

# A Partnership Strategy for Looked After Children and Care leavers **2022-2025**



Working with the  
wider community



**Nottinghamshire  
County Council**

Foreword by No Labels –  
Nottinghamshire Children in Care Council

Foreword by Terry Galloway –  
Care leaver champion

Signatories to this strategy

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“This partnership strategy for children who are looked after and care leavers in Nottinghamshire has been informed by children, young people and care leavers working together with Nottinghamshire County Council (NCC) and partners through a county-wide consultation.

It is important that our voice as children, young people and care leavers is considered both in documents written about us and the words spoken with us.

We feel that the ambitions and promises within this strategy are relevant to our lives and should be a priority of those who care for us within Nottinghamshire County Council and partner organisations such as education, health, police, housing, adult social care and children’s social care.

As individuals we all matter, and every young person’s care experience will be different. Having access to this strategy will enable any child, young person or care leaver to find out information, understand the reasons why some decisions are made and ask questions.

We would respectfully request that all children, young people and care leavers are made aware of this strategy and how they can access a copy whilst in the care of Nottinghamshire County Council and partners, to support a trusting relationship with those who look after us. ”

“The ambitions and commitments are good and really pleased to see there is more emphasis on the young person as an individual and this is clear to see.”  
Matt Bainbridge  
Nottinghamshire care leaver

All the photographs in this strategy document have been taken by talented and creative care experienced young people living in Nottinghamshire as part of a competition organised by the Looked After Children and Leaving Care Services at Nottinghamshire County Council. The standard of entries was high, showing how gifted the care experienced young people of Nottinghamshire are. Thank you to everyone who entered – we hope the winners enjoy seeing their work in print!



# Foreword by Terry Galloway – Care leaver champion

Hallie Jade, competition winner



# Signatories to this strategy

Hallie Jade, competition winner



## Introduction

This is the second strategy that I’ve had the pleasure of introducing for Nottinghamshire’s Looked After Children and Care Leavers Strategic Partnership in my role as Care Leaver Champion.

Over the last four years, we have improved the services for our children in the care system and significantly increased the offer for children leaving our care by being the first two-tier area in England to publish a “Joint Care Leaver Local Offer”. I’m proud that Nottinghamshire councils and partners have worked to embed into our communities the importance of equipping, assisting and preparing our care leavers for adulthood and independent living.

## Community

I very much want to see the Partnership Board further develop and promote joint working and protocols that will help our children in care and care leavers become more interdependent within our communities.

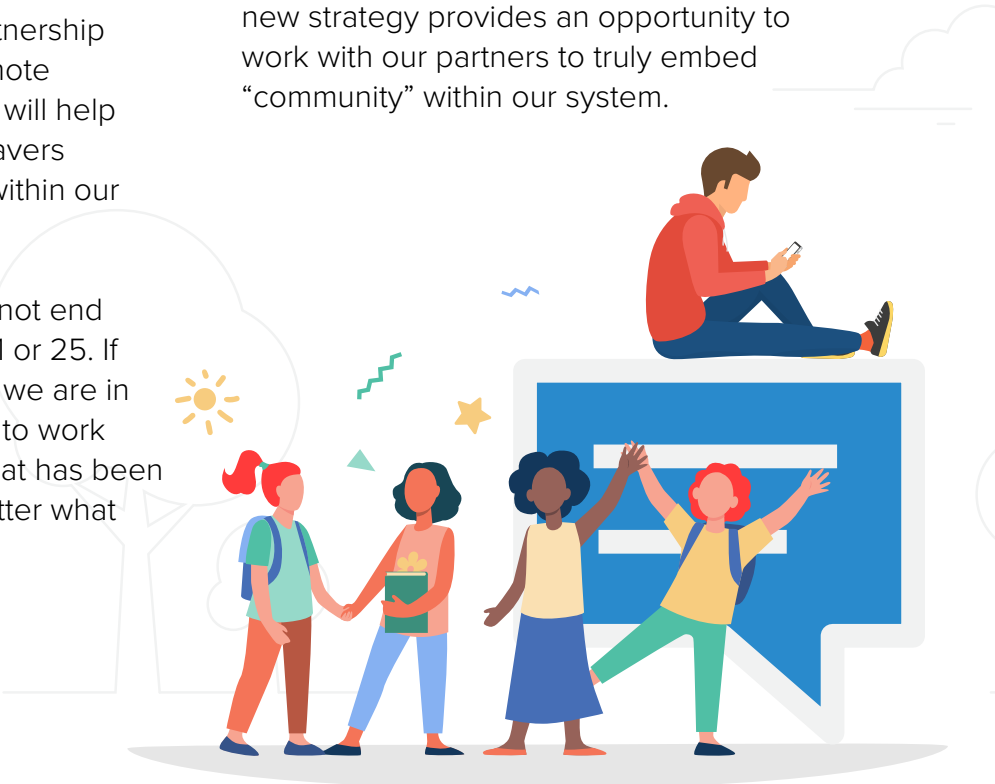
We must accept that care does not end at an arbitrary age such as 18, 21 or 25. If we are to be truly proud of who we are in Nottinghamshire, then we need to work towards supporting everyone that has been through the care system, no matter what their age is.

We are a community, and together, it is our responsibility. We are a village, which is why working in conjunction with our NHS, Department for Work and Pensions, Department for Levelling Up, Department for Education, prisons, Youth Justice and Family Court colleagues is the only way to develop a cohesive, lifelong, localised care system that works for future generations

## Our Strategy

Over the next few years, we must work together in the wider community to create systemic change: a better, more cohesive way of thinking and with agencies and organisations working towards a common goal.

This must include the early dignified help and support that families need and trust, to enable better relationships. Our new strategy provides an opportunity to work with our partners to truly embed “community” within our system.



Children in care and care leavers mean so much to me and my organisation. Supporting and preparing Nottinghamshire care experienced children and young people for adulthood and independent living, including services relating to health and wellbeing, relationships, education and training, employment, accommodation, and participation in society, is a commitment that we are prepared to make as part of the Nottinghamshire Children in Care and Care Leavers Partnership Board.

**Terry Galloway**

Terry Galloway  
Care Leaver Champion

Anthony May  
Chief Executive Officer  
Nottinghamshire County Council

Ashfield District Council

Bassetlaw District Council

Broxtowe Borough Council

Gedling Borough Council

Mansfield District Council

Newark & Sherwood District Council

Rushcliffe Borough Council

Will Morlidge - Interim  
Chief Executive Officer  
D2N2 Local Enterprise Partnership

Scott Knowles – Chief  
Executive Officer East  
Midlands Chambers of Commerce

**Kathryn Gardiner**

Kathryn Gardiner –  
Transitions Co-Ordinator,  
Nottingham Trent University

Louise Knott – Vice  
Principal: West  
Nottinghamshire College

Paul Price-Hazlehurst,  
Chief Executive Officer,  
Futures

Rosa Waddingham – Chief  
Nurse, Nottingham and  
Nottinghamshire Clinical  
Commissioning Group

Supt James Woolley -  
Nottinghamshire Police

Saika Jabeen – Head  
of Nottinghamshire  
Probation Delivery Unit

Laura Redfern - Treasurer,  
Fostering Liaison Advisory  
Group

Nicola Ryan – Chief  
Nurse, Bassetlaw Clinical  
Commissioning Group

Kerry Jackson Advanced  
Customer Support Senior  
Leader, Department for  
Work and Pensions



# Our Partnership Vision:



“ We want our children and young people who have experience of care to have every opportunity and the support they need to be the best they possibly can be.

We want our children and young people to have the best start in life and we will encourage and promote our children and young people to have resilience, ambition, aspirational goals and practical and emotional support for their successful journey into adulthood.

We will nurture strong roots of stability, love, encouragement, positive relationships, and healing from past harm. ”



A picture taken by a young person as part of a competition organised by the Looked After Children and Leaving Care Services at Nottinghamshire County Council

## Who is the strategy for?

This strategy is for looked after children and care leavers. This includes children in the care of Nottinghamshire County Council living in or out of Nottinghamshire. It also includes children living in Nottinghamshire who are looked after by other local authorities, where partners are able, in line with their specific responsibilities, to provide support. In addition, it includes unaccompanied asylum seeking children and European Economic Area national children with or without settled status, along with young people who come into care aged 16 or 17 due to homelessness. All care leavers living in Nottinghamshire will be supported through this strategy regardless of the location of their home when they were in care. Whilst the responsibilities that individual organisations have in respect of supporting children in care and care leavers to achieve their best outcomes may differ, all share the same commitment to working together to provide the best possible joined up and holistic support.

## Introduction

This strategy has been developed by the Nottinghamshire Looked After Children and Care Leavers Partnership Board, in collaboration with children, young people and young adults. The Partnership currently includes the following organisations:

- Nottinghamshire County Council
- Newark and Sherwood District Council on behalf of the seven Nottinghamshire district and borough councils
- Nottinghamshire Healthcare NHS Foundation Trust
- D2N2 and East Midlands Chamber of Commerce
- Nottingham Trent University
- Nottingham University Hospitals NHS Trust
- Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust

- Nottinghamshire Futures
- Nottingham and Nottinghamshire Clinical Commissioning Group and Bassetlaw Clinical Commissioning Group
- Nottinghamshire Police
- Sherwood Forest Hospitals NHS Foundation Trust
- National Probation Service
- West Nottinghamshire College on behalf of further education colleges
- A care leaver champion
- Fostering Liaison Advisory Group
- Department for Work and Pensions

Partners have a range of statutory responsibilities towards children in care and care leavers, with Nottinghamshire County Council and the seven Nottinghamshire district and borough councils acting as the ‘corporate parent’ for any child that becomes looked after. This means that the Councils are jointly accountable for the experiences and support that the child receives. This responsibility is shared by all organisations within the Partnership.

Over the life of the last strategy and as this strategy has been developed, the wider partnership structures supporting children and young people have continued to evolve through the development of the Integrated Care System, the introduction of new safeguarding arrangements through the move to the Nottinghamshire Safeguarding Children Partnership, or the development of locality working structures to support young people in schools. As such, the Partnership Board has continued to and will continue to adapt and respond to the changing landscape, proactively taking the opportunity this presents to promote and act in the best interests of looked after children and care leavers.

# The Seven Corporate Parenting Principles



The Children and Social Work Act 2017 outlines the seven corporate parenting principles that help enable better outcomes for looked after children and young people. These principles apply throughout the child's upbringing and into adulthood.

1. To act in the best interests, and promote the physical and mental health and wellbeing, of those children and young people.
2. To encourage those children and young people to express their views, wishes and feelings.
3. To take into account the views, wishes and feelings of those children and young people.
4. To help those children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners.
5. To promote high aspirations, and seek to secure the best outcomes, for those children and young people.

6. For those children and young people to be safe, and for stability in their home lives, relationships and education or work.
7. To prepare those children and young people for adulthood and independent living.

These principles underpin the work of the Partnership Board. They also set an expectation of Board members to use their voice to influence and advocate on behalf of looked after children and care leavers in their wider organisations, taking all opportunities to amplify the understanding of the experiences and needs of looked after children and care leavers at a local, regional and national level.

## Looking Back

When we developed the last partnership strategy for Nottinghamshire looked after children and care in 2018, we could not have anticipated the Covid-19 pandemic and the impact it would have on the life experiences of our children and young people. Despite the challenges of the last 18 months, the Partnership has retained a focus on what young people say matters most to them – feeling safe, having support for health needs, accessing good education or training, securing well-paid employment and permanent housing, and feeling like valued members of society.

Over the life of the last strategy, our partnership working has made a significant impact on support available to our young people and to the outcomes they have achieved:

What the Partnership has achieved	What this has meant for our looked after children, young people and care leavers
In 2019, Nottinghamshire's Local Offer for Care Leavers was published. This tells young people what services and support are available to them when they leave care. The involvement of the seven district and borough councils working alongside other partners, including Integrated Care System (ICS) partners, led to a comprehensive offer which goes beyond the statutory expected requirements, providing a platform from which our care leavers can thrive. The Offer includes council tax exemption, local authority housing priority, free access to local authority leisure services, and ongoing support for 21 to 24-year-old care leavers from NCC's 21Plus Service.	<p><i>"It's nice to know people care about me, and I'm not just a dusty file on a shelf"</i> – 22-year-old care leaver on the Local Offer for Care Leavers</p> <p>During 2021, at least 18 young people have signed up for the free leisure services offer, with at least 3 more signing up in 2022 so far. One young person made use of the free leisure centre access to attend keep-fit sessions and relax when they weren't at university. They also attended swimming sessions with their child and made friends with some other local parents.</p> <p>A Personal Advisor received a photograph from a care leaver showing their beautiful Christmas decorations they'd put up in their first council tenancy home.</p>





What the Partnership has achieved	What this has meant for our looked after children, young people and care leavers
A joint initiative between NHS England, Clinical Commissioning Groups (CCGs) and NCC Children's Services called You Know Your Mind provides personal health budgets for looked after young people with mental health needs, enabling support to be provided in a person-centred, creative and flexible way.	<p>62.2% of young people who received support through You Know Your Mind said they feel happier and have better mental health and wellbeing.</p> <p>One young person who experiences anxiety when leaving their care home had photography equipment provided by You Know Your Mind, which they used to take pictures of the local nature reserve when they went for walks during lockdown.</p>
Strengths-based personal education plans (PEPs) have been co-produced with young people and put in place by NCC Children's Services, local schools and other education providers, enabling our young people to set clearer goals for what they want to achieve and how they can access support to achieve it.	<p><i>"Children and young people seem much more interested in these plans, especially when talking about their hopes and dreams"</i> – social worker (NCC Looked After Children's Service)</p> <p>Here's what one of our children (aged 10) told us in their recent PEP:</p> <p><b>My hopes, dreams and future goals:</b>  I would like to do science and drama  I'd like to be a voice actor or an actor  I'd like to like carrots like everyone else does  If I can't go back to mum, I'd like to live with xxx and xxx – we get on very well - until I'm 18 years old</p> <p><b>What is going well?</b>  Having my sister coming to stay (but she has been a pain in the last few days). My older brother gave me a hug at contact – brother/sister love means we hug but say an insult (to bond). I have made a few friends. I like frogs, ducks, lemons and limes  I am strong at talking out loud, I am good at science – the experiment bit.</p> <p><b>Do you feel safe and able to relax at school –</b>  yes</p> <p><b>What things could be better?</b>  I'd like to get better at reading aloud (don't like the sound of my voice; feel awkward), I'd like to get better at working faster</p> <p><b>Dislikes</b> – reading aloud – but I'll have to get over this if I want to be an actor</p>

What the Partnership has achieved	What this has meant for our looked after children, young people and care leavers
There has been a real focus on improving young people's access to alternative routes into employment and training. The establishment of NCC's Achievement Service has enabled greater partnership working with local businesses, careers advice and training providers, with a particular focus on supporting 16- to 24-year-olds.	<p>Every year, more of our looked after children are currently in employment, education, and training and all have access to support to explore and plan for their career aspirations. For example, in January 2022, 75% of our young people in Years 12 and 13 are in education, employment or training, compared with 70% at the same time in 2021, and 68% in 2020.</p> <p>Together we are prioritising opportunities for care leavers. For example, Nottinghamshire County Council and Newark &amp; Sherwood District Council have recruited care leavers into apprenticeship posts.</p>
Through the pandemic, West Nottinghamshire College and NCC Children's Services worked together to support 23 young people to continue their education remotely, including providing Wi-Fi dongles through partnerships with accommodation providers	<p><i>"For example, one of our young people, who was in their final year of a level 3 programme and needed specialist equipment, tried coming into college during the first Lockdown in March 2020. They found that doing so significantly increased their anxiety and it started to affect their mental health. They asked what we could do to help, so the college worked with NCC Looked After Children's and Leaving Care Services to jointly fund a specialist laptop and software so they could do their college work from home. We also worked together to boost their home WiFi (as uploading projects was a significant challenge for them) by funding a WiFi hub hotspot at home. Our young person successfully completed their course and is now at university."</i> Louise Knott, Vice Principal, West Nottinghamshire College</p>

A picture taken by a young person as part of a competition organised by the Looked After Children and Leaving Care Services at Nottinghamshire County Council



What the Partnership has achieved	What this has meant for our looked after children, young people and care leavers
<p>There has been an increased focus on supporting young people at risk of offending or criminal exploitation. Nottinghamshire Police and Children's Social Care have been working in partnership through the recruitment of a dedicated police officer to develop and improve police colleagues' understanding of how to work in a trauma-informed way*</p> <p>* The terms trauma-informed practice and relationship-based practice refer to how adults work with our children and young people in ways which acknowledge and take into account and consider the personal, lived experience of the child. For example, a child whose early life experience has been one of neglect, abuse and fear will require adults who work with them to understand why the child may find it difficult to form, maintain or repair relationships. This approach to working with our children recognises the central importance of the relationship within which the adult is working with the child.</p>	<p>By working together across our partnership, we have been able to implement support and disruption plans for young people at risk of criminal exploitation and actively minimise risk</p> <p>Nottinghamshire Police received a call from a Nottinghamshire Children's Services residential care home about one of our young people using cannabis. Following calls to the Looked After Children Police Officer from the care home and to the young person's Youth Justice worker, a discussion with the Police's local beat manager, and a visit to the young person by the Looked After Children Police Officer, a partnership approach was taken. Not only did this approach highlight a potential risk of sexual exploitation for our young person, as they told us that they were being supplied cannabis free of charge (a technique used by perpetrators of child sexual exploitation - CSE), providing insight to the beat manager about the circumstances of our young person meant that the Police took the advice not to prosecute and instead offered a sanction. Without the support of the Looked After Children's Police Officer, the young person would have been prosecuted in a very matter of fact way as this offence usually is, adding more complexity to their life and the risk of CSE going unnoticed.</p>

There are also some areas where we have not made as much progress as we would have liked over the last three years, with the pandemic contributing to this. For example, we have more to do to ensure that young people have responsive and effective mental health support (particularly if they are living out of Nottinghamshire), to ensure that young people have timely and good quality health assessments when they come into care, and to ensure that there are enough of the right kind of homes in Nottinghamshire for our young people to live. We will continue to focus on these areas in this next strategy.

## Looking Forward

The achievements of the last three years give us a strong foundation upon which to build further. As a Partnership we are ambitious and aspirational for our looked after children and care leavers and we will continue to work together to ensure that they have access to the same opportunities, support and outcomes that we would want for our own children. At the heart of the strategy is the lived experiences of children and young people. This is what young people have told us matters most to them:

- Having a voice that is listened to, heard and has influence
- Being and feeling safe
- Feeling understood by professionals in our lives, and those professionals remaining consistent where possible
- Experiencing stability, at home and at school
- Remaining in contact with friends, family and others who are important in our lives, including our pets
- Being able to take part in social and extra-curricular activities and celebrations like other children and young people
- Having safe and regular time with our birth family
- Having the time and support to prepare for changes that need to happen
- Knowing what services and support are available
- Learning 'real-life' skills

They have told us some things that they don't want:

- Having lots of paperwork
- Having to tell our 'story' over and over
- Feeling blamed for change and challenges whilst in care or after leaving care, such as placements breaking down

These views and wishes will drive both our priorities and our behaviours through the course of this strategy.

“

*“I think things will get better with what is being put in place”*

*Megan*  
*Nottinghamshire looked after child*

”





# Our Partnership Ambitions and Commitments:

The ambitions we held within our previous strategy remain as relevant today. As corporate parents, we have high aspirations and expectations that every looked after child and care leaver:

- is safe and feels safe
- experiences good physical, emotional and mental health and wellbeing
- fulfils their potential
- is actively involved as a member of their local community
- has a successful transition to adulthood

- achieves sustained and fulfilling education, employment and economic independence

Whilst all children and young people are unique, we recognise that some children will have specific needs relating to their life experiences (for example unaccompanied asylum-seeking children), their circumstances (for example care leavers with young children) or characteristics (for example neurodiverse children or those identifying as LGBTQ). We will endeavour to meet all children's individual needs through tailored support so that all can achieve these aspirations.



Hallie Jade, competition winner

Artwork created by young people from No Labels (Nottinghamshire's Children in Care Council) to express what they need from the adults in their lives.

## Our Pledge

We will ensure that your voice is heard and has influence

We will help you to experience stability as much as possible – at home, at school and in relationships which matter to you

We will encourage you to dream and be aspirational and ambitious about now and about the future



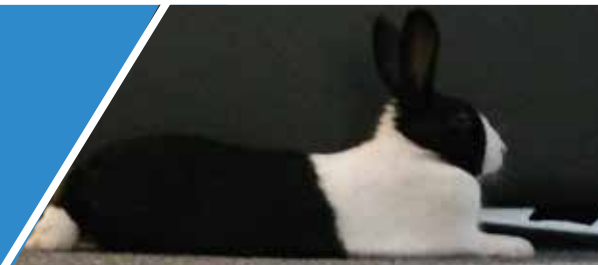
We will seek to understand and recognise your individual needs at all stages through your experiences of care

In delivering this strategy, each partner organisation will be asked to pledge how they will meet these commitments in the way that they provide services, and in the decisions they take. We will work with young people to develop this into a partnership pledge, setting out what all children and young people in care and care leavers can expect from organisations supporting them.





# Realising the Ambitions and Commitments

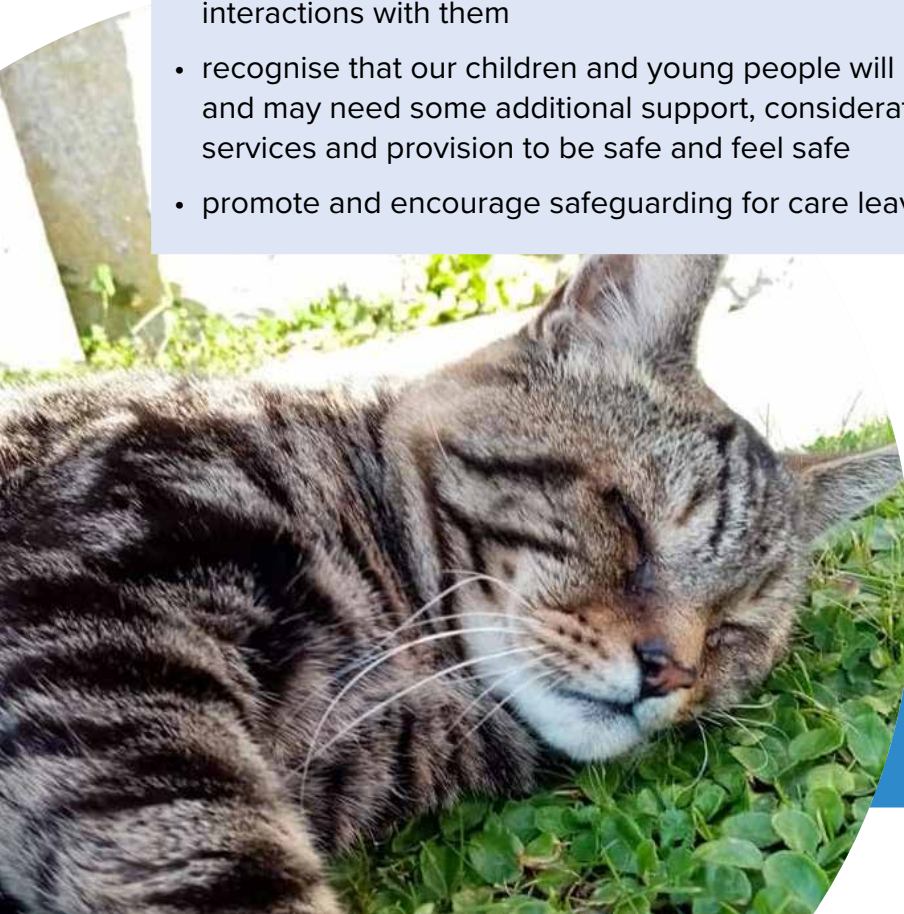


The action plan to deliver this strategy does not look to replicate all the positive activity that individual organisations are taking to support looked after children and care leavers, rather to identify where the Partnership, as a collective, can add value and focus on those areas that our children and young people have identified matter most.

## Looked After Children and Care Leavers are safe and feel safe:

### We will:

- raise awareness with key stakeholders of the additional vulnerabilities of looked after children in the context of the criminal justice system to reduce the disproportionate representation of our children and young people in the First Time Entrant, re-offending and custody data
- raise awareness with key stakeholders of the additional vulnerabilities of looked after children and care leavers to the risks of becoming victims of sexual exploitation or criminal exploitation
- develop a framework for enabling and encouraging our children and young people to have voice, agency and a positive sense of self, which will be used in all significant interactions with them
- recognise that our children and young people will have different care experiences and may need some additional support, consideration and flexibility when navigating services and provision to be safe and feel safe
- promote and encourage safeguarding for care leavers



A picture taken by a young person as part of a competition organised by the Looked After Children and Leaving Care Services at Nottinghamshire County Council

## Looked After Children and Care Leavers experience good physical, emotional and mental health and wellbeing

### We will:

- ensure that all our children and young people can access support to understand their life experiences and their identity, recognising the importance of this as a foundation for good emotional wellbeing
- review our local approaches to trauma-informed practice\* across the Integrated Care System and within our schools and education providers, and develop a programme that ensures all professionals have the knowledge, skills and time to meet the needs of our children and young people in a relationship-based\* and trauma-informed way\*
- work to ensure organisations work together to provide high quality care within statutory timescales
- work with regional and national partners with the aim that all looked after children and young people receive timely and high-quality health and wellbeing support whether they are living in or outside Nottinghamshire
- evaluate the impact of the pandemic on children and young people and use this to shape the support and services provided

## Looked After Children and Care Leavers fulfil their potential

### We will:

- work together to ensure our children and young people's education is appropriate and meeting their needs, as well as providing pastoral support with compassion and understanding
- work with schools and education and training providers to provide access to courses and qualifications that meet the needs of our young people to achieve their aspirations for higher education, work or training
- work together to offer a curriculum and training opportunities that will accelerate progress and attainment for ALL our children and young people up to the age of 24
- extend the Virtual School training offer\*\* to other relevant services across the Partnership

\*\* The Virtual School collaborates with the Educational Psychology Service (EPS) in offering training which supports schools to meet the needs of Our Children and Young People. Examples include Meaningful PEPS (Personal Education Plans) and Emotion Coaching (how adults can help children better understand and manage their emotions). This training offer has been opened to a wider range of people who are involved in the lives of our children, including staff in children's homes and foster carers.

## Looked After Children and Care Leavers are actively involved as members of their local communities

### We will:

- support our children and young people to feel they belong in their communities, and we will recognise, celebrate, and share their successes and achievements
- advocate for our children and young people within our organisations and those we work alongside to help inform practice and remove barriers and myths linked to being care experienced
- promote community activities, events and opportunities to our children and young people using a variety of communication tools including the Notts Next Steps App

## Looked After Children and Care Leavers have a successful transition to adulthood

### We will:

- strengthen our Local Offer for Care Leavers and extend the Offer to looked after children
- strengthen our support to our young people to develop the life skills they need to live successful adult lives, including budgeting, cooking and keeping a tenancy going
- support our young people to make a positive move from statutory schooling to post-16 education or training and beyond, with a focus on preparing for adulthood
- as they become independent, provide good quality homes that meet our young people's needs and provide a foundation to achieve their goals, including "staying put"
- develop a robust and aspirational cross-partnership framework to evaluate the effectiveness of our strategy

A picture taken by a young person as part of a competition organised by the Looked After Children and Leaving Care Services at Nottinghamshire County Council

## Looked After Children and Care Leavers achieve sustained and fulfilling education, employment and economic independence

### We will:

- increase the number of organisations offering work experience, internships, apprenticeships and guaranteed interviews, with partners to the strategy leading the way
- prepare our children and young people for employment and work within a changing job market, recognising the additional support and experiences we must provide to ensure they have the skills and understanding to succeed
- ensure our young people achieve economic independence by providing stability and physical assets to help them move into and sustain employment. For example a nice place to live, a way to get to work and suitable clothes to wear



*"I think the ideas of the new strategy are good and the ambitions are in line with what me as a child in care who is going to be a care leaver soon is wanting. I really think these ambitions will help me fulfil the enrolment into my adulthood and help develop me to be in the best possible place I could be and will help me in my transition to independence."*

*The skills listed are all essential to helping me achieve this goal of independence, and getting support with my health and wellbeing is also really important to me as I want to make sure I am fully ready."*

*Callum, Nottinghamshire care leaver*





# What will success look like in three years' time?



- our local workforce will have the skills and training to better meet the needs of all looked after children and care leavers living in Nottinghamshire
- more of our children and young people will experience stability, in relationships that matter, in school and at home
- more of our young people will be in education, employment or training that meets their aspirations
- our children and young people will have equitable access to health services, regardless of where they are living
- more of our young people will take part in extra-curricular and community activities
- children in care will be no more likely to be criminalised than other children and young people in Nottinghamshire

## Governance

This strategy will be supported by a delivery plan, with progress overseen by the Looked After Children and Care Leavers Partnership Board. The Board will report into the No Labels Children in Care Council every six months, on progress in achieving the ambitions within the strategy, and on the way that partners are meeting the commitments outlined in the strategy. No Labels will be able to set new priorities for the Partnership Board, as they emerge through the life of the strategy.

The Board will also report into the Children and Young People's Committee, and the Governance Board for Children in Care and Care Leavers.

Individual Board members will be responsible for reporting progress through their respective governance arrangements.

The Board will ensure all members of the Partnership are held to account on their commitments within the strategy.



"Believe in young people, then they will believe in themselves and have aspirations/expect to succeed in life."



"For school teachers: listen to young people, learn from young people and teach"



"Young people in care want to hear good and positive things; more positive thinking and talk from young people and adults."

Artwork created by  
No Labels



*"If this new strategy is implemented into practice, looked after children and care leavers will definitely have a great opportunity to use all the resources that are available to them."*

*Nottinghamshire care leaver*





*"I believe the ambitions set out should be attained for every Looked After Child, every child under the care of the Local Authority deserves to reach their full potential and have access to the services in order to allow them to reach this.*

*I do not feel this should be a barrier and the ambitions set out also align with this."*

*Nottinghamshire care leaver*

“ Thanks to organise such a great strategy ”

*Nottinghamshire unaccompanied asylum seeking young person*



Working with the wider community



**Nottinghamshire  
County Council**



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