



**NEWARK &
SHERWOOD**
DISTRICT COUNCIL

*Castle House
Great North Road
Newark
NG24 1BY*

Tel: 01636 650000

www.newark-sherwooddc.gov.uk

Date Not Specified

**Chairman: Councillor D Lloyd
Vice-Chairman: Councillor K Girling**

Members of the Committee:

**Councillor M Cope
Councillor Mrs R Crowe
Councillor Mrs G Dawn
Councillor P Duncan
Councillor N Mitchell
Councillor P Peacock
Councillor T Roberts
Councillor F Taylor
Councillor T Wendels
Councillor Mrs Y Woodhead**

Substitute Members:

MEETING: Economic Development Committee
DATE: Wednesday, 28 March 2018 at 6.00 pm
**VENUE: Civic Suite, Castle House, Great North Road,
Newark, Notts NG24 1BY**

**You are hereby requested to attend the above Meeting to be held at the time/place
and on the date mentioned above for the purpose of transacting the
business on the Agenda as overleaf.**

If you have any queries please contact Helen Brandham on helen.brandham@newark-sherwooddc.gov.uk 01636 655248.

AGENDA

| | <u>Page Nos.</u> |
|---|------------------|
| 1. Apologies for Absence | |
| 2. Declaration of Interest by Members and Officers and as to the Party Whip | |
| 3. Declaration of Intention to Record Meeting | |
| 4. Minutes of Meeting Held on 17 January 2018 | 4 - 10 |
| Part 1 - Items for Decision | |
| 5. Supporting Small Businesses through Small Business Rate Relief | 11 - 13 |
| 6. Rumbles Catering Project | 14 - 17 |
| 7. Draft National Planning Policy Framework | 18 - 47 |
| 8. Tourism - Destination Management Plans and Strategic Support | 48 - 50 |
| 9. Social Mobility Index Report - November 2017 | 51 - 55 |
| 10. Refurbishment of Sherwood Forest Art & Craft Centre and Associated Building | 56 - 63 |
| 11. Ollerton Outreach Service | 64 - 69 |
| 12. Procurement Update | 70 - 74 |
| 13. The Beacon Innovation Centre, Newark | 75 - 81 |

Part 2 - Items for Information

None

Confidential and Exempt Items

None

NEWARK & SHERWOOD DISTRICT COUNCIL

Minutes of the **ECONOMIC DEVELOPMENT COMMITTEE** held on Wednesday, 17 January 2018 in the Civic Suite, Castle House at 6.00pm

PRESENT: Councillor D.J. Lloyd (Chairman)
Councillor K. Girling (Vice-Chairman)

Councillors: R.V. Blaney (ex-officio), M.G. Cope, Mrs R. Crowe, P.C. Duncan, N. Mitchell, P. Peacock (Opposition Spokesperson), A.C. Roberts, D.B. Staples (Substitute) and T. Wendels..

Substitutes: Councillors: D.B. Staples for Mrs Y. Woodhead

30. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Mrs G.E. Dawn and Mrs Y. Woodhead.

31. DECLARATION OF INTEREST BY MEMBERS AND OFFICERS AND AS TO THE PARTY WHIP

NOTED: that no Member or Officer declared any interest pursuant to any statutory requirement in any matter discussed or voted upon at the meeting.

32. DECLARATION OF ANY INTENTION TO RECORD THE MEETING

NOTED: that an audio recording was to be made of the meeting by the Council.

33. MINUTES OF THE MEETING HELD ON 22 NOVEMBER 2017

AGREED (unanimously) that the Minutes of the meeting held on 22 November 2017 be approved as a correct record and signed by the Chairman.

34. DESTINATION MANAGEMENT PLAN

The Committee considered the report presented jointly by the Director – Customers and Jennifer Spencer of Trent Bank House Consultants in relation to progress made since the launch of the Tourism Strategy in early 2017 and which sought specific approval to consult on a draft Destination Management Plan (DMP) for Newark.

The report set out the vision and strategic aims of the Tourism Strategy and provided information as to a number of projects that had been developed to better coordinate the district's offer to tourists and travel operators. Paragraph 3 of the report listed the proposals that were included within the Destination Management Plan.

In presenting the report the Director advised Members that work had begun to produce a similar document for the western side of the district, Sherwood. Mrs Spencer advised of the organisations consulted in compiling the DMP, stating that much more could be done to promote tourism in the district. She noted that Southwell had, in recent years, successfully marketed the assets within the town and that learning from their experience could be fed into further developing Newark as a tourism destination.

Members noted that the DMP recommended that further documents be developed and queried whether they were considered to be important to the successful delivery of the Plan. Mrs Spencer advised that organisations to where future bids for funding may be submitted would expect to see proof of strategic thinking and the further documents would provide evidence of that thereby enabling them to see a whole picture including proposed systems and processes to deliver the plan.

A Member of the Committee stated that it was his understanding that the report was suggesting that an arms-length management organisation be established with the board being made up of Members and Officers from NSDC and Newark Town Council and that it would include assets beyond the Newark area. In response, the Chairman sought to clarify the proposal. He advised that funding had been allocated to the Sherwood Forest Trust and early works were underway which would feed into the DMP for Sherwood. Southwell had created a partnership to promote their tourism and the same was required for Newark. It was likely that there would be 3 partnerships in Newark, Southwell and Sherwood. The partnership would not be a separate company or body, it would be a group of people who would look to promote the assets within their area.

A Member stated that the Chairman's comments had provided some reassurance, adding that it was likely that the Sherwood Partnership, when established, would be of greater benefit to the Newark Partnership rather than the other way round. He added that it would be of benefit to consider attractions outside of the district's boundaries, citing Clumber Park which fell within Bassetlaw District Council's area. He also noted that many of the organisations listed in the DMP had overlapping remits and that a partnership may be able to provide a more cohesive approach.

The Leader of the Council, who was in attendance at the meeting, stated that the three proposed DMPs when established must not become independent and that it was important for a coordinated approach to bring them and their ideas together. More information was needed about the roles of other organisations and that the Economic Development Committee must remain responsible for Heritage, Culture and Visitors.

AGREED (unanimously) that:

- (a) the Committee approves the draft Destination Management Plan for consultation with the local and national stakeholders which have been involved in its development;
- (b) the Director – Customers works with partners to establish the Newark Steering Group which would be the body responsible for the delivery of the Destination Management Plan;
- (c) the Committee approves, in principle, the move to a single management structure for tourism assets within the responsibility of the District Council, the creation of a new marketing post to promote the visitor offer across the District and the commissioning of research to establish better information on visitor numbers and experiences; and

- (d) subject to the approval of recommendation c), the budgetary implications of the proposals are fully costed and brought back to the Committee for decision at its meeting in March.

35. MINER TO MAJOR LANDSCAPE PARTNERSHIP SCHEME

The Committee considered the report presented by the Business Manager – Parks & Amenities which sought Committee approval for the District Council to become a Supporting Partner in the delivery phase of the Minor to Major Landscape Partnership Scheme. The report also sought approval for the allocation of £5,000p.a. from the Promotion of Tourism Budget for a 5-year period as partnership funding for the project.

The report set out the purpose of the Scheme in that it was to deliver a range of environmental and community initiatives in the Sherwood area of Nottinghamshire over a 5-year period and how the Scheme, as a whole, would be funded. The proposals for the Council's role within the Scheme were listed at paragraph 3 of the report together with the impact on the budget and policy framework in paragraph 5.

In considering the report Members noted that NSDC were the only local authority listed within the two Schedules and who were providing funding. They queried whether any other local authorities had been invited to participate but had declined. The Business Manager advised that he did not know as to whether others had been invited, adding that he believed that NSDC's role as a supporting partner would be of benefit. Members agreed that the role would be of benefit but requested that confirmation be sought as to the involvement of other local authorities.

In response to whether, as the sole local authority contributor, NSDC would receive better projects and whether they could have a 'seat at the top table' the Business Manager advised that he would raise the issue. He confirmed that the organisations listed in Schedule 1 would be tasked with delivering projects and those on Schedule 2, which was NSDC, would act in a supporting role. At present, NSDC had not indicated that they would be prepared to deliver a project. It was noted that there would be significant liability and responsibility attached to being a full partner.

In expressing concern that NSDC were the only local authority providing funding, a Member raised the issue of the Council's involvement with Vicar Water, a large proportion of which was within Mansfield District Council's area, adding that he would wish to know why they were not contributing to the partnership.

Members agreed that if the partnership could be linked into the aspirations of the Destination Management Plan it would be beneficial for all parties.

AGREED (unanimously) that:

- (a) the Committee approve the District Council becoming a Supporting Partner in the delivery phase of the Miner to Major Landscape Partnership Scheme; and

- (b) the Committee approve the allocation of £5,000p.a. from the Promotion of Tourism Budget for 2018/29 and commits, in principle, to further annual contributions for the following 4-years, subject to the demonstration of satisfactory progress with the project.

36. ECONOMIC DEVELOPMENT COMMITTEE REVENUE BUDGET 2018/19

The Committee considered the report of the Business Manager – Financial Services in relation to the budget and scale of fees and charges for the areas falling within the remit of the Committee for 2018/19.

Members were advised that the budget would be presented to the Policy & Finance Committee for inclusion in the overall Council budget on 22 February 2018. The scale of fees and charges would also be recommended to the same meeting.

AGREED (unanimously) that:

- (a) the final Committee budget as shown at Appendix A be recommended to Policy & finance Committee at its meeting on 22 February 2018 for inclusion in the overall Council budget; and
- (b) the scale of fees and charges as shown at Appendix B be recommended to Policy & Finance Committee at its meeting on 22 February 2018 and Council on 8 March 2018.

37. NATIONAL CIVIL WAR CENTRE – NEWARK MUSEUM – PROCESS TO MAINTAIN NATIONALLY STYLED ARTS COUNCIL ENGLAND ACCREDITATION

The Committee considered the report presented by the Assistant Business Manager – Heritage, Culture & Visitors in relation to the process and policies required to maintain the official Arts Council England (ACE) nationally styled accreditation for the National Civil War Centre – Newark Museum (NCWC). The report also provided Members with a broad outline of the expected scope of the NCWC by the official accreditation body.

In considering the report a Member raised the issue of the provision of accurate maps within the town to direct visitors to the various attractions. Members were advised that consultations on this matter had been undertaken and that an agreement with Nottinghamshire County Council for maps, billboards and signage to be erected was imminent.

A Member commented that he would wish to see some linking of the Civil War exhibitions at the NCWC through to modern history and that the loans of exhibits to schools would continue. The Assistant Business Manager advised that the loans of exhibits to schools would continue. She added that one of the aims of the centre was to make history relevant in the present day and that going forward there would be information relevant to, for example, democracy and religious tolerance. It was suggested that the ongoing civic war crisis in Syria could be feature given that Syrian families had relocated in the district. It was confirmed that work was ongoing with the Holocaust Centre in Laxton.

AGREED (unanimously) that:

- (a) the following policies be approved:
 - (i) National Civil War Centre – Newark Museum – Forward Plan 2016-2010;
 - (ii) Collections Development Policy;
 - (iii) Access Policy; and
- (b) the Committee agrees to review any future name change of the National Civil War Centre – Newark Museum at an appropriate time in conjunction with the Destination Management Plan and to suitably reflect the purpose and vision of the Centre.

38. SOCIAL MOBILITY INDEX REPORT NOVEMBER 2017

The Committee considered the report presented by the Business Manager – Economic Growth which provided Members with a summary of the State of the Nation 2017 report produced by the Social Mobility Commission published in November 2017. The report also provided recommendations for consideration by the Committee.

It was reported that the State of the Nation report was divided into 4 sections: school; youth; working; and lives. The key findings from the report were included at paragraph 2.2. Paragraph 3 set out the proposals and actions taken in the past to address the youth indicator.

Members agreed that the aforementioned State of the Nation 2017 report had painted the district in a poor light but that it should not be wholly viewed as a criticism of the Council. The present situation was as a result of decades of under-investment in the East Midlands by successive Governments and the methodology as to how the statistics were compiled and interpreted. The Leader of the Council stated that he had raised the issue of underinvestment and the urgent need to begin to reverse that with the MP for Newark, Robert Jenrick.

A Member queried how the improvement of transport infrastructures would assist with social mobility. In response, the Business Manager advised that poor transport links could prevent individuals from job searching and also being able to take a position if offered. This was also the case for those seeking to attend a further education college. Transport links in the rural areas were particularly poor. It was also noted that the cost of public transport was also a factor. Members agreed that improvements to the infrastructure would also benefit the district's economic growth.

A Member noted that often students who left to study rarely came back to the area as there was no suitable employment and until that was addressed the situation would not change. He added that in his previous role as a teacher they had provided training for mature students in the guise of an access course into nursing but reduction in funding for this and the loss of the bursary had had a detrimental effect on the number of students.

A Member stated that if the State of the Nation report was read in depth the major contributing factor to the result was education. He added that the schools in the district had been neglected by the County Council and that the schools themselves neglected to provide adequate careers advice and were poor at engaging with the local authority and the initiatives and job fairs they provided.

AGREED (unanimously) that:

- (a) the Committee endorse the collaborative work being undertaken by NSDC relating to issues highlighted in the Social Mobility Index; and
- (b) the Committee supports further research into opportunities to provide additional support to improve the situation relating to the outcomes of the social mobility index and to receive a further report to the next meeting of the Committee.

The Leader left the meeting at this point.

39. NOTTINGHAMSHIRE PLANNING OBLIGATIONS STRATEGY – CONSULTATION

The Committee considered the report presented by the Business Manager – Planning Policy which provided Members with the comments submitted by Officers in relation to the recent consultation regarding the proposed update to the Nottinghamshire Planning Obligations Strategy.

Members were informed that Nottinghamshire County Council, in their role as coordinator and provider of important local services, sought contributions from new developments to mitigate the impact of additional residents. These contributions were sought through Section 106 Agreements secured as part of the planning application process. Paragraph 3 of the report set out the proposals with the Officer response to a number of issues and comments that had been identified with the obligations strategy.

AGREED (unanimously) that:

- (a) the contents of the report and Appendix B be noted; and
- (b) any additional comments to the consultation be agreed by Committee.

40. NOTTINGHAMSHIRE MINERALS LOCAL PLAN – ISSUES & OPTIONS

The Committee considered the report presented by the Business Manager – Planning Policy in relation to the response made on behalf of the District Council following consultation with all Councillors.

Appendix A to the report set out the District Council's response and highlighted to Members that Question 4 was of particular significance in relation to the serious concerns the Council had about the methodology used to calculate the future need for sand and gravel in the withdrawn Minerals Local Plan.

AGREED (unanimously) that the report and the consultation response be noted.

The meeting closed at 7.45pm

Chairman

SUPPORTING SMALL BUSINESSES THROUGH SMALL BUSINESS RATE RELIEF

1.0 Purpose of Report

- 1.1 To outline to Members how this Authority supports small businesses through the Small Business Rate Relief scheme.

2.0 Background Information

- 2.1 Business Rates are charged on most non-domestic properties, including:

- shops
- offices
- pubs
- restaurants
- warehouses
- factories
- garages
- workshops
- holiday rental homes or guest houses
- leisure parks

A business may have to pay business rates if it operates from a domestic building or part of a domestic building for non-domestic purposes; although a business operating from a residential property that uses only a small undefined area to run the business would be classed as deminimus for business rating purposes and therefore would not be liable to pay business rates.

- 2.2 Business rates are worked out based on a property's rateable value. This is its open market rental value on 1 April 2015 based on an estimate by the Valuation Agency (VOA).

The amount due for the year is calculated by multiplying the rateable value by the correct 'multiplier' (an amount set by central government each year).

- 2.3 The Small Business Rate Relief Scheme was first introduced by the Government in 2012 as a temporary scheme but this has now been made permanent. When the scheme was first introduced 50% rate relief was available to small businesses with a rateable value of up to £6,000 and provided they met the qualifying criteria.

- 2.4 The Government has subsequently doubled the rate of relief and with effect from 1 April 2017 extended the scheme to include businesses where:-

- the property's rateable value is less than £15,000,
- the business is not in receipt of other mandatory rate relief schemes,
- the property is occupied – relief cannot be awarded to empty properties.
- If the business occupies more than one property then the main property can still qualify for small business rate relief providing:
 - none of the other properties have a rateable value above £2,899
 - the total rateable value of all the properties is less than £20,000

- 2.5 100% small business rate relief is available to business rated properties with a rateable value of £12,000 (with effect from 1 April 2017). The level of rate relief will go down gradually from 100% to 0% for business rated properties with a rateable value of £12,001 to £15,000.
- 2.6 There are currently 4,090 business rated properties within the district – of these 1,875 (46%) have been awarded small business rate relief totalling £3.83m for 2017/18.
- 2.7 There are 2,900 business rated properties with a rateable value of less than £15,000, however not all of these properties will qualify for small business rate relief because the scheme conditions are not met, for example 508 properties are currently empty and therefore will not qualify for relief.

3.0 Awards Procedure

- 3.1 For those business rated properties that have previously qualified for small business rates relief, relief is carried forward from one year to the next unless there is a change of liability or circumstances change that impact on the level of award.
- 3.2 New occupiers/business ratepayers are requested to confirm that they meet the conditions of the scheme through the completion of an application form.
- 3.3 The scheme is also published on our web site and there is a downloadable small business rate relief application form.
- 3.4 The scheme is publicised within the Explanatory notes that accompany the business rate bills when they are issued.
- 3.4 The maximum period that we can backdate small business rate relief is six years. This can be done by contacting the Revenues Team or completing the downloadable application form.
- 3.5 In addition to promoting the scheme on our web site officers are trained to identify and promote the scheme wherever possible.
- 3.6 Additionally it is planned to conduct a further exercise during the year to canvass those ratepayers where there rateable value is within the qualifying limits but no award has been made.

4.0 Equalities Implications

- 4.1 There are no obvious equality implications in this report as there is no change to the existing policy.
- 4.2 This report is for information only. Equality matters would be considered on a case by case basis as matters arise.

5.0 Impact on Budget/Policy Framework

5.1 The overall level of business rates retained by the Authority is taken into account when setting the council tax each year. This includes estimating the amount of small business rate relief for the year.

5.1 For 2018 it is estimated that the level of small business rate relief will be £3.4M.

6.0 Comments of Director

6.1 The current level of small business rate relief awarded this financial year (including backdated awards) is £3.83M. The cost of awarding small business rate relief is currently shared between central government and local government including Newark & Sherwood District Council, Nottinghamshire County Council and the Nottinghamshire Fire Authority.

6.2 The Government also recompense Local Government for the doubling of small business rate relief through a grant. The level of small business rate relief to be awarded for the following year is estimated by the Council in January and payments are made on account by the Government. A final determination is then made at the end of each financial year and an adjustment is made to the final payment either upwards or downwards.

7.0 RECOMMENDATION

That Members note and continue to support the Small Business Rate Relief Scheme as detailed in the report above.

Reason for Recommendation

To make Members aware of the support that is given to small businesses through the small business rate relief scheme.

Background Papers

Nil.

For further information please contact Phil Ward, Business Manager Revenues & Benefits on Ext 5347

Sanjiv Kohli
Deputy Chief Executive
Director - Resources and s151 Officer

RUMBLES CATERING PROJECT – LEASING OF COUNCIL FACILITIES AT VICAR WATER COUNTRY PARK AND SCONCE & DEVON PARK

1.0 Purpose of Report

- 1.1 To determine Committee's views on the future operation of the cafes at Vicar Water Country Park and Sconce & Devon Park currently run by Rumbles Catering Project.

2.0 Background Information

- 2.1 Rumbles Catering Project (RCP) is a registered charity that was first established in 1998. The objects of the charity are to 'educate and train young persons and adult residents in the county of Nottinghamshire who are disadvantaged by reason of their disability or social or economic circumstances, in the subject of catering and related necessary skills within a realistic working environment so as to enable them to obtain work experience and to promote independent living and personal development'. RCP offers a catering and life-skills training programme at its 3 community cafes which helps students and beneficiaries make the leap from education to employment, or voluntary service, and independent living. The charity is governed by a board of trustees and managed by Gina Dolan and Kate Roberts. RCP has set up a Community Interest Company (CIC) at each of the café facilities it runs at Vicar Water Country Park in Clipstone, Sconce & Devon Park in Newark and Sutton Lawn Park in Sutton-in-Ashfield. The intention is that the profits generated by these CICs support the costs associated with the overall management of the charity.
- 2.2 RCP plays an important role at Vicar Water Country Park and Sconce & Devon Park in supplementing the work done by the site-based park rangers in responding to customer contacts, promoting the park to the local and wider community and helping to ensure that both parks retain their Green Flag status. The presence of RCP on both sites and its running of attractive and affordable café facilities helps attract visitors to both parks. In addition the partnership with RCP has helped the Council secure partnership funding for the creation and improvement of the visitor centres on both parks. At Sconce & Devon Park, RCP was a key partner in the 2010 £1.6million HLF/BLF funded Parks for People improvement project, with both Lottery funding bodies expressing their wish that RCP should be the operator of the new café. More recently, RCP has helped the Council to secure a grant of £41,918 from WREN to assist with the refurbishment of the Vicar Water Visitor Centre and Rumbles also received a separate grant of £8,000 towards this project.
- 2.3 RCP currently pays a fixed rental of £2,500 pa for the Vicar Water Visitor Centre plus a turnover rent of 5% of the gross turnover of the Rumbles@VicarWater CIC. As well as the cafe, meeting/dining room and kitchen the lease also includes an office and a staff toilet/changing room. For the Sconce & Devon café RCP pays a fixed rent of £1,000pa plus a turnover rent of 5% of the gross turnover of the Rumbles@Sconce CIC.

- 2.4 At its June 2014 meeting, Leisure & Environment Committee agreed that new 10year leases for the two buildings should be drawn up on a more commercial basis, with a grant then being given to RCP in recognition of its charitable status, the work it does with young people and adults with a learning disability and local communities and the role it plays in attracting visitors to the 2 parks. Based on a request from RCP for an initial rent-free period, the grant was for the full amount of the rent in the first year of the lease after which it tapers off at 10%pa over the 10year period of the lease such that by 2024/25 it will represent only 10% of the commercial rent.
- 2.5 The Rumbles@Vicar Water CIC accounts for the year to October 2016 (the latest period for which accounts are available) show a turnover of £52,974, of which catering income accounted for £51,554, training income £850 and donations £570. The accounts show that employee costs were £42,040 (79% of turnover) however this was a reduction from 2015 when they accounted for 84% of turnover. The CIC recorded an operating loss of £4,356 in 2016. The staff structure of the CIC consists of a full time chef/manager supported by an assistant chef and front of house personnel.
- 2.6 The Rumbles@Sconce CIC accounts for the year to October 2016 show a turnover of £70,183, with no training income or donations being shown separately. The accounts show that employee costs were £31,967 (46% of turnover) and the CIC recorded an operating profit of £6,754. The turnover at the Sconce & Devon Park cafe has increased by 39% over the 2014 – 2016 period. The staff structure of the CIC consists of a full time chef/manager supported by front of house personnel.
- 2.7 The Rumbles Catering Project Limited accounts for the year to October 2016 show total income of £108,694 of which £19,205 is from donations and legacies and £89,473 from retail catering and training. The accounts show total expenditure of £90,254, the majority of which relates to the employment of the 2 managers, a mentor and 9 part-time catering staff with a learning disability.
- 2.8 RCP has highlighted the difficulties it has encountered in trading over the past 3 years, in common with many other charities, due to the loss of grants and training income and the general economic downturn. RCP has had to use up large amounts of its reserves over the past 2years, it has reduced the number of staff it employs and has carried out other cost-saving exercises in order to be able to continue trading. As a further measure to assist with its financial stability RCP is applying to become an accredited training centre and has submitted funding applications to support this, including an LIS bid to Nottinghamshire County Council and and a bid to Boots. In addition RCP has submitted bids to the Big Lottery Fund and the Esmee Fairbairn Foundation for funding to allow for a consultant to look at the way the charity works, its links with the local community and similar charities and opportunities for future partnership working and income generation. RCP is also actively seeking to make links with local companies to take advantage of corporate responsibility and sponsorship opportunities.
- 2.9 Due to its financial difficulties RCP has been struggling to pay its rent commitments to the Council and 30% contribution towards the electricity, water and telephone/broadband charges at the 2 facilities. Despite frequent reminders from both Revenues and Benefits and Parks and Amenities officers, the level of debt has built up over recent years. At the end of the 2016/17 financial year RCP owed £6,550.20 in unpaid rent and utilities for Vicar Water and £4,242.99 in unpaid rent and utilities for Sconce & Devon. Further debts on

unpaid utilities charges have accrued in 2017/18 such that the total RCP debt at the end of December 2017 was £9,340.92 for Vicar Water and £5,708.91 for Sconce & Devon. Following meetings with Council officers and local district councillors RCP started, in January, to pay, via standing order, £100 per week towards its required ongoing utilities contributions of £102.07 per week. However despite the Rumbles Trustees agreeing to set up a scheme to pay current rent liabilities this has not been forthcoming and the debt therefore continues to grow.

- 2.10 It has also recently come to light that, due to an administrative error, the Council has been incorrectly charging VAT on its invoices for RCP's utilities contributions. For Vicar Water this dates back to 2004 (which as far as our records show) and the total overpayment is £10,496.66. For Sconce & Devon the total overpayment is £1,076.83. It has been agreed that RCP will be credited the full amount of overpaid VAT and the net overall position with regard to RCP's debt at the end of December 2017 was that RCP owed the Council £3,476.34. The 2017/18 rent, however, will become due later this month and this amounts to £1,029.74 for Vicar Water and £901.83 for Sconce & Devon. Rumbles' total debt to the Council at 31 March 2018 will thus be £5,407.91.
- 2.11 This situation is not sustainable and therefore Members need to consider options and decide on the best course of action for the future of the facilities at Sconce and Devon and Vicar Water.

3.0 Proposals

- 3.1 It is proposed that members consider which of the following options they would wish Council officers to pursue:
- Option 1 – Status Quo. The current rental agreement will remain in place and the Council will continue to work with RCP to seek to ensure that the charity meets its ongoing liabilities and gradually pays off its outstanding debt. The current lease agreement will remain in place, with the Council's grant to RCP decreasing year by year. Council officers and local members would work with RCP to seek to increase the footfall into the park and café by enhanced marketing and signage. This course of action has been discussed with the Trustees for some months without any success. The risk, therefore, of adopting this option is that nothing will change and the debt to the Council will continue to grow.
 - Option 2 – the current agreement to be revised with a view to reducing the rent at the Vicar Water facility to a more affordable level. Negotiations would be undertaken with RCP to seek to determine what would be their maximum affordable rent. As per Option 1 work would be undertaken to seek to increase footfall. The adoption of this option will result in a reduction in rental income to the Council but will provide more certainty about the future of the cafes under the management of Rumbles.
 - Option 3 – Council officers and local members would work with RCP to seek to change its business model such that the 2 cafes generate increased profits which will ensure that the charity can be run on a more sustainable basis. Measures to be considered would include: benchmarking RCP's current prices against comparable establishments with a view to increasing them; looking at ways in which RCP could be run on a more commercial basis whilst still retaining its charitable ethos; considering alternative ways in which RCP could generate additional income; and looking at potential partners who RCP could work with to reduce costs and increase turnover. This option could be run alongside either Option 1 or Option 2 and would link with the measures RCP is currently taking to obtain funds for a consultant to look into its trading and charitable activities.

- Option 4 – serve notice of termination on RCP and seek an alternative operator for the 2 cafes.

3.2 It is proposed that Officers would carry out additional work on the chosen option(s) such that a future report can be submitted for a final decision.

3.3 With regard to current initiatives taking place to seek to increase usage of the 2 parks it should be noted that new, and more prominent, entrance signs will shortly be erected at Vicar Water Country Park. In addition, both parks will benefit from future measures to increase tourism in the Newark & Sherwood area and Vicar Water will gain opportunities from the Miner to Major landscape partnership scheme (should it be successful in receiving HLF funding).

4.0 Equalities Implications

4.1 Rumbles Catering Project provides employment, volunteering and training opportunities for young people and adults with a learning disability and those from a disadvantaged background.

5.0 RECOMMENDATION

That Members determine which of the above 4 options they would like Officers to pursue with a view to a report being brought to a future meeting for a final decision.

Reason for Recommendation

To determine the future operation of the cafes at Vicar Water Country Park and Sconce & Devon Park.

Background Papers

For further information please contact Phil Beard, Business Manager – Parks & Amenities on extension 5714.

Sanjiv Kohli
Deputy Chief Executive
Director – Resources/s151 Officer

DRAFT NATIONAL PLANNING POLICY FRAMEWORK & OTHER PLANNING REFORMS - CONSULTATION

1.0 Purpose of Report

1.1 To present to Members the Draft National Planning Policy Framework and other planning reforms and to seek delegated authority for a response to be prepared following detailed discussion and endorsement with the relevant Committee Members and the Local Development Framework Task Group.

2.0 Background Information

2.1 On 7 February 2017 the Government published for consultation a White Paper on the housing crisis which is currently affecting England called “Fixing the Broken Housing Market”. The document set out a range of measures for addressing housing crisis affecting the country. A number of these measures related to reform of the Planning system and affordable housing. The District Council responded to this consultation.

2.2 On 5 March 2018 the Prime Minister and Secretary of State for Housing, Communities & Local Government announced a consultation on a Draft National Planning Policy Framework, Draft Planning Practice Guidance, Housing Delivery Test - Draft Measurement Rule Book and Developer Contributions Reform with aim of introducing many of the proposed changes in the White Paper into government policy.

3.0 Proposals

3.1 The Government is consulting on the following documents:

- **National Planning Policy Framework** – Contains a number of amendments to national policy which are summarised in **Appendix A** to this report.
- **Draft Planning Practice Guidance** – the practice guidance which supports the changes to national policy.
- **Housing Delivery Test - Draft Measurement Rule Book** – The new methodology for working out if a Local Planning Authority is meeting the new housing delivery test.
- **Supporting Housing Delivery Through Developer Contributions** – a number of short term and long term proposals for reforming the developer contributions system.

3.2 Given the range of proposals being consulted upon it has not been possible to prepare a comprehensive response in the time required to report to this committee, therefore it is proposed that delegated authority be given to the Business Manager – Growth & Regeneration (acting in their capacity as Lead Officer for Planning) to formulate a response following consultation with the Chairman, Vice-Chairman and Opposition Spokesperson of the Committee and the Local Development Framework Task Group.

4.0 Equalities Implications

4.1 The overall aim of the government proposals is to increase the supply of new homes and therefore help tackle issues of affordability and need.

5.0 RECOMMENDATIONS that:

- (a) the report be noted; and
- (b) delegated authority be given to the Business Manager – Growth & Regeneration to formulate and submit a response following consultation with the Chairman, Vice-Chairman and Opposition Spokesperson of the Committee and the Local Development Framework Task Group.

Reason for Recommendations

To submit an appropriate Council response to the Draft NPPF and other planning reform consultations.

Background Papers

Draft NPPF

Draft Planning Practice Guidance

Housing Delivery Test - Draft Measurement Rule Book

Supporting housing delivery through developer contributions - Reforming developer contributions to affordable housing and infrastructure

For further information please contact Matthew Norton on Ext 5852.

Sanjiv Kohli

Deputy Chief Executive

Director - Resources & Section 151 Officer



Ministry of Housing,
Communities &
Local Government

National Planning Policy Framework

Consultation proposals



© Crown copyright, 2018

Copyright in the typographical arrangement rests with the Crown.

You may re-use this information (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence visit <http://www.nationalarchives.gov.uk/doc/open-government-licence/version/3/>

This document/publication is also available on our website at www.gov.uk/mhclg

If you have any enquiries regarding this document/publication, complete the form at <http://forms.communities.gov.uk/> or write to us at:

Ministry of Housing, Communities and Local Government
Fry Building
2 Marsham Street
London
SW1P 4DF
Telephone: 030 3444 0000

For all our latest news and updates follow us on Twitter: <https://twitter.com/mhclg>

March 2018

ISBN: 978-1-4098-5206-3

Contents

| | |
|--|-----------|
| Scope of the consultation | 4 |
| Introduction | 6 |
| Summary of proposals | 8 |
| Chapter 1 Introduction | 8 |
| Chapter 2 Achieving sustainable development | 8 |
| Chapter 3 Plan-making | 10 |
| Chapter 4 Decision-making | 11 |
| Chapter 5 Delivering a wide choice of high quality homes | 13 |
| Chapter 6 Building a strong, competitive economy | 15 |
| Chapter 7 Ensuring the vitality of town centres | 15 |
| Chapter 8 Promoting healthy and safe communities | 16 |
| Chapter 9 Promoting sustainable transport | 17 |
| Chapter 10 Supporting high quality communications | 18 |
| Chapter 11 Making effective use of land | 18 |
| Chapter 12 Achieving well-designed places | 19 |
| Chapter 13 Protecting the Green Belt | 20 |
| Chapter 14 Meeting the challenge of climate change, flooding & coastal change | 21 |
| Chapter 15 Conserving and enhancing the natural environment | 22 |
| Chapter 16 Conserving and enhancing the historic environment | 23 |
| Chapter 17 Facilitating the sustainable use of minerals | 23 |
| Transitional arrangements and consequential changes | 24 |
| Glossary | 25 |
| Going further | 26 |
| About this consultation | 27 |
| Annex A: Written ministerial statements | 28 |

Scope of the consultation

| | |
|------------------------------------|---|
| <p>Topic of this consultation:</p> | <p>This consultation seeks views on the draft text of the National Planning Policy Framework. The text has been revised to implement policy changes previously consulted on through:</p> <ul style="list-style-type: none"> • National Planning Policy: consultation on proposed changes (December 2015) available at: https://www.gov.uk/government/consultations/national-planning-policy-consultation-on-proposed-changes • the housing White Paper (February 2017) available at: https://www.gov.uk/government/publications/fixing-our-broken-housing-market • Planning and Affordable Housing for Build to Rent – a consultation paper (February 2017) available at: https://www.gov.uk/government/consultations/planning-and-affordable-housing-for-build-to-rent • Planning for the right homes in the right places: consultation proposals (September 2017) available at: https://www.gov.uk/government/consultations/planning-for-the-right-homes-in-the-right-places-consultation-proposals <p>This consultation also seeks views on further changes to planning policy including those announced at Budget 2017.</p> |
| <p>Scope of this consultation:</p> | <p>The Ministry of Housing, Communities and Local Government is consulting on the draft text of the National Planning Policy Framework. It also seeks views on new policy proposals. In responding to this consultation we would appreciate comments on any potential impacts under the Public Sector Equality Duty.</p> |
| <p>Geographical scope:</p> | <p>These proposals relate to England only.</p> |

Basic Information

| | |
|--|---|
| <p>To:</p> | <p>This consultation is open to everyone. We are keen to hear from a wide range of interested parties from across the public and private sectors, as well as from the general public.</p> |
| <p>Body/bodies responsible for the consultation:</p> | <p>Ministry of Housing, Communities and Local Government</p> |

| | |
|-----------------|---|
| Duration: | This consultation will begin on Monday 5 March 2018 and will close at 23.45 on Thursday 10 May 2018. |
| Enquiries: | For any enquiries about the consultation please contact: planningpolicyconsultation@communities.gsi.gov.uk |
| How to respond: | <p>Consultation responses should be submitted by online survey: https://www.surveymonkey.co.uk/r/NPPFconsultation</p> <p>We strongly encourage responses via the online survey, particularly from organisations with access to online facilities such as local authorities, representative bodies and businesses. Consultations on planning policy receive a high level of interest across many sectors. Using the online survey greatly assists our analysis of the responses, enabling more efficient and effective consideration of the issues raised for each question.</p> <p>We have listened to concerns about the use of online surveys in the past and have made a number of adjustments ahead of this consultation. The online survey will allow respondents to: select the sections they wish to answer, without having to go through the whole survey; save and return to the survey later; and submit additional information or evidence to support their response to this consultation.</p> <p>Further advice on how to use these new features is available on the home page of the online survey.</p> <p>Should you be unable to respond online we ask that you complete the pro forma found at the end of this document. Additional information or evidence can be provided in addition to your completed pro forma.</p> <p>In these instances you can email your pro forma to: planningpolicyconsultation@communities.gsi.gov.uk</p> <p>Or send to:</p> <p>Planning Policy Consultation Team Ministry of Housing, Communities and Local Government 3rd floor, South East Fry Building 2 Marsham Street LONDON SW1P 4DF</p> |

Introduction

This country does not have enough homes. For decades the number of new homes has not kept pace with rising demand. That has created a market that fails to work for far too many families, resulting in soaring prices and rising rents. The Government is clear that the country needs radical, lasting reform that will allow more homes to be built.

The housing White Paper [Fixing our broken housing market](#) set out a comprehensive strategy to tackle these failures. This comprised planning for the right homes in the right places, building homes faster, diversifying the market and helping people now. Further detail on a number of these reforms was set out in [Planning for the right homes in the right places](#) in September 2017.

[Budget 2017](#) built on this strategy to put us on track to reach 300,000 net additional homes a year. It included additional proposals to change planning policy and legislation to bring forward more land in the right places, invest in infrastructure (including investment from the Housing Infrastructure Fund as announced on 1 February) and a more active Homes England to diversify the market. This includes the manifesto commitment to capture increases in land value and reinvest that in local infrastructure, essential services and further housing.

The Government is announcing further progress on turning this strategy into reality, comprising:

- A draft new National Planning Policy Framework (the Framework), building on the first Framework published in 2012 that consolidated around 1,000 pages of planning policy into a single document;
- Draft updates to national planning guidance which, when finalised, will form part of the Government's online [Planning Practice Guidance](#);
- Proposals for reforming developer contributions, to be delivered through regulations; and
- Associated papers, including the Government's response to the consultations on the housing White Paper and *Planning for the right homes in the right places*.

The draft new Framework implements the Government's reforms to planning policy. Subject to this consultation, the Government intends to publish a final Framework before the summer. In developing the draft Framework the Government has incorporated:

- proposals from the previous consultations listed at the start of this document, taking into account the views raised in response to them;
- changes to planning policy implemented through Written Ministerial Statements since publication of the first Framework in 2012 (Annex A);

- the effect of caselaw on the interpretation of planning policy since 2012; and
- improvements to the text to increase coherence and reduce duplication.

The Government is ambitious about reforming housing and planning policy so that it is as effective as possible in improving the supply of homes. Therefore this consultation includes a number of further changes to policy, beyond those consulted on previously, to help ensure that more land is brought forward for development and that permissions are turned into homes as soon as possible.

The Government is also considering what further planning reforms could support this objective. These would be subject to the outcomes of Sir Oliver Letwin's review of build out and future consultation, and include:

- a new permitted development right for upwards extensions; and
- more effective ways of bringing agricultural land forward for housing.

The Government welcomes comments on the ways in which the draft Framework implements changes to planning policy on which the Government has previously consulted, and on the merits of the new policy proposals that it includes. It now challenges developers, local authorities, communities, councillors and professionals to work together to ensure that great developments in line with the Framework are brought forward and to enable more people to meet their aspiration for a home of their own.

Summary of proposals

The Framework was first introduced in 2012. It brought together around 1,000 pages of planning policy and guidance into a single document. Critically, and in line with the Government's housing ambitions, it established a 'presumption in favour of sustainable development'.

This revised Framework:

- makes a number of structural changes, in particular dividing the document into clear chapters;
- incorporates policy proposals on which the Government has previously consulted; and
- incorporates additional proposals on which this document is consulting.

However there is much continuity – the presumption in favour of sustainable development remains at the heart of the Framework, and more text has remained the same than changed. Its length, in terms of the number of words, has been reduced.

The sections below outline the main changes proposed to the Framework. This document does not cover minor changes, such as updated references or movements of paragraphs to improve the flow of the text.

Chapter 1 Introduction

The revised text reflects these previous announcements or consultation proposals:

Paragraph 6 clarifies that endorsed recommendations of the National Infrastructure Commission may be material when preparing plans or determining applications.

Q1 Do you have any comments on the text of Chapter 1?

Chapter 2 Achieving sustainable development

The revised text reflects these previous announcements or consultation proposals:

The wording of the presumption in favour of sustainable development (paragraph 11) has been reordered to reflect the way that plan and decision-making are approached in practice. The draft text also sets out an expectation for objectively assessed needs to be

accommodated unless there are strong reasons not to, including any unmet needs from neighbouring areas.

The current Framework includes examples of policies which provide a specific reason for restricting development. This is proposed to be changed to a defined list, which is set out at footnote 7 and includes Ancient Woodland and aged or veteran trees. This approach does not preclude other policies being used to limit development where the presumption applies, if the adverse impacts of granting permission would significantly and demonstrably outweigh the benefits.

The revised text also proposes these policy changes:

Paragraphs 8-10 have been amended to clarify the role of the three high-level objectives for planning, and explain more clearly how these relate to the presumption in favour of sustainable development.

Additional changes to the presumption in favour of sustainable development clarify that the policies which provide a specific reason for refusing development (at footnote 7) relate to areas or assets of particular importance identified elsewhere in the Framework. The decision-making part of the presumption has also been changed to provide greater clarity, so that it refers to circumstances where “there are no relevant development plan policies, or the policies most important to determining the application are out of date”; and to “refusing” rather than “restricting” development. These changes are intended to improve the application of the presumption, by addressing aspects that have been subject to litigation about their scope or meaning.

Q2 Do you agree with the changes to the sustainable development objectives and the presumption in favour of sustainable development?

Paragraph 14 is based on the Written Ministerial Statement of 12 December 2016, to provide additional certainty for neighbourhood plans in certain circumstances, including where there is substantial under-delivery of housing. It protects certain plans in circumstances where the adverse impacts of allowing development that conflicts with a neighbourhood plan are likely to significantly and demonstrably outweigh the benefits. This revised wording is considered to be more effective than setting out the ‘weight’ that should be given to plans in particular circumstances.

It is proposed that the ‘core planning principles’ section in the existing Framework is deleted, to remove duplication with other chapters, and ensure that important policy messages are aligned with relevant topic chapters to maximise their effectiveness. The content of the core principles has been retained, and been moved to the most appropriate parts of the revised Framework.

- Q3** Do you agree that the core principles section should be deleted, given its content has been retained and moved to other appropriate parts of the Framework?
- Q4** Do you have any other comments on the text of Chapter 2, including the approach to providing additional certainty for neighbourhood plans in some circumstances?

Chapter 3 Plan-making

The revised text reflects these previous announcements or consultation proposals:

The housing White Paper proposed a number of changes to plan-making policy, which build on the changes in law introduced through the Neighbourhood Planning Act 2017. These are reflected in the plan making chapter as follows:

- a) a new plan-making framework which defines strategic priorities and allows authorities to plan for these in the most appropriate way;
- b) amendments to the tests for a 'sound' plan, to make clear that it should set out 'an' appropriate strategy rather than 'the most appropriate strategy' (to avoid the need for disproportionate work to demonstrate that a strategy is optimal);
- c) enabling spatial development strategies to allocate sites if there is unanimous agreement;
- d) the new requirement for authorities to review plan policies every five years following the date of adoption, with updates, if necessary, to reflect changing circumstances;
- e) tightening the evidence which is expected in respect of both local and strategic policies to support a 'sound' plan, to allow for a more proportionate approach; and
- f) introducing the expectation that plans should use digital tools to assist consultation and presentation of policies.

The *Planning for the right homes in the right places* consultation also proposed changes that are reflected in the chapter. These are:

- a) setting out that to meet the test of soundness authorities (including Mayors and combined authorities with plan-making powers), when preparing plans, will need to prepare and maintain a statement of common ground, as evidence (where appropriate) of the statutory duty to cooperate;
- b) changing the 'effective' and 'positively prepared' soundness test so that these more clearly encourage agreements and joint working; and
- c) a new approach to viability, through which plans are expected to be clear about the contributions expected in association with development. This will help ensure that requirements on developments set through plan policies are deliverable, more

transparent and provide more certainty about what will be expected at the decision-making stage.

Paragraph 23 reflects changes to the Town and Country Planning (Local Planning) (England) Regulations 2012 which come into force on 6 April 2018, requiring local planning authorities to review their local plans every five years from adoption. Under the Neighbourhood Planning Act 2017, local planning authorities must consider whether to revise the document following such a review, and publish their reasons if they decide not to do so.

The revised text also proposes these policy changes:

Paragraph 21 expects strategic policies to be distinguished clearly in plans, to allow clear scope for local policies to be formulated.

Further changes are also proposed to the tests of 'soundness', to:

- a) ensure a consistent approach to examination, by extending their application to all strategic and local plans, so that policies in a spatial development strategy are assessed against the same criteria as strategic policies in a local plan;
- b) amend the 'positively prepared' soundness test to emphasise the role of plans in meeting objectively assessed needs for housing;
- c) strengthen the 'effective' soundness test to emphasise effective joint working, as evidenced by the Statement of Common Ground which enables authorities to record where agreements have and have not been reached; and
- d) make clear that the tests will be applied proportionately to local policies according to the extent to which they accord with strategic policies.

Q5 Do you agree with the further changes proposed to the tests of soundness, and to the other changes of policy in this chapter that have not already been consulted on?

Q6 Do you have any other comments on the text of Chapter 3?

Chapter 4 Decision-making

The revised text reflects these previous announcements or consultation proposals:

Paragraph 58 takes forward the reforms to viability assessment proposed in the *Planning for the right homes in the right places* consultation. The policy makes clear that where a proposed development accords with all relevant policies in the plan there is no need for a viability assessment to accompany the planning application. This should speed up the decision making process by reducing scope for delay caused by negotiation of developer

contributions. The policy also expects all viability assessments to reflect the Government's recommended approach which is set out in draft revised national planning guidance published alongside the Framework.

Q7 The revised draft Framework expects all viability assessments to be made publicly available. Are there any circumstances where this would be problematic?

In support of the revised Framework, draft national planning guidance says that plans should define circumstances in which viability assessment is carried out at the decision making stage. The guidance gives some illustrative examples of circumstances which plan makers could identify as requiring viability assessment at the decision making stage.

Q8 Would it be helpful for national planning guidance to go further and set out the circumstances in which viability assessment to accompany planning applications would be acceptable?

The guidance says plans can set out when and how review mechanisms may be used to amend developer contributions to help account for significant changes in costs and values and provide certainty through economic cycles. Plans can set out how review mechanisms will be used to identify any significant increase in the overall value that occurs over the lifetime of a large or multi-phased development, and how that increase in value will be apportioned between the local authority and the developer to provide more certainty for delivering supporting infrastructure.

Q9 What would be the benefits of going further and mandating the use of review mechanisms to capture increases in the value of a large or multi-phased development?

The revised text also proposes these policy changes:

An additional reference to non-statutory and statutory consultees has been included in paragraph 41 to highlight their role and encourage local planning authorities to refer applicants to them for pre-application advice where appropriate. Similarly, text on the need for discussions about infrastructure and affordable housing at the pre application stage has been added to paragraph 42 to encourage early engagement on these issues.

Changes at paragraph 45 reflect the fact that the local information requirements do not apply to applications for permission in principle, and that the local list of information requirements applicable to applications made on or after 31 July 2013 must have been published (or republished) during the two years before the application is made.

Changes at paragraph 46 have been made to more accurately reflect the requirements of the Seveso Directive.

New paragraphs 48 to 51 set out the weight that may be given to policies in emerging plans (previously in Annex 1), and puts into policy the approach to ‘prematurity’ previously contained in national planning guidance.

Q10 Do you have any comments on the text of Chapter 4?

Chapter 5 Delivering a wide choice of high quality homes

The revised text reflects these previous announcements or consultation proposals:

This chapter implements a number of proposals from the previous housing White Paper and *Planning for the right homes in the right places* consultations.

Paragraph 61 introduces a new standard method for the calculation of local housing need. The details of the standard method are set out in draft revised national planning guidance published alongside the Framework.

Paragraph 62 makes clear that there should be clear policies for addressing the housing requirements of groups with particular needs. Students and travellers have been added to the list, as have people who rent their homes to reflect the outcomes of the *Planning and Affordable Housing for Build to Rent* consultation in February 2017.

Paragraphs 63-64 reflect the Written Ministerial Statement of 28 November 2014 on affordable housing contributions.

Paragraph 65 implements the housing White Paper proposal that at least 10% of homes on major sites should be available for affordable home ownership, with certain exemptions.

Paragraphs 66-67 introduce an expectation that local authorities should provide a housing requirement figure for designated neighbourhood areas.

Paragraphs 69-70 take forward the housing White Paper proposals to encourage greater use of small sites, to help diversify opportunities for builders and increase the number of schemes that can be built-out quickly. Following Budget 2017 the draft text proposes that local planning authorities should ensure that at least 20% of the sites allocated for housing in their plans are of half a hectare or less. However we remain open to views as to whether this is the most appropriate threshold for ensuring a good supply of small sites while not slowing plan production, or whether a broader approach should be taken (which could include measures to promote more medium sized sites as well). Therefore we are interested in whether:

- a) the proportion of allocations should relate to the number of sites allocated as currently proposed, the number of sites identified in these and other ways (such as through brownfield registers), or the overall number of homes to be provided for;
- b) the most appropriate size threshold to ensure that a suitable mix of small and medium sized sites comes forward; and
- c) the most appropriate percentages to apply.

Q11 What are your views on the most appropriate combination of policy requirements to ensure that a suitable proportion of land for homes comes forward as small or medium sized sites?

Paragraphs 74(c), 75 and 77 set out the policy consequences of the new Housing Delivery Test. Footnote 29 proposes that from 2020, the presumption in favour of sustainable development will apply where delivery is below 75% of the authority's housing requirement. The proposed threshold of 75% was announced at Budget 2017. The local government finance settlement technical consultation in September 2017 on New Homes Bonus revision, set out that the Government intends to go further in 2019-20. This could include linking payment of the bonus to the housing delivery test or the standard approach to local housing need. We would consult on any further changes to the bonus before proposed implementation in 2019-20.

Q12 Do you agree with the application of the presumption in favour of sustainable development where delivery is below 75% of the housing required from 2020?

Paragraph 76 takes forward the housing White Paper proposal that the 5 year land supply position should be capable of being agreed for a one year period. The policy proposes that this should be demonstrated either through a recently adopted plan, or through a subsequent annual position statement. The minimum 10% buffer required in order for local authorities to take advantage of this policy is set out in paragraph 74(b).

Paragraph 78 provides that authorities should consider imposing a planning condition to bring forward development within two years, except where a shorter timescale could hinder the viability or deliverability of a scheme. It also encourages local planning authorities to consider why major sites have not been built out when considering subsequent planning applications.

The revised text also proposes these policy changes:

Paragraph 72 reflects the announcement at Budget 2017 that the Government would consult on allowing the development of exception sites to provide entry-level homes suitable for first-time buyers, where a local need is identified.

Q13 Do you agree with the new policy on exception sites for entry-level homes?

Q14 Do you have any other comments on the text of Chapter 5?

Chapter 6 Building a strong, competitive economy

The revised text incorporates these new policy proposals:

Paragraphs 82-83 make more explicit the importance of supporting business growth and improved productivity, in a way that links to key aspects of the Government's Industrial Strategy.

The rural economy section in the existing Framework has been brought within this chapter, with new policy at paragraph 85 on the potential need for planning policies and decisions to accommodate sites for local business and community needs outside existing settlements, in ways which minimise the impact of such sites and exploits opportunities to make such locations more sustainable. This approach reflects the fact that the availability of sites to accommodate appropriate development in rural areas may be limited, particularly within existing settlements.

Q15 Do you agree with the policy changes on supporting business growth and productivity, including the approach to accommodating local business and community needs in rural areas?

Q16 Do you have any other comments on the text of chapter 6?

Chapter 7 Ensuring the vitality of town centres

The revised text incorporates these new policy proposals:

Paragraph 86d clarifies that in allocating sites to meet the need for town centre uses, policies should look at least ten years ahead (though not necessarily over the full plan period, if longer, given uncertainty in forecasting long-term retail trends). It also provides that town centre boundaries should be kept under review so that identified needs for town centre uses can be accommodated, recognising that it is difficult for retail forecasts to look beyond ten years. Where town centres are in decline, the text (at paragraph 86g) has been expanded to provide a clearer policy approach.

Changes have also been made to policy on planning applications for town centre uses. Paragraph 87 amends the 'sequential approach' to planning applications, so that out of centre sites should be considered only if suitable town centre or edge of centre sites are

unavailable or not expected to become available within a reasonable period. This addition makes clear that suitable town centre or edge of centre sites do not have to be available immediately, in order to avoid prejudicing town centre or edge of centre sites that are in the pipeline but not available straight away.

Paragraph 90 removes the expectation that office developments outside town centres are subject to an impact assessment, where the development is over a certain floorspace threshold. This change has been made as the Government considers that the approach to offices is covered sufficiently by the sequential approach, and is aware that there is no generally accepted or used method for assessing office impacts.

Q17 Do you agree with the policy changes on planning for identified retail needs and considering planning applications for town centre uses?

Q18 Do you have any other comments on the text of Chapter 7?

Chapter 8 Promoting healthy and safe communities

The revised text reflects these previous announcements or consultation proposals:

Paragraph 94 reflects the housing White Paper proposal that policies and decisions should consider the social and economic benefits of estate regeneration, and that authorities should use their planning powers to help deliver estate regeneration to a high standard.

The revised text also proposes these policy changes:

Paragraph 92 gives additional recognition to the role that planning can play in promoting social interaction and healthy lifestyles. Paragraph 96 introduces new policy on the ways in which planning policies and decisions can help to counter malicious or natural threats, especially in crowded places and should take into account wider defence and security requirements.

Q19 Do you have any comments on the new policies in Chapter 8 that have not already been consulted on?

Q20 Do you have any other comments the text of Chapter 8?

Chapter 9 Promoting sustainable transport

The revised text reflects these previous announcements or consultation proposals:

Paragraph 103b reflects the housing White Paper proposal that authorities should be expected to identify additional development opportunities arising from strategic infrastructure investment.

Paragraph 107 incorporates the Written Ministerial Statement of 25 March 2015 on parking standards.

The revised text also proposes these policy changes:

This chapter has been substantially revised to improve its structure. As part of this, a new introduction explains the variety of ways in which transport should be considered as part of the planning process, so that transport issues are recognised and addressed as fully as possible.

Paragraph 105f sets out new policy to recognise the importance of maintaining a national network of general aviation facilities.

Policy on assessing the transport impact of proposals (now at paragraphs 108-110) has been amended to refer to highway safety as well as capacity and congestion in order to make it clear that we expect that designs should prioritise pedestrian and cycle movements, followed by access to high quality public transport (so far as possible) as well as to reflect the importance of creating well-designed places.

Q21 Do you agree with the changes to the transport chapter that point to the way that all aspects of transport should be considered, both in planning for transport and assessing transport impacts?

Q22 Do you agree with the policy change that recognises the importance of general aviation facilities?

Q23 Do you have any other comments on the text of Chapter 9?

Chapter 10 Supporting high quality communications

The revised text reflects these previous announcements or consultation proposals:

Paragraph 112 indicates that plan policies should set out expectations in relation to the delivery of high quality digital infrastructure, which provides access to services from a range of providers. This reflects Government's support for the further expansion of electronic communications networks, including next generation mobile technology and full fibre broadband connections, and the role that planning can play in this alongside other regulatory frameworks.

Q24 Do you have any comments on the text of Chapter 10?

Chapter 11 Making effective use of land

The revised text reflects these previous announcements or consultation proposals:

This chapter combines existing policy with a number of proposals from the housing White Paper or and previous consultations. The housing White Paper proposals include:

- a) expecting plans to have a clear strategy for using land (paragraph 117);
- b) making more intensive use of existing land and buildings (paragraph 118d-e);
- c) avoiding building homes at low densities in areas of high demand, and pursuing higher-density housing in accessible locations, while reflecting the character and infrastructure capacity of each area (paragraph 123); and
- d) taking a flexible approach to policies or guidance that could inhibit making effective use of a site – although the proposed policy now refers specifically to daylight and sunlight issues, as these are considered to be the most relevant consideration in this context (paragraph 123c).

The text also reflects the White Paper proposal to give great weight to the value of using suitable brownfield land within settlements for homes (paragraph 118c) – although to give further emphasis this has been amended to substantial weight – and reflects the Written Ministerial Statement of 5 February 2018 on building upwards (paragraph 118e).

The revised text also proposes these policy changes:

Budget 2017 set out a number of additional proposals to make more land available for housing, especially in areas of high demand, a number of which are reflected in this chapter. These changes include:

- a) making more effective use of empty space above shops – with the proposed policy widening this to refer to other situations where under-utilised land and buildings could be used more effectively (paragraph 118d);
- b) reallocating land where there is no reasonable prospect of an application coming forward for the allocated use – with the proposed policy also setting out how alternative uses should be considered ahead of a plan review taking place (paragraph 120);
- c) making it easier to convert retail and employment land to housing where this would be a more effective use (paragraph 121); and
- d) expecting minimum density standards to be used in town and city centres and around transport hubs – the proposed policy (paragraph 123a) applying this principle to areas where there is a shortage of land for meeting identified development needs, extending the principle to town centres, and indicating that standards should seek a significant uplift in prevailing densities, unless this would be inappropriate. Paragraph 123b also proposes that minimum densities should be considered in other parts of the plan area.

Building on these changes, paragraph 123c also proposes that local planning authorities should refuse applications which they consider fail to make effective use of land, in areas where there is an existing or anticipated shortage of land for meeting identified housing needs.

Q25 Do you agree with the proposed approaches to under-utilised land, reallocating land for other uses and making it easier to convert land which is in existing use?

Q26 Do you agree with the proposed approach to employing minimum density standards where there is a shortage of land for meeting identified housing needs?

Q27 Do you have any other comments on the text of Chapter 11?

Chapter 12 Achieving well-designed places

The revised text reflects these previous announcements or consultation proposals:

Paragraphs 124-125 reflect the White Paper proposals that plans should, at the most appropriate level, set out a clear design vision and expectations, supported by visual tools such as design guides and codes. The revised text also reflects the White Paper proposal that widely accepted assessment frameworks such as Building for Life should form part of the 'toolkit' used by authorities in assessing design (paragraph 128).

Additional emphasis has been placed on the importance of pre-application discussions in securing good design (paragraph 127). The text also implements the White Paper

proposal that design should not be used as a reason to object to development where the scheme complies with local policies (paragraph 129).

The revised text also proposes these policy changes:

As a consequence of the above, the text at paragraph 130 has been revised to make clear that “outstanding or innovative designs” should not be given great weight where they are in conflict with local design policies, or would not be sensitive to their surroundings.

Policy on advertisements has been shortened; the text from the existing Framework which has been deleted will be moved to guidance.

Q28 Do you have any comments on the changes of policy in Chapter 12 that have not already been consulted on?

Q29 Do you have any other comments on the text of Chapter 12?

Chapter 13 Protecting the Green Belt

The revised text reflects these previous announcements or consultation proposals:

The Framework maintains the strong protections of the Green Belt and retains a high bar before Green Belt land may be released. Paragraphs 136-137 implement the housing White Paper proposals that certain criteria should be satisfied before ‘exceptional circumstances’ are used to change Green Belt boundaries, and that where Green Belt is released first consideration should be given to land which has been previously-developed or which is well-served by public transport.

The housing White Paper also proposed a number of other changes to Green Belt policy that are reflected in the chapter – to:

- a) make clear that neighbourhood plans may amend detailed Green Belt boundaries, once the need for a Green Belt change has been demonstrated (paragraph 135);
- b) expect policies to set out how the impact of removing land from the Green Belt can be offset (paragraph 137); and
- c) provide that facilities for existing cemeteries, and development brought forward under a Neighbourhood Development Order, should not be regarded as ‘inappropriate development’ (paragraphs 144b and 145f).

The revised text also proposes these policy changes:

Paragraph 144g reflects the proposal in the December 2015 consultation to allow brownfield land in the Green Belt to be used for affordable housing, where there is no substantial harm to openness. The proposal broadens the previous proposal to allow brownfield land in the Green Belt to be used for Starter Homes so that, subject to Green Belt protections, all residential developments that contribute to meeting an identified local affordable housing need can use brownfield land, allowing local planning authorities to use this land more flexibly in response to local circumstances.

Current policy allows buildings in the Green Belt in association with uses such as outdoor sport and cemeteries, but does not allow material changes in the use of land for such purposes, even if there would be no harm to openness. To allow a more consistent approach, paragraph 145e provides that material changes of use that preserve openness are not inappropriate development in the Green Belt. In addition, paragraphs 144b and 144f make clear that facilities for burial grounds and allotments, and rural exception sites, are not inappropriate development.

Q30 Do you agree with the proposed changes to enable greater use of brownfield land for housing in the Green Belt, and to provide for the other forms of development that are 'not inappropriate' in the Green Belt?

Q31 Do you have any other comments on the text of Chapter 13?

Chapter 14 Meeting the challenge of climate change, flooding and coastal change

The revised text reflects these previous announcements or consultation proposals:

This chapter carries forward a number of housing White Paper proposals – to:

- a) refer to the risk of overheating from rising temperatures and makes clear that planning policies should support measures to ensure the future resilience of communities and infrastructure to climate change (paragraph 148);
- b) incorporate the Written Ministerial Statement of 18 June 2015 on wind energy development (paragraph 153b and its accompanying footnote);
- c) clarify that plans should have regard to the cumulative impacts of flood risk, rather than just to or from individual development sites (paragraph 155); and
- d) clarify policy on the exception test that may need to be applied when considering development in locations at risk of flooding (paragraphs 158-162).

Paragraph 149b reflects that local planning authorities are tied to national technical standards, and there is limited scope to extend local ambition. The Clean Growth Strategy sets out the Government's plans for consulting on energy performance standards in Building Regulations later this year. Local authorities can play an important role in improving the energy performance of buildings, in line with the ambitions of the Clean Growth Strategy, and this will be considered further as the Government develops its consultation proposals.

A new paragraph (163) has been added to incorporate the Written Ministerial Statement of 18 December 2014 on sustainable drainage systems (SuDS) in major developments.

Q32 Do you have any comments on the text of Chapter 14?

Q33 Does paragraph 149b need any further amendment to reflect the ambitions in the Clean Growth Strategy to reduce emissions from buildings?

Chapter 15 Conserving and enhancing the natural environment

The revised text reflects these previous announcements or consultation proposals:

Paragraph 180 implements the housing White Paper proposal, and [the announcement made on 18 January 2018](#), to clarify that the 'agent of change' (or applicant) should be responsible for mitigating the impact on their scheme of potential nuisance arising from existing development, such as live music venues and church bells.

The revised text also proposes these policy changes:

This chapter has been updated to align with the 25 Year Environment Plan. It includes additional policy on strengthening existing networks of habitats (paragraph 169) and taking air quality fully into account (paragraph 180), clarifies that development within National Parks and Areas of Outstanding Natural Beauty should be limited (paragraph 170); and also clarifies the implications for policy on areas defined as Heritage Coast (paragraph 171).

Paragraph 173c of the revised Framework strengthens protection for ancient woodland and other irreplaceable habitats, by making clear that development resulting in their loss or deterioration should be wholly exceptional, and maintains a high level of protection for individual aged or veteran trees found outside these areas. This policy strikes a balance between protecting these important natural assets, while allowing development to proceed in the very limited circumstances where it would have significant public benefits, but we

welcome views on this during the consultation period. In particular, we are interested in views on how best to protect aged and veteran trees without preventing those important development schemes which are in the public interest.

Q34 Do you agree with the approach to clarifying and strengthening protection for areas of particular environmental importance in the context of the 25 Year Environment Plan and national infrastructure requirements, including the level of protection for ancient woodland and aged or veteran trees?

Q35 Do you have any other comments on the text of Chapter 15?

Chapter 16 Conserving and enhancing the historic environment

The revised text proposes this change:

Paragraph 182 has been revised to clarify that World Heritage Sites are recognised internationally for their Outstanding Universal Value and that this forms part of their significance and should be taken into account.

Paragraph 189 has been revised to clarify that when considering the impact of a proposed development on a designated heritage asset, decision-makers should give great weight to the asset's conservation irrespective of whether the potential harm to its significance amounts to 'less than substantial harm' or 'substantial harm or total loss' of significance .

Q36 Do you have any comments on the text of Chapter 16?

Chapter 17 Facilitating the sustainable use of minerals

The revised text proposes these policy changes:

This chapter has been shortened slightly, the intention being to incorporate the deleted text in guidance. Additional text on on-shore oil and gas development is included at paragraph 204, which builds on the Written Ministerial Statement of 16 September 2015 to provide clear policy on the issues to be taken into account in planning for and making decisions on this form of development.

As planning for minerals is the responsibility of minerals planning authorities, the Government is interested in views on whether the revised planning policy for minerals that we are consulting on would sit better in a separate document, alongside the Government's

planning policy for waste. In addition, we would welcome views on whether the use of national and sub-national guidelines on future aggregates provision remains a relevant approach in establishing the supply of aggregates to be planned for locally.

- Q37** Do you have any comments on the changes of policy in Chapter 17, or on any other aspects of the text of this chapter?
- Q38** Do you think that planning policy on minerals would be better contained in a separate document?
- Q39** Do you have any views on the utility of national and sub-national guidelines on future aggregates provision?

Transitional arrangements and consequential changes

The revised text proposes these policy changes:

From the date of publication of the current Framework, it provided that full weight should be given to plan policies adopted prior to the Framework being published and coming into effect, even when there was a limited degree of conflict with the Framework. We do not propose to repeat this particular transitional arrangement for the revised Framework, as we do not consider that the extent of the revisions to national policy justify it.

Transitional arrangements are also proposed which will apply the previous Framework to the examining of plans which are submitted on or before the date which is six months after the date of the publication of the new Framework.

We do not propose to take forward transitional arrangements for the amended 'positively prepared' and 'effective' soundness tests, nor for the introduction of statements of common ground. Although transitional arrangements were consulted on in the *Planning for the right homes in the right places* consultation, the introduction of the statement of common ground as a way of evidencing joint working and the duty to cooperate is not a significant change in practice, and so we do not consider that it requires a transitional period.

The housing White Paper set out transitional arrangements for the application of the presumption in favour of sustainable development as applied through the consequences of the Housing Delivery Test. These step the application from delivery of less than 25% of the housing requirement in 2018 and 45% in 2019. From 2020 it will be introduced from 75%, as announced at Budget 2017.

To reflect the policy on neighbourhood plans set out in the Written Ministerial Statement of 12 December 2016, neighbourhood plans which are more than two years old will also be covered by the policy at paragraph 14 of the revised Framework until 12 December 2018.

Q40 Do you agree with the proposed transitional arrangements?

The National Planning Policy Framework needs to be read in conjunction with the Planning Policy for Traveller Sites and the Planning Policy for Waste. The Government is considering whether any consequential changes should be made to these documents as a result of the proposed changes to the Framework set out in this document.

Q41 Do you think that any changes should be made to the Planning Policy for Traveller Sites as a result of the proposed changes to the Framework set out in this document? If so, what changes should be made?

Q42 Do you think that any changes should be made to the Planning Policy for Waste as a result of the proposed changes to the Framework set out in this document? If so, what changes should be made?

Glossary

The glossary has been amended to reflect changes throughout the Framework.

Q43 Do you have any comments on the glossary?

Going further

The Government is clear that we need to get more homes built. Budget 2017 set out an ambition to put England on track to deliver 300,000 new homes a year. The package set out in the housing White Paper, including the policies we are implementing through the revised Framework, goes a long way to achieving this. But more needs to be done. The Government is considering what further planning reforms could support this ambition.

The use of permitted development rights to create new homes has played a vital part in increasing housing delivery in recent years. Since April 2015, permitted development rights have created over 30,000 new homes through changes of use from offices, agricultural, retail and other buildings. The Government is interested in finding more solutions to making the most of the spaces we have in delivering the homes we need in the right places.

The Written Ministerial Statement of 5 February 2018 made clear that planning policies and decisions should allow the use of airspace above existing residential and commercial premises to create new homes. This approach makes sure that we are using the space we have available efficiently and reduces the need to build out. The Government is exploring what opportunities there are to further support this approach through a new permitted development right for upwards extensions for new homes where existing buildings are lower than the prevailing roofline. This would be subject to engagement with neighbours. A future consultation will seek views on where best this permitted development right should be applied.

The revised Framework recognises the importance of making the most of existing spaces, making clear that plans should seek more intensive use of existing land and buildings and include minimum density standards in town and city centres and around transport hubs. The Government does however recognise that there are locations where meeting needs through more effective use of urban land will not be possible, and in these instances there will be a need to find extra land to deliver the homes needed locally. Where this is the case the Government wants to ensure that these developments deliver the right homes and that the value generated by releasing land is supported by local infrastructure and communities. To this end, the Government is exploring wider measures to support farm diversification and housing in the rural economy.

The Government will continue to explore options for reforming developer contributions. Further information is set out in the separate consultation document, *Supporting housing delivery through developer contributions*.

About this consultation

This consultation document and consultation process have been planned to adhere to the Consultation Principles issued by the Cabinet Office.

Representative groups are asked to give a summary of the people and organisations they represent, and where relevant who else they have consulted in reaching their conclusions when they respond.

Information provided in response to this consultation, including personal information, may be published or disclosed in accordance with the access to information regimes (these are primarily the Freedom of Information Act 2000 (FOIA), the Data Protection Act 1998 (DPA) and the Environmental Information Regulations 2004).

If you want the information that you provide to be treated as confidential, please be aware that, under the FOIA, there is a statutory Code of Practice with which public authorities must comply and which deals, amongst other things, with obligations of confidence. In view of this it would be helpful if you could explain to us why you regard the information you have provided as confidential. If we receive a request for disclosure of the information we will take full account of your explanation, but we cannot give an assurance that confidentiality can be maintained in all circumstances. An automatic confidentiality disclaimer generated by your IT system will not, of itself, be regarded as binding on the Ministry.

The Ministry of Housing, Communities and Local Government will process your personal data in accordance with DPA and in the majority of circumstances this will mean that your personal data will not be disclosed to third parties.

Individual responses will not be acknowledged unless specifically requested.

Your opinions are valuable to us. Thank you for taking the time to read this document and respond.

Are you satisfied that this consultation has followed the Consultation Principles? If not or you have any other observations about how we can improve the process please contact us via the [complaints procedure](#).

Annex A: Written ministerial statements

The draft Framework reflects the changes to planning policy implemented through the following Written Ministerial Statements since publication of the first Framework in 2012:

| | |
|--|------------------|
| Support for small scale developers, custom and self-builders | 28 November 2014 |
| Sustainable Drainage Systems | 18 December 2014 |
| Starter Homes | 2 March 2015 |
| Parking: helping local shops and preventing congestion | 25 March 2015 |
| Housing standards: streamlining the system | 25 March 2015 |
| Local Planning (which covers onshore wind farms) | 18 June 2015 |
| National Planning Policy Framework: technical adjustment | 22 July 2015 |
| Green Belt protection and intentional unauthorised development | 17 December 2015 |
| Neighbourhood planning | 12 December 2016 |
| Extending buildings upwards to create new homes | 5 February 2018 |

TOURISM - DESTINATION MANAGEMENT PLANS AND STRATEGIC SUPPORT

1.0 Purpose of Report

- 1.1 This report seeks to update Members on developments since the January 2018 meeting during which the draft Destination Management Plan for Newark was presented and to provide information on a proposed support package for Tourism within the District.

2.0 Background Information

- 2.1 The Tourism Strategy for Newark and Sherwood was approved by Economic Development Committee in January 2017. The vision and strategic aims for the Tourism Strategy were to:

Vision

To champion Newark and Sherwood as a great place to holiday in a world class destination offering rich outdoor activities, civil war heritage and the great legend, Robin Hood.

Strategic Aims

1. To actively promote Newark (including Southwell) for its civil war heritage and cultural offer.
 2. To actively promote Sherwood for its legend Robin Hood and fantastic outdoor activities, biodiversity and rich history
 3. To maximise the potential for growth through tactical marketing campaigns
 4. To develop a successful, thriving tourism industry
 5. To develop consistent brands for the areas.
- 2.2 The Destination Management Plan (DMP) for Newark is now being finalised following consultation and presentation at the January 2018 Economic Development Committee and this supports the Tourism Strategy. In order to ensure that the whole district is supported by Destination Management Plans, draft versions for Southwell and for Sherwood are being developed. The first draft of these plans can be found in the background papers for this Committee meeting. Consultation on these documents is ongoing and will be completed by the end of April 2018.
- 2.3 Members will also recall that the DMP for Newark also recommended that additional resource was provided to support this enhanced direction in terms of growing visitor numbers to our district and ensuring our tourism offer was consistent, promoted and evaluated. Proposals in this area can be found in section 3 of this document, including the costs.

- 2.4 A Destination Management Plan (DMP) is ‘a shared statement of intent to manage a destination over a stated period of time, articulating the roles of the different stakeholders and identifying clear actions that they will take and where appropriate the apportionment of resources’. The plan was developed in partnership with the town and district councils, local stakeholders and following consultation with national bodies such as the Heritage Lottery Fund and Visit Britain and in line with best practice from the destination management organisation for Bath.
- 2.5 National data suggests that the economic impact of the visitor economy is worth around £260-million to the district economy per annum. The draft Destination Management Plan for Newark is aiming to increase the economic impact of tourism through better coordination and integration of the visitor assets and offer within the town and vicinity, thereby increasing the number of visitors as well as the (dwell) time they spend in the town. The aim being over a period of time to improve the depth and breadth of the tourism offer and, in doing so, encourage visitors to stay longer. On average, an overnight visitor spends almost seven times the amount a day visitor would spend (compared to Nottinghamshire as a whole where it is only around five times).

3.0 Proposals

- 3.1 In order to ensure that the whole district is supported by Destination Management Plans, draft versions for Southwell and for Sherwood are being developed. The first draft of these plans can be found as background papers. Consultation on these documents is ongoing and will be completed by the end of April 2018. Final versions will be presented to the Committee in June 2018.
- 3.2 The proposals included in the Destination Management Plan for Newark but in relation to the District as a whole, include the introduction of new marketing resource to fully develop the promotion of the visitor offer across the district. Given the crucial role of tourism in supporting the district’s economy, it is proposed that a three year fixed term role is created reporting directly to Matthew Finch – the role to be defined as the Place Marketing Manager. The financial implications for this are a salary of £45k plus associated costs, so a total of £60k per year. It is proposed that this is funded through the Change Management Reserve which has been set up for such new initiatives.
- 3.3 The proposals also recommended that further research is undertaken in Newark in order to fully understand the motivations and intentions of visitors to the Town. The research incorporates face to face surveys in the District as well as an online questionnaire. The proposal would be to undertake 400 interviews across key locations in Newark and Sherwood District Council between April and September 2018. Undertaking surveys across this period allows an organisation to gather breakdowns across weekday and weekend and to identify key event periods which will attract high footfall and ensure the organisation gathers a representative sample of visitors. The cost for this is £10,450 plus VAT. It is proposed that this is also funded from the surplus received this year from the Nottinghamshire Business Rates Pool.
- 3.4 Recommendations relating to the annual purchase of STEAM (Tourism) data will be met from the existing Promotion of Tourism budget.

4.0 Equalities.

4.1 There are no negative equalities implications within this report.

5.0 Impact on Budget/Policy Framework

5.1 The full first year cost of £60,000 for the new Place Marketing Manager, as set out in paragraph 3.2 above, will be funded from the Change Management Reserve which has been established to support new strategic initiatives such as this. The cost for years 2 and 3, i.e. 2019/20 and 2020/21, will be built into the base budget for those years.

5.2 The one-off cost of the research, set out in paragraph 3.3 above, of £10,450 will be funded from the surplus received this year from the Nottinghamshire Business Rates Pool.

6.0 RECOMMENDATIONS that:

- a) the additional research identified in paragraph 3.2 be supported including the budget implication;
- b) the new Place Marketing Manager role be supported, including the budget implication; and
- c) the Committee supports the further development of Destination Management Plans for Sherwood and Southwell, to include consultation with the local and national stakeholders.

Reason for Recommendations

The recommendations will support NSDC in maximising the contribution of tourism to the economy which helps generate employment and revenue for tourism related businesses in the district, as well as helping to improve revenues as NSDC tourism assets.

Background Papers

First draft of Destination Management Plans for Sherwood and Southwell

For further information please contact Julie Reader-Sullivan on Ext 5258.

Matthew Finch
Director - Customers

SOCIAL MOBILITY PROPOSAL

1.0 Purpose of Report

- 1.1 This paper seeks to provide Members with a more detailed budget proposal as outlined in the January 2018 Economic Development Committee relating to actions surrounding the Youth indicator issues identified in the Social Mobility Commission report published in November 2017.

2.0 Background Information

- 2.1 The Social Mobility Index (SMI) explores how geographical location can affect social mobility for individuals growing up and choosing to live in different areas. The index combines a range of indicators into one figure and uses this to provide a ranking between different areas. It seeks to answer the question: 'What are the differences between different local areas in the chances that a child from a disadvantaged socioeconomic background has of doing well as an adult?' The index measures social mobility indicators in each major life stage from early years through to working lives. It examines what happens in the early years where significant gaps open up between children from disadvantaged backgrounds and their more fortunate peers. In total, there are 16 key performance indicators (KPIs) to assess which parts of the country have the best social mobility outcomes and which have the worst. Although the report is in its fifth year, the format has been changed and this means that it is not possible to compare previous reports with the current report. The full report can be found at:

[https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/662744/State_of_the_Nation_2017 - Social Mobility in Great Britain.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/662744/State_of_the_Nation_2017_-_Social_Mobility_in_Great_Britain.pdf)

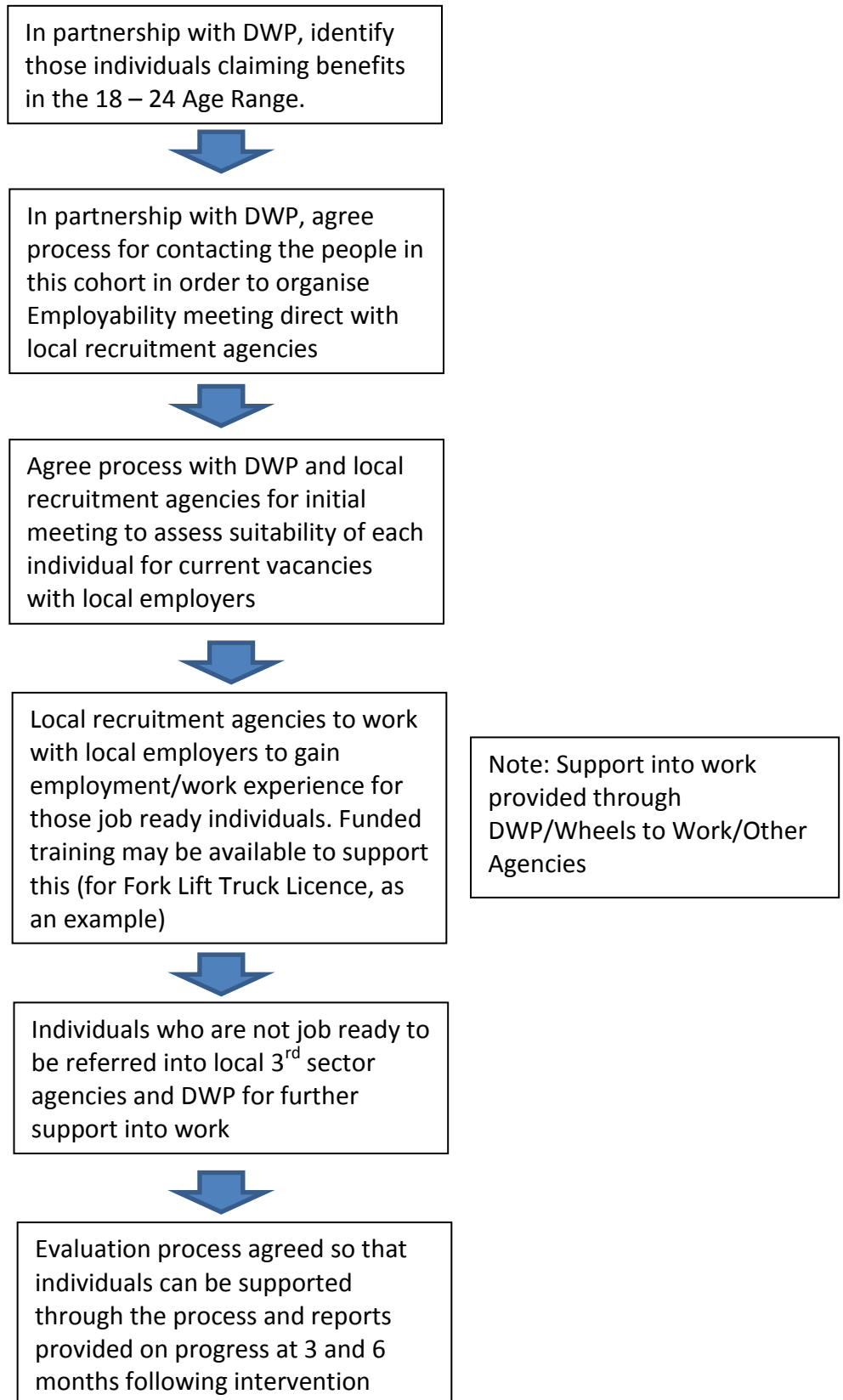
- 2.2 The youth social mobility indicator reflects the transition from school to work and NSDC is ranked the worst cold spot for this indicator. The press release issued by NSDC does reflect on the issues behind and is copied at para 2.8. Ashfield is in sixth position with Gedling at tenth and Broxtowe at twelfth position. This proposal focuses solely on the Youth Indicator (18 – 24 age range). A further phase of work will be developed though the appropriate committees relating to the associated issues identified and to early years issues.

3.0 Proposals

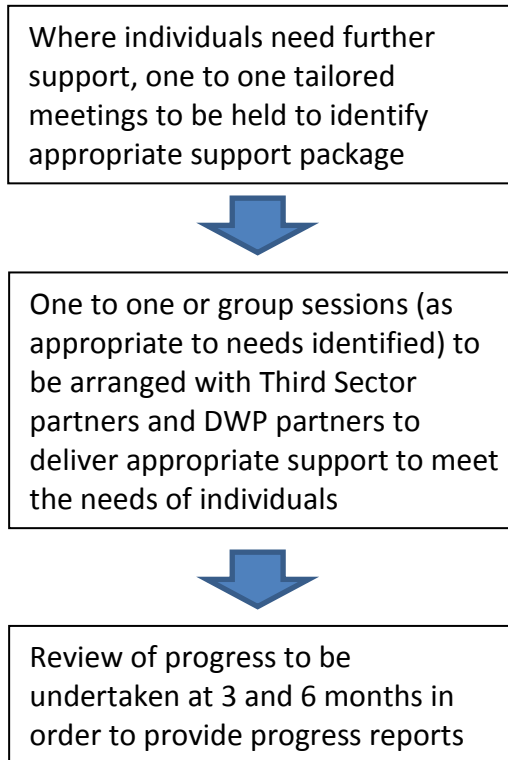
- 3.1 A number of actions have been taken over the past few years to begin to address the youth indicator and the subsequent higher level of those unemployed between the ages of 18 and 24. At the November Economic Development Committee Members approved the revised Economic Development Strategy in which, support for the above group was a high priority. This sits alongside campaigning for infrastructure, both road and rail, additional support for schools and indeed supporting initiatives through NSDC such as Schools projects, Careers Expo, transport pilot, HGV training and FLT training.

- 3.2 The Economic Growth team also work closely with partners to deliver a cohesive approach to supporting individuals into work. This includes organisations such as the DWP, third sector organisations and training providers, alongside internal colleagues – for example with Housing Options. A meeting of internal colleagues has been held in order to identify areas of collaboration and to ensure a cohesive strategy moving forwards.
- 3.3 As the previous report indicated, there is also an opportunity to undertake some additional support work with the groups identified within the report through the schools and youth stages. At present there are 113 people aged 18 – 24 in Newark and the figure is being confirmed for Sherwood. This includes opportunities for one to one interventions, some group interventions through expert organisations such as the University and supported by local third sector organisations, alongside work place experience, support for entry level qualifications and transport to work provide the opportunity to best support this age range. Without some further intervention, the issue will continue in coming years. Opportunities to access funding available through D2N2 Local Enterprise Partnership will of course be utilised where possible.
- 3.4 Alongside support for housing and multiple needs, an allocated programme with a budget would allow for real change to be supported for a relatively small amount of investment. This will be combined with some support for projects in primary and secondary schools in order to support those currently in the education system in order to provide the inspiration and aspiration to progress into careers. The support can be co-ordinated through NSDC and provided by most relevant organisations over the next 12 months.
- 3.5 As indicated in the recent Social Mobility Index Report presented to the Economic Development Committee on 17 January 2018, the Customer Services Business Unit and Housing and Safeguarding Business unit will continue to support the targeted delivery of the proposals set out in this report. Further consideration of housing related initiatives that may address barriers in achieving a higher level of social mobility and the wider impact this has on health will be considered by the relevant committees.

3.4 18 – 24 Year Old Proposed Programme (Into Employment)



3.5 **Employability Support element – 18 – 24 Cohort**



3.6 Costings to deliver an intensive partnership programme:

- ❖ To deliver a single one to one employability sessions for each of the 18 – 24 cohort (assuming a total of 300 in the cohort); a total of 300 sessions at £40.00 per session is £12k.
- ❖ Delivery of group employability sessions at £300 per session for 15 delegates equates to 40 sessions where each individual has 2 sessions would be £12k. This then works out as an investment of £120 per individual using £36k over the 300 people within this cohort.
- ❖ External provision of schools projects at £300 per day for 40 one day sessions in schools across the district would be £12k

4.0 **Equalities Implications**

4.1 In terms of recommendations, there are only positive equalities implications within the proposals made in this report.

5.0 **Impact on Budget/Policy Framework**

5.1 There is a budget implication to this proposal of a maximum of £60k. This amount is not in the 2018/19 budget and therefore if the proposals in this report are supported then £60,000 will need to be funded from general fund underspend in the current 2017/18 year.

6.0 **RECOMMENDATIONS** that:

- a) the Committee endorses the collaborative work being undertaken by NSDC relating to issues highlighted in the Social Mobility Index; and

- b) the Committee supports the budget proposal of a maximum of £60k to undertake activities in partnership with DWP and Third Sector partners in order to support individuals in the 18 – 24 age range into work, training or further support as appropriate; and**
- c) the Committee support the requirement to establish this budget from general fund underspend and refer it to Policy and Finance Committee for approval.**

Reason for Recommendations

The recommendations will support those residents in the district on their journey to employment and provide school age children with opportunities to explore career opportunities available to them.

Background Papers

Social Mobility Index – State of the Nation Report 2017

For further information please contact Julie Reader-Sullivan on Ext 5258

REFURBISHMENT OF SHERWOOD FOREST ART & CRAFT CENTRE AND ASSOCIATED BUILDING

1.0 Purpose of Report

1.1 This report provides an opportunity to invest capital for the refurbishment of the Sherwood Forest Art & Craft Centre (SFACC).

2.0 Background Information

2.1 Sherwood Forest Art & Craft Centre was opened in 1998 and is now in need of refurbishment.

2.2 The relocation of Sherwood Forest Visitor Centre to a site immediately adjacent to SFACC provides a unique opportunity to undertake this refurbishment. The SFACC is ideally located to benefit in terms of increased footfall opportunities which will result in approximately 455,000 passing the entrance of SFACC every year.

2.3 The financial calculations in the following Business Case are based on the latest market rents achieved at SFACC and indicate that the Council would receive an approximate 7% return on its investment. There may also be the opportunity to increase the rents of the existing studios by between 5% & 7% - whilst this is speculative nonetheless given the dramatic increase in footfall it may prove to be a feasible option.

3.0 Proposals

3.1 If the Capital spend is approved in principle other match funding opportunities will be looked at, however based on research to date, there are no other sources of funding that would be appropriate. The total capital expenditure proposed is £250,000 and details on the revenue and benefits are found in the business case at **Appendix 1** of this document. The alterations and improvements will lead to an enhanced visitor experience and will serve to increase the Council's revenue income.

4.0 Equalities Implications

4.1 There are no negative equalities implications

5.0 Impact on Budget/Policy Framework

5.1 A capital budget of £250,000 will need to be included in the Capital Programme for 2018/19 which will be funded from the capital reserve or a revenue contribution to capital from the change management reserve.

5.2 The Council currently receives income of approximately £65,600 per annum from the Centre. The estimated rent from the conversion of the storage building, at the gateway, will be around £8,320 per annum.

5.3 The Council's Asset Management service believe that, with the new refurbished centre and the significant increase in footfall, the income could be increased by £17,700, a ROI of 7%:

| | |
|--|-----------------------|
| Additional Studio Adjacent to New Rear Entrance | 5,645 |
| Additional Lettable Space Studios 8 (café) & Studio 13 | 1,845 |
| Atrium Centre Kiosk | 990 |
| Storage Lockers | 900 |
| Forest Corner Annex Conversion | <u>8,320</u> |
| Total Potential Additional Income | <u>£17,700</u> |

In addition, it is estimated that due to the increased footfall resulting from the relocation of the visitor centre of the Park, the rents for the existing Studios could feasibly be increased by 3% to 7%.

6.0 **Comments of Director**

In 2017 around 455,000 people visited Sherwood Forest Country Park which immediately adjoins the Centre and a consortium led by the RSPB are developing a new Visitor Centre for the Country Park which will be very close to the Art & Craft Centre. There is therefore a unique opportunity for the District Council to increase visitor numbers to the Art & Craft Centre by providing an up-to-date good quality environment which will improve our visitor's experience, however there has to be an urgency in carrying out the refurbishment in order to take full advantage of the opening of the new visitor centre at the country park. This will provide economic benefits through more repeat visits and positive referrals which will allow the Council to benefit by maximising its rental income and increasing the Capital Value of its asset.

7.0 **RECOMMENDATIONS** that:

- (a) **the proposal to invest £250,000 for the refurbishment of the Sherwood Forest Art & Craft Centre and associated building be approved; and**
- (b) **the Policy & Finance Committee be recommended to approve the capital expenditure.**

Reason for Recommendations

The Centre is in need of refurbishment and as the Centre opened in 1998, the refurbishment allows for the upgrade of the Centre in order to enhance the visitor experience.

Background Papers

Nil

For further information please contact Julie Reader-Sullivan on Ext 5258

Sanjiv Kohli
Deputy Chief Executive
Director – Resources/s151 Officer

**NEWARK & SHERWOOD DISTRICT COUNCIL
CAPITAL PROJECT APPRAISAL FORM**

| | |
|-------------------------|--|
| PORTFOLIO | Asset Management |
| DIRECTORATE | Resources |
| BUSINESS MANAGER | Julie Reader-Sullivan |
| PROJECT OFFICER | David G Best |
| PROJECT TITLE | Refurbishment Sherwood Forest Art & Craft Centre & associated building |

1. DESCRIPTION OF PROJECT

The proposed project involves the improvement & refurbishment of the Councils highly successful and well regarded Art & Craft Centre (SFACC) and an associated building which is currently underused. There is some urgency to this project in that the new Sherwood Forest Visitor Centre (managed by the RSPB) opens in summer 2018 and this will attract a substantial volume of visitors to the new location which is adjacent to the SFACC.

Previously the car park for the old Sherwood Forest Visitor Centre was located approx. 1.0 mile from SFACC whereas the route from the new car park to the new Visitor Centre directly passes the entrance doors of SFACC. In 2014, the number of visitors to Sherwood Forest Visitor Centre was 371,315 as this rises by around 7% per year this would give an estimated foot fall directly pasting SFACC in 2018 of some 455,000 visitors. It is inevitable many of these people will take the opportunity to browse round SFACC & make use of its facilities.

The new Visitor Centre has small restaurant and information centre but no retail opportunities and in the height of the Tourist Season, the café, with 100 covers, is unlikely to service demand and therefore the opportunity increases for the café within the SFACC. These factors mean that higher footfall will pass the doors of SFACC and the centre will become far more visible. This creates a major opportunity to promote the SFACC and the businesses within it. Therefore enhancing the service and facilities the council provides and in turn maximising income opportunities for the council. At present the work is ongoing for the new Sherwood Forest Visitor Centre which is by the nature of the work, creating some disruption. It is therefore pragmatic to undertake the works for SFACC before August 2018 to minimise disruption to the area over the longer term and to ensure the opportunity is optimised for the next Tourism season 2018.

2. DEMONSTRATION OF NEED (include supporting information with this appraisal)

The Council developed Sherwood Forest Art & Craft Centre in partnership with a number of funding bodies and it was officially opened in April 1998 by Paddy Tipping M.P. From the 2014 STEAM Data (Tourism) the economic impact of tourism for Newark and Sherwood was £237.69 million with visitors to Newark and Sherwood being 4.04 million and as already stated, visitors to Sherwood Forest Country Park being 371,315 at that date. MP Mark Spencer has taken a personal interest in the centre.

This is a unique opportunity to enhance this asset and raise the Tourism profile for the district. The links with Tourism are already identified and clearly this also links with Inward Investment opportunities as the Economic Growth team often work with businesses looking to relocate/expand and always want to understand the wider issues around the district offer to employees.

The Centre is one of the largest in the country comprising a total of sixteen Studios and a Café. There are eleven Studios set round a glazed atrium with a further external courtyard of five Studios. The café has 64 covers with a further 12 covers outdoors.

Based on empirical evidence it has been calculated that the Centre attracts in excess of 65,000 visitors a year. Regular events are held which attract considerable numbers of additional visitors. The Centre is also the venue for several craft groups and the annual Mansfield ^{Plus} Open Wood Carving Competition has been staged at the Centre on a number of occasions. In addition special activities are provided for School Groups which often stay at the adjacent Youth Hostel which is also owned by the District Council. The refurbishment of the SFACC will also enhance the Council's Youth Hostel, through the provision of a revitalised café and craft centre within very easy walking distance.

The Centre is the base for some highly talented professional craft workers who have provided work for some prestigious national bodies such as Lambeth Palace. Asset Management has always viewed art & crafts in their widest sense so there is a mix of traditional and modern crafts which include a silversmith, sculptor, artist, coppersmith, pen maker, and a chocolate maker with a distillery.

The Council has regularly maintained the Centre carrying out any necessary repairs and redecorating at regular intervals nonetheless after nineteen years the Centre is now in need of a major face lift and upgrade which if the bid is successful could be ready for the Centres 20th Anniversary in 2018.

Near the Centre is a building which has been used for storage and the Council's architect has developed an outstanding design to provide a gateway building for Sherwood Forest as it sits directly on the route from the new car parks to the new Sherwood Forest Visitor Centre and Planning Consent has been approved. It is proposed that this building will act as an annex to the Art & Craft Centre and is expected to generate an additional income of c£8,000 per annum. Already much interest has been expressed in this building.

In 2017 around 455,000 people visited Sherwood Forest Country Park which immediately adjoins the Centre and a consortium led by the RSPB are developing a new Visitor Centre for the Country Park which will be very close to the Art & Craft Centre. There is therefore a unique opportunity for the District Council to increase visitor numbers to the Art & Craft Centre by providing an up-to-date good quality environment which will improve our visitor's experience. This will provide economic benefits through more repeat visits and positive referrals which will allow the Council to benefit by maximising its rental income and increasing the Capital Value of its asset.

If the bid is approved the main work will involve the following:

1. Creation of an annex to the centre from the former storage building
2. Partly enclose and cover the outer courtyard with a Victorian style canopy and walkways
3. Creation of a central ice cream/soda/drinks hub in the Atrium to alleviate queuing in the café and form a central focus for the Centre
4. Realign the entrance to the Centre from the rear car park so visitors no longer enter the attraction past the public toilets this will also allow the creation of an additional craft studio
5. Creation of new Victorian style conveniences designed to be easily cleanable and including additional lettable storage space to the rear
6. Alterations to the kitchen (studio 8) & studio 13 to increase the lettable floor space
7. Additional parking spaces will be created
8. Improved lighting will be provided inside and out and other fittings will be provided or replaced such as display cases, seating, flooring, bins etc.
9. Redecoration internally and externally
10. Replacement of the three remaining Crittall metal windows with high performance double glazed wooden windows to match those already replaced
11. Enhance security with the provision of CCTV to the public areas
12. Additional/Replacement heat exchanger to provide better and more energy efficient heating/cooling to the main Atrium

3a. DETAIL HOW THE PROJECT MEETS COUNCIL AND NATIONAL STRATEGIES (include details of any statutory obligations)

Sherwood Forest Art & Craft Centre was initially created to build on the success of the former Church Farm Craft Workshops by providing additional Studio space. It is one of the largest Centres of its type in the Country and is adjacent to arguably the most important and internationally renowned Tourist Attraction in the District if not Nottinghamshire.

The Studios currently provide employment for some thirty-six people and the alterations will create opportunities for two new full-time craft businesses and in addition employment opportunities for at least two further staff (4 jobs in total).

There will be approximately £17,700 per annum of additional rental income to the Council which represents a 7% return on investment.

The Council currently receives an income of approximately £65,600 p.a.x. from the Centre and it is anticipated that due to the increased footfall that the rents for the existing Studios could also be increased. Whilst this is speculative it would not be an unreasonable assumption that the overall rental figure rental income figure could be increased by between 5% & 7% potentially increasing the overall income from the Centre following the facelift to around £87,900 per annum.

3b. DETAIL HOW THE PROJECT MEETS LINKS TO THE COUNCIL'S KEY PRIORITIES AND 'EXCELLENCE' AGENDA

The proposed alterations and improvements will enhance the quality of the attraction and ensure that it continues to provide good quality all weather facilities to our customers and their visitors thereby extending the visitor season.

While ensuring that the studios provide value for money for our customers the improvements will help maintain and increase income for the Council to support other revenue expenditure. In terms of Council priorities, this fits with the Economic Growth and Tourism priorities.

3d. DESCRIBE THE IMPACT OF THIS PROJECT ON OTHER COUNCIL SERVICES

None, except a positive impact for Economic Growth and Tourism

3e. DESCRIBE ANY OUTPUTS (QUALITY) AND OUTCOMES (EFFECTS) THE PROJECT WILL DELIVER IN THE SHORT/LONG TERM

The alterations and improvements will lead to an enhanced visitor experience and will serve to increase the Council's revenue income. The improvements will enhance the reputation of the Centre and by association that of the Council

3f. DETAIL ANY ALTERNATIVE STRATEGIES FOR MEETING THIS NEED

The alternative is to do nothing which could lead to a spiral of decline resulting in a loss of income and reputation for the District Council.

Some provision in the Repair & Renewal budget for the centre has been made which was primarily for the refurbishment of the toilets in 2017. This would not be required if this bid is approved.

4. OTHER INFORMATION

4a. HEALTH & SAFETY ISSUES

By providing a canopy to the outer courtyard the potential for injuries resulting from adverse weather particularly during the winter months will be significantly reduced

4b. CRIME & DISORDER ISSUES

The partial enclosure of the outer courtyard and the provision of CCTV to public areas will deter vandalism and anti-social behaviour.

4c. PLANNING IMPLICATIONS

The property is in the Conservation Area and Planning Consent will be required for some of the work. Planning Consent has already been obtained for the conversion of the former storage building.

4d. LISTED BUILDING IMPLICATIONS

None

4e. RISKS ASSOCIATED WITH PLANNING/LEGAL ISSUES & FINANCIAL/PARTNERSHIP UNCERTAINTIES

As the Art & Craft Centre is in a Conservation Area the Victorian canopy and new toilets will require consent however as these will be in period style it is hoped there will be no objections
The proposed internal alterations will only require Building Regulations approval

The existing tenants will be consulted on the development

4f. HAVE ALTERNATIVE PROCUREMENT STRATEGIES SUCH AS JOINT PROCUREMENTS BEEN EXPLORED?

It was considered whether the scheme to convert the storage building could be entrusted to a commercial tenant in return for the grant of a rent free period equivalent to the cost of the works. However it makes commercial sense for the Council to undertake the work and benefit from an enhanced rent as payback for this part of the scheme would be a maximum of 5 years.

5. RESOURCE REQUIREMENTS

5a. LAND/BUILDINGS CURRENTLY IN COUNCIL OWNERSHIP

None - existing Council owned premises

5b. ESTIMATED CAPITAL COSTS (best estimates should be given which can be firmed up when details scoping has been completed)

Total cost is estimated at £250,000 and it is considered that the scheme can be delivered within that figure. The estimated cost is based on professional knowledge of the costs required for similar works and was provided by the Council's Asset Surveyor.

5c. REVENUE IMPLICATIONS (this should include costs associated with implementation, ongoing revenue costs and ongoing savings)

Potential saving to Repairs & Renewals budget of c£30,000 by 2019.

There would also be an additional income from the annex, the additional studio & alterations to the Kitchen, & Studio 13 this would total c£17,700 p.a.x. which represents a 7% return on investment.

Void periods would be reduced as there is expected to be a higher demand for studios consequently there would be the potential to increase Studio rentals by 5% & 7%

6. FUNDING

6a. EXTERNAL FINANCE

Opportunities for external funding will be explored should the Capital Bid be approved in principle

6b. EXISTING INTERNAL FINANCE

No existing budget provision is available

6c. FINANCE REQUIRED FROM UNALLOCATED CAPITAL PROGRAMME RESOURCES

This project is not in the current budget allocation and therefore requires approval

7. ANTICIPATED START AND END DATES FOR PROJECT ONCE APPROVED

If the works commence in April 2018, the works could still be largely completed by July 2018 prior to commencement of main tourism season and this would tie in with the new Sherwood Forest Visitor Centre opening in Summer 2018.

FORM COMPLETED BY: David G Best & Julie Reader-Sullivan

DATE: 15 February 2018

SIGNATURE OF SPONSORING DIRECTOR: _____

OLLERTON OUTREACH SERVICE

1.0 Purpose of Report

- 1.1 To provide information and recommendations regarding the Ollerton service that has now been in operation for four years and is based in Ollerton & Boughton Town Hall.

2.0 Background Information

- 2.1 The Ollerton Outreach Service commenced in January 2014. Since April 2017 the service has been open to the Public each Wednesday and Thursday at the Ollerton and Boughton Town Council building in Ollerton between 09.30 and 15.00. The partners involved are: Department for Work and Pensions (DWP), Academy Transformation Trust (part of the Dukeries College in Ollerton), Ollerton and Boughton Town Council (OBTC) and Newark and Sherwood District Council Customer Service (NSDC).

- 2.2 Over the past 12 months the take up of the service has continued to increase. By September 2017 a second Work Coach was recruited to be responsible for Universal Credit customers who attended on a Thursday. By January 2018, numbers attending on a Wednesday were between 40 to 60 customer visits per week. This required the attendance of 2 Work Coaches on Wednesday. One individual now covers the Thursday sessions, continuing with the Income Support and Employment and Support Allowance (ESA) interviews. The current caseload has grown to 459. This has been divided between the 2 work coaches, allowing for more manageability. The free computer access continues to assist people with their job search, applications and verification in readiness for the Universal Credit service to be rolled out from May 2018. The DWP Employer Relation Lead continues to support the claimants, makes regular contact with employers on their behalf and organise workshops within the Town Hall and in the wider district.

3.0 Outcomes

3.1 Take up of the Outreach Support

The Ollerton Outreach Service seeks to support residents within the district to gain the support and information they require in order to access services and gain employment. In January 2017 Newark and Sherwood Homes (NSH) ceased their cashier function. This has impacted on the increase in footfall from customers who previously visited NSH and are now seeking advice on the wide range of services offered by the Outreach Service, for example advice on rent or repairs to their properties. NSH are now sending their customers to the more experienced NSDC Customer Service staff where appropriate.

The partner organisations referred to in paragraph 2.1 continues to offer the following services:

- ❖ Learning (skills and knowledge)
- ❖ Communication (CV writing)
- ❖ Confidence building (interview skills)

- ❖ Accessing work opportunities from both small local employers and larger employers across the district.
- ❖ ICT training courses.

3.2 Statistics

- 3.2.1 Over the past 12 months the numbers of customers accessing NSDC Customer Service has increased once again. The number has increased from 237 during the 12 month period of January 2016 to January 2017 to 447 up to an including January 2018 - an increase of 53.02%. The increase in numbers takes into account the service running for 2 days as of April 2017.
- 3.2.2 During the 12 week period between January and April 2017, when the service ran for 1 day per week covered by 1 work coach providing job related assistance, the enquiries totalled 440 (equating to an average of 36.66% customers seen over a 6 hour period). From the end of April the service began to run over 2 days. 2 work coaches attended the service on the Wednesday, 1 work coach and the Employer Relation Lead ran various job related sessions for groups of customers on Thursday. Over the 12 month period from January 2016 to January 2017 inclusive, the job related enquiries totalled 1788. By the end of January 2018 this number has increased by 39.93% to 2502, an increase of 714 enquiries. With the exception of the Christmas period and 2 days when the service was closed due to Polling days, the average figure for attendees over the 12 month period is 52. This is calculated by dividing 2502 by 48 weeks, taking into account the service running over 2 days from April 2017. The maximum number of people utilising the Ollerton Service reached a maximum of 71 attendees on one day in January 2018. In November 2017, the District Operations Lead for the DWP visited the service and was extremely impressed and very proud of the partnership delivered on an outreach basis. The outcome from the visit is for the model to be rolled out in Selly Oak, Birmingham.
- 3.2.3 The figures supplied by the Work Coach for people in Ollerton who are no longer claiming Job Seekers Allowance (JSA) or Employment and Support Allowance (ESA) for the 12 month period from January 2017 to January 2017 totals 104 people. This is an increase of 23.04% from the previous 12 month period. This does not allow for those who claim Universal Credit (UC) as unlike JSA the claim isn't automatically closed once they are working 16+ hrs

3.3 Success Stories

- 3.3.1 Evidence received from the Work Coach throughout the 12 months of 2017 demonstrates the variety of Employers both large and small who have recruited across the district.
- a) January : Large Employers: Center Parcs; Compass Group; Clumber Park Hotel
Small Employers: BJ Gibson (school transport) Local Care Homes; and One person became a Self Employed Builder.
 - b) February: Large Employers : Kingsmill Hospital; Nylacast Engineering Leicester
Small Employers: Local Care Homes and Agencies and self-employment
 - c) March: Large Employers: McDonalds; British Sugar;
Small Employers: Always Travel Agency and self-employment

- d) April: Large Employers: Noble Foods; the National Trust; Newark & Sherwood DC; Thorn Baker Construction, Leicester.
- e) May: Large Employers: Greencore; Clipper; Tesco; Provident Financial Services
Small Employers: Amber Decorators; Amber Panels
- f) June: Large Employers: Tesco; Premier Inn; HPAC Engineering
Self-Employment x 1
- g) July: Large Employers: Clipper;
Small Employers: Alphabet Day Nursery; Dukeries College; Local Dairy
- h) August: Large Employers: Clipper; NHS;
Small Employers: Local Builder; Local Lettings agency
- i) September: Large Employers: Centre Parcs; Kings Mill Hospital; Daisy Group; Clipper; Thorntons; Sutton Community College
Small Employers: Star Public House; Kings Mill Concrete; Oakwood Fuels; Longbelt Ltd Bilsthorpe; JT Installations; Royal Oak Public House
- j) October: Large Employers: Yearsleys; Thoresby Hall; Clipper; Tesco; Marks and Spencer;
Small Employers: Dukeries College; Ontime Removals and Light Haulage
- k) November: Large Employers: Clipper; Royal Mail; Center Parcs; The Range
Small Employers: Vape Domain; Private Carer
- l) December: Large Employers: Clipper
Small Employer: Personal Carer

One example of how undertaking a course whilst claiming benefits can reap rewards is shown with the following story. A customer who had previously worked in a local dental practice unfortunately had to leave due to ill health. Her initial claim for ESA was disallowed but she was able to claim JSA. She undertook one of the computer courses held at The Dukeries. As a result, she secured a part time shop assistant position at Center Parcs which allows her to work taking into account her health issues.

The second example of how building a relationship with the Work Coach can benefit an individual is shown with the following success story. A gentleman who had worked for 20 years as a chef but had claimed ESA for a number of years was found fit to work. As a result his claim was moved to JSA. An appeal to reverse this decision had been submitted but by agreeing to look for work with help from the work coach which included an allowance to buy clothes for an interview, he attended a Jobs Fair in Mansfield. The work coach introduced him to the Manager of Thoresby Hall, who agreed to give him a trial in the kitchens. This provided the candidate with confidence. As the trial ended he was offered a permanent Sous Chef position.

The third example of how age is not a barrier refers to a gentleman in his late 50s. He had worked as a lorry driver and wanted to return to work. The work coach referred him to the Shaw Trust at the Golden Ticket event held in the summer with whom he continues to work. The main barrier to returning to work was the cost of renewing his HGV licence and medical costs. The work coach helped him to access part funding through the Flexible Support Fund (FSF) and the Shaw Trust paid the remainder. In October he secured a job with Ontime Removals and Light Haulage.

Two young men who both lacked confidence when they began to attend the Job Club were referred to work with a member of staff from Inspire Culture. Inspire Culture, is an independent charitable organisation who advance the education of people who live, work or study within Nottinghamshire. The work undertaken by both young men saw one gain employment with the Royal Mail in Worksop and the second secured a permanent position with The Range in Mansfield after completing a work experience placement with the company.

3.3.2. Collaborative working with various partners offers a continually varied programme of courses, advice and guidance to continue to engage with benefit claimants in Ollerton and the wider district. Over the past 12 months this has included the following groups who do not regularly attend the meetings but have invited referrals from the Ollerton Outreach Service.

- ❖ Rural Community Action, Nottinghamshire (RCAN)
- ❖ Nottinghamshire Women's Aid
- ❖ Framework
- ❖ The Furniture Project

A number of events were held from February 2017 onwards for both employers looking to fill vacancies and those seeking employment.

- ❖ 22 February: An Apprenticeship event in conjunction with Vison West Notts College
- ❖ 24 February: Disability Confident Event for Employers
- ❖ 27 February: Confidence Building Course
- ❖ 15 March: Income Support Day
- ❖ 29 March: Employment Support Allowance event supported by The Furniture Project
- ❖ June : McDonalds held a Sector Based Workshop aimed at younger claimants as they were still recruiting.
- ❖ 6 July: Apprenticeship Open day
- ❖ 20 July: Golden Ticket Event for ESA customers. This was a new and innovative approach listening to the needs of the customers as to how best help them address their own situations. To build their self-confidence and self-esteem when speaking with future employers or training providers. The outcomes were positive as 6 of those who attended went to work with Shaw Trust, 1 with Remploy and 8 referred to the Dukeries College to undertake an IT course in September.
- ❖ 22 September: IT courses run from The Dukeries
- ❖ 18 October: Thoresby Hall to promote vacancies

3.4 Review of Work Undertaken in 2017 and Aims for 2018

3.4.1

| 2017 Objectives Agreed | Progression of Objectives |
|---|--|
| Extend the opening hours to 2 days per week | Evidenced in the report at 2.1 The increase of the service to 2 days per week began on April 27 th 2017 |
| Support the continuing issues of numeracy literacy and ICT within the area | Increase in number of laptops to 6 to allow job searches and basic computer usage. IT courses run regularly through the Academy Transformation Trust . 3.1, 3.3.1 and 3.3.2 |
| Achieve mid 30s attending the service on a weekly basis for NSDC Customer Service enquiries | Exceeded this total as in 3.2.1 |
| Promotion of the service through social media, flyers, newsletters and events | The local newsagent delivered the flyer promoting the 2 day service. A Boards promoting the event stand outside the Town Hall each week. |
| Continue to identify and promote stories | Articles promoting the service, events and increase in the operating days have been included in the local bi monthly magazine, The Roundabout. |
| Focus activities with the ESA register, hard to reach and single parent families. | The work coach and member of staff from the Academy Transformation Trust continue to work with this client group. 3.3.2 Services will increase as the move to Universal Credit Full Service takes place. |

3.4.2 Aims for 2018

- ❖ Re-launch of the Job Club with a new name to Advice Hub to cover all services delivered
- ❖ Continue to hold events to encourage the ESA customers to attend the service
- ❖ Hold an Apprenticeship Event to coincide with National Apprenticeship Week
- ❖ Interview Skills 1-1 workshops to be delivered by NSDC Customer Service staff
- ❖ Continue to focus activities around the ESA, hard to reach and lone parents
- ❖ Continue to promote the outreach service through social media, flyers, newsletters and events.
- ❖ Upgrade the IT equipment for use at the service.
- ❖ Continue to invite employers to attend the service and offer SBWA

3.5 Additional Support and Actions Undertaken

3.5.1 Bilsthorpe Business Support Event

The event was delivered to gauge the interest of those looking for work in Bilsthorpe. A variety of businesses were invited by the DWP Employer Relation Lead. The turnout from the businesses was very low. The Copper Beech public house, where the event was held covered hospitality and the Furniture Project gave an overview of working in the Voluntary and Retail Sectors. The work coach and employer relation lead booked 16 customers living

within the Bilsthorpe area to attend. Only 7 arrived for the event. 3 were very impressed with the support given by both the NSDC and DWP representatives. The CV's of those who attended were taken by the DWP Employer Relation Lead who advocated on their behalf with employers within the district. Due to the low numbers accessing the event it was decided not to pursue another event within Bilsthorpe.

4.0 Equalities Implications

4.1 The outreach support services provides additional opportunities to anyone requiring support from the DWP, OBTC and NSDC. Referrals to employability information and Universal Jobmatch are undertaken by the Academy Transformation Trust (Dukeries Academy). All these activities continue to develop an awareness of opportunities throughout the district. The Equalities implications are therefore positive.

5.0 Impact on Budget/Policy Framework

5.1 There is no additional budget or policy requirement

6.0 Comments of Director

6.1 The proposals within the report are all funded from within existing budgets.

7.0 RECOMMENDATIONS that:

(a) the continuation of the service be supported; and

(b) the aims identified for 2018 in paragraph 3.4.2 be supported.

Reason for Recommendations

Providing the Ollerton Outreach service to seek to support residents within the district to gain the support and information they require in order to access services and gain employment.

Background Papers

None

For further information please contact Veronica Dennant on Ext 5260

Sanjiv Kohli
Deputy Chief Executive
Director – Resources and s151 Officer

PROCUREMENT UPDATE

1.0 Purpose of Report

- 1.1 This report seeks to update Members on the proportion of Council spending with local businesses and the steps taken to use procurement to support local skills, jobs and apprenticeships, especially with regard to Works contract.

2.0 Background Information

- 2.1 In October 2013 the Council amended its Contract Procedure Rules so that for all Supplies & Services Contracts below £10,000 and all Works Contracts below £20,000 Contract Officers were required to seek at least two quotations from locally-based suppliers and one from a national/non-local supplier where available.

In addition, Contract Officers were given the discretion to openly advertise on a regional portal any Supplies & Services contract with a total value between £10,000 and £50,000 and any Works contract with a total value between £20,000 and £50,000.

- 2.2 When monitoring the proportion of Council spend with 'local' suppliers, it was decided to classify as 'local' any supplier operating from an NG or LN postcode area. However, a simplistic postcode approach can distort things. For example, the postcode may reflect the invoice payment address which is not 'local', but in actual fact the services are delivered by local sub-contractors/staff (in the case of construction-related/FM spend) or by temporary workers supplied by local agencies through the Comensura solution. Even the Council's leasing arrangements can give a misleading picture, i.e. vans originally sourced from a Ford main dealer in Nottinghamshire could be placed on lease with a financial institution based in London.
- 2.3 A presentation on the revised Contract Procedure Rules was delivered to Business Managers on 9 December 2013 to reinforce the requirement to increase the amount of goods and services procured locally and to provide opportunities for businesses in the District to work with the Council. This would be done by increasing awareness of and accessibility to contract opportunities whilst also influencing major construction companies to take on apprentices and include local sub-contractors as part of their supply chain.
- 2.4 The Council's annual spend with 'local' suppliers is reported through the Council's performance management system (Pentana). This shows a steady increase in the proportion of spend with 'local' suppliers between 2010/11 and 2014/15 from 29% to 56% but a subsequent tailing off to less than 40% which can be attributed to the significant spend with 'non-local' construction companies on key capital projects such as the Newark Sports & Fitness Centre, Palace Theatre/NCWC integration works, the Bowbridge Road Extra Care scheme and Castle House. Given that a significant proportion of the spend on these capital projects found its way into the local supply chain, it would be appropriate to re-work the 'local' spend figures for the last three years to include a significant proportion of the construction spend linked to these capital projects. It should be noted that Utilities and other spend which is not possible to procure locally has been discounted from this calculation.

- 2.5 In October 2016 the Council reviewed and updated its Contract Procedure Rules (CPRs) to cover changes introduced by the Public Contracts Regulations 2015.

The new Regulations stipulated the following:

- (i) Local authorities MUST publish on the national **Contracts Finder** portal any new procurement opportunities with a value above £25,000. This was in addition to, or instead of, any other portal or publications route the local authority was using at the time (e.g. *EastMidsTenders*).
- (ii) An OPEN tender process must be used on all procurements for Goods, Services & Works with a total value below the prevailing EU Goods & Services threshold (£181,302 from 01/01/2018).

This effectively meant that any contract opportunity above £25,000 now had to be published at a national level, whereas previously the Council could choose to refrain from openly advertising contracts up to £50,000 in favour of subjecting the requirement to competition from selected 'local' suppliers. Furthermore, the Council could no longer resort to a two-stage restricted tender process on any contract with a total value below the prevailing EU threshold.

- 2.6 However, the requirement to publish on **Contracts Finder** would only apply where a contracting authority decided to advertise an opportunity. Where a contracting authority is satisfied that it is lawful not to advertise an opportunity and chooses not to advertise at all (e.g. because it has internal policies such as standing orders which do not require a competition), the requirement to advertise on **Contracts Finder** would not apply to that contract.

- 2.7 This prompted the Council to amend its CPRs from October 2016 so that Contract Officers would only be required to advertise contracts with a total value above £75k on the **Contracts Finder** and *EastMidsTenders* portal, effectively circumventing the £25k advertising threshold. Contracts under £75k do not have to be advertised and Contract Officers can resort to securing three quotes, at least two of which should be from locally-based suppliers where the contract is valued at below £20k for Supplies & Services and below £50k for Works. The Contract Officer must, however, demonstrate the achievement of Value for Money at all times. Even so, if a Contract Officer were to decide to advertise a contract valued at under £75k due to a perceived lack of market competition or the need to demonstrate open competition to funding partners such as the Heritage Lottery Fund, then the contract opportunity would have to be published in the national **Contracts Finder** portal as well as the regional *EastMidsTenders* portal.

- 2.8 By increasing to £75,000 the Council's Contract Procedure Rules threshold value above which contract opportunities must be advertised and formally tendered, the administrative burden and cost of managing more resource-intensive tender processes for both the Council and potential bidders has been significantly reduced which should be of particular benefit to smaller local businesses seeking to supply the Council.

- 2.9 It has to be recognised that any attempt to 'legislate' in favour of certain groups of providers such as SMEs or local businesses almost by definition prejudices other providers in the sector. The Council must therefore use its powers with caution so as not to make the process anti-competitive, when the aim of the game is to run an open, transparent and fair process for all which delivers Value for Money for the Council. That said, the measures introduced by the Council do help to at least make sure that local businesses are given a fair opportunity to compete in the first place.

2.10 When tendering major construction projects the Council requires bidders to maximise contract spend with the local supply chain and to provide significant levels of apprenticeships, training, local labour and skills development during the delivery of the contract.

The main contractor for the Newark Sports and Fitness Centre, RG Carter, was appointed in October 2014 with work beginning the following January in partnership with the council and Active4Today staff. RG Carter exceeded its target of keeping at least 75 per cent of contract spend within 45-mile radius of Newark, provided employment opportunities and created six new apprenticeships.

RG Carter, the main contractors for Castle House, employed 37 sub-contractors, three apprentices and five new staff members in the 17 months leading to completion of the build. Several local people have benefitted directly from these jobs including a forklift driver, gateman and assistant site manager. RG Carter was also involved with a local recruitment fair where three other appointments were made. Local businesses have seen the benefits of Castle House with 80% of construction spend being made within a 45-mile radius of the site and a large workforce operating close to the town centre.

Development of the Southern Link Road, Newark and associated work, ongoing records are kept relating to local employment and use of local businesses and below is the latest update:

| Metric | Contractor 1 | Contractor 2 |
|---|---|---|
| Locally Employed | 5-10 Labour (local operatives sources via McAndrews) Jackson Civil Engineering Staff (supervisors/engineers/quantity surveyors) all local. | 7 Labour (Local operatives) |
| Local Apprenticeships | 2 engineer apprentices from Nottingham Trent University. | 2 apprentices from local area |
| Local Sub-Contractors (Nr, Type, Value) | Cleaners (1 local cleaner via Carbon60) Materials Testing (Enverity) Small electrical works (Mac's Electrical) Tarmac Surfacing and Drainage contractors were national contractors but they still employed and utilised some local labour when possible. | 2 Diamond drilling and surfacing, £100k |

3.0 Proposals

3.1 Previously the Council's Procurement Manager, often with the support of staff from the Economic Development Business Unit, has delivered presentations to local Business Leaders on the Council's spend profile and provided guidance on where to access public sector contract opportunities. The Procurement Manager has also attended several Meet the Buyer events hosted by different public sector bodies within Nottinghamshire at which various 'hints and tips' have been provided on dealing with the public sector and making best use of the *ProContract* e-Tendering platform now used by the Council to manage its tenders and requests for quotations.

- 3.2 Consideration will be given to holding further sessions with members of the local business community aimed at increasing awareness of the Council's contracting opportunities, providing help and guidance with tendering when required and encouraging local suppliers to register on the *ProContract* e-Tendering portal given that e-communications will be a mandatory requirement in procurement from 18 October 2018 to ensure compliance with Regulation 22 of the Public Contracts Regulations 2015.

Through the use of appropriate networks the Council will also consider ways of raising the awareness of local suppliers to all sub-contracting opportunities that arise from the Council's appointment of main contractors to deliver significant capital projects.

- 3.3 Further Business Manager briefing sessions will be convened to reinforce the importance of procuring locally in accordance with the Council's Contract Procedure Rules.
- 3.4 The size of advertised contracts has traditionally been seen as one of the main barriers to SME involvement in public sector procurements. The Public Contracts Regulations 2015 stipulate that contracting authorities must **actively consider** splitting larger contracts with a value above the EU threshold (*) into smaller lots and have to justify their decisions if they choose not to do so.

Although the Council does not regularly engage in procurements with a total value in excess of the EU thresholds, consideration should be given to including this requirement in the next planned revision of the Council's Contract Procedure Rules.

(*) *Supplies & Services threshold = £181,302; Works threshold £4,551,413*

4.0 Equalities Implications

- 4.1 None identified.

5.0 Impact on Budget/Policy Framework

- 5.1 None

6.0 RECOMMENDATIONS that:

- a) **the delivery of a further workshop for Business Managers within the Council relating to local procurement be supported; and**
- b) **the delivery of appropriate information sessions for businesses regarding local procurement be supported.**

Reason for Recommendations

The recommendations provide the opportunity to further encourage local procurement where this is possible

Background Papers

Nil

For further information please contact John King on Ext 5479 or Julie Reader-Sullivan on Ext 5258

Sanjiv Kohli
Deputy Chief Executive
Director – Resources/s151 Officer

THE BEACON INNOVATION CENTRE, NEWARK

1.0 Purpose of Report

- 1.1 This paper seeks to provide Members with an update on the current situation regarding the contract and future operational arrangements for the Beacon Innovation Centre.

2.0 Background Information

- 2.1 Newark Beacon is currently managed under a single contract by Oxford Innovation as part of a network of centres across the UK with specific links with centres in Worksop and Mansfield. The Beacon opened in 2007 with a high profile launch in Sept 2007. NSDC own the building and a Memorandum of Understanding (MOU) between Nottinghamshire County Council, Bassetlaw District Council (BDC) and Mansfield District Council was agreed in 2011 for the management of the centres. The MoU was updated by a Deed of Release since this date and BDC is no longer a voting partner of the SMB and it no longer retains any financial interest in the Turbine. East Midlands Development Agency (emda) provided a grant for the development of the building (the asset now resides with Homes England following the demise of EMDA) and information regarding this and the impact is detailed in the proposals section of this document.
- 2.2 The existing contract includes detail regarding fees payable by each party, a process for dealing with surplus generated and a revenue deficit sharing arrangement (50:50 with Nottinghamshire County Council), specific arrangements exist for the other centres (I-centre in Mansfield and the Turbine in Worksop). Originally the operation of the Newark Beacon was subcontracted to the NE group who managed this for four years and this was a three year contract with a one year extension. The contract for all three centres was then re – tendered and this process was managed by Nottinghamshire County Council. Oxford Innovation became the subcontractor and currently manage all three centres (Mansfield, Worksop and Newark). The Mansfield I Centre is an older building and both Worksop and Newark have lower maintenance costs as the buildings are of more recent build.
- 2.2 The current contract expires on 31 March 2018.

3.0 Proposals

- 3.1 In order for consideration to be given to the next steps the County Council has agreed an extension of the contract for six months with Oxford Innovations to allow for a full review and subsequent procurement process to take place. The County Council report detailing the contract extension and retendering arrangements is provided at **Appendix One** for information. Paragraph 14 details some of the considerations for a future contract for operating the innovation centres across Nottinghamshire.
- 3.2 The County Council are pursuing a timeline of six months to consider and procure a new contract for the three innovation centres. The District Council's commercials team are also undertaking a review of the future operation of Newark Beacon. This review will explore the various options including the potential for Newark & Sherwood District Council to deliver the service at either Newark Beacon or at all three sites. This will require the preparation of a full business case to be presented to a future Economic Development Committee.

4.0 Equalities Implications

4.1 In terms of recommendations, there are no negative equalities implications within the proposals made in this report.

5.0 Impact on Budget/Policy Framework

5.1 There are no budget implications at present as this report seeks endorsement of the extension of the existing contract by 6 months. The long-term budget implications will be dependent on the content of the business case which will be presented to Committee at a future meeting.

6.0 RECOMMENDATIONS that:

- a) **the Committee endorses the six month contract on the existing Terms & Conditions as the existing contract for the Beacon Innovation Centre;**
- b) **the Committee approves the approach to reviewing the future management of the Beacon Innovation Centre as set out at 3.2; and**
- c) **a further report including a business case be presented to a future meeting of the Committee.**

Reason for Recommendations

The current contract for the services provided at Newark Beacon Innovation Centre expires in March 2018 and a further contract is to be agreed for six months to allow for a review of future management of the Beacon Innovation Centre.

Background Papers

The project plan for the tender of the Innovation Centre Contract
The current KPI performance for the Innovation Centre Contract
The financial performance to December 2017

For further information please contact Julie Reader-Sullivan on Ext 5258

Sanjiv Kohli
Deputy Chief Executive
Director Resources & Section 151 Officer

REPORT OF THE LEADER OF THE COUNCIL

INTEGRATING INNOVATION CENTRES IN NOTTINGHAMSHIRE CONTRACT

Purpose of the Report

1. The purpose of this report is twofold:
 - a) To approve a 6 month extension to the Integrating Innovation Centres in Nottinghamshire contract; and
 - b) For Policy Committee to receive a further report on the future contract position on the completion of a review of the contract form and inclusions.

Information and Advice

2. Nottinghamshire County Council manages a contract governing the facilities management and business support services at three innovation centres across the county. Each centre is under different ownership as indicated in brackets:
 - a. Mansfield I-Centre (Mansfield District Council);
 - b. Newark Beacon (Newark and Sherwood District Council); and
 - c. Worksop Turbine (Nottinghamshire County Council).
3. The Local Authority partners currently engage in key aspects of the contract through a Strategic Management Board (SMB). This includes annual contract fee and budget and performance setting. An officer of the Housing and Communities Agency (HCA) also sits on the SMB in recognition that each centre has received external grant funding towards the capital build stages – this confers a retained financial interest in all of the centres for all funders. This will have an impact on any future contract/business model selected by partners to operate the centres.
4. In April 2011, the County Council awarded the contract on behalf of partners to Oxford Innovation on a five-year contract to March 2016, with the possibility of two one-year extensions. Each of the single year extensions have been applied, with the current contract scheduled to expire on the 31 March 2018.

Contract Form

5. The current contract operates as a “Management Agreement” whereby Oxford Innovation manages the centres on behalf of partners with annual income from licences and conferencing covering the operational costs with the surplus generated at each centre being returned to the respective centre owners following a deduction by the operator for performance related bonuses (where relevant). From this, Newark and Sherwood and

Mansfield District Councils also draw off a contribution to their in house costs and a building sinking fund.

6. The County Council does not seek to cover its management or technical costs and covers its capital costs outside of the contract. This includes an annual request to Committee (where required) to cover specific improvements at the Turbine. In the past this has included toilet and kitchen upgrades and communal redecoration to make the centre attractive to existing and new tenants. Statutory or substantial items of repair and maintenance are met by the County Council's Property budgets. Future proofing to meet emerging trends is addressed on a case by case basis. For example, the Council has successfully sought funding to develop a Business Lounge at the Turbine, this opened in June 2017.
7. Each owning authority is responsible for meeting any deficits at their specific centre (as well as covering depreciation, insurance and so forth). This is a critical point to consider during the review, as occupancy can be adversely impacted by economic downturns leaving cost uncertainty.

Contract Services

8. The three Nottinghamshire Centres offer serviced offices and workshops – termed as fully-inclusive “easy in-easy out” licence agreements. This provides fledgling businesses with flexible terms (they can leave the centres or change office sizes with 1 months’ notice) and cost certainty. Space is used flexibly to meet market needs for instance: shared offices, virtual offices, hot desk facilities, internal/external conferencing and meeting room services and on-site catering. Tenants have access to specialist business support from Oxford Innovation, a nationally renowned specialist in this field. This supports new and start-up small and medium-sized enterprises (SMEs) in understanding and growing their market and workforce. This enables them to grow their space in the centres and ultimately graduating to their own business accommodation.
9. Graduations and employment generation are the key outputs of the contract, with the intended outcomes being the creation of sustainable higher skilled employment opportunities in high growth SMEs. This aligns with the Council Plan (commitment 10 – high quality business accommodation for new and growth businesses and driving business productivity) and the intended provision of Business Parks across the county. The Innovation Centres are clear “feeders” for new and emerging commercial space.

General Performance

10. The contract has performed steadily and continues to develop and adjust to meet the patterns of need and opportunity across the County. Demand is healthy, especially for small scale units and occupancy levels currently remain good, being ordinarily between 80-90%.
11. A recent Internal Audit Report has highlighted areas of improvement to minimise risk and improve the effectiveness of the contract. The findings of this report will be incorporated in the proposed contract review and will inform future procurement and contract management processes. Soft market testing undertaken in 2016 and a recent assessment of the quality and service standards of the operator, has highlighted some areas of improvement and best practice that can also support the review outcome.

12. Each centre is currently undergoing a series of improvement projects to align them with market need and to future proof them – making them attractive to new tenants and future commercial operators.

13. In 2016/17 there were 192 tenants of virtual businesses at the centres employing 539 full time equivalents posts (FTE). Of these 77 were new jobs created in that year. In 2017/18 the creation of a further 70 new jobs is targeted across 218 business tenants.

Post 31 March 2018

14. The Council's contract with Oxford Innovation is due to expire at the end of March 2018. However, a review is required to inform future delivery which maximises value for money and which:

- minimises financial risk and management costs to the centre owners
- simplifies the current contract performance processes
- accounts for emerging private sector managed space offers and costs
- accommodates the changing need for the innovation support offer in line with:
 - the developing initiatives relating to the Council's business park and workspace plans
 - Current and future D2N2 Growth Hub services and
 - university led innovation programmes
- accounts for the external funders interest in the buildings and any financial implications of this
- incorporates any statutory responsibilities and costs in relation to the contract – including the obligations of each owning authority in respect of the Transfer of Undertaking (Protection of Employment) Regulations (TUPE)

15. There is insufficient time to complete a thorough review on behalf of the 3 local authorities and funders, procure future services and accommodate the necessary handover period to a new operator before the 31 March 2018. Therefore after consultation with partners, a one-off 6 month extension period to the current incumbent is required on a new 6 month contract on the same terms and conditions as currently applicable. The 6 month contract "extension" is outside of the scope of the existing contract and would be considered a direct award and so is not without procurement risk. However the risk is considered low due to the contract "extension's" short term and the re-scoping of the future provision.

16. Discussions have taken place with Oxford Innovation over their appetite for an extension and they have agreed the principle of a one-off six month "extension". The intent is that this would cease 30 September 2018.

17. Following the review, a further report will be brought to this Committee with a recommendation on the most appropriate and cost effective way to proceed.

Other Options Considered

18. The alternative is a re-tendering process, which even if it was started immediately would not allow for an appropriate handover period to any new operator or sufficient time to consider the new operating environment. Furthermore, the business continuity in each centre (and that of individual tenants) could be impacted as could income generation and costs. The risk of reputational damage to the Councils would also be high based on the service levels offered.

19. Further, if the decision taken was to re-procure on the basis of current information/performance, the market may not respond as flexibly as the incumbent contractor.

Reason/s for Recommendation/s

20. The conclusion drawn is that a contract extension would offer the best value for money and continued good standards of service for Nottinghamshire County Council, local authority partners and business tenants. The extension period will facilitate a review period to develop an informed contract response that meets current and future needs and brings more cost certainty to the authority with the inclusion of best practice and audit recommendations.

21. The current contract terms are deemed fit for purpose given the other constraints for the time limited extension period. Accordingly regular operational and strategic reviews will continue, together with monthly performance monitoring.

Statutory and Policy Implications

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

Financial Implications

23. Efforts to cover costs through income will be maximised as per the current contract model. No capital improvements are planned at the Turbine for the remainder of 2017/18 or 2018/19 so this will not impact any extension costs.

RECOMMENDATION/S

It is recommended that Policy Committee:

- 1) Approves the approach to extend the existing incumbent on the current contract Terms and Conditions for the period 31st March 2018-30th September 2018 and
- 2) Receives a further report following the completion of the review on the best delivery method for the centres.

COUNCILLOR MRS KAY CUTTS, MBE
Leader of the Council

For any enquiries about this report please contact: Mandy Ramm, Economic Development Officer, 0115 9772685

Constitutional Comments (EP 08/12/2017)

24. The recommendations fall within the remit of the Policy Committee by virtue of its terms of reference. Any contract entered into should be in a form approved by the Group Manager Legal, Democratic and Complaints Services.

Financial Comments [RWK 06/12/2017]

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

Background Papers and Published Documents

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

- Contract Award Notice, 1 March 2011
- Strategic Management Board 29th April 2014 Report on Draft Contract Performance 2013/14 Appendix 1: KPI Monitoring and Appendix 2 Financial Performance
- Strategic Management Board 22nd July 2015 Report on Draft Contract Performance 2014/15 Appendix 1: KPI Monitoring and Appendix 2 Financial Performance
- *Nottinghamshire Economic Insight – Issue 44 – Special Feature – available at: <http://site.nottinghamshire.gov.uk/EasysiteWeb/getresource.axd?assetid=352982&type=0&servicetype=1>*
- *Integrated Innovation Centre Contract: Performance Report – report to Economic Development Committee, published 26-06-2012*
- *Integrated Innovation Centre Contract: Performance Report – report to Economic Development Committee, published 11-06-2013*
- *Integrated Innovation Centre Contract: Performance Report 2013/14 – report to Economic Development Committee, published 03-06-2014*
- *Integrated Innovation Centre Contract Performance Report 2014/15 – report to Economic Development Committee, published 09-06-2015*
- *Integrated Innovation Centre Contract Performance Report 2015/16 – report to Economic Development Committee, published 07-06-2016*
- *Innovation Centres in Nottinghamshire – report to the City of Nottingham and Nottinghamshire Economic Prosperity Committee, published 23-09-2016*
- *Internal Audit Report*

Electoral Division(s) and Member(s) Affected

- Newark West, Cllr Keith Girling
- Worksop North, Cllr Alan Rhodes
- Mansfield South, Cllrs Stephen Garner and Andy Sissons