options Considered

25. The Council could seek to negotiate with the Trust on the basis that the Council retains its share of receipts from a sale of the development land but this would result in the Trust being unable to progress the building of a replacement school as they would have insufficient funds.
26. The Council could do nothing which would result in the Trust having to seek other sources of funding for the new school which are currently not available to the Trust. This is likely to result in no improvement to the school site or bring forward land for development to the extent that is being proposed.

Reason/s for Recommendation/s

27. The Trust believes that the existing school buildings are sub-standard and do not promote a positive learning experience. The school is currently occupying multiple temporary classrooms and the indoor gymnasium/sports space requires substantial repair or renewal.
28. The Council has for some while supported a joint approach with the Trust using the sale of the surplus land to fund the construction of a replacement school and the terms agreed provide for this by enabling the Council's existing value to be used towards funding the build. The residential development resulting will also assist in meeting the County and District's desire for new homes.

Statutory and Policy Implications

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

Financial Implications

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

Implications for Service Users

31. The provision of a replacement school on the existing school site will ensure pupils will be provided with a higher quality learning experience at their established learning location.

Implications for Sustainability and the Environment

32. The provision of a school serving the immediate local area will reduce the need for students to travel.

33. The new building will be more energy efficient and will be constructed using sustainably-sourced materials.

Public Sector Equality Duty implications

34. In exercising its powers, the Council must have regard to the Public Sector Equality Duty (PSED) and any implications for protected groups from this decision arising under the Equality Act 2010. An equality impact assessment has been undertaken in respect of the new school buildings. At this stage of the proposals, no specific impacts on those with protected characteristics are envisaged and broadly speaking, an improved school built to modern standards is expected to provide an enhanced environment for those with a range of protected characteristics. In the short term, some disruption during any building programme may have temporary impact but this can be mitigated as part of the building programme project delivery. Should any further impacts be identified as the project progresses mitigations should be considered and implemented wherever possible.

RECOMMENDATION/S

It is recommended that approval be given to:

- 1) The conditional sale of the Council's freehold interest in the land identified as plots 1 and 4 on the attached plan on the terms and subject to the safeguards outlined in this report and the exempt appendix and subject to receipt of Section 77 consent, consent under paragraph 4 of Schedule 1 of the Academies Act 2010 and consent of the Secretary of State for Housing, Communities and Local Government in respect of the disposal at an undervalue.

- 2) Delegate authority to the Service Director, Investment and Growth in consultation with the Group Manager for Legal Services to negotiate and approve detailed terms of the necessary legal documentation to give effect to the decision in accordance with the safeguards set out in the report and in the exempt appendix.

COUNCILLOR MRS KAY CUTTS, MBE
Leader of the Council

For any enquiries about this report please contact: Matthew Neal, Service Director Investment and Growth, t: 0115 977 3822; e: matthew.neal@nottscc.gov.uk

Constitutional Comments (SSR 14/10/2020)

35. The recommendation falls within the remit of Policy Committee under its terms of reference. The Council is under statutory obligation when disposing of land or buildings to obtain the best price reasonably obtainable on the open market. Therefore, Members should satisfy themselves of this, subject to the provisions of this report in relation to when a sale at an undervalue may be permitted. Where there is a special purchaser the Service Director Investment and Growth shall consult with the Group Manager Legal Services and the Section 151 Officer regarding the circumstances of the disposal as to whether it is appropriate to proceed. If the Council has any retained land the effect on the value and use of it must be considered.

Financial Comments (CT 16/10/2020)

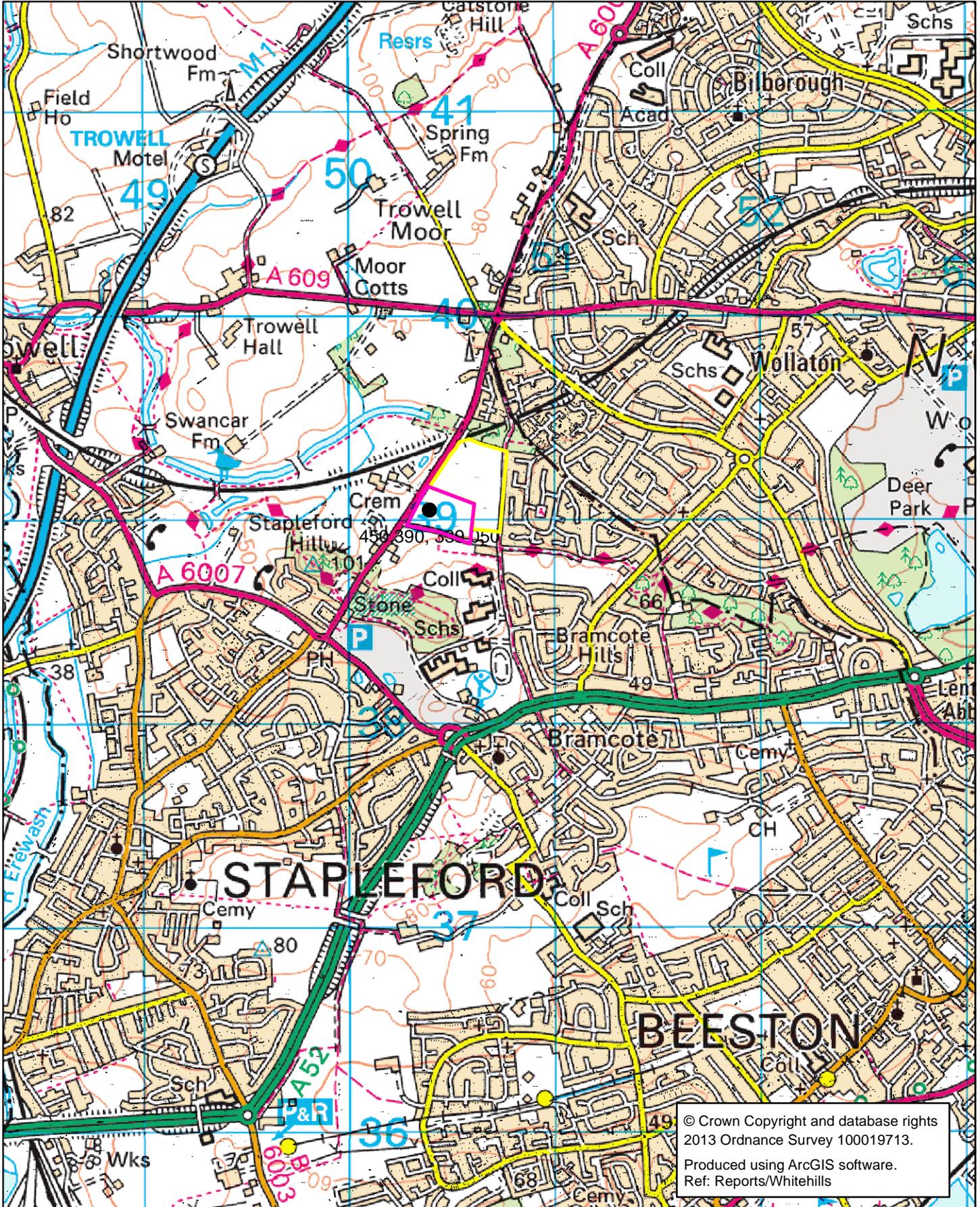
36. The financial implications of this report are contained within the exempt appendix.

Background Papers and Published Documents

- Report to Policy Committee on 18th October 2017 titled 'White Hills Park Federation Trust – Transfer of land';
- Report to Policy Committee on 14th November 2018 titled 'Proposals in respect of White Hills park Federation Trust at Bramcote';
- Equality Impact Assessment.

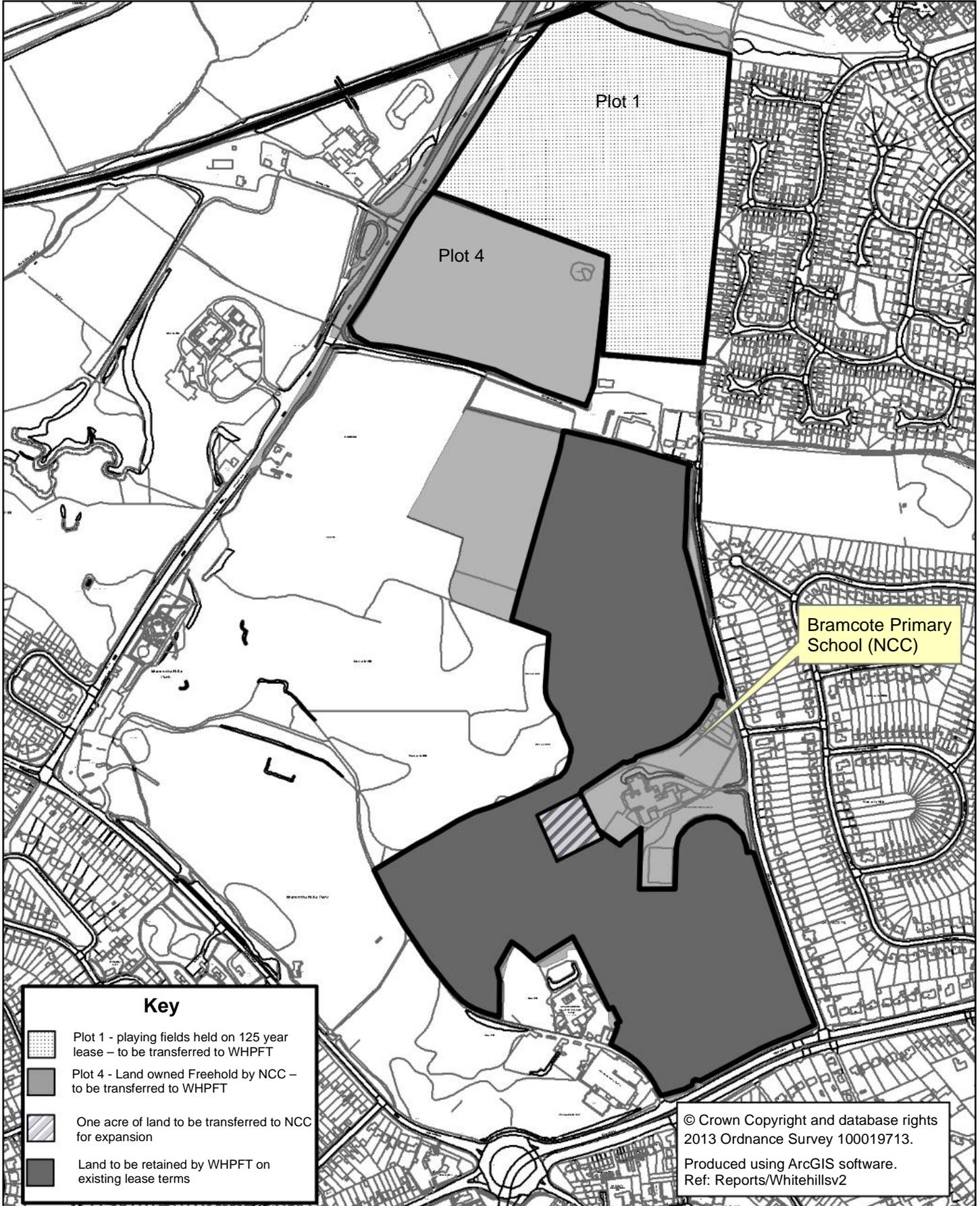
Electoral Division(s) and Member(s) Affected

- Bramcote and Beeston North
- Councillor Steve Carr



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Produced using ArcGIS software.
Ref: Reports/Whitehills





REPORT OF THE SERVICE DIRECTOR, CUSTOMERS, GOVERNANCE AND EMPLOYEES

WORK PROGRAMME

Purpose of the Report

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

Information

2. The County Council requires each committee to maintain a work programme. The work programme will assist the management of the committee's agenda, the scheduling of the committee's business and forward planning. The work programme will be updated and reviewed at each pre-agenda meeting and committee meeting. Any member of the committee is able to suggest items for possible inclusion.
3. The attached work programme includes items which can be anticipated at the present time. Other items will be added to the programme as they are identified. The meeting dates and agenda items are subject to review in light of the ongoing COVID-19 period.
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.

Other Options Considered

5. None.

Reason for Recommendation

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

Statutory and Policy Implications

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

RECOMMENDATION

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

Marjorie Toward
Service Director, Customers, Governance and Employees

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

Constitutional Comments (EH)

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

Financial Comments (NS)

10. There are no financial implications arising directly from this report.

Background Papers

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

None

Electoral Division(s) and Member(s) Affected

All

POLICY COMMITTEE - WORK PROGRAMME (AS AT 1 DECEMBER 2020)

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>Lead Officer</u>	<u>Report Author</u>
13 January 2021			
Local Enforcement Plan Update		AdrianSmith	Sally Gill/ Jane Marsden-Dale
Proposed sale of land at Baileys Field, behind Highfields School in Newark, NG24 3AL		Adrian Smith	Matt Neal/Neil Gamble
Mill Adventure Base		Adrian Smith	Matt Neal/Neil Gamble
High Speed 2 (HS2) Annual Update	To provide an update on progress with HS2	Adrian Smith	Ken Harrison / Hannah Barrett
Update on Digital Connectivity Projects in Nottinghamshire (Date TBC)	Update.	Adrian Smith	Matt Neal/Nicola McCoy-Brown
County Council support to Small and Medium Enterprises (SMEs)	An update on the support which the Council provides for SMEs in the County – requested by Policy Committee on 11 November 2020.	Adrian Smith	Nicola McCoy-Brown
Potential third secondary school in West Bridgford		Adrian Smith	Matthew Neal/Neil Gamble
Outside Bodies Update Report	To notify Committee of any changes to the Council's Outside Bodies Register and to seek approvals where appropriate (in line with new processes agreed by Policy Committee on 22 May 2019).	Marjorie Toward	Keith Ford
Transforming Cities Programme	To provide an update on Nottingham City Council's Transforming Cities Fund bid and to set out the next steps in project delivery including relevant approvals.	Adrian Smith	Matthew Neal / Sally Gill / Kevin Sharman
Property Operational Decisions Quarterly Update Report	To consider the latest update on operational decisions taken by officers.	Adrian Smith	Sue Blockley
Working with Nottinghamshire's Universities	To update on the Council's work with Nottingham Trent University and University of Nottingham.	Anthony May	Nicola McCoy-Brown
Use of Urgency Procedures	Six Monthly Update report on the use of the Council's procedures for taking urgent decisions	Marjorie Toward	Keith Ford

10 February 2021			
Nottinghamshire Best Start Strategy	To agree this new Strategy.	Colin Pettigrew	Irene Kakoullis
High Speed 2 (HS2) Update	To provide an update on progress with HS2	Adrian Smith	Ken Harrison / Hannah Barrett
Local Government Association Conference and Exhibition 2021 – TO BE CONFIRMED	To seek approval for attendance at this annual conference.	Anthony May	Keith Ford
17 March 2021			
Update on the work of East Midlands Councils	Stuart Young, Executive Director of East Midlands Councils to provide an update.	Anthony May	Stuart Young
Planned Maintenance 2021-22 – Latest Estimated Costs Report	Establishing the Planned Maintenance programme for 2021-22. Establishes programme and approves progression to feasibility / design stage.	Derek Higton	Phil Berrill
21 April 2021			
Property Operational Decisions Quarterly Update Report	To consider the latest update on operational decisions taken by officers.	Adrian Smith	Sue Blockley
16 June 2021			
Update on the work of the Violence Reduction Unit	Dave Wakelin, Director of the Violence Reduction Unit, to provide a progress update.	Anthony May	Dave Wakelin
14 July 2021			
Property Operational Decisions Quarterly Update Report	To consider the latest update on operational decisions taken by officers.	Adrian Smith	Sue Blockley
Use of Urgency Procedures	Six Monthly Update report on the use of the Council's procedures for taking urgent decisions.	Marjorie Toward	Keith Ford
The National Rehabilitation Centre Update	Miriam Duffy, Programme Director to give an update on progress following the initial report to Policy Committee in January 2020.	Anthony May	Miriam Duffy
Outside Bodies - Update Report	To notify Committee, on a six monthly basis, of any changes to the Council's Outside Bodies Register and to seek approvals where appropriate.	Marjorie Toward	Keith Ford