



Civic Centre,
Arnot Hill Park,
Arnold,
Nottinghamshire,
NG5 6LU

Agenda

Cabinet

Date: **Tuesday 19 March 2019**

Time: **12.30 pm**

Place: **Chappell Room**

For any further information please contact:

Alec Dubberley

Service Manager Democratic Services

0115 901 3906

Cabinet

Membership

Chair Councillor John Clarke

Vice-Chair Councillor Michael Payne

Councillor Peter Barnes
Councillor David Ellis
Councillor Gary Gregory
Councillor Jenny Hollingsworth
Councillor Henry Wheeler

Observers: Councillor Chris Barnfather

AGENDA

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- 2 To approve, as a correct record, the minutes of the meeting held on 14 February 2019** 5 - 8
- 3 Declaration of Interests.**
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Report of the Service Manager Economic Growth and Regeneration.
- 10 Any other items the Chair considers urgent.**

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MINUTES CABINET

Thursday 14 February 2019

Councillor John Clarke (Chair)

Councillor Michael Payne
Councillor Peter Barnes
Councillor David Ellis

Councillor Gary Gregory
Councillor Jenny Hollingsworth
Councillor Henry Wheeler

Absent: Councillor Chris Barnfather

Officers in Attendance: K Bradford, H Barrington, A Dubberley, M Hill and D Wakelin

88 APOLOGIES FOR ABSENCE.

Apologies for absence were received from Councillor Barnfather (observer).

89 TO APPROVE, AS A CORRECT RECORD, THE MINUTES OF THE MEETING HELD ON 31 JANUARY 2019

RESOLVED:

That the minutes of the above meeting, having been circulated, be approved as a correct record.

90 DECLARATION OF INTERESTS.

Councillor Hollingsworth declared a prejudicial interest in item 8 as close family member was the tenant of a business in Carlton Square. She advised that she would leave the meeting during consideration of the item.

91 PRUDENTIAL AND TREASURY INDICATORS AND TREASURY MANAGEMENT STRATEGY STATEMENT 2019/20

The Deputy Chief Executive introduced the report, which had been circulated prior to the meeting, presenting the Council's Prudential Code Indicators and Treasury Strategy for 2019/20.

RESOLVED to:

- 1) Approve the Prudential and Treasury Indicators and Treasury Management Strategy Statement 2019/20, which includes the key

elements below, and refer it to Full Council on 4 March 2019 for approval as required by the Regulations:

- a. The Minimum Revenue Provision (MRP) Policy Statement (2.2);
- b. The Borrowing Strategy (2.3.4);
- c. The Annual Investment Strategy (2.3.8);
- d. Capital Affordability Prudential Indicators for 2019/20 to 2021/22 (Appendix 1);
- e. Treasury Indicators including affordability limits to borrowing for 2019/20 to 2021/22 (Appendix 1); and

- 2) Note the indicative Prudential and Treasury Indicators for 2022/23 and 2023/24 (Appendix 1).

92 CAPITAL PROGRAMME AND CAPITAL INVESTMENT STRATEGY 2019/20 TO 2023/24

The Deputy Chief and Director of Finance introduced the Capital programme for the next financial year as well as an indicative capital spending strategy for the next five years.

RESOLVED to:

- 1) Note the estimated capital financing available for 2019/20 to 2023/24;
- 2) Approve the Capital Investment Strategy 2019/20 to 2023/24 detailed at Appendix 1 to the report and refer it to Council for approval on 4 March 2019;
- 3) Approve the Capital Programme for 2019/20 to 2021/22 detailed at Appendix 2 to the report and refer it to Council for approval on 4 March 2019; and
- 4) Note the indicative Capital Programme for 2022/23 to 2023/24.

93 GEDLING PLAN 2019/20 (INCLUDING GENERAL FUND REVENUE BUDGET)

The Deputy Chief Executive introduced the proposed 2019/20 general fund budget. The Director of Organisational Development and Democratic Services gave an overview of the Gedling Plan for 2019/20 and summarised a number of key points.

RESOLVED to:

- 1) Approve a 3% discretionary income inflation increase for the individual portfolios as shown in the table at paragraph 3.5.5 of the report; and

2) To recommend to Council on 4 March 2019:

- a) That the financial threshold above which decisions will be regarded as Key Decisions be set at £0.5m for 2019/20;
- b) A Council Tax increase of 0% which balances the financing of a Net Council Tax Requirement of £6,034,700 in 2019/20;
- c) That the detailed budget for 2019/20, as detailed in Appendix 3 of the report is approved; and
- d) That the Gedling Plan circulated as Appendix 1 to the report, is approved subject to final typographical and design changes to be done prior to publication.

94 FORWARD PLAN

Consideration was given to a report of the Service Manager, Democratic Services, which had been circulated prior to the meeting, detailing the Executive's draft Forward Plan for the next four month period.

RESOLVED:

To note the report.

95 CARLTON SQUARE

Councillor Hollingsworth left the meeting.

The Service Manager Economic Growth and Regeneration introduced a report, which had been circulated prior to the meeting, giving a progress update on regeneration work at Carlton Square as well as next steps to continue progress.

RESOLVED to:

- 1) Support the principle of working in partnership with BNP Paribas in developing a scheme of improvements for Carlton Square;
- 2) Delegate authority to the Chief Executive in, consultation with the Director of Organisational Development and Democratic Services, to enter into a legal agreement with BNP Paribas to develop an improvement scheme for Carlton Square and agree the roles and responsibilities of BNP Paribas and Gedling Borough Council in developing the proposals;
- 3) Approve the consultation proposals as set out in the report;

4) Delegate authority to the Chief Executive, in consultation with the Leader of the Council, to approve further consultation on a detailed scheme when available; and

5) Note the progress to date, as set out in the report, and proposed use of the Nottinghamshire Pre-Development Fund to support this stage of the project.

96 ANY OTHER ITEMS THE CHAIR CONSIDERS URGENT.

None.

The meeting finished at 1.35 pm

Signed by Chair:
Date:



Report to Cabinet

Subject: Commercial Property Investment Strategy (CPIS)

Date: 19 March 2019

Author: Service Manager – Property

Wards Affected

Borough-wide.

Purpose

The purpose of this report is to:

- Obtain Cabinet support for the adoption by Council of the Commercial Property Investment Strategy (CPIS).
- Subject to approval by Council, to obtain authorisation from Cabinet to delegate decisions on the acquisition and management of Commercial Property in accordance with the details set out in this report.

Key Decision

This is a key decision. Because it is likely to result in the Council incurring expenditure which is, or savings which are significant having regard to the budget for the service or function concerned.

Recommendation(s)

THAT:

- 1) Cabinet recommends that Council approves the Commercial Property Investment Strategy (CPIS).
- 2) Subject to Council's approval of the Commercial Property Investment Strategy, Cabinet delegates authority to the GBC Chief Executive to approve commercial property acquisition under the CPIS in consultation with the Leader of the Council.

1 Background

- 1.1 Due to ongoing reductions in central government grant funding many local authorities have implemented strategies to generate additional income to support ongoing service delivery.
- 1.2 One of the strategies that GBC has explored to generate extra income is through investing in property. Members have made it clear that such investment will only be approved if it also satisfies the additional criteria of providing economic or social benefit to the borough and meets the objectives of the Gedling Plan. (The strategic background for carrying out this exploration is set out within the overarching GBC Commercialisation Strategy which was approved by Cabinet in October 2017).
- 1.3 Officers have determined that it is possible to invest in commercial property which will create the positive financial and economic or social returns required by GBC. Three different methods (Strands) of investing have been identified as meeting GBC's criteria. Each Strand is likely to produce varying degrees of financial, economic and social returns. This has led to the development of the appended CPIS which incorporates each Strand separately. The Strands are explained below:
- 1.4 Strand 1 – Tenanted Commercial Property - To enable commercial investment in tenanted properties where the objective is to increase business rates and/or rental income to GBC. The process for selecting a suitable property is detailed in Appendix A to the appended Strategy.
- 1.5 For this strand officers investigated whether it would be possible to invest in commercial, tenanted properties which would create significant financial as well as economic returns for the Borough. Such investment would have to be funded through borrowing.
- 1.6 GBC are able to fund statutorily compliant investment through borrowing from the Public Works Loan Board (PWLb) which lends at fixed rates over long periods. These fixed rates are currently preferential (c.2-3%) when compared to that which many commercial investors can access. When these costs are factored into the analysis, it is clear that some commercial property investments which meet the criteria of producing an economic or social benefit, could be acquired to produce a significant positive income over and above the repayment of debt and other costs.
- 1.7 However, advice from local property agents indicates that finding property investments that meet both the GBC economic and financial criteria of this Strand, and which are geographically located solely within the Borough, is unlikely. Success is more possible when the investment area reaches outside of the Borough boundary. The geographic areas which most closely meet the criteria, as they have the most links to the economic prosperity of the borough and are directly related to meeting the objectives of the Gedling Plan, are Gedling Borough itself and the D2N2 LEP area.

- 1.8 As the investigation showed that investing in tenanted, commercial property could satisfy GBC's financial and economic requirements, an amount of £5 million was included within the budget for this purpose and approved by Council on 5 March 2018. Expenditure can only be made from the budget for the purchase of property investments within the GBC borough or economic area, which will make a contribution to the delivery of Gedling Plan objectives whilst generating positive financial returns. The net proceeds of these returns are to be used to support GBC services.
- 1.9 The budget target for net income from £5m of commercial, tenanted property investments is £100,000 per annum. If, for whatever reason suitable investment opportunities are not found, the £100,000 will become an unachievable budget efficiency which will then have to be secured from alternative budget areas within the Council.
- 1.10 Strand 2 - GBC Owned Land - To enable investments through building on GBC-owned land to create financial returns. Similar to Strand 1, the objective will be to increase income, for example from business rates, rental income, or council tax. Also, where the business case is not viable on its own, to obtain external funding which will enable building on GBC land to create a positive return as well as economic growth.
- 1.11 For this Strand officers investigated developing extra industrial units on one of GBC's existing business parks. It was found that the process for building on GBC owned land cannot be formulaic and that each opportunity will have to be assessed on its own merits, and may be proved viable at the initial assessment and business case on varying rationale.
- 1.12 For this reason no budget has been put in place in respect of this Strand and budget approval will be requested through normal processes for each individual investment opportunity that receives approval under this Strategy.
- 1.13 Strand 3 – Acquire Commercial Property to Enhance - To enable the purchase of land or property to which value can be added to create a higher income than it is currently producing. The objective here is to increase business rates and/or rental income, or council tax income to GBC.
- 1.14 This Strand will be very much on an ad hoc basis depending what properties come onto the market. Opportunities for adding value to commercial property will not be formulaic and each case will be assessed on its own merits, and may be proved viable at the initial assessment and business case on varying rationale.
- 1.15 As with Strand 2, budget approval will be requested through normal processes for each individual investment opportunity that receives approval under this Strategy.

Powers to Invest/Acquire Property

- 1.16 The principal sources of power for local authorities to invest and acquire property include:
- the specific investment power set out under Sections 12 and 15 of the Local Government Act 2003;
 - GBC's specific land acquisition power under Section 120 of the Local Government Act 1972;
 - Section 2 of the Local Authorities (Land) Act 1963
 - acting pursuant to the council's general power of competence under Section 1 of the Localism Act 2011.
- 1.17 Local Government Act 2003
Section 12 makes it clear that a local authority may invest for any purpose relating to its functions under any enactment, or, for the purposes of prudent management of its financial affairs. Section 15 of the above Act does go on to say that a local authority must have regard to such guidance that the Secretary of State may issue. In February 2018 the Secretary of State issued new guidance on Local Government Investments ("the Guidance"), which widened the definition of an investment to include all of the financial assets of a local authority as well as other non-financial assets held primarily or partially to generate income. This and other guidance is considered in more depth below. The power of acquiring property as an investment is established however in the 2003 Act.
- 1.18 Section 120 of the Local Government Act 1972
Section 120 allows local authorities to acquire land, including buildings, for the purposes of (a) *"any of their functions"* or (b) *"for the benefit, improvement or development of their area"*. There is a range of case law, in respect of this power which has clarified that the acquisition need not be within a Council's area provided the purpose of the acquisition is in line with the legislation.
- 1.19 Local Authorities (Land) Act 1963
Section 2 of this Act, gives authorities the power to, for the benefit or improvement of their area, erect any building and construct or carry out works on land. A local authority may also repair, maintain and insure any building or works erected, constructed or carried out under the power and generally may deal with any such building or works in a proper course of management. This power would support Strand 3 of the Council's Strategy.
- 1.20 Localism Act 2011
Section 1 of the Localism Act gives authorities the power to do anything that individuals generally may do. This power is not limited by the existence of other specific powers to the extent that they overlap with the power. Where this power is being exercised for a commercial purpose this should be done through a company. In relation to "commercial purpose" recent case law has provided some clarity around this namely the case of *Gordon Peters v London Borough of Haringey v Lendlease Europe Holdings Ltd* [2018] EWHC 192 (Admin) where Mr Justice Ouseley stated:
"Still less do I think that it was, it intended that doing "things" which might generate a profit or return for the council, a commonplace of many council activities related to its land assets, and which the council could then put to use

for its functions, should now be done and only lawfully done through a company, and indeed not through an LLP”

- 1.21 The specific powers in the 2003 and 1972 Acts provide the powers for investment in commercial property. Whilst GBC may be acting commercially by investing in property to try and achieve a return, which is a requirement of the authority's financial prudence, the CPIS is not solely about profit generation. The CPIS is about sound financial investment in properties that deliver economic benefits for residents, employment opportunities and generate return that can support Council services against a backdrop of ever decreasing financial support.

Statutory Guidance

- 1.22 Recently statutory guidance has been issued in relation to investments. Some of this is in response to large investments, in terms of percentage of the specific investing council's budgets that have been made outside of certain council's immediate geographic and economic areas.
- 1.23 Consideration has been given to the most relevant guidance and regulations including the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code and the CIPFA Treasury Management Code of Practice (the Code).
- 1.24 A summary of what has been considered is detailed below.
- 1.25 The Local Government Act 2003 (the Act) and supporting regulations requires GBC to 'have regard to' guidance issued by the Secretary of State.
- 1.26 In December 2017 changes to the Prudential and Treasury Management Codes brought about a major extension of the function of the S151 officer role - the required role for all councils under statute of responsible financial officer. Section 151 officers are also now responsible for:
- Preparation of a capital strategy to include capital expenditure, capital financing, non-financial investments and treasury management over a significant time-frame;
 - Ensuring that the capital strategy is prudent, sustainable and affordable in the long term, and provides value for money;
 - Ensuring that due diligence has been carried out on all treasury and non-financial investments, and is in accordance with the risk appetite of the authority;
 - Ensuring that the authority has appropriate legal powers to undertake expenditure on non-financial assets and their financing;
 - Ensuring the proportionality of all investments so that the authority does not undertake a level of investment which exposes it to an excessive level of risk compared to its financial resources;
 - Ensuring that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial investments and long-term liabilities;

- Provision to Members of a schedule of all non-financial investments including material investments in subsidiaries, joint ventures, loans and financial guarantees;
- Ensuring that Members are adequately informed and understand the risk exposure taken on by the authority;
- Ensuring that the authority has adequate expertise, either in-house or externally provided, to carry out any non-financial investments;
- The creation of Treasury Management Practices which specifically deal with how non-financial investments will be carried out and managed.

- 1.27 In February 2018 the MHCLG Investment Guidance (the Guidance) widened the definition of an investment to include all the financial assets of a local authority as well as other non-financial assets held primarily or partially to generate a profit. This wider definition includes investment property portfolios as well as loans made to wholly owned companies or associates, joint ventures or third parties. The Guidance applies for financial years commencing on or after 1 April 2018.
- 1.28 The Guidance requires that strategies in relation to investments be approved by Full Council on an annual basis and sets out the disclosure and reporting requirements. Any mid-year material changes to such strategies will also be subject to Full Council approval.
- 1.29 The Guidance sets out the Government's position on borrowing in advance of need, which is that Authorities must not borrow more than, or in advance of their needs, purely in order to profit from the investment of the extra sums borrowed. The Council must have regard to the Guidance, but if exceptionally a local authority chooses not to have regard to the provision on borrowing and funds an investment activity purely to make a profit then the guidance requires them to explain the rationale. GBC is not intending to borrow to purchase investments purely in order to profit – it will only purchase investments that support the objectives of the Gedling Plan.
- 1.30 GBC has had regard to all relevant guidance in preparing the CPIS and is satisfied that the CPIS does not depart from this. The Council's Prudential and Treasury Indicators and Capital Strategy approved by Council on 4 March 2019 reflects the intention to invest in tenanted commercial property and demonstrates, as required, that approved investment levels are proportionate for Gedling in terms of the Council's overall capital investment and borrowing need and its impact on the revenue budget.

GBC standing Orders in relation to making decisions to invest in property

- 1.31 GBC's own Standing Orders for dealing with land provide that all purchases of land and/or buildings shall be the subject of a valuation report by the District Valuer or the Council's Director. In terms of authority to purchase commercial properties, this is an executive decision to be taken by the Portfolio Holder for Resources and Reputation, and depending on whether the value exceeds

£500,000 it will be a key decision. Key decisions are required to be publicised 28 days in advance of their making except in urgent situations where a procedure is prescribed.

1.32 The commercial property market moves at pace and commercial properties tend to be on the market for less than one month. In order to ensure that opportunities to acquire properties are not missed due to delays in decision taking, it is proposed as part of the CPIS that authority to acquire commercial properties is delegated to the Chief Executive in consultation with the Leader of the Council. Decisions to acquire properties will only be taken where the decision is in compliance with the CPIS.

1.33 The purpose of this report is to ensure that Council are content with the process of acquisition as laid out in the CPIS so that there is clarity around what types of property are being acquired and in what circumstances. Key decisions which involve acquisitions over £500,000 will still be publicised, however, depending on the timescales involved in the acquisition it may be that the urgency provisions are utilised. This involves reporting to the Chair of Overview and Scrutiny.

2 Proposal

2.1 GBC has devised the CPIS to provide a framework to enable investment opportunities that meet its requirement for financial returns, as well as other criteria including preference for a geographical location which is economically or socially beneficial to GBC, to be purchased and managed and if appropriate, disposed of. The CPIS complies with financial and legal legislation and guidance and provides a clear and robust process for the acquisition and management of commercial property. It is proposed that Cabinet recommend that Council approve the CPIS.

2.2 In order to ensure that commercial property acquisition can keep pace with the market whilst ensuring good governance it is proposed that subject to Council's approval of the CPIS, Cabinet approve the governance arrangements and decision making processes set out in the report, that the Chief Executive be authorised to approve in consultation with the Leader of the Council, the acquisition of commercial property in line with the CPIS subject to budget approvals being in place.

3 Alternative Options

3.1 Members could decide not to approve the CPIS. However, investment in commercial property requires the preparation of a Strategy to ensure openness and transparency in the Council's investments, and investment will only be undertaken where it is financially prudent to do so. Purchasing investment property could therefore become unworkable without having the CPIS in place and the planned income generation, currently estimated at £100,000 per annum, to support Council services and the Gedling Plan would be an unachievable budget efficiency target which will then have to be

secured from alternative budget areas within the Council.

- 3.2 Cabinet could not approve the proposed delegations as part of the CPIS and the decision making power would remain with the Portfolio Holder or Cabinet. However this may mean that opportunities to act quickly in property acquisition are lost as the administrative approval process may delay timescales.

4 Financial Implications

- 4.1 In respect of Strand 1, the Council has set a target budget of £100,000 to be generated from the £5m commercial investment. This is based upon a net 2% after taking into account any costs or loan repayments.
- 4.2 As the target budget of £100,000 is already established within the Medium Term Financial Plan, any decision to not invest the £5m in commercial investments that have a sound business case will have an impact on the long term finances of the Council, and would need to be addressed in future financial years as part of the Medium Term Financial Plan (MTFP).
- 4.3 There are currently no financial implications in respect of Strands 2 and 3 and any arising budget requirements will be the subject of future reports.
- 4.4 It must be noted that the £5m investment budget for Strand 1 is an approved amount for the purposes of the MTFP. However, similar to Strands 2 and 3, additional budgets may be requested on the production of satisfactory business cases and suitable financial returns.

5 Appendices

- 5.1 Appendix 1 - Commercial Property Investment Strategy (CPIS)

6 Background Papers

- 6.1 None

7 Reasons for Recommendations

- 7.1 To generate income to support council services.
- 7.2 To provide economic or social benefit to the borough and meet the objectives of the Gedling Plan.
- 7.3 To obtain relevant delegations to enable investments to be purchased at speed.

GBC COMMERCIAL PROPERTY INVESTMENT STRATEGY **(CPIS)**

1. Introduction

- 1.1 This Strategy is designed to provide a framework for GBC to be able to compete with other purchasers in the market. It ensures that governance processes are in place, full assessments are made and risks are minimised. Investment opportunities which are not in GBC ownership can be in demand and if so tend to sell quickly. The Strategy also allows for properties to be acquired at speed.

2. Background

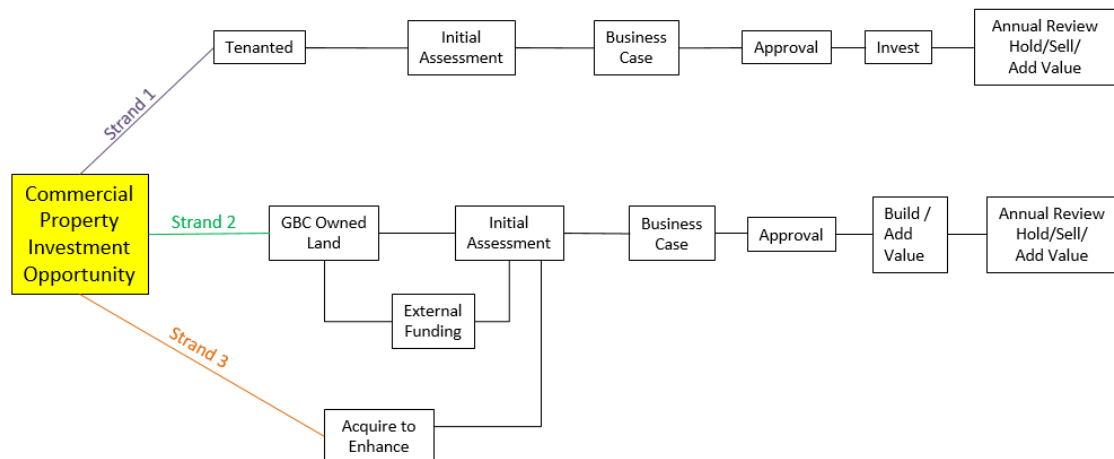
- 2.1 GBC's Senior Leadership Team (SLT) has the responsibility for overseeing the development of this Commercial Property Investment Strategy, and subsequently, for monitoring the performance of the investments at an aggregate level (i.e. the overall performance of the portfolio against an agreed benchmark of performance).
- 2.2 Investments will be made in line with delegated authority arrangements that have been approved by the Council. These will be monitored by SLT.
- 2.3 The ability to acquire suitable properties will be dictated by what is available in the market. Clearly the wider the geographic boundaries the greater the chance of finding potential opportunities. The geographic boundary which has been set by members is limited to the D2N2 LEP area.

3. Key Objectives

- 3.1 The key objectives are to:
- Acquire properties that provide a net income return to support service delivery and long term capital growth in accordance with GBC's corporate, economic and financial objectives,
 - Maximise returns whilst minimising risk through the management processes as outlined in this Strategy,
 - Prioritise properties that yield optimal net income return and long term capital growth,
 - Protect capital invested in acquired properties,
 - Develop a governance framework that enables the Council to move at a timely pace in line with the market,
 - Deliver economic benefits to residents.

4. The Basis of the Strategy

- 4.1 The Commercial Property Investment Strategy is made up of three strands, which will individually have their own detailed implementation strategies, and is shown in diagrammatic form below.



4.1.1 Strand 1 – Commercial Property

GBC have identified an initial budget for the acquisition of commercial properties in order to produce a net financial return i.e. after costs and loan repayments. Properties that are most likely to produce the returns required by GBC are typically situated in prime locations with the ability to be let on long leases to tenants with a good covenant strength.

The process for selecting a property under Strand 1 has been fully developed and tested and is attached at Appendix A. It sets out the framework against which commercial property will be purchased, held and sold. Its criteria will only enable the selection of tenanted properties which are located in areas that will give direct economic or social benefits to GBC residents or businesses and which, if held as a portfolio, in aggregate aims to reach the budget target for net revenue income returns.

4.1.2 Strand 2 - GBC Owned Land

GBC owns land which is not currently operationally active. This land could be commercially developed for a financial return whilst meeting the requirement for the maintenance of economic growth in line with the Gedling Plan.

Alternatively, this land could be used to develop properties which increased economic or social growth in the borough. It is likely that creating investments that boost the economic or social growth would have lower, but potentially still positive, returns compared to other options such as those outlined in Strand 1, which may tend towards maintaining rather than boosting the economic and social growth of the borough. There are opportunities to intervene, where the market cannot deliver, to boost the vitality and viability of town/local centres or on industrial parks. This could be through intervening in the market to help SMEs for example through developing business units for their occupation where the market is reluctant to build due to long capital pay back periods, or where the current demand for the properties is uncertain and could improve with the Council's input. A further area for exploration is therefore in relation to land which GBC currently owns. Such land could be developed to create properties which could be let out for financial return and maintain or boost economic growth.

No budget has been set aside for this Strand. The process for selecting a property under Strand 2 will vary because each opportunity will be assessed on its own merits.

and amounts allocated will be dependent on the business cases presented and budget approval requested through normal processes.

4.1.3 Strand 3 – Acquire Commercial Property to Enhance

The options under this Strand would include for the purchase of properties to add value to them. Examples include the refurbishment or better management of existing privately-owned buildings or the purchase of land for the development of properties that would be privately let.

No budget has been set aside for this Strand. The process for selecting a property under Strand 3 will vary because each opportunity will be assessed on its own merits and amounts allocated will be dependent on the business cases presented and budget approval requested through normal processes.

5. Approval and Governance

- 5.1 Following the initial assessment of each opportunity under any of the strands, if successful, a detailed business case, including due diligence work, will be produced that outlines all of the costs, benefits and risks associated with the progression of the investment opportunity.
- 5.2 If an appropriate budget is not in place, then budget approval will be part of the process.
- 5.3 If approved, and a budget is in place the investment will be made.
- 5.4 This Strategy sets out the arrangements for the ongoing management and reporting of performance and risk in relation to the investment portfolio at paragraph 7 below. The management of the portfolio will be undertaken by SLT with arrangements for reporting by exception established so that full council is aware at the earliest opportunity of any material increase in risk or threat to ongoing yield.

6. Risk Management

- 6.1 The risks of both the individual investments and the cumulative impact of all investments made will be considered, together with the interaction of individual risks. The overall risk appetite for commercial investments of the Council is defined in the Council's Prudential Indicators approved by Budget Council each financial year. These indicators demonstrate the full scope of commercial property investment plans and set out risk exposure in terms of proportionality of capital investment, borrowing need and revenue budget reliance in the context of the total Council budget.
- 6.2 Property investment will necessitate exposure to risk, whereby the total invested can exceed the market value. Prices are prone to fluctuation, particularly due to changes in locality, the general economic outlook, or property specific risks, such as tenant failure.
- 6.3 Furthermore, property investment is relatively illiquid, requiring a longer term approach. In the event of a market crash, property is much less liquid than other assets and can be hard to sell.
- 6.4 The council's exposure to risk equates to the total amount of capital invested, plus financing costs (such as interest due on loans), repayment of debt, property operational running costs (management, vacant business rates, service charges, professional fees etc.) and legislative compliance. The Council's risk quantum will be defined as this total exposure, less the value of held assets.
- 6.5 Whilst risk is a natural element of investment that cannot be eliminated, it can be proactively managed.

6.6 The CPIS is built upon a series of conventional measures to manage risk:

- Financing and repayment of debt risk - GBC property investments will require borrowing. Borrowing is currently available with fixed interest for the duration of any loan, via the Public Works Loan Board, mitigating the risk associated with exposure to interest rate fluctuations. In addition, GBC must set aside the Minimum Revenue Provision (MRP) i.e. debt repayment each year from the annual revenue budget. Only properties that are expected to more than cover loan interest repayments and MRP will pass the business case stage.
- Portfolio diversification risk – spreading capital across a variety of asset classes, locations and sectors will reduce the risks of exposure to a single asset, tenant, or market failure.
- An established process to bring forward opportunities, develop and approve outline and full business cases as defined in this Strategy;
- Portfolio management risk – the use of independent consultants to assess properties prior to bidding and during ownership, including the carrying out of due diligence on all physical, financial and legal aspects of the investment will minimise the risk associated with not having all of the in-house expertise or resilience necessary to compete in the private sector.
- Market Conditions and Fair Value Analysis - will be completed to highlight key risks or changes that may affect the security, liquidity and/or yield of the investment portfolio and ensure that underlying assets continue to provide security for capital investment.

7. Managing the Portfolio

- 7.1 In respect of Strand 1, it is thought probable that GBC will not purchase just one commercial property as the risks associated with either tenant or sector failure or any other unforeseen factors are likely to be proved unviable at the business case stage. Consequently GBC will be likely to acquire a portfolio of tenanted properties which will enable better risk management.
- 7.2 In relation to all 3 strands, once properties have been acquired GBC will seek to add value to the economic, social and financial returns. It will do this by maximising its position as a local authority by being an excellent commercial, economic and social landlord and a key local stakeholder.
- 7.3 Active management of the portfolio will be key to maximising value. Tenant covenant strength, compliance with lease obligations, such as repair and maintenance, management of the payment of rent and service charge will need to be actively managed. External managing agents could be appointed to manage the investment portfolio properties and to undertake the annual review of the portfolio to enhance the capacity and/or skill set of the existing Property team.
- 7.4 In addition to ongoing monitoring, a comprehensive annual review, including detailed assessment of key performance indicators - to quantify, monitor and benchmark the portfolio operation and strategic direction, will be undertaken by SLT. The Annual Review will:

Consider The Portfolio

The consideration will include:

- A market update on activity and market conditions and forecasts that may affect security, liquidity and/or yield of the portfolio to identify the need for mitigating

actions e.g. re-purposing or sale of any asset(s), where fair value is no longer sufficient to provide security against loss.

- A review of the current CPIS.
- An external market valuation of the portfolio to monitor and benchmark performance, including meeting financial requirements.
- An updated (five year minimum) cash flow forecast comparing expected rates of return and identifying contingency plans should there be a fall in income.
- An updated (five year minimum) capital expenditure forecast.
- A review of each asset to determine whether it should be retained, sold or repurposed.
- A review of the previous year's performance including any key performance indicators (KPIs).
- A review of the underlying lifecycle of the asset, holding period and future refurbishment expectations.

Produce an Asset Management Report

The report will include:

- Rent collection rates, arrears and service charge reconciliation.
- Advice on all critical lease matters including rent reviews, lease renewals, and lease breaks.
- Dilapidations, health and safety and insurance claims.
- Capital expenditure over the preceding 12-month period.
- Tenant covenant strength monitoring report.
- Tenant compliance with lease terms and any default, or issue.

APPENDIX A

SELECTING A COMMERCIAL PROPERTY – STRAND 1

Assessment of each opportunity, prior to recommendation to invest, will pass through an initial assessment and then, if successful, a Business Case will be developed.

Firstly the opportunity will have to be shown to contribute towards the economic or social prosperity of the borough itself, or the D2N2 LEP region. Any opportunities that do not meet this criteria will not be assessed further.

Opportunities that contribute towards the economic or social prosperity of the borough itself or the D2N2 LEP region will be assessed against a matrix (Assessment Matrix) that includes the following criteria:

- | | |
|--------------------------------------|--|
| <i>Covenant -</i> | - The “covenant” of the tenant(s) is a factor of both its financial strength and the risk of its business failure. Reports from a nationally recognised referencing agency will be used to assess the covenant strength of the tenant(s). The stronger the covenant the more likely it is that the tenant will be able to pay its rent and comply with other lease obligations up until the end of the lease term. |
| <i>Unexpired lease length/ break</i> | - The length of the lease will determine the period over which income will be receivable, provided that the tenants comply with their lease obligations. The longer the term, in most cases, the better and more secure the investment. Break option dates will be considered as if they were the lease-end date. If the current rent receivable is above market rent there are implications for lower future income streams which will be considered. |
| <i>Repairing obligations</i> | - The wording of the lease will dictate the amount of repairing and insuring liability that either the landlord or tenant has for the property. It is preferable for the tenant to have the financial burden for all external and internal maintenance, decorations and repairs as well as the liability for insuring the building as this gives more certainty to the predictions on how much of the income receivable can be used to pay off debt/reinvest/support services etc. |
| <i>Sector -</i> | - The highest growth sectors currently include the office and industrial sectors (industrial also includes logistics). Tertiary sectors are where lesser growth takes place and currently include Retail Warehouses. Much other retail is currently in decline. Investing in a high growth sector makes the premises easier to let if the tenant vacates. |
| <i>Tenure -</i> | - Freehold ownership creates the best possible interest in a property. Considerations on leasehold periods are liquidity and how marketable properties are as time progresses. |

Expected remaining useful life of the property - The age and/or obsolescence of a property will determine when major expenditure will be required to keep it in good repair and condition as well as being attractive to prospective tenants.

Location - Major Prime locations are in major cities e.g. Nottingham. Minor Prime locations are in smaller cities e.g. Derby. Major Secondary would include growth towns/areas e.g. Colwick and main arterial routes e.g. A60. Minor Secondary locations include Arnold. The better the location the easier it will be to let the property if the tenant vacates.

The Assessment Matrix is shown below. To progress to the Business Case stage of the process, four out of the seven criteria must be graded as green or amber. The Property Department will carry out the assessment of each property with the Assessment Matrix. Each assessment will be recorded for future reference.

Criteria	Excellent	Very Good	Good	Acceptable	Marginal
Covenant	Multiple Tenants with an average high covenant strength	Single Tenant with high to moderate covenant strength	Multiple Tenants with average covenant strength	Single Tenant with moderate to low covenant strength	Single or multiple Tenants with average low covenant strength
Unexpired Lease Length/Break	15 years or over	10-14 years	7-9 years	5-6 years	Less than 5 years
Repairing Obligations	Tenant Repairs and Insures internal and external	Internal Repairing 100% Recoverable	Internal Repairing Partially Recoverable	Insuring Only	Landlord
Sector	Major Prime	Minor Prime	Major Secondary	Tertiary	Other
Tenure	Freehold	Long Leasehold with 125 years minimum remaining	Leasehold with <125 years >75 years remaining	Leasehold with <75 years remaining	Leasehold with <50 years remaining
Expected remaining useful life of the building	50+ years	42-49 years	34-41 years	25- 31 years	Less than 24 years
Location	Major Prime	Minor Prime	Major Secondary	Minor Secondary	Tertiary

The passing of the Initial Assessment will initiate the production of a business case.

Due diligence will be carried out at this stage including the assessment of the structural condition of the property and ground conditions as well as the surrounding land uses including any current or proposed planning approvals. If the Business Case is viable approval will be sought to purchase – see Paragraph 5. Management of the investment will be in accordance with paragraph 7.

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Report to Cabinet

Subject: Community Infrastructure Levy (CIL) Non- Parish Funding – Consultation Response and Funding Decision

Date: 19 March 2019

Author: Service Manager – Development Services

Wards Affected

Calverton (part), Carlton, Carlton Hill, Cavendish, Colwick (part), Coppice, Daybrook, Ernehale, Gedling, Netherfield, Phoenix, Plains, Porchester, Redhill, Trent Valley (part) and Woodthorpe

Purpose

To seek Cabinet approval to:

- a) Use up to £100,000 towards the Gedling Country Park Car Park Extension from collected CIL Non-Parish Neighbourhood Funding contributions
- b) Use up to £40,000 towards the Changing Facilities at Lambley Lane Recreation Ground from collected CIL Non-Parish Neighbourhood Funding contributions

Key Decision

This is a Key Decision

Recommendation(s)

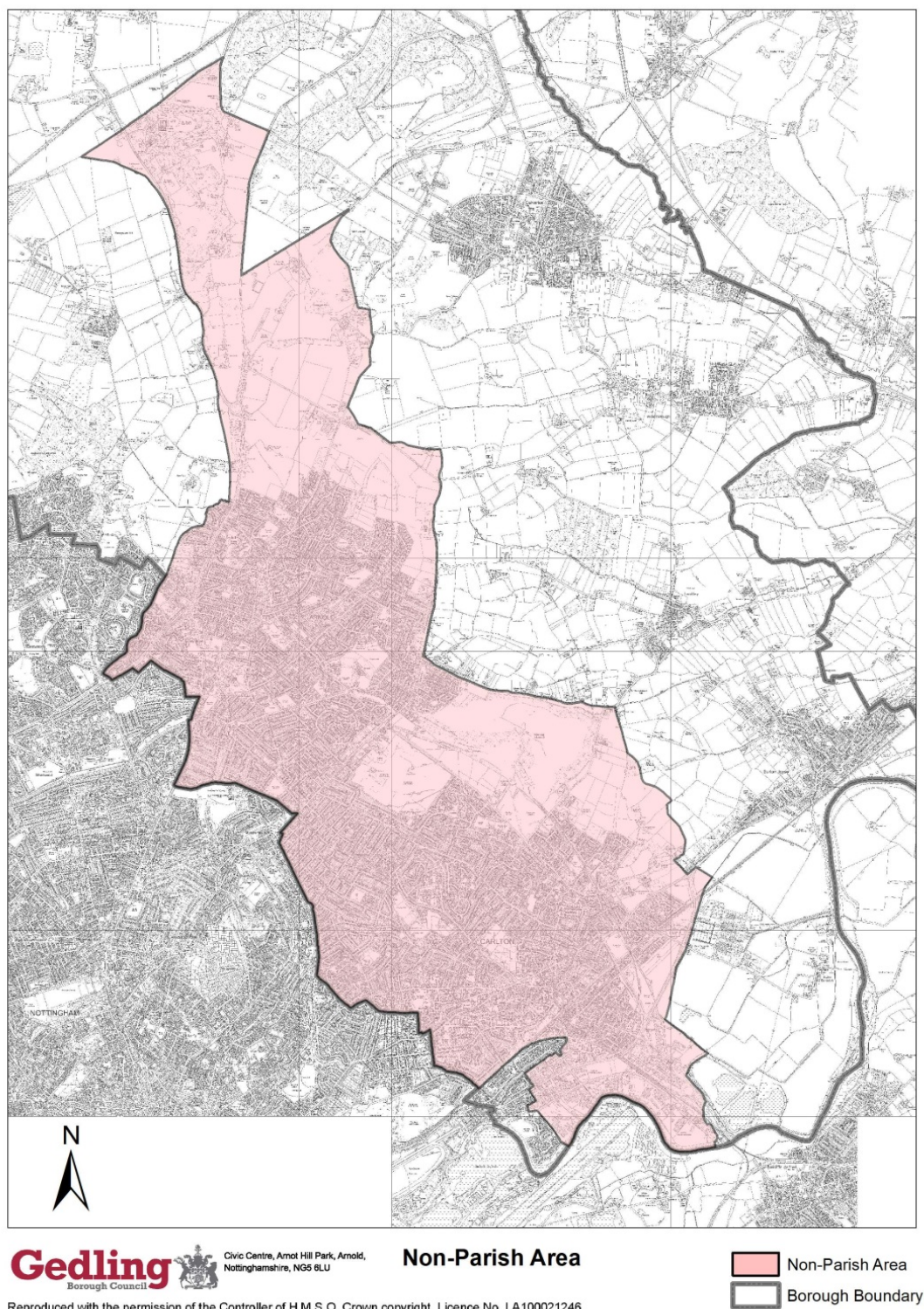
THAT: Cabinet approves

- 1) The use of CIL Non-Parish Neighbourhood Funding contributions of up to £100,000 on the Gedling Country Park Car Park Extension.**
- 2) The use of CIL Non-Parish Neighbourhood Funding contributions of up to £40,000 on the Changing Facilities at Lambley Lane Recreation Ground.**

1 Background

- 1.1 The Planning Act 2008 introduced the Community Infrastructure Levy (“CIL”) as a tool for local authorities in England and Wales to help deliver infrastructure to support the development of their area. CIL came into force on 6 April 2010 through the Community Infrastructure Levy Regulations 2010.
- 1.2 Following an independent examination in March 2015 and approval at full Council on 15 July that year, the Gedling Borough Council Community Infrastructure Levy Charging Schedule came into effect on 16 October 2015. Gedling Borough Council is the charging authority for the borough of Gedling.
- 1.3 Regulation 59A of the Community Infrastructure Levy Regulations 2010 (as amended) (“the 2010 Regulations”) places a duty on charging authorities to pass at least 15% (up to a cap of £100 per existing council tax dwelling) of CIL receipts to local councils (parish councils) spend on local priorities. This is known as the ‘neighbourhood portion’.
- 1.4 Where the chargeable development takes place in an area where there is no parish council, the charging authority retains the levy receipts but must spend the neighbourhood portion on, or to support, infrastructure in the area where the chargeable development takes places. Guidance recommends that this should be done in consultation with the local neighbourhood.
- 1.5 The extent of the parishes however does not cover the majority of the urban area of Gedling Borough (with the exception of Colwick). This creates a gap in the coverage for the neighbourhood portion in the Borough where there are no parishes or town councils to oversee its expenditure.
- 1.6 The non-parish areas of Gedling Borough as shown in Figure 1 cover the following Wards:
 - Calverton (part)
 - Carlton Hill
 - Colwick (part)
 - Daybrook
 - Gedling
 - Phoenix
 - Porchester
 - Trent Valley (part)
 - Carlton
 - Cavendish
 - Coppice
 - Ernehale
 - Netherfield
 - Plains
 - Redhill
 - Woodthorpe

Figure 1 The Non-Parish Area of Gedling Borough



- 1.7 Regulation 59F of the 2010 Regulations states that where no parish or town council exists the charging authority may use the neighbourhood portion of CIL, or cause it to be used, to support the development of the relevant area by funding:-
- a) The provision, improvement, replacement, operation or maintenance of infrastructure; or
 - b) Anything else that is concerned with addressing the demands that development places on an area.
- 1.8 The 'relevant area' is defined by Regulation 59F (1)(4) as that part of the charging authorities area that is not within the area of a parish or town council.
- 1.9 The Community Infrastructure Levy Guidance ("the Guidance") published on 12 June 2014 makes it clear that the charging authority should engage with the local communities where the development has taken place and agree with them how best to spend the neighbourhood funding. The Guidance also emphasises the importance of the neighbourhood portion being used to deliver the infrastructure needs of the area in which the chargeable development has taken place.
- 1.10 The Guidance states that "charging authorities should set out clearly and transparently their approach to engaging with neighbourhoods".
- 1.11 The Council's 'CIL and Neighbourhood Portion in Non-Parish Areas: Guidance Note' dated March 2017 details how the Council will:-
1. Identify and assess suitable local infrastructure projects.
 2. Consult with the local community over how the neighbourhood portion of CIL receipts will be spent in non-parish areas
 3. Decide which infrastructure projects will benefit from funding from the neighbourhood portion of CIL receipts in non-parish areas.
- 1.12 The guidance note also outlines the approach to be taken during the allocations process. It confirms that officers will prepare a Project Assessment and Funding report that would recommend a shortlist of projects suitable for funding which would seek either Portfolio Holder or Cabinet approval.
- 1.13 In accordance with the guidance note, the assessment document prepared, the CIL Non- Parish Funding – Local Infrastructure Schedule, Project Assessments and Proposed Funding Allocations, was prepared by the Council's CIL Officer and included the following information:
- CIL Projections (Total collected and expected Non-Parish Neighbourhood Funding before end of financial year)
 - Local Infrastructure Schedule (A list of potential infrastructure projects that have been submitted for consideration)
 - Project Assessment (An assessment of all projects submitted

- detailing it's suitability for funding)
- Project Recommendations (Recommendation of which infrastructure projects (if any) should be funded via the CIL Neighbourhood Funding)
- Further Projects (Opportunity for projects to submitted for next year)
- Consultation (Details of the consultation process)

- 1.14 The CIL Non-Parish Funding - Local Infrastructure Schedule, Project Assessments and Proposed Funding Allocations report dated 10th January 2019 identified a shortlist of appropriate infrastructure projects for CIL Neighbourhood Funding. It recommended that:

The commencement of consultation on Tuesday 29th January 2019 for a period of 4 weeks on the shortlisted projects (listed below) identified to receive CIL Non-Parish Funding.

1. Gedling Country Park Car Park Extension

- Shortlist for Non-Parish Neighbourhood Funding for up to £100,000 award.

2. Changing Facilities at Lambley Lane Recreation Ground

- Shortlist for Non-Parish Neighbourhood Funding for up to £40,000 award.

- 1.15 These proposals were subject to a 4 week public consultation between the 29th January 2019 – 26th February 2019. This report is reporting the consultation responses received during this period and seeks to allocate up to £100,000 of CIL Non-Parish Neighbourhood Funding to the Gedling Country Park Car Park Extension project and up to £40,000 to Changing Facilities at Lambley Lane Recreation Ground project.

- 1.16 A total of 22 consultees responded during the consultation period. These were received from the following organisation, groups and 15 individuals:

- Sport England
- Willow Farm Action Group
- Historic England
- Cllr. Andrew Ellwood for Phoenix Ward

The comments made along with the officer comments are detailed in **Appendix 1.**

- 1.17 The Comments received from Sport England and Historic England did not raise any objections to the proposals.

- 1.18 18 respondents provided detailed comments in support of the projects. With respect to the Gedling Country Car Park Extension although overall the project

was supported, the project was questioned in relation to its sustainability credentials (e.g. encouraging further car movements to the country park). Supporters of the scheme were able to balance the issues raised and recognise the benefits of the project on the nearby and surrounding area.

- 1.19 Of the supporting comments received there was unanimous support for the Lambley Lane Recreation Ground Changing Facilities. The proposed project was seen as much needed and would support the Mapperley All Stars in their future development as a community organisation and would support the development of site further in the long term. Supporters also raised a requirement to look at the quality of the football pitches provided.
- 1.20 Two objections were received in relation to the Gedling Country Park Car Park Extension. One objection related to the funding of the Car Parking Extension, specifically using CIL to match fund capital funds of the Council, the objector felt that enough rate payers money had been spent on the project.
- 1.21 The second objection received considered that the car park extension was an expensive fix to a short term problem, the objector felt that there would be an over capacity once other development and their access points are completed. 4 points were raised that focused:
- 1) The reason for the high demand?
 - 2) Is this a short term problem, could the money be better spent elsewhere?
 - 3) Can't current highways be managed by Nottinghamshire County Council?
 - 4) What other parking and pedestrian access point to the Country Park are being considered.
- 1.22 The Service Manager for Parks and Street Care provided a comprehensive response to each of the issues raised, the response has been incorporated in the Consultation and Officer Response document attached in Appendix 1.
- 1.23 The split of the response to the projects are listed below:

Gedling Country Car Park Extension					
Support	7	Neutral	-	Object	2

Lambley Recreation Ground Changing Facilities					
Support	18	Neutral	1	Object	-

- 1.24 The comments received have been welcomed and have been considered alongside the original assessments made. The Council's dedicated CIL

Neighbourhood Funding webpage
<http://www.gedling.gov.uk/noparishcilneighbourhoodfunding/> is to be updated to announce the allocation of the awards.

2 Proposal

- 2.1 From the assessments carried out on of the submitted infrastructure projects and the results of the public consultation it is proposed that the CIL Non-Parish Neighbourhood Funding is used accordingly:
- a) **Gedling Country Park Car Park Extension** – Use up to £100,000 towards the Car Park Extension.
 - b) **Lambley Lane Recreation Ground** – Use up to £40,000 towards the replacement of the Changing Room Facilities.
- 2.2 The annual process will continue where new infrastructure projects will be sought that are eligible for the funding from the neighbourhood portion of CIL receipts.

3 Alternative Options

- 3.1 Two alternative options are potentially available to pursue.
- 3.2 Firstly there is the opportunity to allocate CIL monies to alternative schemes contained on the Local Infrastructure Schedule and Allocations consultation. No alternative schemes have been suggested to be funded and the other schemes assessed have been considered as not being suitable for funding at this time, either on the ground of project suitability (not meeting CIL Regulation 59F), alternative funding streams being available or due to the unavailability of full funding (either from CIL or external streams).
- 3.3 The second alternative option would be to the remove a project from the potential shortlist to allow for the CIL Non-Parish Neighbourhood Funding holdings to accumulate further or await the further identification of alternative schemes. The implications of this could see a suitable project not funded and may prevent projects that are due to be matched funded not being delivered fully. Relevant justification has not been given at this time to warrant the removal of a project.

4 Financial Implications

- 4.1 The CIL monies that form part of the Non-Parish Neighbourhood Funding element are monies that have to be used in accordance with the CIL Regulations. The Neighbourhood Funding element of CIL is only used once funds have been collected, forward funding is not provided.

- 4.2 There is no financial impact as the administration of this process can be met within existing resources.
- 4.3 There would be some revenue implications associated with both shortlisted projects. However, both proposals confirm that the ongoing costs of the maintenance would be from PASC revenue budgets.

5 Appendices

- 5.1 Appendix 1: Consultation and Officer Responses to the CIL Non-Parish Neighbourhood Funding Consultation March 2019

6 Background Papers

- 6.1 [CIL and the Neighbourhood Portion in Non-Parish Areas: Guidance Note](#)
- 6.2 [Gedling Borough Council CIL Charging Schedule](#)
- 6.3 [Community Infrastructure Levy \(CIL\) Non-Parish Funding Local Infrastructure Schedule, Project Assessment and Proposed Funding Allocations \(Cabine Report and Background Document\)](#)

7 Reasons for Recommendations

1) and 2) To ensure that the neighbourhood portion of CIL collected receipts are expended in accordance with the CIL Regulations 2010 (as amended) and statutory guidance.

Consultation and Officer Responses to the CIL Non-Parish Neighbourhood Funding Consultation March 2019

No.	Name	Organisation	Comment	Officer Response
1		Sport England	<p>We would not wish to pick out any specific locations or facilities. We consider that the Playing Pitch Strategy, priorities (review currently underway). However I understand Lambley Lane may have already been suggested. The Local Football Facilities Plan which is due to be completed by early March and will refine the football priorities (will require match funding).</p> <p>I understand works is underway to better understand local needs and demands for sports facilities and also a review of the existing sports facilities. I assume that this work will feed in projects for consideration.</p>	Comment noted
2		Willow Farm Action Group	<p>Gedling Country Park Car Park Extension</p> <p>Whilst we do welcome the opportunity to respond to the recommendations put forward by Gedling Borough Council, we were surprised to find that the Gedling Eye news outlet included an announcement from the Borough Council, on the 6th February 2019, that 'there will be a substantial car park extension provided at the popular Gedling Country Park'. In our opinion the timing of this announcement could be seen to undermine the validity of this public consultation.</p> <p>Whilst the Park is clearly located within the ward where the housing developments are taking place, the majority of these developments are within walking / cycling distance of the Gedling Country Park. The question remains therefore is the car park being expanded to meet the demand from those living outside the ward or is this</p>	<p>Comments and support noted</p> <p>The proposed project is a council priority and ambition to enhance the provision, experience and offer at Gedling Country Park.</p> <p>The current consultation seeks to identify an appropriate funding stream for the provision of the car park extension via CIL Non-Parish Neighbourhood Funding.</p> <p>There would also be a requirement for a planning application for the provision of further car parking at the Country Park.</p>

			<p>additional capacity necessary for current and future ward residents? We believe that the beneficiaries for CIL expenditure should clearly be those living within the ward where housing development is taking place.</p> <p>National and Local Health and Planning policies emphasise the importance of promoting healthy lifestyles and reducing the over reliance on private transport. Providing additional car parking does not sit comfortably with these strategies and objectives. Incentivising the use of private transport to the park risks further traffic congestion in the area, an increase in pollution and will discourage walking and other forms of transport.</p> <p>On careful balance, despite the issues we have raised, we believe that the project should be funded because the benefits to the immediate and wider community are greater than the negative aspects of the proposal however, a policy of further car park expansions cannot be a sustainable approach for the future.</p> <p>We therefore accept the Borough Council's recommendation and support the proposed use of the CIL funds to facilitate this project.</p>	
		Willow Farm Action Group	<p>Changing Facilities Lambley Lane Recreation Ground</p> <p>Our local residents place great importance on the provision and maintenance of greenspaces and these areas become even more essential at a time when so much land is being developed for housing.</p> <p>Our local residents also believe that the future plans to</p>	Comment and Support noted

			<p>further develop this site will provide greater opportunities to expand the use of the facility by other local football teams.</p> <p>This project also supports national and local objectives to improve health and well-being by providing opportunities for access to and participation in sport, recreational and open space cultural activities.</p> <p>We therefore accept the Borough Council's recommendation and strongly support the proposed use of the CIL funds to facilitate this project.</p>	
3		Historic England	Historic England has no comment to make on the proposed projects in relation to CIL expenditure.	Comment noted

4	Individual	<p>Objection</p> <p>I have reservations about the proposed additional car park at GCP.</p> <p>I am concerned that it may be an expensive fix to a short term problem. Will it lead to an over capacity when the other developments and their access points are completed.</p> <ol style="list-style-type: none"> 1) Is the high demand (placed on the current car park) a consequence of the lack of access from other locations? 2) Is it a short term problem whilst the other access point/s are completed? If so then the money could be better spent. 3) The project refers to the need to manage the problem (at busy times) with parking on nearby residential streets. These issues can be managed in other ways by Notts CC Highways. 4) I would seek to know what other parking and pedestrian access to the GCP is planned? <p>Lambley Lane Recreation Ground is already subject of a project for improvements. The new housing development at Glebe Farm, as I understand it, will have access to GCP and parking.</p> <p>Over reliance on the Spring Lane entrance should be avoided.</p> <p>Visitors from the south side of the park should not have to use Spring Lane.</p> <p>Arnold Lane and Mapperley Plains are well served by public transport, and local residents from those areas should be encouraged to use the park without</p>	<p>Objections noted</p> <p>The PASC team have provided specific comments in respect to some of the specific questions raised in terms of needs and technical detail.</p> <ol style="list-style-type: none"> 1) There is already additional access from Lambley Lane with car parking present. At this time there are still parking issues on Spring Lane and in the new Bloor estate at peak times, with many complaints arising from this. 2) The Southern entrance, which will be constructed when the GAR is built, does not have specific car parking for the Country Park provided. An illustrative masterplan shows a park and ride and indicates that some parking may be available there, but this is also linked with the primary school. There will also be a new children's play area immediately adjacent to this car park. So it is envisaged that this car park will also be well subscribed on the Southern Boundary. 3) The County Council have stated that they do not wish to implement a traffic regulation order to restrict on street car parking on the new Bloor Homes development as this would not be in the interest of local residents. Management of this nature would only displace the visitors elsewhere. 4) No other parking areas are envisaged
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			<p>travelling to Spring Lane.</p> <p>The road around Mapperley Plains and Spring Lane is already suffering from heavy traffic use.</p>	<p>at this time than the 'park and ride' on the Southern approach to the park, which is not due for construction for 2-3 years, if it goes ahead at all. But until the GAR is constructed we do not know what land will be available and what access will be like.</p> <p>The remaining issues raised would form part of the considerations of the suitability of a future planning application into the appropriate location of the car park extension.</p>
5	Individual		<p>Yes in agreement with projects. Fully support Mapperley All Stars Football Club In their bid to improve facilities for local children. The club has grown from 2 teams to 5 in one year, this will only continue to increase. Our children have limited access to green space and the facilities are poor at Lambley Lane. The changing rooms are unsafe and the quality of the pitches is poor. This project will encourage the development of a local sports club and benefit the children that live in the area.</p>	Support noted
6	Individual		<p>Yes I agree with the projects</p>	Support noted
7	Individual		<p>I disagree with the funding for Gedling Country Park if it is to be match funded with additional monies from Gedling Borough Council. Enough rate payers money has been spent on this Labour party vanity project</p>	Objection noted

8	Individual		<p>Yes I agree with the plan to develop Lambley Lane recreation ground into a high quality community sport hub.</p> <p>I have considered the other projects nominated. However, I believe that the sport hub will greatly benefit the community. It will provide those using the ground great facilities that currently are not available. It will have a positive impact on the sporting experience, and provide the community with a sports ground to be proud of.</p>	Support noted
9	Individual		<p>I agree with the proposal which proposes to utilise CIL Neighbourhood funding to develop the Lambley Lane changing facility and Gedling Country Park car parking. These are key community assets in need of development in close proximity to the Chase Farm and Gedling Access Road development.</p>	Support noted
			<p>Lambley Lane Changing Facilities</p> <p>The current changing facilities at Lambley Lane are in an unsafe condition. The location is ideally situated to serve the local community and football teams. The Mapperley All Stars Football club is growing, the club currently utilises the facilities for local youth football for members of the community. The provision of these facilities will contribute to a number of Gedling Borough Council priorities such as improving health and wellbeing and reducing crime and antisocial behaviour by providing children facilities to play football.</p>	Support and Justification noted

			Gedling Country Park Car Park Extension Gedling Country Park is a valuable community asset but at popular times car parking can be a challenge, many visitors have to park on the entrance road and Spring Lane which can be hazardous to other road users and pedestrians. Enhancing the car parking offer will help to improve the safety of visitors and local residents.	Support and Justification noted
			Alternative projects If there we sufficient funds available the Lambley Lane football pitches would benefit from being levelled out and the provision of all-weather training facilities.	Alternative project noted.
10	Individual		Lambley Lane Changing Facilities Yes I agree with the projects selected and the project I perceive to be more beneficial to the local community is the changing of the facilities on Lambley Lane Recreation ground. It is currently not fit for purpose and is dangerous and in urgent need of attention. The local football teams use these facilities from ages 6 to 25. With the current increase in houses being built in the Gedling area green recreation spaces are decreasing and with the increase in population for Gedling will come for more recreational activities for children required. The improvements for Lambley Lane is long overdue and the benefits to the whole of the Gedling community would be huge and could be the start of an	Support noted

			improving facility providing much needed sporting and recreational activities for all ages and sexes.	
11	Individual		<p>Lambley Lane Changing Facilities</p> <p>I agree that a priority should be the changing facilities at Lambley Lane. The state of the changing facilities is unsafe for children and these could offer so much potential for the area if refurbished/rebuilt. The ground level also needs levelling and could be so much better for the club and potentially other clubs that may wish to use the area on other days. It is well used ground (football, dog walkers etc.) so funding into this would be a real positive for Gedling</p>	Support noted
12	Individual		<p>Lambley Lane Changing Facilities</p> <p>I agree with the funded project at Lambley Lane Sports Hub. This has needed doing for a long time.</p>	Support noted
13	Cllr. Andrew Ellwood	Councillor for Phoenix Ward	<p>Gedling Country Park Car Park Extension</p> <p>With regard to the proposal to extend the car park at the Spring Lane entrance of the Gedling Country Park I would support this as there is clearly a demand to be met with regard to extra parking provision. I would suggest that the Council also considers providing a car park to the South of the Country Park near to where the commercial zone is to be located North of the Gedling Access Road. It is acknowledged that this can only be provided once the Gedling Access Road is built however which is clearly still a few years away.</p>	Support noted

			<p>Lambley Lane Changing Facilities</p> <p>With regard to the proposal to replace the changing facilities and improve the pitches at Lambley Lane Recreation Ground, I would strongly support this proposal. Clearly the proposal meets one of the definitions of 'infrastructure' as set out in the Planning Act- it will help improve 'sporting and recreational facilities.' It also falls into Priority One for expenditure for the Neighbourhood Portion of CIL in non-parished areas: namely the project is located within Gedling Ward which is where a large proportion of the chargeable amount of CIL (through the Chase Farm Development) is occurring. Clearly as the housing development on Chase Farm takes place (eventually over 1000 extra houses could be built on this site) there will be increased demand for sport and play facilities at the nearby Lambley Lane Recreation Ground.</p> <p>As stated in the CIL Consultation Document the changing facilities at Lambley Lane Recreation Ground are nearing the end of their useable life. If they are not replaced in the next year or so this will severely impact on the activities of the two football teams that operate from this site- namely the Mapperley All Stars Football Club (a children's club) and Phoenix Football Club (an adult club). Mapperley All Stars are keen to expand its number of teams. Also as the age range of the teams at Mapperley All Stars increases there will be a greater need for good condition changing facilities for older players which currently are not available at the moment. Mapperley All Stars are keen to remain at the Lambley Lane</p>	<p>Support noted</p>
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			<p>Recreation Ground site as this best serves their 'catchment area' of Mapperley and Gedling children. Once the future of Lambley Lane Recreation Ground is secure they are willing to seek additional funding from outside sources to further improve the facilities at this site.</p> <p>Until a few years ago there were available football pitches at the Sherwood Academy Site (former Gedling School) on Wollaton Avenue, Gedling. Since the closure of this site these playing facilities are no longer available. As such there is a greater need in the local community to utilise the Lambley Lane Recreation Ground which is the closest Recreation Ground for most of Phoenix Ward which I represent.</p>	
14	Individual		<p>Lambley Lane Changing Facilities</p> <p>Yes I fully agree with the projects selected for funding, the projects selected will allow kids to have the facilities to get out and have fun.</p> <p>The upgrade to the changing facilities at Lambley Lane is vital to a great bunch of kids being able to continue growing as a group and developing life skills through football.</p>	Support noted
15	Individual		<p>Lambley Lane Changing Facilities</p> <p>Yes. I would like to back the proposal for the Changing Room Facilities at Lambley Lane Recreation Ground. The pitch is very uneven. The facilities are very outdated and are in much need of some modernisation.</p>	Support noted

16	Individual		<p>Lambley Lane Changing Facilities</p> <p>I really do think the project is an excellent use of resource, and much needed in this area. We have Gedling Country Park, but it's not a location which allows children to engage in Sporting activities. There are many new homes with young families in the local area who would benefit, and it would be amazing to have a safe, and well managed facility for the 1000's of new homes that have been built in the area over the last 5 years.</p> <p>The current Lambley Lane Recreation ground is not ideal for Sporting activities as the ground is uneven, and doesn't resemble a Recreational area, and is mainly used for walking Dogs. There are many very irresponsible Dog owners who leave their dog foul all over the area, including on the pitches where children play football. I think development into a community sports hub would improve standards, and change people's perceptions of the area. This would encourage families and youngsters to use the area, and hopefully encourages dog owners to act more responsibly.</p>	Support noted
17	Individual		<p>Lambley Lane Changing Facilities</p> <p>Lambley Lane changing facilities would be a great asset to the community and the development of the local teams</p>	Support noted

18	Individual		<p>Lambley Lane Changing Facilities</p> <p>Lambley Lane changing facilities and football pitches are in desperate need of replacement and re-work. Mapperley All Stars FC currently have 40 children using these facilities, most are way below par.</p> <p>Rework of this site would enable more children from the local area to enjoy sport and a healthy lifestyle, which hopefully will be supported Gedling Borough Council.</p>	Support noted
19	Individual		<p>Lambley Lane Changing Facilities</p> <p>Yes, The Changing Facilities at Lambley Lane Recreation Ground are in really poor condition.</p> <p>Improving the facilities will make a massive difference to their matchday experience (and that of visiting teams) Good facilities will help promote Mapperley All Stars, encourage others to join and improve grass roots football around the area.</p>	Support noted
20	Individual		<p>Lambley Lane Changing Facilities</p> <p>Yes as it will benefit the children and grounds on a whole. Without this funding it would be difficult to raised the funds to fix the issue.</p>	Support noted
21	Individual		<p>Lambley Lane Changing Facilities</p> <p>Yes, both great improvement to the area- one for all members of Gedling area and a great project for Lambley Lane – when you see the effort put in from</p>	Support noted

			coaches and parent of Mapperley All Stars F.C Under 7 and 8 football on a Saturday. Much needed for the growing population of Gedling and surrounding areas.	
22	Individual		Support of both projects	Support noted

Period of Consultation: 29th January 2019 – 26th February 2019

Total Respondents: 22

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Report to Cabinet

Subject: Gedling Plan Performance Indicators 2019/20

Date: 19 March 2019

Author: Director of Organisational Development and Democratic Services

Wards Affected

Borough wide

Purpose

To agree the performance indicators against which progress of the Gedling Plan will be measured against in 2019/20.

Key Decision

This is not a key decision

Recommendation

THAT the performance indicators for 2019/20 at Appendix 1 be approved.

1 Background

- 1.1 The Gedling Plan 2019/20 was approved by Cabinet on 14 February and Council on 4 March 2019. The Plan sets out the Council's strategic direction and the key strategic actions which will be delivered to meet the priority objectives.
- 1.2 Performance indicators are used to monitor and measure progress against the Gedling Plan actions. A small number of key strategic performance indicators were included in the Gedling Plan however the full suite of performance indicators proposed for 2019/20 are set out in Appendix 1. A number of existing performance indicators have been retained and aligned to the new priorities, however new performance indicators which reflect the new 5 priorities are proposed.

2 Proposal

- 2.1 It is proposed that the performance indicators for 2019/20 at Appendix 1 are approved. Members will note that these performance indicators contain a wide range of measures which are predominantly focused on outward facing priorities and which will be reported quarterly or annually or used for tracking purposes.
- 2.2 Progress against these performance indicators will be reported to Cabinet and Overview and Scrutiny Committee on a quarterly basis and reports published on the Council's website in the usual way.

3 Alternative Options

- 3.1 Not to approve performance indicators for 2019/20, however without performance information, it will be difficult to assess the Council's performance against the Gedling Plan.

4 Financial Implications

- 4.1 None arising from this report.

5 Appendices

- 5.1 Appendix 1 - Proposed performance indicators for 2019/20.

6 Background Papers

- 6.1 None identified.

7 Reasons for Recommendations

- 7.1 To ensure the Council has robust performance measures in place for 2019/20.

Performance Indicators - 2019/20

Strong and dynamic COMMUNITIES			
Description	Service Area	Frequency	Target 19/20
Number of Community Events held in GBC	Parks and Street Care	Annual	Tracker
Number of volunteers engaged in community events	Parks and Street Care	Annual	Tracker
Number of employees engaged in internal volunteering	Parks and Street Care	Annual	Tracker
No. of attendances at the Bonington Theatre and Cinema	Leisure Services	Quarterly	44,600
Parks 'Friends of' group membership	Parks and Street Care	Quarterly	Tracker
Average length of time spent in temporary accommodation	Revenues and Welfare Support	Quarterly	8 weeks
Average time to process new HB Claims	Revenues and Welfare Support	Quarterly	13 days
Average time to process HB change in circumstances	Revenues and Welfare Support	Quarterly	4 days
Working with landlords to provide additional temporary accommodation	Revenues and Welfare Support	Annual	2 properties
Working with landlords to prevent evictions	Revenues and Welfare Support	Bi-annual	10 preventions
Level of All Crime across Gedling Borough rate per 1000 population	Public Protection	Quarterly	Less than National figure
Level of recorded anti-social behaviour across Gedling Borough (per 1000 population)	Public Protection	Quarterly	Less than National figure
Number of litter and dog fouling Fixed Penalty Notices (FPN) served	Public Protection	Quarterly	100

Strong and dynamic COMMUNITIES			
Description	Service Area	Frequency	Target 19/20
Number of fly tipping FPNs and court cases	Public Protection	Quarterly	23
Percentage of fly tipping incidents removed within 4 working days	Parks and Street Care	Quarterly	98%
Number of reported fly tipping incidents	Public Protection	Quarterly	Tracker
Percentage of residents who agree that their local area is a place where people get on well together	Council	Annual	68%
Percentage of local residents who are satisfied with their local area as a place to live	Council	Annual	83%
Percentage of residents who feel safe when outside in their local area during the day	Council	Annual	90%
Percentage of residents who feel safe when outside in their local area after dark	Council	Annual	65%

High Performing COUNCIL

Description	Service Area	Frequency	Target 19/20
% of calls to the contact centre answered	Customer Services and Communications	Quarterly	92%
% of customers that are satisfied with overall customer service	Customer Services and Communications	Annual	90%
% of customers seen by customer Services Advisor within 15 minutes	Customer Services and Communications	Quarterly	85%
Percentage of invoices paid within 30 days	Financial Services	Quarterly	99%
Percentage of Council Tax collected	Revenues and Welfare Support	Quarterly	98%
Percentage of Business Rates collected	Revenues and Welfare Support	Quarterly	99%
Working Days Lost Due to Sickness Absence (rolling 12 month total)	Organisational Development	Quarterly	9 days
Number of social media followers	Customer Services and Communications	Annual	22,000
Number of Keep Me Posted subscribers	Customer Services and Communications	Annual	18,000
Percentage of local residents who feel they are well informed about the Council and what we do	Council	Annual	78%
Resident satisfaction with the way Gedling Borough Council runs things	Council	Annual	65%
Percentage of residents who agree that the Council provides value for money	Council	Annual	50%

Vibrant ECONOMY

Description	Service Area	Frequency	Target 19/20
Net additional homes	Planning Policy	Quarterly	480
Percentage of Major planning applications processed within 13 weeks	Development Services	Quarterly	90%
Percentage of minor planning applications processed within 8 weeks	Development Services	Quarterly	91%
Percentage of other planning applications within 8 weeks	Development Services	Quarterly	85%
Number of affordable homes delivered (gross)	Economic Growth and Regeneration	Quarterly	20
Number of empty homes brought back into use	Public Protection	Quarterly	40
Delivery of Local Labour Agreements on all applicable applications determined	Economic Growth and Regeneration	Annual	100%
Delivery of school based employability events	Economic Growth and Regeneration	Quarterly	8
Number of school-age work experience placements hosted in Gedling Borough Council in partnership with YouNG (and Economic Development)	Organisational Development	Quarterly	6
Delivery of employer based employability events	Economic Growth and Regeneration	Annual	2
Number of placements provided over the year across the council	Organisational Development	Quarterly	16
Engage with top 50 businesses and key growth businesses through the key account management scheme, as well any other business seeking support.	Economic Growth and Regeneration	Annual	100 businesses

Vibrant ECONOMY

Description	Service Area	Frequency	Target 19/20
Amount of employment land developed for the delivery of jobs	Economic Growth and Regeneration	Annual	2 Hectares
Number of new investments in Gedling for regeneration projects that the Council has facilitated	Economic Growth and Regeneration	Annual	5

Sustainable ENVIRONMENT

Description	Service Areas	Frequency	Target 19/20
Number of Green Flag status parks	Parks and Street Care	Annual	3
Percentage of household waste sent for reuse, recycling and composting.	Transport and Waste	Monthly	39.0%
Number of garden waste customers.	Transport and Waste	Annual	15,200
Residual household waste per household in Kg	Transport and Waste	Quarterly	525g
Percentage of residents satisfied with parks and open spaces	Council	Annual	75%
Percentage of residents satisfied with the cleanliness of their local area	Council	Annual	70%
Percentage of residents satisfied with the rubbish/recycling collection service	Council	Annual	87%

HEALTHY lifestyles			
Description	Service Area	Frequency	Target 19/20
Percentage of food premises scoring 4 or 5 in the food, health and safety rating scheme	Public Protection	Quarterly	90%
Number of visits to leisure centres	Leisure Services	Quarterly	1% increase over previous year
Number of people on the swim scheme	Leisure Services	Quarterly	2,500
Number of DNA members (rolling 12 months average)	Leisure Services	Monthly	4,200
Number of Activities undertaken in our Parks including those that take place on Council owned sports pitches.	Parks and Street Care	Annual	185



Report to Cabinet

Subject: Housing Company Update

Date: 19 March 2019

Author: Service Manager for Economic Growth and Regeneration

Wards Affected

All

Purpose

To update Cabinet on the work done under the commercialisation strategy in relation to housing delivery by the Council, and to seek Cabinet's support to progress this work further through the preparation of an outline business case exploring in more detail different housing delivery models which the Council could adopt.

Key Decision

This is not a key decision.

Recommendation(s)

THAT Cabinet:

- 1) **Notes the work done to date by the Housing Development working group,**
- 2) **Supports the preparation of an outline business case exploring different housing delivery models the Council could adopt.**

1 Background

Dynamic Council Programme

- 1.1 The Dynamic Council Programme was approved by Cabinet in October 2017, with the aim to drive the step changes required to meet future

challenges. The Dynamic Council approach focused on four key drivers:

- Digitisation
- Agile Working
- Demand Management
- Commercialism

- 1.2 Commercialism is a mechanism to “stimulate innovation, grow existing services and develop new business, and develop a commercial approach which generates a greater financial and social return that assists the Council's financial resilience and sustainability”. This will enable the Council to safeguard and improve services, and more effectively deliver its corporate aims and objectives.
- 1.3 Working Groups were established to consider the key areas of focus. The priority areas within the commercialism agenda included: strengthening the Council's commercial culture and capability; increasing income from Council services through trading, charging and investment; increasing external funding to the Council; and increasing capital and revenue income through housing development and economic/employment growth.

Housing Development Group

- 1.4 The Housing Development working group (“the Group”) was tasked with considering the options for housing development and delivery. As part of this work, Officers identified a number of objectives, including:
 - Accelerating delivery of new homes
 - Increase affordable housing supply available for Council's use
 - Meet housing needs of those on the housing register
 - Provide rented and shared ownership options
 - Operating without subsidy from hard-pressed General Fund budgets
 - Invest in assets that deliver an income to the Council.
- 1.5 The Group investigated different delivery models adopted by other authorities to achieve the objectives set out above. Discussions were had with Bassetlaw District Council, who had set up a joint venture with a construction company to deliver housing using a traditional developer model. Discussions were also had with Mansfield District Council who had set up a Housing Company focused on developing and selling private homes to generate a return. The Group then sought external advice from a market expert on the suitability of different housing delivery models in Gedling. The purpose of the advice was to obtain some high level input into what might work for Gedling based on our landholdings, resource make up, and taking into account the objectives set out above. Four main delivery options were considered:

- A. **Housing Revenue Account (HRA)** - The Council to retain affordable houses and to re-establish the HRA.
- B. **General Fund (GF)** - Properties can be developed or acquired and held within the GF for use as temporary accommodation, let on non-secure tenancies, at affordable rent levels and without eligibility for the Right To Buy
- C. **Local Housing Company (LHC)**- This would entail the Council setting up a limited company (or other corporate entity) as a subsidiary to develop mixed tenure properties for sale, market rent and affordable housing (potentially both rent and shared ownership sales).
- D. **Joint Venture (JV)** - This option would entail forming a legal partnership or JV company with a private sector or Registered Provider partner, with GBC holding (say) 50% of the shares or decision-making control. The JV would be partly financed by private investment, whether private equity, RP equity, bank or bond finance.

1.6 The report reviewed the options for Gedling's specific circumstances. The recommendations indicate that in this Borough and with the current market conditions, setting up a Local Housing Company would be the preferred route (option C above). This option would allow the Council to deliver a number of the key objectives, including:

- A potential mix of permanent affordable rented, market rented and for sale homes could be delivered under the Council's control
- Could apply to Council-owned land and acquired sites;
- Operating without relying on Council's budgets; and
- Providing an income to the Council.

1.7 This background work is a useful starting point for the Group and gave the Council some steer on how different delivery models/operating models could work in Gedling. However, in order to progress the work further, a more detailed business case would need to be prepared setting out the financial, resource and risk implications of different housing delivery models for Gedling. This would then enable the Council to make a fully informed decision about the best way to progress. This is likely to be a blend of various options to meet all the original objectives identified. For example, a housing company could deliver part of these (as identified above), but would require other streams of work to increase the affordable housing provision in the Borough.

2 Proposal

- 2.1 It is proposed that Cabinet notes the work done to date, and supports the preparation of a business case which will examine in detail different housing delivery models for the Council, including the option of establishing a Housing Delivery Company. This will involve the comparison of the delivery options: how they meet the Council's core objectives for the project, the likely set up costs and the expected timeframe for delivery. A focused Housing Company Steering Group will be established using the corporate project management principles to drive the project forward. The decision of the preferred delivery mechanism will be subject to a subsequent Cabinet approval once the business case has been prepared.

3 Alternative Options

- 3.1 Members could decide not to support the progression of a business case. Without further work the Council would not be in a position to develop this strand of the commercialisation strategy and develop detailed proposals for housing delivery in the borough. There is insufficient information at this stage to enable Members to make an informed decision on the best way to deliver housing, so, in order to progress this further member support is sought.

4 Financial Implications

- 4.1 Any additional resource implications will be considered as part of the outline business case preparation. There may be a need for further feasibility work in the interim, but this will be covered from existing revenue budgets. It is recognised that this piece of work will have an impact on resources in terms of officer time spent preparing the business case. It is for this reason that member support is sought to progress this work stream.

5 Appendices

- 5.1 None.

6 Background Papers

6.1 None.

7 Reasons for Recommendations

7.1 To update councillors on the progress to date.

7.2 To provide officers with a steer in order to progress to the next stage.

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Report to Cabinet

Subject: Nottinghamshire's Local Offer for Care Leavers
Date: 19 March 2019
Author: Service Manager Economic Growth and Regeneration

Wards Affected

All

Purpose

To seek Cabinet approval for the Gedling specific aspects of the Nottinghamshire Local Offer for Care Leavers.

Key Decision

This is a key decision because its impact is likely to be significant in terms of its effect on communities living in an area comprising two or more wards

Recommendation(s)

To:

- 1) Endorse the "Nottinghamshire Local Offer for Care Leavers" policy,
- 2) Give approval to provide care leavers aged 18-25 with free access to full peak membership to leisure centre facilities in the borough,
- 3) Note that when Gedling Housing Allocation Scheme is reviewed in 2019/20 priority is given to care leavers.

1 Background

- 1.1 Care leavers are young people aged 18 to 25 years of age who have been in local authority care (foster care or residential home or semi-independent flat). Care Leavers are defined in law by the amount of time spent in care and their age. The anticipated numbers of care leavers as at 9th January 2019 is shown in the table below:

Care leavers in Nottinghamshire		
Local Authority Area	Age 18-20 years	Age 21-25 years
Ashfield	38	55
Bassetlaw	30	41
Broxtowe	22	9
Gedling	13	20
Mansfield	41	57
Newark & Sherwood	30	24
Rushcliffe	14	24
Total	188	230

1.2 The Children and Social Care Act 2017 requires each local authority to publish a Local Offer for its care leavers. Through the Nottinghamshire Local Authorities Chief Executives' Group, the eight authorities agreed to create one joint single Care Leaver Offer for Nottinghamshire, with an overall offer for the Nottinghamshire and specific actions for each district/borough council to deliver.

1.3 The Local Offer should include details of local authority services and support that could help care leavers' transition to adulthood and independent living in relation to health and well-being, positive relationships, education and training, employment, accommodation and participation in society.

2 Proposal

Nottinghamshire Offer

2.1 Representatives from the County Council, district/borough councils, other public sector services, voluntary organisations and key stakeholders including ex and current care leavers, have all been involved in developing a dynamic Local Offer. Work streams were agreed and have been led by appropriate senior officers from across the collaborative partnership, including:

- employment, skills and apprenticeships – led by the Chief Executive of Newark & Sherwood District Council
- education and work experience – led by the Service Director, Education, Learning and Skills, Nottinghamshire County Council
- housing – district council-led working group led by the Gedling Borough Council and a Care Leaver Ambassador
- physical and mental health – led by the Consultant in Public

Health, Nottinghamshire County Council

- wellbeing, relationships and community engagement – led by the Service Director, Youth, Families and Social Work, Nottinghamshire County Council

- 2.2 Nottinghamshire County Council approved the Local Offer policy on 11th February 2019 at the Children and Young People's Committee. The next stage is for all the eight Nottinghamshire Local Authorities to formally approve their aspects of the offer. After this time, there will be a need to publicise it through a variety of communication channels, media, publicity and events.

Gedling offer

- 2.3 There are elements that are contained within the Local Offer that are to be delivered by/in partnership with Gedling Borough. These are detailed below.
- 2.4 **Employment, skills and apprenticeships** – to create a single offer of care leaver apprenticeships with coaching support within organisations. Officers are proposing to ensure that care leavers are targeted for relevant apprenticeships or work experience placements in the Council wherever possible.
- 2.5 **Housing** – to offer a consistent approach across the County that gives priority to care leavers within Housing Allocation Schemes and waiting lists, together with a commitment to help care leavers secure accommodation as quickly as possible (ideally within 8 weeks). However, if emergency accommodation is required, it is proposed that the statutory homelessness process would be triggered and homeless accommodation utilised, as a last resort. This will be in accordance with the Council's statutory duty as detailed in the Children's and Social Work Act 2017.
- 2.6 **Physical and mental health** – to recognise the health benefits of physical activity, Officers are seeking approval to provide care leavers aged 18 to 25 with free access to full peak membership to leisure centres/facilities in the borough.
- 2.7 **Council tax** – to exempt care leavers from paying council tax up to their 25th birthday. This has already received Cabinet approval in March 2018.

Governance

- 2.8 It is proposed that Nottinghamshire's Looked After Children and Care Leavers Strategic Partnership Board be the body accountable for the performance management and continuous improvement of the Offer,

which will be outcomes-focused.

3 Alternative Options

- 3.1 The alternative options have been considered throughout the work done to establish the County wide scheme. By working together, this ensures that all Care Leavers have a single offer throughout the County and is a very clear message to be presented to these potentially vulnerable young adults.

4 Financial Implications

- 4.1 There are revenue implications linked to these proposals, but are considered to be limited (in relation to the amounts of care leavers within the Borough) but also difficult to quantify at this stage. For example, a leisure membership is £300 per person, which could be a loss of income, but only if they were already members. The extra resource required to accommodate a “free” member is negligible on an individual basis. However, the cumulative effect may have resource implications and Officers are proposing to monitor the financial implications and to review if required.

5 Appendices

- 5.1 A - Nottinghamshire’s Local Offer for Care leavers

6 Background Papers

- 6.1 Children and Social Care Act 2017 –
<http://www.legislation.gov.uk/ukpga/2017/16/contents/enacted>
- 6.2 Local offer guidance: Guidance for local authorities (February 2018) –
www.gov.uk/government/publications/local-offer-guidance

7 Reasons for Recommendations

- 7.1 To fulfil statutory Corporate Parenting duties, improve lifetime outcomes for Nottinghamshire’s care leavers and to reduce lifetime local and national spend on care leavers.
- 7.2 To approve the specific elements of the offer which relate to employability, housing and leisure services. The Council tax reduction scheme already has full approval.

NOTTINGHAMSHIRE'S LOCAL OFFER FOR CARE LEAVERS

Leaving care is a big thing in your life, and without the right support it can be difficult and stressful. Even though you are leaving care, or have left care, as your corporate parents, we still care about you and want to support you to have the chances and successes in life that other young adults have.

The Local Offer for Care Leavers tells you about the “offer” of services and support that is available to you as a care leaver in Nottinghamshire. We know that it is a big step when you move out of care and start living on your own or with others. We want to make sure that you feel safe and supported and know where and who to go to for advice and help.

Local care leavers have helped us to create this offer. We will continue to listen to your views to make sure the services and support we offer are what you need and improved on an ongoing basis.

[QUICK READ GUIDE](#)

The guide has been split into the following main sections:

[What does the local offer mean for me?](#) *pages 3 to 5* - including checking your eligibility for this offer, the role of a personal adviser, your pathway plan and your rights overview – I will add page numbers to this and the following

- 1) [Setting up your own home and helping you stay there:](#) *pages 6 to 8* - preparation for getting your own place and support to do this.
- 2) [Looking after your money:](#) *pages 9 to 11* - how to obtain financial support and manage your money effectively
- 3) [Keeping healthy and happy:](#) *Pages 12 to 13* - advice on how to seek emotional, physical and mental health services
- 4) [Education, training, skills and work:](#) *pages 14 to 18* - guidance and information about job options improving your skills and knowledge plus financial support to do this,
- 5) [Family and relationships:](#) *pages 19 to 20* – support on how to achieve and maintain healthy relationships with family and friends
- 6) [Finding things to do and feeling part of where you live:](#) *pages 21 to 22* – ways to spend your free time, including volunteering, how to help improve services for care leavers, and to get important documents together

[What's happening next?](#) *page 23* - plans to improve the offer and how you can get involved, how to keep up to date with new support and services, and the Care Leaver Covenant

[Additional information:](#) *pages 24 to 36*

- 1) [Extra information for your health and well-being:](#) *pages 24 to 28* – description of physical and mental health and well-being services, including contact information
- 2) [Extra information on helping you into work, training and education:](#) *pages 29 to 31* – additional organisations and opportunities that may be of interest
- 3) [What's on offer in your local area:](#) *page 32* – including discounted leisure facilities, community involvement and volunteering
- 4) [More information about your Pathway Plan:](#) *page 33*
- 5) [Corporate Parenting Principles:](#) *page 33*
- 6) [Useful contacts, resources & further support:](#) *pages 34 to 36*

WHAT DOES THE LOCAL OFFER MEAN FOR ME?

To be able to get the support and services available in this Offer, you must have been in care for a period of at least 13 weeks (or periods amounting to 13 weeks) which began after age 14 and included some time after your 16th birthday. If you were looked after on or after your 16th birthday but for less than 13 weeks you may still qualify for some support.

If you're not sure whether the Offer applies to you, ask your social worker or personal adviser whether it does.

If you don't have a social worker or personal adviser, get in touch with the Leaving Care Team and they will be able to let you know whether it applies to you.

If you've had a personal adviser in the past and would like some support from the Leaving Care Team again, please get back in touch.

You can contact Nottinghamshire's Leaving Care Team by telephone or email:
Bassetlaw, Newark Mansfield: 01158041236 or LeavingCareDuty@nottscc.gov.uk
Ashfield, Broxtowe, Gedling, Rushcliffe: 01158546318 or LeavingCare.South@nottscc.gov.uk

Support from personal advisers is centred on your individual needs and aspirations and can continue until you are 25 years old, but you may decide you no longer need support before then.

Everything that is available to care leavers in this Offer is available online at www.nottshelpyourself.org.uk. You can email quality.improvementgroup@nottscc.gov.uk to request more copies.

If you have one, your social worker or personal adviser will talk with you about the information in the Offer.

If there is anything in this guide that you don't understand or you want to learn more about, speak to your social worker or personal adviser, or get in touch with the Leaving Care Team by email or telephone via the contact detail provided above or on page 34.

If you identify as a former unaccompanied asylum seeking child or are awaiting leave status from the Home Office, there may be some elements of this Offer that you are not entitled to. Please discuss this with your personal adviser.

Your rights checklist

By law you are entitled to the following

- ✓ Involvement in decisions for your life.
- ✓ Access to personal adviser support and advice until your 25th birthday
- ✓ A Pathway Plan detailing the journey to your future.
- ✓ To request access to any information we may hold about you.
- ✓ Be listened to and supported in where you decide to live.
- ✓ To obtain your consent if we wish to share your information with other parties.

Our vision and ambition for you as your corporate parents

We are Nottinghamshire's Looked after Children (LAC) and Care Leavers Strategic Partnership (the partnership). Nottinghamshire County Council, and now the 7 district councils of Ashfield, Bassetlaw, Broxtowe, Gedling, Mansfield, Newark and Sherwood and Rushcliffe, are your statutory corporate parents.

This means we must provide you with certain support and services by law. However, we provide these things and more because we know it is the right thing to do to help you get on in life. Our other partners who provide services and support for you include housing providers, schools, colleges, universities, businesses, voluntary and community organisations and the police who also take on this role because they know it is the right thing to do.

We all want you to have every opportunity and the support you need to be the best you can possibly be.

We will give you strong roots of stability, love, encouragement, positive relationships and healing from past harm. We will give you wings of resilience, ambition, aspirational goals and practical and emotional support into successful adulthood.

Our ambitions for you as corporate parents mean that you will:

- be safe and feel safe
- experience good physical, emotional and mental health & wellbeing
- fulfil your potential
- make a positive contribution to your community
- successfully move to adulthood
- achieve employment and economic independence

Nottinghamshire County Council supports the national Care Leavers' Charter which means we promise to:

- respect and honour your identity
- believe in you
- listen to you
- inform you
- support you
- find you a home
- be a lifelong champion.

The full charter can be found online [here](#):

Personal advisers

It is your right by law to have a personal adviser (PA) and Nottinghamshire County Council will provide you with one from the age of 18 until you are aged 21. You also have the right to support and advice from a personal adviser up to your 25th birthday if you need it.

The role of a personal adviser is to help you prepare for independent living and to support you as you prepare to leave care and after you leave care, depending on your circumstances. Personal advisers are also here to support you to overcome any difficulties that you may be experiencing. Personal advisers are responsible for helping you to create your own Pathway Plan, keeping it relevant to your circumstances and most importantly supporting you to achieve the goals you set out for yourself in it

The amount of support that you receive from your personal adviser will depend on what you want and your circumstances.

The Leaving Care Team will consider with you what extra support you may need. You might, for example, need extra support because:

- you are homeless
- you have special educational needs or a disability
- you are not in employment, education or training
- you are a former unaccompanied Asylum Seeking Child (UASC) and your immigration status is unclear
- you are in or leaving custody or you have had contact with the criminal justice system;
- you are a young parent or
- you are going through a difficult time in your personal life.

How to get a personal adviser

If you've had a personal adviser in the past and not been in touch for a while, don't worry. If you're under 25, we can still help. Get in touch on 0115 804 1236 for Bassetlaw, Newark & Mansfield or 0115 854 6318 Ashfield, Broxtowe, Gedling and Rushcliffe.

We will try to make contact with you by letter once a year, so if you do hear from us in this way and would like some help, please do get in touch.

Your Pathway Plan

You will create your own Pathway Plan, with support from your social worker, when you are about 16. It sets out what you want to achieve when you leave care. Your social worker will work with you to set out your needs, views and future goals, and identify exactly what support you will receive from us. It will also set out who will help you in this journey.

You will look at your Pathway Plan again every six months, with the help of your social worker until you are 18. This is to make sure that it still reflects your needs. When you leave care at 18, you and your PA will have another good look at your Pathway Plan to check it still makes sense for what you want to achieve once you have left care. You will be able to review your Plan every 6 months.

You can find out more about Pathway Plans on [page 33](#)

Your right to be heard

An Independent Advocate can inform you about your rights and help you to be heard in meetings. They are separate from Children's Services and in Nottinghamshire are provided by a charity called the Children's Society. If you would like an Independent Advocate call Freephone 0808 901 9488 or email advocacy@childrenssociety.org.uk or ask your personal adviser to help you get one.

If you have a disability or special educational needs

If you have special educational needs and/or disabilities there is a specific 'Local Offer' that describes the help you can expect in your local area. Further information is available on the Notts Help Yourself website – click on the SEND Local Offer tile – www.Nottshelpyourself.com

If you are an unaccompanied asylum seeker

We will make sure that you have the support you need and that this is recorded in your Pathway Plan.

If you are under a period of probation supervision

Your probation worker will make contact with your PA and we will work together to make sure you get the support you need to help you complete your court order.

SETTING UP YOUR OWN HOME AND HELPING YOU STAY THERE

We know that finding accommodation is really difficult. Our aim is to support you to live independently in accommodation that meets your needs, is stable and affordable, and makes you feel safe. Where you live when you leave care will depend on your individual circumstances and needs. There are many living options available to you and your personal adviser will support you to decide which option suits you best.

We will encourage you to stay in care until you are 18. If you decide to leave care before turning 18 years old, we must make sure that you have somewhere suitable to live.

You and your personal adviser will make sure that the support that you require when you leave care and the accommodation that you choose is included your Pathway Plan.

If you do not have a personal adviser and would like their help with your current accommodation circumstances please contact the Leaving Care Team 0115 804 1236 for Bassetlaw, Newark & Mansfield or 0115 854 6318 Ashfield, Broxtowe, Gedling and Rushcliffe.

We will help you find a home that's right for you

Our commitment to you to help you find the right place, one that you can call home. Some care leavers live in individual flats or houses, totally independently and don't need much support from their personal adviser. Others may require more support to live independently. The Leaving Care Service offers different levels of support depending on your individual needs.

Your personal adviser or social worker will help you find out about all types of housing that provide support services and will show you the options that are available to you.

We can help you stay with your foster family if that's what you want

If you would like to carry on living with your current foster carer(s) after your 18th birthday we will help you to do this under what is called a "Saying Put" arrangement. You can do this until you are 21.

If you are still at college, 6th form or on certain training courses such as an apprenticeship when you turn 18 you can "stay put" at your foster placement until the end of the summer term after your 18th birthday. This is to help make sure your course is not disrupted by you leaving care.

Talk to your social worker, foster carer(s) and/or personal adviser if you would like to do either of these. You can find out more about our "Staying Put Policy" here:

http://nottinghamshirechildcare.proceduresonline.com/chapters/p_staying_put.html

We'll help you find a place to live

Supported Housing

When you move on from foster or residential care you are likely to move into Supported Accommodation. There are supported accommodation services throughout Nottinghamshire for young people aged 16-21. Some settings have staff on site 24 hours a day to help you if needed, and others have support staff that visit you in a self-contained property or a house that you would share with one other or possibly two other people.

Support staff will help you learn how to budget your money so you can pay your bills, help you understand what managing a tenancy is like, and will support you to access opportunities such as volunteering, training or education. They will also support you to grow more confident and resilient,

and as your independence grows the support you receive will reduce. If you have your own child we can also provide supported accommodation for you and your child. We will also help you to find housing in an emergency or crisis, and we will work together to make a plan for your longer term housing.

Independent living

If you are ready to move into your own flat and live independently, there are a number of options for you, including “private rented” accommodation, housing associations and “social housing” managed by your local district council (that’s us!). Most council houses have been transferred to housing associations and is now called social housing. For example, Gedling Borough Council housing is now managed by Jigsaw Homes.

Private rented accommodation means renting your home from someone who owns a property. They could be an individual who owns one place or a company who owns lots of properties, for example. We will help you with this by providing you with advice and guidance so you understand exactly what a tenancy is and your rights and responsibilities when renting a house in the private sector, so you get the best possible start in your new home.

We work with housing providers to help you prepare for getting your own place. This includes offering you short courses on how to manage a tenancy. You can learn about the different types of housing available, including how to buy your own home, household bills, how to pay them and how they affect your credit score. Some of these are accredited and will help you when you apply for housing. Talk to your personal adviser to find out more.

You don’t have to pay council tax until you are 25

To help you with your bills, we have introduced a Council Tax Reduction Scheme, which means that once you have applied for your Council Tax Discount you will not have to pay any Council Tax until your 25th birthday. If you need any help to apply for this, please talk to your personal adviser.

We will give you priority on Nottinghamshire local authority housing waiting lists

We (Nottinghamshire’s 7 district councils – see below) have agreed that care leavers are a priority on our waiting lists for social housing. When you apply for local authority housing in a planned way we will make you a high priority applicant so that you are offered a property quickly, ideally within 8 weeks. If you come to us for re-housing in an emergency we would only take a homeless application from you as a last resort.

As a Nottinghamshire care leaver you will be able to move anywhere within the county – this covers Ashfield, Bassetlaw, Broxtowe, Gedling, Mansfield, Newark & Sherwood and Rushcliffe. So give some thought to where you would like your first independent home to be. For example, would it make sense to be close to college, work and/or friends?

We’ll support you when applying to the district council for social housing

When you apply for a home with us (through one of the 7 district councils) you can choose whether you would like live on your own or to live in a shared house. If you want to live on your own, we will support you through the process of bidding for properties and provide the additional funding required to make this happen. This is called Discretionary Housing Benefit.

In certain circumstances we will pay your deposit and act as guarantor

Many landlords require the payment of a deposit when you take up a tenancy. They also often ask for someone to act as a guarantor. When you reach 18, if appropriate and as part of your Pathway Plan, if your landlord requires a guarantor or deposit then we can support you with this.

We will help you move into and furnish your home so you can make it your own

To help you live independently in accommodation that is stable and affordable, we will offer practical and financial support which you can find out more about in the Looking After Your Money section of this guide on [page 9](#). Some social and supported housing providers offer their tenants support to help with the practical side of things, so talk to your personal adviser if this is something you are interested in.

We will help you keep on top of your bills and rent

We understand that looking after your own home and knowing what you have to do as part of your tenancy contract can be hard. We want you to succeed and stay in your home. We will offer advice and support to help you do this by helping you to settle into your new home. We can give you advice about holding down a tenancy, paying your rent and bills, making sure you are applying for all the benefits you are entitled to and helping you learn to budget/manage your money. We can arrange for your housing benefit and/or rent to be paid directly to your landlord, if this would help managing your money.

We understand that paying bills can take some time to get used to and things go wrong sometimes. If this happens to you, please get in touch with our housing officers or your personal adviser as soon as possible so we can work together to put things right.

LOOKING AFTER YOUR MONEY

As you leave care, and move into adulthood, we will support you to become a financially independent adult. We offer a range of practical support and advice, as well as direct financial support to help you make a successful shift from care to independence.

Help to keep to a budget

It's really important that you know how much money you have and to plan for the essential things you have to pay for. Organisations like Citizen's Advice can help you with this. Your personal adviser can also help you with this, including support for budget planning, prioritising payments and opening a bank account.

Help to claim benefits

We will support you to make contact with the Department for Work & Pensions (DWP) to make sure you are accessing the benefits available to you if you are on a low income. Personal advisers are your personal link to the DWP, if you want or need one. They can help you to set up your benefits and act on your behalf if you're having problems with your benefit claims. Your PA can support you to do this 4 weeks before your 18th birthday to ensure there are minimal delays in you receiving your benefits. They can also help you to get hold of your National Insurance number if you don't have one or don't remember it. Don't forget to give your consent for your PA to act on your behalf with the DWP at your Leaving Care Interview.

You can also check out whether there is any financial support available to you using this [website](#)

We'll be there to help in an emergency

We understand that managing money when you first leave care isn't easy and that sometimes things go wrong. If this happens to you, please get in touch with your personal adviser as soon as you can and we will help you to sort things out. This can include providing additional financial support if you need it. For example, if your first benefit payment is delayed or if you have a gap between your last benefit payment and your first payday.

Supporting you to set up your first home

If you choose to live independently, with your own tenancy, we will support you financially in a number of ways. We will give you a Home Establishment Grant. This can help to pay for things such as your first year's contents insurance, furniture and a TV.

We'll also help to pay for your actual move, so things like a removal van, furniture storage and boxes. Sometimes we can help to top up your electricity or gas meters when you first move in and perhaps pay for your first month's rent and deposit (if private renting is right for you). Your personal adviser will help you with all of this, as well as looking into any grants, discounts or other sources of funding that may be available to you in your particular circumstances. For example, on household bills such as water - you could be entitled to up to 90% reduction on your water bill with Severn Trent. This scheme will also help you clear any debts you have with Severn Trent. Talk to your personal adviser about this, go to www.ccwater.org.uk/households/help-with-my-bills/severn-trent-water-big-difference/ or call 0800 917 6901 to find out more.

If you are aged 16 or 17 and living in a supported or semi-independent home, we will provide you with a regular allowance to meet your needs.

Your Child Trust Fund and Junior ISA

You will have a Child Trust Fund or Junior ISA bank account from when you were in care. It is made up of money paid in by the government and sometimes Nottinghamshire County Council and/or your carers over the course of your time in care. You can access it when you turn 18. You can choose to leave it where it is, take it out or transfer it to another bank account. Your social worker or PA will be able to tell you more about your account, including where the savings have come from, and help you to fill in the form when it arrives (this may be before or after you leave care).

Supporting you at university.

We will support you financially whilst you are at university or in higher education. We will contribute £3465 per year towards your fees (you will be expected to use the student loan and maintenance loan to cover the rest). We will pay for your accommodation all year round and provide you with a grant of £2000. We will also help you to apply to any care leaver grants or bursaries that may be available to you at your university.

Supporting you at college or other education programmes

We will support you to access the financial support you are entitled to if you are at school or college. This may depend on your age, type of course and other circumstances.

We will provide you with the following financial support for your course until you are 21, or over 21, or until the end of your programme of education or training as long as it is in your Pathway Plan

- Registration and Examination fees
- Textbooks and software specified as essential
- Activities essential to meet course requirements
- Public transport between home and place of learning
- Transport to open days and interviews
- Specific clothing, including clothes for interview and essential equipment relating to the course

If you are 20 or over, they can also help you to access other sources of funding to support you into education and training.

If you are 18/19 and in full-time education you may be entitled to the 16 to 19 bursary fund. This can be up to £1200 per year. Care leavers are a priority group for this funding.

<https://www.gov.uk/1619-bursary-fund>.

Extra help for young parents.

If you are under 20 at the start of your college course, you may be entitled to help with childcare costs while you study under the Care to Learn scheme. You can get up to £160 a week.

www.gov.uk/care-to-learn

If you have children under 5 you may get help with the cost of childcare. See [page 17](#) for more information

Help towards health costs

If you are on a low income, you shouldn't have to pay for healthcare costs such as prescriptions, dental care or glasses. If you do need help to pay for healthcare costs, please talk to your personal adviser as we may be able to help.

Other financial support

We will always look at other ways of supporting you financially in ways that fit your individual circumstances, such as providing you with a phone card to call relatives that live outside of the UK. We'll also help you access other sources of funding. Please speak to your personal adviser if you need help with something important to you that you are struggling to pay for.

KEEPING HEALTHY AND HAPPY

Looking after yourself is really important and we want to give you all the support you need to be as physically, mentally and emotionally healthy as possible. We recognise that everyone is different and will have a wide range of health and well-being needs. Therefore, we will support you to access the health and well-being services and activities that are right for you. When you leave care:

We'll support you to look after your health and wellbeing.

Your personal adviser can support you with anything to do with your health and well-being. They'll also have information about the health professionals who already support you. On leaving care you will now receive the same health services as any other adult, this includes a GP.

If you have an additional health condition and regularly see a health specialist, that worker will support you to make sure you have your needs met by adult health services when you turn 18.

If you're having support from CAMHS (child and adolescent mental health services), your worker will support you to access adult mental health services, if you need them.

We'll give you information about your health needs, and health history.

When you leave care, if Nottinghamshire is the council that had responsibility for you when you were in care, we'll give you a summary of your health needs and your medical history in a document called your "Important Health Information". If a different authority had responsibility for you when you were in care, they will give you this information.

The information from your last annual health assessment and your Leaving Care Review will feed into your Pathway Plan. This will include what you need to look after your physical, mental and emotional health after you've left care. This is to make sure you get the support you need.

We'll give you information about local health services and support

There is a range of health services and support available to help you. Go to [pages 24](#) and you will find a description all the types of physical and mental health and well-being services available, as well as the information on how to contact them if you need to. Your personal adviser can help you to do this if you need them to.

Help to pay for healthcare charges

If you are under 19 and in full-time education, on a low income, receiving benefits, a lone parent, sick and/or disabled it is likely that you won't have to pay many NHS charges such as for medication or dental treatment. You may have to apply for discounts or exemptions from charges through the NHS Low Income Scheme www.nhsbsa.nhs.uk/nhs-low-income-scheme. In some cases we may be able to help you by paying for additional charges that aren't covered by exemptions. Ask your personal adviser for more information on this or look at [page 24](#)

Support for your emotional and mental health:

It is normal to experience changes in your mood and behaviour, particularly at times of stress and emotional upset. If these changes continue to affect you there is a range of services that can help. Look on [page 26](#) for a full list. If you're not sure what service you need or would like some help to access them, ask your personal adviser for advice.

Other support available

If you'd like them to, your personal adviser can also support you to

- register with a local doctor (GP), dentist and other health services (such as an optician) when you move home
- attend hospital, GP or other health appointments
- access drug and alcohol support
- register for a C-Card (for access to free contraception)

If you have a disability

If you have a disability your social worker will start to work with you, usually from around the age of 16, (it can be later) to look at what might be the best housing options for you when you leave care. They may get in touch with the Transition Team within our adult social care service and, if needed, the relevant health services, to make sure you have all the support you need to keep you healthy, happy and safe after you turn 18. If appropriate, you will be introduced to a new worker, from the Transitions Team, who will support you from 18 and will work out if you can get on-going support from Adult Social Care. If you do need on-going support from Adult Social Care you will have a financial assessment and you may have to pay towards this support. You are also entitled to the Offer detailed in this document, including support to claim for benefits, which you can find more information on in Looking After Your Money on page 9.

If you do not need support from Adult Social Care at this time but may need it at a later point in your life, you can telephone Nottinghamshire County Council Customer Services Centre on 0300 500 80 80 for advice and guidance. They will guide you and signpost you to the most appropriate service. You can also look at [Notts Help Yourself](#) which contains lots of information about different types of support you can access as an adult.

EDUCATION, TRAINING, SKILLS AND WORK

As your corporate parents, we believe in you and will support you to fulfil your potential. We aim to give you the support that any parent would give their own children to get an apprenticeship, go to college or university and/or to get the job they want. We will help you to gain the skills and qualifications you need and help you to be ready for work when the right job comes along.

Together, we will work with you to offer work place opportunities, including work taster sessions, work experience, apprenticeships and job opportunities. These will be flexible and tailored to your needs so you can understand what it is you want to do in your working life.

We understand that you may not be ready to pursue your ambitions when you leave care (you might be a parent, have additional learning needs, be a young offender or just have a lot of other things to think about) so we will provide support until you are 25 so you can choose when the time is right for you.

We will provide support to make sure you receive any additional help you require if you have special educational needs and/or disabilities. This includes taking into account the support you require which has been identified in your Education, Health and Care Plan if you have one until age 25.

Extra support for care leavers

When you do decide to explore your ideas in this area, as a care leaver entering education and/or training between 18 and 25, there is a range of education, training and job options available, with additional support available to you. If you let your college, university or training provider know you are a care leaver they will give you extra help. We understand doing this may not be easy for you, so do ask your personal adviser if you would like some help with this. Otherwise you could ask for a private conversation with your tutor. Some places give you the option to tell them on the application form. Remember they are all there to help and support you.

Specialists available to help you every step of the way

As well as having a personal adviser, the Leaving Care Team will put you in touch with your own achievement adviser. They will help you to work out what your education, training and/or employment goals are and build your confidence and skills towards getting the job you want. They will get to know what you would like to achieve, help you identify what skills you need to get ready for work (these are called employability skills), and also what skills, training or qualifications you need for the job.

If you need extra specialist support, your achievement adviser will find this for you. For example you may need one- to-one employability mentoring support. This will all be done in a way that suits your situation and needs, and your adviser will help you move into work when you are ready. You will agree this together as part of your Pathway Plan.

Your Achievement Adviser can help you from the age of 18 to 21, or until you've finished your college or university course if you are still studying after you are 21.

Jobs advice and guidance

We will help you to get careers information and advice – this can be either through your achievement adviser, college, university, higher education setting or a specialised Information and guidance provider, for example Futures - www.the-futures-group.com/futures-for-you.html .

Getting ready for work and/or study

We will support you to learn new skills and gain the experience and knowledge required to get the job you'd like. Your achievement adviser will talk to you about the best way for you to do this and help you find ways to achieve your goals.

Some of the skills you need can be as simple as gaining confidence, learning to make good decisions, working as part of a team, knowing how to solve problems or learning to use a computer. You might do this through a short course, a workshop, work experience, a work placement, longer term college or university course.

Supported housing providers also help you build up your skills ready for work through volunteering and short courses. For example, these might include confidence workshops, taking part in staff interviews, accredited training such as City and Guilds and apprenticeships. If you are interested in any of these, speak to your key worker where you live.

There are many organisations that offer programmes and courses to get people ready for work. Some of these are particularly helpful for care leavers. These include Futures, the Princes Trust and the Inspire and Achieve Foundation. Find out more on page...

Help with Job Centre and DWP requirements and appointments

We understand that applying for help at or attending Job Centre appointments and going to things like training, work experience or interviews can be scary— so your achievement adviser can come with you if you wish.

To make things as easy as possible for you we have made arrangements with the Job Centre and DWP. They have a special point of contact for care leavers at every Job Centre. If they know you are a care leaver they will be more understanding and give you extra help if you need it. They will also allow your achievement adviser to act on your behalf and your PA can also help you make the most of the support the DWP offer. For example, finding the right courses and activities to help you get into work, preparing for appointments and sorting this out when things get stressful.

Your achievement adviser can also:

- make sure you are getting all the benefits you're entitled to and always make sure you're better off in work, otherwise we will provide a top-up payment
- help you develop your employability skills such as job seeking skills, completing job applications, writing CVs, interview skills (this might be with another organisation)
- help you identify any emotional well-being courses available at the Job Centre to help you get ready for training and/or work
- make sure our support does not disrupt any health related out of work benefits you receive
- look in to discounts on travel to work that may be available from the Job Centre
- provide financial support to if you need it between the end of your benefits and your first pay day or between jobs
- help you update your claims if you are working part-time.

Work experience

We will provide you with work experiences to help you decide what job you're interested in. It's a great way to decide on the career you want and whether you are ready for work. It can also help

- you to decide if you like a job before you apply for it or a college course
- you to stand out from the crowd on a job application or in an interview and
- provide you with a reference once you get your job offer.

We can provide “tasters” of just an hour, half a day or two, or a longer placement of a couple of weeks. Your achievement adviser and work coach have a huge list of companies and organisations with a range of opportunities so let them know if this is something you would like to try. Your achievement adviser will help you prepare for the experience and the practicalities like traveling to and from the workplace.

Apprenticeships

We will encourage and help you to secure an Apprenticeship if this is what you want. An apprenticeship is a job combined with a skills development and training programme relevant to the job role. Apprenticeships are available from GCSE Level 2 (GCSE or Equivalent) up to Level 7 (Postgraduate Level). There are a wide range of apprenticeships available in most professions and these are advertised on the National Apprenticeship Service (see link below).

As a care leaver you are entitled to a £1000 bursary from your training provider that will be paid to you within the first 3 months of you starting your apprenticeship.

If you are interested in becoming an apprentice your achievement adviser can help you. You can find out more [here](#)

Care Leaver apprenticeships in Nottinghamshire

We are committed to increasing the number of care leaver apprenticeships available to you within the partnership and in businesses across Nottinghamshire. We hire apprentices and we offer some dedicated care leaver apprenticeships (at Nottinghamshire County Council and at Newark and Sherwood District Council). Nottinghamshire County Council (NCC) will guarantee all care leavers an interview if you apply for an apprenticeship vacancy and meet all the essential requirements.

We also offer a coaching programme to our apprentices and full support to enable you to successfully complete the apprenticeship training and assessment. NCC are also committed to topping up care leaver apprentice salaries to the National Living Wage to make it affordable for you to work as an apprentice with us. You can search for apprenticeship opportunities across the partnership on [page 29](#).

Thinking of going to college?

We will encourage and help you to go to college if this is what you want. We will give you extra help and individual guidance via your achievement adviser to make sure you are supported to choose the right course and to do well in college. Many local colleges provide extra support to care leavers as they also want you to succeed and achieve your potential.

Your achievement adviser knows the key people at all the local colleges so they can help you with everything you need, from choosing the right course, to helping with your application, preparing for an interview, helping to apply for any benefits you may be entitled to whilst you’re in education or training, and helping you to attend college once you start.

We understand that sometimes it is hard to go on your own to enrol so Nottingham College is offering you the chance to enrol at a different time if you want to. Nottingham College will also provide you with the following:

- Access to an Achievement Coach, wellbeing support and health advice
- Support through the college and your achievement adviser to support your attendance
- A named person to support you to get an appropriate work placement or work experience
- Support to visit their various college sites if you just want to find out more.

City College, Nottingham provides dedicated support to students are care leavers, including those on apprenticeships.

Newark College has a service for care leavers whereby they will inform you via your Progress Tutorials of Apprenticeships, work experience and training opportunities available following a discussion about your career aspirations. If you are interested, you will be offered additional support with the application and interview preparation from the Designated Teacher and Progress Coaches.

Look at [page 30](#) for information on other colleges that are easily accessible for Care Leavers in Nottinghamshire.

Thinking of going to university?

We will encourage and help you to go to university if this is right for you. This includes support towards tuition fees and maintenance loans, travel costs at the start and end of term and making sure you have somewhere to live during the holidays – this may be with your foster carer, in your own accommodation or in supported accommodation. If you are at a residential college or university away from Nottinghamshire, we will help you to get yourself and your belongings to and from college/university at the beginning and end of terms if needed. You will work with you PA so that your Pathway Plan includes your accommodation arrangements, including financial arrangements during term time, short vacations and the long summer vacation.

Some of you may have secured your entry qualifications to attend university, but even if you have not, all universities are happy to talk to you about the options available. Your achievement adviser will support you every step of the way, from considering which course and universities might be right for you, to making your application, to helping you move in and then supporting you along the way once you have started your course, and over holiday time too.

Many universities provide additional support to care leavers, so it's always worth searching the websites or contacting the student support service of the ones you're interested in to find out what they offer. If you feel comfortable you can let them know you were in care once you start so you can get the extra help you may need. Your achievement adviser can help you with all of this.

A number of organisations provide care leavers with information to support you going to university, including finance, support and settling in. These include UCAS and Propel.

www.ucas.com/undergraduate/applying-university/individual-needs/ucas-undergraduate-support-care-leavers

www.propel.org.uk

Locally, Nottingham Trent University (NTU) and the University of Nottingham (UoN) will give you lots of information about how they can help you before you apply to them as part of the Growing Lives Programme.

Both universities offer lots of other support to help you settle in and succeed at university. For an overview visit

NTU - www4.ntu.ac.uk/student_services/individual_support/care_leavers/been_in_care/index.html

UoN - www.nottingham.ac.uk/studentservices/services/care-leavers.aspx

And you can find more details on [page 30](#)

Help with the cost of childcare

If you have children under the age of 5, you may be eligible for free childcare. Using childcare can help you get some time out, help you access training or get a job, and it will also help your child to grow and develop and be ready for school.

Families often struggle with the cost of childcare because they are not aware that there is support out there to help them, or they believe that they will not be eligible to receive any assistance. But there are lots of ways to get help with costs. We can also help you find the right childcare for you and your child.

To find out more about childcare and what funding is available, please go to the Childcare tile on the Notts Help Yourself homepage www.nottshelpyourself.org.uk

If you would like further information and advice and would like to speak to one of our advisers please telephone our advice line on 0300 500 80 80

Extra help for Young Parents – if you are under the age of 20 and in school or college you can receive £160 per week to help with your childcare costs and travel to and from the childcare provision. You can find out more here www.gov.uk/care-to-learn and under the Childcare tile on Notts Help Yourself www.nottshelpyourself.com

FAMILY AND RELATIONSHIPS

We realise how important positive and supportive relationships with family, friends and others can be to living a happy, safe and successful life. So we will support you to have a strong and safe support network around you.

Creating a strong and safe support network

If you want to, your personal adviser can advise and support you to get in touch with people who are special to you or who cared for you in the past. They can also support you to re-connect with family in cases where it will be a positive step for you. They can help you to develop healthy relationships with friends and family and help you keep safe. Go to page 4 to find out how to get a PA if you haven't already got one.

Understanding your life history

If and when you want to we will help you to understand your time in care and your life history, including your case files. This can include support to trace your family if needed and support to access extra emotional support if you need it as we understand this can be a challenging time. Speak to your personal adviser if you would like to look at this.

Independent Advocates – supporting your rights as a care leaver

You have the right to have support from an Independent Advocate who can help you to be involved in all the decisions about when you leave care and your plans for leaving care. They inform you of your rights and help you to be heard in meetings. They can help you if you're not happy with the decisions your PA make about the support given to you by the Leaving Care Team. Independent Advocates don't work for social services or the Council, they are completely separate from them, and work for a different organisation. If you would like an Independent Advocate call Freephone 0808 901 9488, email advocacy@childrenssociety.org.uk or ask your personal adviser to help you get one.

Personal relationship support

If you find yourself in relationships that you feel are difficult, that are making you unhappy and/or aren't good for you, your personal adviser can offer support. For example, they can help with domestic abuse and sexual exploitation issues to make sure you feel safe and stay safe.

Your personal adviser will always respect your own gender and sexual identity. They can help you access services that offer support with your sexual and gender identity needs.

Your personal adviser will give you advice and help you to challenge any discrimination you face as a care leaver.

If you are a parent

Your personal adviser can help you find support if you are pregnant or have a young child. Children's Centres are great places to find things like parenting groups and other support for young families with children under 5. For more information please see:

<https://www.nottinghamshirehealthcare.nhs.uk/ccs>

If your child is over 5, then the Family Service may be able to help you with parenting support. To ask for help from the Family Service you, or a professional working with you, should get in touch with the Early Help Unit on 0115 8041248 or early.help@nottscg.gov.uk

The Parent/Carer Zone on Notts Help Yourself www.nottshelpyourself.org.uk provides useful information to parents and parents-to-be.

If you are a first-time teenage mum-to-be, you may also be able to access support through the Family Nurse Partnership (FNP), which is a home visiting service providing on-going support to first-time teenage mothers and their babies (plus fathers and other family members, with mum's permission). For more information go to www.nottinghamshirehealthcare.nhs.uk/family-nurse-partnership . Please ask your Personal Adviser how to do this because it will be different if you want some extra support.

The Healthy Families Teams are also there to support you with your child's development and health needs. For more information please see: <https://www.nottinghamshirehealthcare.nhs.uk/healthy-family-teams>

FINDING THINGS TO DO AND FEELING PART OF WHERE YOU LIVE

We want you to feel part of the community you live in and wider society. We'll support you to have the opportunities that other young people do, to feel part of your community, wherever and whatever that is, and help you to make a positive contribution in the way you'd like to.

We will also celebrate important life events and faith and cultural events with you. For example, we will help you celebrate your birthday and get in touch at Christmas to make sure you are spending it in the way you want to. We will also help you to maintain and/or explore your faith and ethnicity networks.

Having a say

If you'd like to get involved in improving and designing the services and support for children in care and those leaving care, you can join Nottinghamshire's care leavers group - "No Labels". We want to hear your views on how to make things better for children in care and care leavers like you.

Some care leavers have had life-changing experiences after getting involved in No Labels. They have found that their self-esteem, confidence and skills have grown a lot. This has helped them to make new friends, travel, to make a positive difference for children in care and to find a good job. This could be you! Talk to your personal adviser if you'd like to get involved, or contact Emma Betteridge on 01623 626972 or emma.betteridge@nottscc.gov.uk

If you want to get your voice heard on a national level, then you might want to vote in national elections and to do that you need to enrol on the Electoral Register. This also makes it easier to do other things such as applying for housing, your passport or a bank account.

Getting all your important documents together

To live a fully independent life you need to make sure you have all your essential citizenship identity documents. We will help you to do this and pay for any fees. These include your birth certificate, passport, national insurance number, young person's citizen cards and deed poll to change your name, if you choose to. This also includes making sure you have a bank account. Let your personal adviser know when you'd like to do this.

Having fun, trying new things and meeting new people

Like other people, you might want to find time to relax and enjoy yourself and meet new people from time to time and we'll help you with this if this is what you want to do.

If you fancy an adventure, **we will take you on a free annual residential or day trip** to one of our outdoor and environmental centres in the Peak District and around Nottinghamshire. If you want to organise your own trips, they offer unique and affordable opportunities, covering a wide range of outdoor adventures and environmental activities. You can find out more here <http://www.nottinghamshire.gov.uk/education/outdoor-and-environmental-education/outdoor-education/about>

If you live in supported housing, there will be a range of leisure activities available for you to get involved in such as sports, fitness and adventure activities, day trips, art and craft, nature and gardening clubs and user forums. There will also be opportunities for you to get into volunteering. Talk to your housing support or key worker or personal adviser if you'd like to get involved.

Nottinghamshire Youth Service offers high quality positive social educational activities across the county to care leavers until your 22nd birthday. They can support you to develop your confidence,

knowledge, skills and experience in a safe and enjoyable way! To find out more call their Participation Team on 01623 626972.

Through Notts Help Yourself, www.nottshelpyourself.org.uk you can find out about all the groups and activities taking place in your area. Your personal adviser can help you with this and provide information on other groups and clubs you may wish to join. They may be able to help you with the cost of these and other leisure activities. Until you are 19 your Platinum Card will get you into Nottinghamshire County Council youth clubs and activities for free.

Volunteering

Volunteering is a great way to get out of the house, to try new things, build your confidence and skills, not only for your self-esteem, but to help you get into work. New skills gained like communication, team work and decision making can really make you stand out from the crowd when applying for a college or university course and a job. Volunteering can also make you feel pretty good and of course you will make a positive difference to your local or wider community.

One way of getting into volunteering is through the Duke of Edinburgh Award, as it's one of the 4 sections in this adventurous scheme where you get to experience a range of new activities and challenges, as well as learn new skills and sometimes travel to new places with other young people.

In Nottinghamshire it's completely free for care leavers. Find out more and register here <https://www.dofe.org/> or contact the Nottinghamshire County Duke of Edinburgh Award Office on 01623 556 110 or DukeofEdinburgh@nottsccl.gov.uk. As your personal adviser to help you with this if you need it. They can also tell you about other awards, schemes and competitions you can enter.

If you are interested in other volunteering opportunities contact your local CVS (Community and Voluntary Service). Look in the district council information section at the end of the document) or take a look at these websites – www.Do-it.org, www.vinspired.org.uk and www.volunteerics.org.

If you are a parent

You can find out about different activities for children and families across Nottinghamshire, such as toddler groups and children's library sessions by looking on Notts Help Yourself – under the Things to do in the Community tile at www.nottshelpyourself.org.uk

WHAT'S HAPPENING NEXT?

We will be increasing and improving on the services and support we have told you about in this offer to make sure we are doing all we can to help be the best you can be.

We will continue to work with care leavers across the county to make this offer even better, so you have the best opportunities to achieve your potential.

To keep up to date with what the new offers are, keep an eye out on the Care Leaver Local Offer tile on Notts Help Yourself (www.nottshelpyourself.org.uk) as we will post them all on there as they become available. We will launch a Local Offer app so you will find the entire offer on there as well as update - wherever you are, even when you are without a signal or out of data.

We are thinking big with our offer – working with councils across Nottingham, Derby, Derbyshire, the East Midlands and the rest of the country to make sure you and other care leavers can expect the same services and support wherever you live, work or visit.

If you would like to get involved in helping to make this offer bigger and better for all care leavers, we'd love to have you on board. Let your personal adviser know or get in touch with Emma Betteridge on 01623 626972 or emma.betteridge@nottsgov.uk

The Care Leaver Covenant

Every council area must create an offer of what's its providing to help care leavers. Alongside this, there is the national Care Leaver Covenant where businesses, charities and other government organisations can pledge their services, support and opportunities to help you move on from care and towards a successful and independent life of your own. These include apprenticeships, work experience and free or discounted goods and services. You can find out more here www.gov.uk/government/collections/care-leaver-covenant--2 and here <https://mycovenant.org.uk/>

REFERENCE SECTION

Additional information to help you keep physically healthy

Doctors

You may have met or will meet different kinds of doctors during your life. For example, your local doctor, also known as GPs, who look after the health of people living in their local area, and deal with a whole range of health problems; consultants, who are specialists in certain areas of illness such as allergies, eyesight, mental health; and doctors who work in Accident and Emergency.

To find a doctor (GP) near to where you live, go to NHS Choices www.nhs.uk and click “Find a GP”. Once you have found a doctors surgery near to where you live, visit them and ask to register. You’ll need your NHS number (which can be found on your important health information), some ID, and the name and address of your last doctor/GP (this can also be found on your Important Health Information document). **They may not know that you are a care leaver, so it would be useful to tell them.** Your personal adviser can help you register with a GP.

If you need medicines you’re given a prescription from the doctor to take to a pharmacy. You may not have to pay for prescriptions if you are a student, or on benefits. You would need to complete an “exemption form”, and your doctor’s (GP) surgery or pharmacy will be able to help you with this. Your personal adviser can also help you with this. Otherwise, you will have to pay to collect the medicine you’ve been prescribed.

Pharmacy:

Pharmacies are trained to help with many common health problems and minor injuries, including coughs and colds, aches and pains and skin rashes. They can give advice and ‘over the counter’ medicines or treatments, which you pay for. If you are given a prescription for medication by the doctor, you can take this to any pharmacy and they will dispense (supply) your medication. You can find a pharmacy near to where you live, by going to www.nhs.uk

NHS 111

NHS 111 is a 24/7 confidential telephone helpline that can help you with concerns about your health. You can find out more here: <https://www.nhs.uk/using-the-nhs/nhs-services/urgent-and-emergency-care/nhs-111/>.

If you need health care outside of normal working hours (which are Monday to Friday daytimes) you should dial 111 to contact your local NHS Out of Hours health service. The staff at 111 will help you get the care you need. If you need help now, but it’s not an emergency, call 111. If it’s an emergency, always call 999.

Dentist:

To find a dentist near to where you live, go onto NHS Choices www.nhs.uk and click “Find a dentist”. Phone or visit the dentist you have chosen and ask to register as an NHS patient. Under the NHS, you might have to pay for some check-ups and treatments. If you’re not sure, your personal adviser will be able to help you.

Opticians:

You can go to a local, high street optician and have an NHS eye test. They are free up to the age of 19 if you are in full time education. After that, you may have to pay for sight tests and glasses, if you need them. Ask your personal adviser, as they will be able to help you with this and looking into whether you are entitled to any help with dentist and opticians charges. You may have to apply for discounts

or exemptions from charges through the NHS Low Income Scheme. www.nhsbsa.nhs.uk/nhs-low-income-scheme

Additional information to help with your emotional and mental health:

Psychological therapy services:

Psychological therapy services offer assessment and treatment for emotional health and wellbeing, and are often known as talking therapies. You can refer yourself directly to a psychological therapy service for concerns like stress, anxiety, depression, OCD, trauma and phobias.

In Nottinghamshire there are three different services, and you can access any one of them:

- **Let's Talk Wellbeing**
Call **0115 956 0888** or visit <https://www.nottinghamshirehealthcare.nhs.uk/nottingham-city-and-county->
- **Trent PTS**
Call 0115 896 3160 or visit <https://www.trentpts.co.uk/>
- **Insight Healthcare**
Call 0300 555 5582 or visit <https://www.insighthealthcare.org/our-services/talking-therapies/find-a-service/nottinghamshire/>

Kooth counselling:

Kooth.com is an online counselling service for young people aged up to 25. It is a safe, confidential and non-stigmatised way for you receive free counselling, advice and support on-line from fully trained and qualified counsellors. Go to www.kooth.com to find out more.

GP:

Your GP will offer advice and support around your mental health. They can also help identify if you need help from specialist adult mental health services, and support you to access these.

You Know Your Mind:

'You Know Your Mind' is a project that seeks to give you more choice and control over how you can improve your mental health - in recognition that only *you* will know what works for you. Your Personal Adviser can discuss this option with you and can refer you into the project on your behalf.

Voluntary and Community Sector-run mental and emotional health services and support

We R Here:

Offer free counselling and support for anyone who has experienced a traumatic life experience. They also run self-esteem courses and practical support in times of crisis. You can call them on 0115 920 6241 or 07891 306 972 or visit their website. Or you could ask your personal adviser or other worker to contact them for you www.werehere.org.uk

Information to help you have a healthy lifestyle

Contraception and sexual health:

Using the right contraception helps you avoid unplanned pregnancies. You should talk to a health worker about contraception, you can get advice and contraception from your Doctors (GP), your local sexual health service, and some pharmacies (visit www.nhs.uk to check). Contraception is free on the NHS.

C-Card:

The C Card scheme is a free condom and sexual health advice service for young people aged up to 25. It allows young people to gain access to condoms, lubricants and advice on sex, STI's and relationships. You can access the service via www.ccardnottinghamshire.co.uk.

Sexual health services:

Looking after your sexual health is important. Nottinghamshire sexual health services are open access, free, and confidential. In Nottinghamshire, your local sexual health service depends on where you live, you can find out more about each service and how to access it via their website or by calling the service.

- **If you live in north Nottinghamshire (Bassetlaw)**
Tri Health Bassetlaw <http://bassetlawtrihealth.dbh.nhs.uk>
Tel: 01909 506418
- **If you live in Mid Nottinghamshire (Mansfield, Ashfield, Newark and Sherwood)**
My Sexual Health <http://www.sfh-tr.nhs.uk/index.php/my-sexual-health>
Tel: 01623672260
- **If you live in south Nottinghamshire (Broxtowe, Gedling, Rushcliffe) and Nottingham City**
NUH Sexual Health www.nuh.nhs.uk
Tel: 0115 9627627

Smoking:

Stopping smoking gives you better health for life. For support to stop smoking contact Smoke free life by texting QUIT to 66777 or by phoning 0800 2465343 or 0115 772 2515.

Healthy eating and healthy weight:

Part of staying healthy is eating a healthy diet, getting enough exercise and being a healthy weight. If you have concerns about your weight you can get support from Change Point Nottinghamshire by calling 0333 005 0092 or visiting <http://www.everyonehealth.co.uk/nottinghamshire-county-council/>.

Drugs:

Taking drugs can have serious consequences, and their effects vary from person to person. If you are worried about drug use, get support from New Directions Nottinghamshire. You can call them on 0115 896 0798 or email them on notts@cgl.org.uk. Find out more here <https://www.changegrowlive.org/content/cgl-new-directions-nottinghamshire-newark-mansfield-workshop-hucknall-broxtowe-rushcliffe>. You can also find out more information from Frank www.talktofrank.com

Alcohol:

If you are worried about drinking, get support from New Directions Nottinghamshire. You can call them 0115 896 0798 or email them on notts@cgl.org.uk. Find out more here <https://www.changegrowlive.org/content/cgl-new-directions-nottinghamshire-newark-mansfield-workshop-hucknall-broxtowe-rushcliffe>. You can also find out more information about drinking alcohol, including how to drink responsibly, here: <https://www.drinkaware.co.uk/>.

NHS Choices

NHS Choices is a website aimed at everyone. By searching NHS choices you can find information on everything from the common cold and sickness to symptoms of sexually transmitted infections, information about contraception, and help to identify the symptoms of depression.

Health for Teens

A health for teens website in Nottinghamshire provides information on health and wellbeing for teenagers including sexual health, sexuality, relationships, drugs & alcohol, feelings & lifestyle. You may find some of the information useful www.healthforteens.co.uk.

Education, training, skills and employment organisations, opportunities and information

Search for apprenticeships and other job opportunities across the partnership

Ashfield District Council <https://www.ashfield.gov.uk/your-council/jobs-and-careers/jobs-and-careers/>

Bassetlaw District Council - <http://www.bassetlawjobs.co.uk/latestjobs/>

Broxtowe Borough Council - <https://www.broxtowe.gov.uk/for-you/jobs/>

Futures - <https://www.futuresforbusiness.com/vacancies/>

Gedling Borough Council - <https://www.gedling.gov.uk/council/jobs/>

Mansfield District Council - <http://www.mansfield.gov.uk/article/5700/Jobs-and-careers>

Newark and Sherwood District Council - <https://www.newark-sherwooddc.gov.uk/jobsandcareers/>

Nottinghamshire County Council - www.nottinghamshire.gov.uk/jobs-and-working/working-for-us/apprenticeships-at-the-council

Rushcliffe District Council - <https://www.rushcliffe.gov.uk/jobs/>

Futures offers a range of advice, support and guidance to help you get into work. These include careers guidance, skills training, employability, work experience and apprenticeships

www.the-futures-group.com/futures-for-you.html

Building Better Opportunities Programme

The Towards Work Programme gives you personalised support to help you get ready for work, education or training and help you stay there by working with you to deal with some of the things that might be stopping you doing that at the moment. They will help you feel more confident and ready to look for the right opportunities for you. They'll also provide you with a personal budget to help you on your way into work. This can help with things like childcare, work equipment, training and bus passes.

For more information go to www.towardswork.org.uk or refer yourself at <https://www.towardswork.org.uk/make-a-referral/> (put Nottinghamshire County Council Leaving Care as the organisation).

Money Sorted will help if you are not in work and would like support to help you feel more in control of your finances. You will learn skills and knowledge to better manage your money and to give you confidence with money issues. The aim is help you to cope better with budgeting and avoid getting into debt in the future. You will have the chance to take short courses on money issues. You can do this programme if you are not in paid employment. This includes if you've not been in work for or claiming work-related benefits, for example, you might be looking after a child or caring for someone else. Email info@moneysortedind2n2.org to find out and get started.

Please note that you can only do one of the two above Building Better Opportunities Programmes. If you are unsure what this means for you, talk to your personal adviser for advice.

Further Education Colleges within easy access to Nottinghamshire care leavers

- Vision West Notts College, Mansfield – www.wnc.ac.uk -0808 100 3626

- Nottingham College - www.nottinghamcollege.ac.uk - 0115 910 0100
- Derby College – www.derby-college.ac.uk - 0800 028 0289
- North Notts College, Worksop www.nnc.ac.uk - 01909 504504
- Portland College, Mansfield – www.portland.ac.uk
-
- Newark College- www.lincolncollege.ac.uk/our-colleges/newark-college - 01636 680680
- City College, Nottingham - citycollegenottingham.com - 0115 910 1455

Extra support for care leavers from Nottingham Trent University and the University of Nottingham

NTU offers

- campus visits for you before you arrive and/or additional welcome activities if you want to go to them
- if you've had an offer, NTU will contact you over the summer before you start and again after clearing to let you know the support available to you as a care leaver and encourage you to apply for ...
- a bursary for financial support of £500
- a dedicated support officer to help you settle in during the first term and then on an ongoing basis while you are at University
- money advisers to help you apply for all you are entitled to and work out a budget to suit your needs and interests.
- a guaranteed offer of University-allocated accommodation if you have accepted a place at Nottingham Trent University as your first choice - accommodation in halls is available throughout the summer vacation too
- a personal health and wellbeing welcome pack
- help accessing all support services
- As part of the NTU Navigate Programme, NTU provides opportunities for unaccompanied asylum seeking young people to find out more about the UK higher education system, as well as English-language support at evening classes and an annual summer school.

Your achievement adviser has a direct link with a key contact at the university to make sure you get all the support you need in applying and to succeed when you get there.

If you'd like to speak to someone at NTU about going the university you can contact lucy.judd@ntu.ac.uk (before you apply and about NTU Navigate Programme) and kathryn.frith@ntu.ac.uk after you've applied, including any point during your time at NTU.

The University of Nottingham offers care leavers the following:

- Special consideration in the admissions process. This means that you are more likely to get an offer and if you do we may ask for slightly lower grades from you
- Additional financial support. The Nottingham Potential Bursary is available to most students who have been living in the care of a local authority for over 3 months. We can also ensure you receive all the other grants and bursaries you may be entitled to
- Access to 365-day university accommodation and support in finding the best accommodation for you
- An informal pre-entry meeting with a member of the University's Financial Support Team to explain the financial support available to you. At the meeting we can also give you information about accommodation and anything else that you need help with to set things up for the start of your studies. You can bring someone along with you.
- Additional welcome activities when you arrive in September
- Ongoing support throughout your course from our Care Leavers' Mentor

Interested in a job to help adults with health and social care needs?

If you are interested in working in adult social care, Nottinghamshire County Council offers anybody over the age of 16 the opportunity to take part in an accreditation scheme to become a personal assistant. Personal assistants (PAs) are employed to help people who need social care and health or health care support, either because of their age or disability, to enable them to live as independently as possible in their home. "Support with Confidence" is a council-run scheme for people who want to work, or are currently working as a personal assistant. By joining the scheme you will be accredited, on our register and listed on the Nottinghamshire Help Yourself website as available to work as a PA. You can find out more about the role and the Support with Confidence scheme here www.nottinghamshire.gov.uk/care/adult-social-care/working/personal-assistants/support-with-confidence If you would like to go ahead, talk to your personal adviser who can support you in this.

The Job Centre and Department of Work & Pensions

This organisation offers a range of support and activities to help you get ready for and find work. These include job search, CV writing, completing job applications, preparing for interviews, telling you about job fairs, finding your work experience and getting you on courses at all levels including apprenticeships, such as life skills, IT skills, business administration, childcare, warehousing and construction.

<https://www.gov.uk/government/organisations/department-for-work-pensions>

The Princes Trust

If you live in **Nottingham or Nottinghamshire** join Team, The Princes Trust's free 12-week personal development programme, which is offered in Beeston, Basford, Mansfield, Sutton in Ashfield or Worksop, for the chance to gain new skills, take a qualification and meet new people. Three out of four people on Team go on to work or college courses within three months.

They also run a week-long programme called **Get Started** which is focused on one theme such as sport, robots, web design, nail art, racing cars. There's another called **Get Into** that is 4-6 weeks long based with an employer where you get work experience and training and can lead to paid employment. Examples are the NHS, logistics, retail, catering and hospitality and customer service. The Prince's Trust can help with food and cover travel expenses.

If you're interested in setting up your own business the Prince's Trust run a programme called **Enterprise** for 18 to 30 year olds who want to go self-employed. It includes mentoring, one to one support and is also available as an online programme.

To find out more and/or apply for any of these programmes go to www.princes-trust.org.uk/help-for-young-people or phone their Nottingham Office 0115 8456495. The Prince's Trust publish all opportunities on Nottingham Jobs (www.nottinghamjobs.com) and also at the Job Centre (see link above). You can also follow them on Facebook and Twitter.

Inspire & Achieve Foundation

If you live in Mansfield, your personal adviser can put you in touch with this organisation for extra specialist one to one support to help you get ready for training and/or work. Your mentor will help you with things like your CV, application forms, finding an apprenticeship and helping you prepare for an interview

Notts Help Yourself - Work & Volunteering Zone – click this tile for information on organisations that can help support you back into work, or to volunteer. www.nottshelpyourself.org.uk

WHAT'S ON OFFER IN YOUR LOCAL AREA

Let's Live Well in Rushcliffe

If you live in Rushcliffe, this programme will help you to connect to local groups, activities and places to help you improve your wellbeing. You will also be supported by a Health Coach who will discuss an action plan that focuses on what matters to you. Contact 07909 890 699, email LLWiR@nottshc.nhs.uk or you can ask your GP or personal adviser to refer you.

Volunteering opportunities and community projects

Ashfield Voluntary Action - Ashfield Voluntary Action, Portland St, Kirkby in Ashfield NG17 7AE - 01623 555551 - www.ashfieldvoluntaryaction.org.uk

Bassetlaw CVS - The Old Abbey School Priorswell Road, Worksop S80 2BU - 01909 476118 – www.bcv.org.uk

Voluntary Action Broxtowe - Oban House, 8 Chilwell Rd, Beeston, Nottingham NG9 1EJ - 0115 917 8080 – www.vabroxtowe.org.uk

Mansfield CVS - Community House, 36 Wood St, Mansfield NG18 1QA - 01623 392444 – www.mansfieldcv.org

Newark & Sherwood CVS - Castle House, Great North Road, Newark, Nottinghamshire, NG24 1BY - 01636 679539 – nandscvs.org

Rushcliffe CVS - The Pump House, Abbey Rd, West Bridgford, Nottingham NG2 5NE- 0115 969 9060- rushcliffecvs.org.uk

Practical help with your home

Mansfield- If you live in housing provided by Mansfield District Council, they will provide you with tenancy support. You can register for this when you first take on your tenancy or ask for it at any time. You can ask your personal adviser to help you do this

How to sign up for free use of council-owned leisure centres

Mansfield District Council-run leisure facilities offer discounts if you are on some types of benefits. Visit [https://www.mansfieldleisure.com/oak tree/MEM Centre](https://www.mansfieldleisure.com/oak_tree/MEM_Centre) to find out more

Rushcliffe Borough Council – For care leavers looking to become physically active and socialise with friends, Lex Leisure are offering free swimming in all four of their leisure centres; Rushcliffe Arena in West Bridgford, Bingham Leisure Centre, Keyworth Leisure Centre and Cotgrave Leisure Centre. To access this please email: Alex Julian – Health Development Officer ajulian@rushcliffe.gov.uk

More information about your Pathway Plan

Your Pathway Plan covers things like your:

- Goals and aspirations around education, training and/or getting a job
- Where you want to live and in what type of accommodation
- Financial support you need to cover your accommodation and bills – this includes support to help you manage your money
- Any physical, mental and emotional health and well-being needs you have and how you will be helped with them
- any contact you may have with your foster carers, parents, wider family and friends, and how they and other people you know might be able to help you to live more independently

You and your PA will review your Pathway Plan every 6 months and this will happen until at least you are 21, sometime until you are 25 depending on your circumstances.

Your expenses (travel and refreshments) in attending your review will be paid for by Nottinghamshire County Council. There will be some circumstances where you will always need to update your Pathway Plan before the regular 6 months. For example, moving into some types of accommodation.

Corporate Parenting Principles

All departments within a local authority are required to recognise their role as corporate parents which covers the following principles:-

- to act in the best interests, and promote the physical and mental health and well-being, of those children and young people;
- to encourage those children and young people to express their views, wishes and feelings;
- to take into account the views, wishes and feelings of those children and young people to help those children and young people gain access to, and make the best use of, services provided by the local authority and relevant partners;
- to promote high aspirations, and seek to secure the best outcomes, for those children and young people;
- for those children and young people to be safe

and is summarised in the following quotation

“It asks local and central government to up their game as corporate parents, using the level of support that we expect a reasonable parent to provide for their child as a benchmark for how they should approach their role”.

Ministerial Foreword

Keep On Caring

Supporting Young People from Care to Independence

July 2016

Useful Contacts, Resources & Further Support – www.nottshelpyourself.org.uk provides up-to-date information on many of the organisations below

Organisation/Service/Resource	Description	Contact info.
Leaving Care Service/Personal advisers	Contact the Leaving Care Service directly	Telephone: 01158041236 or LeavingCareDuty@nottsc.gov.uk (Bassetlaw, Newark, Mansfield); 01158546318 or LeavingCare.South@nottsc.gov.uk (Ashfield, Broxtowe, Gedling, Rushcliffe)
Complaints	We want to hear your views about our services, good or bad. What you tell us helps us improve services and plan for the future.	Telephone: 0300 500 80 80 Website: http://www.nottinghamshire.gov.uk/contact-and-complaints/complaints/make-a-complaint-comment-or-compliment
Samaritans	We offer a safe place for you to talk any time you like, in your own way – about whatever's getting to you. You don't have to be suicidal. A free and confidential service, 24 hours a day, 365 days a year	Free phone: 116 123 Website: Samaritans.org
Change, Grow, Live & "New Directions"	Change, Grow, Live run New Directions, a free and confidential drug and alcohol service open to anyone over the age of 18 living in Nottinghamshire. They also provide other services including health and wellbeing, mental health, domestic abuse and homelessness	Telephone: 0115 896 0798 www.changegrowlive.org Website: https://www.changegrowlive.org/content/cgl-new-directions-nottinghamshire-newark-mansfield-worksop-hucknall-broxtowe-rushcliffe
Citizens Advice Bureau	The Citizens Advice Bureau helps people to resolve their legal, money and other problems by providing free, independent and confidential advice and influencing policy makers. Some branches can provide legal advice on immigration and asylum cases.	Telephone: 0300 330 5457 Website: https://www.citizensadvice.org.uk/
Catch22	Catch 22 works with young people who are in or leaving custody, involved in or on the fringes of crime, out of work, struggling at school, homeless or facing young parenthood without the safety net of a supportive family. Catch 22 offer practical support services which are flexible, highly personalised and often intensive.	Website: www.catch-22.org.uk
Young Minds	Young Minds is committed to improving the emotional wellbeing and mental health of children and young people and empowering their parents and carers.	Website: https://youngminds.org.uk/

Missing People	Missing People is a free phone confidential service for anyone who has run away from home or care, or been forced to leave home.	Telephone: 11600 Website: https://www.missingpeople.org.uk/
The Howard League	Free, independent and confidential advice, assistance and representation on a wide range of issues to young people under 21 years old in custody.	Telephone: 0808 801 0308 Website: https://howardleague.org/
Community Legal Advice	Community Legal Advice (CLA) is a free and confidential advice service in England and Wales paid for by legal aid. If you are living on a low income or benefits, you may be eligible for free specialist advice from legal advisers on issues including: <ul style="list-style-type: none"> • Debt, if your home is at risk • Housing, if you're homeless or at risk of being evicted • Domestic abuse • Separating from an abusive partner, when you're making arrangements for children or sorting out money and property • Special education needs • Discrimination 	Telephone: 0345 345 4 345 Website: https://www.gov.uk/civil-legal-advice
The Care Leavers' Association	The Care Leavers' Association provides advice and information about leaving care and your rights and entitlements	Telephone: 0161 236 5665 Website: http://www.careleavers.com/what-we-do/young-peoples-project/leavingcare/
ChildLine	ChildLine is a free national 24 hour telephone help line for any child in trouble or danger. It is a confidential counselling service which offers information and help to children and young people	Telephone: 0800 1111 Website: www.childline.org.uk
National Youth Advocacy Service	The National Youth Advocacy Service is a UK charity providing children's rights and socio-legal services. NYAS offer information, advocacy, legal representation and advice to children and young people up to the age of 25 through a network of advocates	Telephone: 0808 808 1001 Website: https://www.nyas.net/
Refugee Council	The Refugee Council is one of the leading charities in the UK working directly with refugees, and supporting them to rebuild their lives.	Website: https://www.refugeecouncil.org.uk

Become	Become's mission is to provide help, support and advice to children in care and young care leavers so that they can take control of their lives and unleash their potential	Telephone: 0800 023 2033 Website: http://www.becomecharity.org.uk/
Buttle UK	Buttle UK's mission is the maintenance, education and advancement in life of children and young people who through poverty and family circumstances are in need of, and will benefit significantly from, Buttle UK's support.	Website: https://www.buttleuk.org/
Nottinghamshire County Council LAC & Care Leavers Partnership & Strategy	This partnership is responsible for ensuring the best possible outcomes for all looked after children and care leavers in Nottinghamshire. Their strategy sets out how their shared vision and plan on how they will do this. They are responsible for creating and improving the Local Offer for Care Leavers	http://www.nottinghamshire.gov.uk/media/130637/lookedafterchildrenleaversstrategy.pdf
Department for Work & Pensions	Information on finding jobs and accessing benefits.	Website: https://www.gov.uk/government/organisations/department-for-work-pensions
Ofsted	The national regulator that ensures local authorities are delivering the best possible outcomes for children in care and care leavers. You can view reports of how Nottinghamshire County Council performs when delivering services for looked after children and care leavers	Nottinghamshire reports: https://reports.ofsted.gov.uk/local-authorities/nottinghamshire
Department for Education	Information from the Department of Education about your rights as a care leaver	Website: https://www.gov.uk/leaving-foster-or-local-authority-care
The Rees Foundation	Supports care leavers and care experienced individuals across the UK. They champion services, projects and interventions with and for care experienced people. They empower and inspire others to effect social change and to improve support, policy, practice and interventions	Website: www.reesfoundation.org
The Rees Care Leavers' Foundation	Offer small grants to care leavers aged 18 to 29	Website: www.thecareleaversfoundation.org
British Red Cross International Family Tracing Service	Helping you trace your family abroad	Donna Boulton DBoulton@redcross.org.uk 01158 505942



Report to Cabinet

Subject: Arnold Town Centre

Date: 19 March 2019

Author: Service Manager Economic Growth and Regeneration

Wards Affected

Ernehale, with the potential to impact on the wider Borough

Purpose

To provide Cabinet with an update on the work being done with Arnold Town Centre in order to bid for government funding. Officers are seeking approval to progress onto the next steps with the preparation of an Action Plan for the town centre and to set up a town centre delivery group to drive action plan.

Key Decision

This is not a key decision.

Recommendation(s)

THAT Cabinet:

- 1) Approves the principle of submitting an expression of interest to the Government's Future High Street Fund to facilitate improvements to Arnold Town Centre;**
- 2) Approves the preparation of a draft Action Plan for Arnold Town Centre to be prepared; and**
- 3) Approves the principle of establishing an Arnold Town Centre Delivery Group.**

1 Background

Future High Street Fund

- 1.1 In December 2018, the government announced the opportunity to bid for part of a £675m funding pot, as part of a wider programme of works under “Our Plan for the High Street”. The funding is a two staged process which includes:
 - Phase 1 – Expression of Interest to be submitted by 22nd March 2019
 - Phase 2 – In summer 2019, shortlisted places will then be asked to prepared detailed business cases and project plans for specific projects
- 1.2 The objective of the Fund is to renew and reshape town centres and high streets in a way that improves experience, drives growth and ensures future sustainability. In the first phase of the funding process, the specific challenges faced by the town centre/high street need to be defined, to set out the overarching strategic ambition for what the high street or town centre should become and what needs to be done to make this possible.
- 1.3 The funding prospectus states that any identified need for investment should fall under the following themes:
 - Investment in physical infrastructure;
 - Acquisition and assembly of land including to support new housing, workspaces and public realm;
 - Improvements to transport access, traffic flow and circulation in the area;
 - Supporting change of use including (where appropriate) housing delivery and densification; and
 - Supporting adaptation of the high street in response to changing technology
- 1.4 Furthermore, the expectation in the prospectus makes it clear “that a scattergun approach of light touch interventions is not the solution for town centres facing large structural issues. Instead effective strategic thinking and master planning is needed, with local areas able to work across public and private sector organisations including local businesses, driven by strong local leadership”. In light of this there is the opportunity to bid for funding, including capital money and revenue support, to assist Local Council’s to deliver the step change required.

Arnold Town Centre

- 1.5 Officers are proposing to put forward Arnold town centre for the funding, due to its size and role within the Borough, but also the challenges facing the centre in the future. This is also been identified as a key priority within the Gedling Plan.
- 1.6 An Officer Working Group has been set up and targeted consultation has been undertaken with some key stakeholders, such as the County Council (and Via who maintain their landholdings) to start to identify the key issues that could be included within the funding bid:
- Role of Arnold – why do people visit and how can this be increased? There are a number of locations where events and activities could take place to encourage more visitors into the town centre such as Eagle Square, the King George V Park and Church hall.
 - Although there are a number of significant draws to the town centre (Asda, Wilkos, Leisure Centre, Bonington Theatre, GP surgery), more could be made of combined trips between them and the rest of the town centre. This would help to re-address the over reliance on shops in the centre as the main draw and would bring visitors in for other reasons than to shop.
 - Town Centre is hidden away from main route into Nottingham and shops turn their backs to the main local road network, creating a first impression of service yards or backs of buildings, which is unappealing and creates further knock on impacts (e.g. alleyways from the car parks, service yards are easily accessible)
 - Centre itself is fairly pedestrian friendly, but is long linear centre and lacks a co-ordinated approach to street furniture and public realm and lacks a strong identity.
- 1.7 The funding process means that a clear vision for how these challenges will be addressed will be required. Officers have identified a number of options for further consideration:
- Creating an identity and branding for the town centre.
 - Creating a programme of events/attractions to bring more visitors into the town centre.
 - Ensure the town centre is accessible for all – either through travelling into the centre (car, bus, cycling or walking), throughout the centre (pedestrian crossing where there are needed, drop curbs for wheelchairs and pushchairs) and in/out of the shops.
 - Reduce the reliance on retail uses and encourage other town centre uses in (leisure, cultural, residential, offices and services)
 - The role of the market as a key asset to the town centre and bringing in more visitors.

- The role of the vacant/underused buildings in adding to the vibrancy to the town centre (such as Bonington House, Working Men's Club).

2 Proposal

- 2.1 Officers are seeking Cabinet approval on the principle of submitting an expression of interest to the Government's Future High Street Fund to facilitate improvements for around £5m to include the key issues identified above. Approves If successful, a further Cabinet report will be required outlining the nature of the funding, any associated restrictions and financial implications before the funding is acceptable.
- 2.2 Notwithstanding the funding opportunity, it has become apparent that there are a number of key strands of work for Arnold Town Centre which should be considered through a co-ordinated approach. Officers are seeking approval to commence the detailed work required to draft an Action Plan for Arnold Town Centre, which will pull together the key challenges facing Arnold and how these can be addressed. A subsequent Cabinet report will be required to agree the delivery of actions in the plan, the initial priority work programme and how progress is reported back before wider public consultation is undertaken.
- 2.3 The success of Arnold Town Centre Action Plan will also be reliant upon the involvement and support from partners, stakeholders, local business and Councillors, as there is only so much the Borough Council can do. Officers are seeking approval to the principle of establishing a Delivery Group, made up of local businesses, landlords, community representatives, infrastructure providers (including County Council/via) and other interested parties. Officers are therefore seeking approval on the principle of setting this group up to allow Officers to explore how this can assist with the delivery of the action plan.

3 Alternative Options

- 3.1 It is clear that town centres across the country are struggling and in need of intervention from stakeholders and interested parties. Officers are therefore considering all the options including bidding for funding where appropriate, and to establish a framework to guide further actions/interventions. To not do so, would be reducing the likelihood of a strong and attractive town centre offer for local people.
- 3.2 Members could decide not to support the principle of the funding bid and the work stream as detailed above. However, this will then limit the potential for Officers to act in increasing the vitality and vibrancy of Arnold town centre.

4 Financial Implications

- 4.1 At this stage, Officers are not committing the Council to any specific match funding, as this will be covered by a subsequent Cabinet report (if the bid to the Future High Street Fund is successful).
- 4.2 The financial implications of the preparation of the Arnold Town Centre Action Plan and Delivery group will be covered by existing revenue budgets.

5 Appendices

- 5.1 None.

6 Background Papers

- 6.1 Arnold Town Centre Review – SWOT Analysis.

7 Reasons for Recommendations

- 7.1 To ensure that Arnold Town Centre remain vibrant and continues to serves as a hub for local people in the future.
- 7.2 To set out that this is not just a role for the public sector and requires the support from a wide range of stakeholders.
- 7.3 To be able to act swiftly and apply for funding from the “Future High Street Fund”.

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